

2014

US MBD: Mercer Benchmark Database Executive

410.448.130 Top Category Management Executive

Retail & Wholesale

Leads, organizes and controls the Category Management strategies and activities within the organization. Works closely with Customer Management to ensure alignment and execution against the category and brand strategies by directing and overseeing Category Management joint-working projects with key customers and providing the tools required. Provides directions and feedback to Consumer Marketing and Category/Channel Development to enhance category and brand strategies to play an integral role in enhancing demand through customers in a cost-effective way. Typically reports to the Top Marketing Executive or Top Marketing and Sales Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	17	31	149.3	162.2	200.0	213.0	232.0	296.1
Base Salary - Org Wtd	17	31	147.9	158.4	210.0	218.1	269.9	327.1
Base Salary - Incentive Eligible	16	30	148.7	161.0	199.1	213.1	235.2	297.4
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	14	24	39.8	61.5	76.7	85.7	97.0	133.1
Short-term Incentive (Actual)	8	12	21.1	26.0	64.8	69.2	105.0	143.8
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	7	11	--	--	100.0	144.1	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	17	31	154.7	185.4	228.9	240.0	275.0	327.8
Total Cash Comp (Actual) - Org Wtd	17	31	153.1	179.8	232.0	249.8	277.2	428.9
Total Cash Comp (Actual) - Rcvrs	8	12	176.5	197.3	250.9	268.8	327.8	423.4
Total Cash Comp (Target)	15	25	200.7	240.1	270.0	302.0	359.4	419.0
Total Cash Comp (Target) - Rcvrs	14	24	199.7	248.0	271.5	305.8	373.9	420.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	17	31	154.7	185.4	244.6	291.2	364.6	496.2
Total Direct Comp (Actual) - Rcvrs	7	11	--	--	364.6	395.7	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	16	30	97%
Sales Incentive	0	0	0%
Profit Sharing	1	1	7%
Long-term Incentive	9	13	65%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	38%	36%
Share Appreciation Rights (SARs)	15%	18%
Restricted Shares/Share Units	69%	82%
Performance Shares/Share Units	38%	45%
Performance Cash Units	0%	0%
Long-term Cash	8%	0%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	8	12	32.2%	33.0%
Short-term Incentive (Threshold)	6	8	19.7%	19.0%
Short-term Incentive (Target)	14	24	37.0%	37.8%
Short-term Incentive (Maximum)	10	17	62.3%	60.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	7	11	67.3%	62.2%

Salary Range (Mean)				
Minimum	10	14	170.4	170.9
Midpoint	10	14	226.8	226.4
Maximum	10	14	283.2	282.0

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

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Top Category Management Executive 410.448.130

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US MBD: Mercer Benchmark Database Executive

210.336.130 Top Collections Executive

This is the top collections position with responsibility for the formulation and implementation of policies and procedures for following up on the collection of overdue accounts. Monitors collections, past due accounts, and determines policies on written, telephone, and personal follow-up. Refers problem accounts to collection agencies and/or legal counsel as appropriate. Responsible for the supervision of the collection staff. Frequently reports to a Treasurer.

All Organizations

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility				
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd	
Base Salary													
Base Salary - Inc Wtd	25	36	110.0	139.2	169.5	173.5	200.0	237.8	Short-term Incentive	23	33	94%	
Base Salary - Org Wtd	25	36	124.0	150.3	169.0	182.2	199.6	257.4	Sales Incentive	0	0	0%	
Base Salary - Incentive Eligible	23	33	111.8	141.1	174.2	176.7	202.8	238.9	Profit Sharing	1	1	5%	
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	10	18	55%	
Incentives													
Short-term Incentive (Target)	19	24	24.7	28.6	41.8	52.6	59.4	111.1	Of Those LTI Eligible:				
Short-term Incentive (Actual)	20	30	21.3	34.5	45.4	58.3	73.3	98.7	Stock/Share Options	22%		24%	
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	0%		0%	
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	61%		53%	
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--	Performance Shares/Share Units	17%		12%	
Long-term Incentive (Black-Scholes)	*9	17	8.8	18.1	60.4	70.3	90.2	147.5	Performance Cash Units	17%		0%	
Total Cash Compensation													
Total Cash Comp (Actual) - Inc Wtd	25	36	143.3	161.5	198.4	222.3	261.3	332.8	Long-term Cash	33%		35%	
Total Cash Comp (Actual) - Org Wtd	25	36	151.5	175.2	201.7	231.7	260.9	387.1	Incentives (Mean as % of Base)				
Total Cash Comp (Actual) - Rcvrs	20	30	145.8	166.3	205.5	234.8	275.1	375.4	Num Orgs	Num Obs	Org Wtd	Inc Wtd	
Total Cash Comp (Target)	22	32	127.2	154.1	201.0	211.0	236.3	339.2	Short-term Incentive (Actual)	20	30	32.8%	32.7%
Total Cash Comp (Target) - Rcvrs	19	24	138.9	165.5	206.5	229.1	263.0	357.1	Short-term Incentive (Threshold)	5	6	10.8%	9.7%
Total Direct Compensation (Black-Scholes)													
Total Direct Comp (Actual)	25	36	148.7	162.5	212.7	255.4	310.0	384.7	Short-term Incentive (Target)	19	24	29.7%	28.3%
Total Direct Comp (Actual) - Rcvrs	*9	17	149.4	196.1	302.8	313.5	376.9	539.3	Short-term Incentive (Maximum)	9	12	43.2%	44.1%
*More than 25% of sample supplied by one organization													
Salary Range (Mean)													
Minimum													
Midpoint													
Maximum													

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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	*6	10	--	--	158.1	162.8	--	--
Base Salary - Org Wtd	*6	10	--	--	158.1	159.7	--	--
Base Salary - Incentive Eligible	*5	9	--	--	159.0	163.4	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	4	4	--	--	--	--	--	--
Short-term Incentive (Actual)	*5	9	--	--	79.6	81.2	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	6	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*6	10	--	--	232.8	235.9	--	--
Total Cash Comp (Actual) - Org Wtd	*6	10	--	--	231.2	236.5	--	--
Total Cash Comp (Actual) - Rcvrs	*5	9	--	--	238.0	244.6	--	--
Total Cash Comp (Target)	*5	9	--	--	188.3	190.6	--	--
Total Cash Comp (Target) - Rcvrs	4	4	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*6	10	--	--	247.2	277.9	--	--
Total Direct Comp (Actual) - Rcvrs	*2	6	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

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

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	5	9	54.7%	48.1%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	4	4	--%	--%
Short-term Incentive (Maximum)	3	3	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	2	6	--%	--%

Salary Range (Mean)				
Minimum	4	8	--	--
Midpoint	4	8	--	--
Maximum	4	8	--	--

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Top Collections Executive 210 336 130

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US MBD: Mercer Benchmark Database Executive

210.336.130 Top Collections Executive

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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	*9	12	104.5	111.8	172.9	167.0	190.7	270.1
Base Salary - Org Wtd	*9	12	--	160.8	176.8	186.6	217.8	--
Base Salary - Incentive Eligible	*8	10	106.4	111.8	176.8	174.8	206.5	278.6
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*7	9	--	27.5	35.5	48.7	64.6	--
Short-term Incentive (Actual)	*6	8	--	--	47.8	49.5	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	5	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*9	12	116.3	150.6	177.1	200.0	239.3	361.2
Total Cash Comp (Actual) - Org Wtd	*9	12	--	164.7	190.2	219.8	283.3	--
Total Cash Comp (Actual) - Rcvrs	*6	8	--	--	191.0	223.7	--	--
Total Cash Comp (Target)	*8	11	109.6	139.7	196.1	208.2	253.7	359.2
Total Cash Comp (Target) - Rcvrs	*7	9	--	139.7	212.9	223.3	303.6	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*9	12	122.3	154.1	183.8	213.6	293.9	361.2
Total Direct Comp (Actual) - Rcvrs	*3	5	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	8	10	91%
Sales Incentive	0	--	--%
Profit Sharing	0	0	--%
Long-term Incentive	3	5	50%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	6	8	26.0%	29.3%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	7	9	27.3%	26.8%
Short-term Incentive (Maximum)	3	5	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	5	--%	--%

Salary Range (Mean)				
Minimum	6	6	141.2	141.2
Midpoint	6	6	219.1	219.1
Maximum	6	6	297.0	297.0

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

2014

US MBD: Mercer Benchmark Database Executive

140.000.120 Top Communications Executive - Corporate

All Organizations

Oversees all aspects of both internal and external communications for the organization. Responsibilities include advertising/marketing, media relations, creative editorial and design services, and internal communications. May be responsible for strategic communications, special events, art programs, or archives. Counsels and communicates with top management on communication policy, media relations issues, and advertising programs. Frequently reports to a Chief Executive Officer or Top Administrative 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	174	176	150.0	186.7	231.1	245.5	307.2	353.1
Base Salary - Org Wtd	174	176	150.0	186.2	231.1	245.1	309.0	350.9
Base Salary - Incentive Eligible	149	151	158.3	190.0	237.5	251.6	315.0	373.5
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	132	133	32.0	52.5	75.2	101.3	140.8	191.2
Short-term Incentive (Actual)	135	137	21.0	49.2	87.4	118.3	153.2	251.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*3	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	88	88	29.6	53.1	126.4	181.0	261.7	443.2

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	174	176	168.6	217.1	295.9	337.8	396.7	564.0
Total Cash Comp (Actual) - Org Wtd	174	176	168.3	215.9	293.7	336.7	393.2	565.0
Total Cash Comp (Actual) - Rcvrs	136	138	180.5	245.5	326.8	369.9	469.4	598.4
Total Cash Comp (Target)	164	166	170.1	221.8	288.9	324.7	405.2	520.2
Total Cash Comp (Target) - Rcvrs	132	133	197.4	243.2	313.6	349.4	443.8	531.3

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	174	176	174.5	223.8	343.9	428.3	524.2	811.7
Total Direct Comp (Actual) - Rcvrs	88	88	236.8	344.8	505.5	583.1	774.0	1,067.2

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	148	150	86%
Sales Incentive	0	0	0%
Profit Sharing	7	7	7%
Long-term Incentive	100	100	59%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	43%	39%
Share Appreciation Rights (SARs)	2%	1%
Restricted Shares/Share Units	67%	67%
Performance Shares/Share Units	41%	36%
Performance Cash Units	8%	2%
Long-term Cash	29%	28%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	135	137	41.5%	41.7%
Short-term Incentive (Threshold)	38	39	14.8%	14.5%
Short-term Incentive (Target)	132	133	37.7%	37.7%
Short-term Incentive (Maximum)	75	76	70.4%	70.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	3	3	--%	--%
Long-term Incentive (Black-Scholes)	88	88	61.5%	61.5%

Salary Range (Mean)

Minimum	114	115	163.8	163.7
Midpoint	114	115	224.6	224.5
Maximum	114	115	285.4	285.4

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

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Top Communications Executive - Corporate 140.000.120

2014

US MBD: Mercer Benchmark Database Executive

140,000.120 Top Communications Executive - Corporate

Consumer Goods

Oversees all aspects of both internal and external communications for the organization. Responsibilities include advertising/marketing, media relations, creative editorial and design services, and internal communications. May be responsible for strategic communications, special events, art programs, or archives. Counsels and communicates with top management on communication policy, media relations issues, and advertising programs. Frequently reports to a Chief Executive Officer or Top Administrative 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	12	12	151.6	179.4	219.3	242.6	314.6	391.9
Base Salary - Org Wtd	12	12	151.6	179.4	219.3	242.6	314.6	391.9
Base Salary - Incentive Eligible	12	12	151.6	179.4	219.3	242.6	314.6	391.9
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	12	12	36.6	65.1	72.3	110.9	102.9	367.7
Short-term Incentive (Actual)	12	12	29.0	64.0	100.5	115.1	114.1	315.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	9	9	--	40.2	52.3	178.2	344.1	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	12	12	180.6	255.5	317.8	358.3	441.7	701.3
Total Cash Comp (Actual) - Org Wtd	12	12	180.6	255.5	317.8	358.3	441.7	701.3
Total Cash Comp (Actual) - Rcvs	12	12	180.6	255.5	317.8	358.3	441.7	701.3
Total Cash Comp (Target)	12	12	192.0	248.8	296.0	353.5	422.6	753.4
Total Cash Comp (Target) - Rcvs	12	12	192.0	248.8	296.0	353.5	422.6	753.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	12	12	191.3	292.0	358.0	491.9	485.0	1,324.8
Total Direct Comp (Actual) - Rcvs	9	9	--	332.6	370.3	563.7	834.0	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	12	12	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	17%
Long-term Incentive	10	10	83%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	12	12	43.4%	43.4%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	12	12	40.8%	40.8%
Short-term Incentive (Maximum)	5	5	66.0%	66.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	9	9	57.3%	57.3%

Salary Range (Mean)				
Minimum	10	10	194.7	194.7
Midpoint	10	10	265.4	265.4
Maximum	10	10	336.2	336.2

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

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Top Communications Executive - Corporate 140,000.120

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140.000.120 Top Communications Executive - Corporate

Energy

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Base Salary								
Base Salary - Inc Wtd	7	7	--	169.0	203.5	224.1	248.0	--
Base Salary - Org Wtd	7	7	--	169.0	203.5	224.1	248.0	--
Base Salary - Incentive Eligible	5	5	--	--	231.1	250.0	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	5	5	--	--	104.0	105.3	--	--
Short-term Incentive (Actual)	5	5	--	--	68.7	85.6	--	--
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	7	7	--	169.0	287.2	285.3	301.7	--
Total Cash Comp (Actual) - Org Wtd	7	7	--	169.0	287.2	285.3	301.7	--
Total Cash Comp (Actual) - Rcvrs	5	5	--	--	292.3	335.6	--	--
Total Cash Comp (Target)	6	6	--	--	302.4	324.3	--	--
Total Cash Comp (Target) - Rcvrs	5	5	--	--	335.1	355.3	--	--

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	7	7	--	169.0	455.3	396.0	580.3	--
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	5	5	83%
Sales Incentive	0	0	--%
Profit Sharing	0	0	--%
Long-term Incentive	5	5	71%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	5	5	33.7%	33.7%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	5	5	40.8%	40.8%
Short-term Incentive (Maximum)	4	4	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	4	4	--%	--%

Salary Range (Mean)

Minimum	6	6	194.0	194.0
Midpoint	6	6	247.1	247.1
Maximum	6	6	300.2	300.2

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

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Top Communications Executive - Corporate 140.000.120

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140.000.120 Top Communications Executive - Corporate

Financial Services

Oversees all aspects of both internal and external communications for the organization. Responsibilities include advertising/marketing, media relations, creative editorial and design services, and internal communications. May be responsible for strategic communications, special events, art programs, or archives. Counsels and communicates with top management on communication policy, media relations issues, and advertising programs. Frequently reports to a Chief Executive Officer or Top Administrative 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	16	16	117.9	217.9	278.3	285.8	385.0	425.0
Base Salary - Org Wtd	16	16	117.9	217.9	278.3	285.8	385.0	425.0
Base Salary - Incentive Eligible	16	16	117.9	217.9	278.3	285.8	385.0	425.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	8	8	--	62.6	112.9	137.1	230.1	--
Short-term Incentive (Actual)	14	14	7.5	45.7	98.3	188.7	254.7	689.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	11	11	10.0	47.1	107.1	192.5	323.2	516.0

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	16	16	143.8	277.7	349.8	450.9	581.5	1,084.4
Total Cash Comp (Actual) - Org Wtd	16	16	143.8	277.7	349.8	450.9	581.5	1,084.4
Total Cash Comp (Actual) - Rcvs	14	14	133.4	259.4	349.8	463.5	626.6	1,130.7
Total Cash Comp (Target)	13	13	119.3	237.8	371.7	370.4	489.5	679.9
Total Cash Comp (Target) - Rcvs	8	8	--	291.3	415.4	430.3	589.0	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	16	16	164.8	326.2	452.2	583.2	738.0	1,335.9
Total Direct Comp (Actual) - Rcvs	11	11	214.2	400.7	469.2	690.9	1,020.0	1,604.2

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	16	16	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	13%
Long-term Incentive	13	13	81%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	46%	45%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	77%	82%
Performance Shares/Share Units	69%	64%
Performance Cash Units	8%	0%
Long-term Cash	15%	18%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	14	14	55.1%	55.1%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	8	8	43.5%	43.5%
Short-term Incentive (Maximum)	5	5	66.0%	66.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	11	11	59.0%	59.0%

Salary Range (Mean)				
Minimum	10	10	171.0	171.0
Midpoint	10	10	239.3	239.3
Maximum	10	10	307.7	307.7

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US MBD: Mercer Benchmark Database Executive

140.000.120 Top Communications Executive - Corporate

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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	23	23	129.7	187.1	235.0	239.0	285.0	356.3
Base Salary - Org Wtd	23	23	129.7	187.1	235.0	239.0	285.0	356.3
Base Salary - Incentive Eligible	22	22	127.4	187.0	224.1	237.4	291.3	361.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	21	21	13.9	28.3	71.8	92.6	135.0	216.1
Short-term Incentive (Actual)	21	21	24.9	41.9	100.0	129.7	213.4	320.7
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	11	11	61.7	118.2	142.5	197.9	257.4	441.0

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	23	23	157.1	214.7	296.7	357.4	468.6	652.0
Total Cash Comp (Actual) - Org Wtd	23	23	157.1	214.7	296.7	357.4	468.6	652.0
Total Cash Comp (Actual) - Rcvs	21	21	151.0	232.2	301.0	369.1	486.8	682.7
Total Cash Comp (Target)	22	22	152.9	213.5	281.4	324.2	421.9	572.7
Total Cash Comp (Target) - Rcvs	21	21	150.2	212.3	287.9	326.5	423.8	581.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	23	23	157.1	214.7	339.2	452.1	597.7	997.8
Total Direct Comp (Actual) - Rcvs	11	11	367.2	453.2	597.7	690.8	817.4	1,254.7

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	22	22	96%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	12	12	55%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	33%	27%
Share Appreciation Rights (SARs)	8%	9%
Restricted Shares/Share Units	42%	36%
Performance Shares/Share Units	42%	36%
Performance Cash Units	8%	0%
Long-term Cash	50%	45%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	21	21	46.9%	46.9%
Short-term Incentive (Threshold)	10	10	14.2%	14.2%
Short-term Incentive (Target)	21	21	34.4%	34.4%
Short-term Incentive (Maximum)	14	14	63.1%	63.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	11	11	63.6%	63.6%

Salary Range (Mean)				
Minimum	16	16	152.0	152.0
Midpoint	16	16	214.0	214.0
Maximum	16	16	276.0	276.0

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

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US MBD: Mercer Benchmark Database Executive

140.000.120 Top Communications Executive - Corporate

Oversees all aspects of both internal and external communications for the organization. Responsibilities include advertising/marketing, media relations, creative editorial and design services, and internal communications. May be responsible for strategic communications, special events, art programs, or archives. Counsels and communicates with top management on communication policy, media relations issues, and advertising programs. Frequently reports to a Chief Executive Officer or Top Administrative 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)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	10	10	164.0	190.4	228.8	264.9	360.1	389.5
Base Salary - Org Wtd	10	10	164.0	190.4	228.8	264.9	360.1	389.5
Base Salary - Incentive Eligible	10	10	164.0	190.4	228.8	264.9	360.1	389.5
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	9	9	--	55.6	85.5	103.0	148.2	--
Short-term Incentive (Actual)	7	7	--	53.6	90.5	122.4	160.9	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	7	7	--	25.8	135.0	194.3	346.9	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	10	10	212.9	219.1	291.1	350.6	475.8	651.5
Total Cash Comp (Actual) - Org Wtd	10	10	212.9	219.1	291.1	350.6	475.8	651.5
Total Cash Comp (Actual) - Rcvrs	7	7	--	225.5	328.0	384.0	550.9	--
Total Cash Comp (Target)	9	9	--	240.8	323.1	372.9	496.5	--
Total Cash Comp (Target) - Rcvrs	9	9	--	240.8	323.1	372.9	496.5	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	10	10	213.3	222.6	368.3	486.6	827.7	1,030.7
Total Direct Comp (Actual) - Rcvrs	7	7	--	251.2	463.0	578.3	918.0	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	10	10	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	14%
Long-term Incentive	7	7	78%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	57%	57%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	86%	71%
Performance Shares/Share Units	29%	29%
Performance Cash Units	29%	0%
Long-term Cash	29%	29%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	7	43.0%	43.0%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	9	9	36.3%	36.3%
Short-term Incentive (Maximum)	8	8	70.1%	70.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	7	7	61.9%	61.9%

Salary Range (Mean)				
Minimum	7	7	184.1	184.1
Midpoint	7	7	243.5	243.5
Maximum	7	7	302.8	302.8

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

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Top Communications Executive - Corporate 140.000.120

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140.000.120 Top Communications Executive - Corporate

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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	6	6	--	--	273.9	266.5	--	--
Base Salary - Org Wtd	6	6	--	--	273.9	266.5	--	--
Base Salary - Incentive Eligible	6	6	--	--	273.9	266.5	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	6	6	--	--	104.6	119.3	--	--
Short-term Incentive (Actual)	6	6	--	--	72.8	131.8	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	5	5	--	--	186.7	206.1	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	6	6	--	--	327.7	398.2	--	--
Total Cash Comp (Actual) - Org Wtd	6	6	--	--	327.7	398.2	--	--
Total Cash Comp (Actual) - Rcvs	6	6	--	--	327.7	398.2	--	--
Total Cash Comp (Target)	6	6	--	--	378.3	385.8	--	--
Total Cash Comp (Target) - Rcvs	6	6	--	--	378.3	385.8	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	6	6	--	--	468.8	570.0	--	--
Total Direct Comp (Actual) - Rcvs	5	5	--	--	529.0	624.3	--	--

*More than 25% of sample supplied by one organization

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

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	6	6	43.4%	43.4%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	6	6	42.9%	42.9%
Short-term Incentive (Maximum)	4	4	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	5	5	65.3%	65.3%

Salary Range (Mean)				
Minimum	5	5	180.9	180.9
Midpoint	5	5	269.3	269.3
Maximum	5	5	357.7	357.7

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

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Other Non-Manufacturing

Oversees all aspects of both internal and external communications for the organization. Responsibilities include advertising/marketing, media relations, creative editorial and design services, and internal communications. May be responsible for strategic communications, special events, art programs, or archives. Counsels and communicates with top management on communication policy, media relations issues, and advertising programs. Frequently reports to a Chief Executive Officer or Top Administrative 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	26	26	138.7	160.1	218.4	240.8	277.7	431.3
Base Salary - Org Wtd	26	26	138.7	160.1	218.4	240.8	277.7	431.3
Base Salary - Incentive Eligible	23	23	147.5	171.0	225.6	255.6	285.6	462.6
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	22	22	22.8	49.5	72.7	96.1	152.8	224.1
Short-term Incentive (Actual)	23	23	15.5	48.7	88.0	112.6	175.0	251.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	11	11	36.6	50.0	75.0	107.5	141.7	245.3

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	26	26	145.2	189.6	294.2	340.9	414.1	652.7
Total Cash Comp (Actual) - Org Wtd	26	26	145.2	189.6	294.2	340.9	414.1	652.7
Total Cash Comp (Actual) - Rcvrs	23	23	178.9	224.9	332.9	368.7	486.8	705.5
Total Cash Comp (Target)	25	25	144.3	194.5	277.2	319.0	376.2	617.6
Total Cash Comp (Target) - Rcvrs	22	22	192.0	217.4	310.5	345.1	393.0	687.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	26	26	145.2	224.4	324.1	386.4	513.3	776.5
Total Direct Comp (Actual) - Rcvrs	11	11	226.0	275.0	348.1	455.4	531.7	1,004.8

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	23	23	88%
Sales Incentive	0	0	0%
Profit Sharing	1	1	9%
Long-term Incentive	13	13	57%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	17%	18%
Share Appreciation Rights (SARs)	8%	0%
Restricted Shares/Share Units	67%	64%
Performance Shares/Share Units	33%	18%
Performance Cash Units	8%	9%
Long-term Cash	17%	18%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	23	23	40.2%	40.2%
Short-term Incentive (Threshold)	5	5	16.5%	16.5%
Short-term Incentive (Target)	22	22	35.8%	35.8%
Short-term Incentive (Maximum)	9	9	54.9%	54.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	11	11	46.2%	46.2%

Salary Range (Mean)				
Minimum	13	13	147.8	147.8
Midpoint	13	13	206.3	206.3
Maximum	13	13	264.7	264.7

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

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140.000.120 Top Communications Executive - Corporate

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Retail & Wholesale

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	14	14	141.0	157.3	233.2	251.1	340.4	371.3
Base Salary - Org Wtd	14	14	141.0	157.3	233.2	251.1	340.4	371.3
Base Salary - Incentive Eligible	14	14	141.0	157.3	233.2	251.1	340.4	371.3
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	14	14	29.2	46.0	100.9	116.1	175.0	229.3
Short-term Incentive (Actual)	13	13	8.8	21.3	80.9	110.1	188.2	256.4
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	11	11	16.2	55.4	284.2	245.4	405.2	571.1

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	14	14	155.2	191.9	294.3	353.3	555.6	595.3
Total Cash Comp (Actual) - Org Wtd	14	14	155.2	191.9	294.3	353.3	555.6	595.3
Total Cash Comp (Actual) - Rcvs	13	13	153.7	207.6	311.0	365.1	559.5	599.9
Total Cash Comp (Target)	14	14	172.0	233.6	306.5	367.2	509.6	592.4
Total Cash Comp (Target) - Rcvs	14	14	172.0	233.6	306.5	367.2	509.6	592.4

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	14	14	164.4	195.8	484.4	546.1	825.2	1,101.4
Total Direct Comp (Actual) - Rcvs	11	11	181.4	303.9	686.8	638.2	972.5	1,136.1

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	14	14	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	9%
Long-term Incentive	12	12	86%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	58%	55%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	75%	73%
Performance Shares/Share Units	25%	27%
Performance Cash Units	0%	0%
Long-term Cash	17%	18%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	13	13	38.1%	38.1%
Short-term Incentive (Threshold)	5	5	18.6%	18.6%
Short-term Incentive (Target)	14	14	42.8%	42.8%
Short-term Incentive (Maximum)	7	7	90.5%	90.5%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	11	11	78.5%	78.5%

Salary Range (Mean)

Minimum	9	9	154.3	154.3
Midpoint	9	9	215.6	215.6
Maximum	9	9	277.0	277.0

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

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Top Communications Executive - Corporate 140.000.120

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US MBD: Mercer Benchmark Database Executive

140.000.120 Top Communications Executive - Corporate

Oversees all aspects of both internal and external communications for the organization. Responsibilities include advertising/marketing, media relations, creative editorial and design services, and internal communications. May be responsible for strategic communications, special events, art programs, or archives. Counsels and communicates with top management on communication policy, media relations issues, and advertising programs. Frequently reports to a Chief Executive Officer or Top Administrative 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	47	49	155.0	179.7	237.9	232.9	281.5	328.3
Base Salary - Org Wtd	47	49	154.6	174.4	233.9	231.0	283.0	323.7
Base Salary - Incentive Eligible	29	31	163.9	187.0	240.4	238.5	283.0	325.6
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	23	24	36.0	56.3	65.3	78.7	92.3	138.0
Short-term Incentive (Actual)	23	25	22.8	32.3	70.4	85.0	112.7	179.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	11	11	25.7	36.8	64.2	111.2	126.0	397.6

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	47	49	163.4	188.5	254.5	276.6	348.8	418.5
Total Cash Comp (Actual) - Org Wtd	47	49	162.8	187.0	246.2	270.0	345.4	402.4
Total Cash Comp (Actual) - Rcvrs	24	26	184.9	222.4	333.2	325.4	393.2	506.0
Total Cash Comp (Target)	44	46	164.4	205.4	253.4	270.7	329.6	409.9
Total Cash Comp (Target) - Rcvrs	23	24	205.7	237.3	299.9	310.6	364.2	471.2

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	47	49	163.4	201.0	254.5	301.5	357.2	501.6
Total Direct Comp (Actual) - Rcvrs	11	11	216.9	248.9	424.8	435.1	583.9	715.6

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	28	30	61%
Sales Incentive	0	0	0%
Profit Sharing	1	1	4%
Long-term Incentive	13	13	27%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	46%	36%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	62%	73%
Performance Shares/Share Units	31%	27%
Performance Cash Units	8%	9%
Long-term Cash	38%	27%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	23	25	31.0%	33.1%
Short-term Incentive (Threshold)	9	10	15.8%	14.3%
Short-term Incentive (Target)	23	24	33.2%	33.0%
Short-term Incentive (Maximum)	13	14	69.8%	72.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	11	11	43.6%	43.6%

Salary Range (Mean)				
Minimum	28	29	147.3	147.4
Midpoint	28	29	199.2	200.0
Maximum	28	29	251.1	252.5

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

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Top Communications Executive - Corporate 140.000.120

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140.014.120 Top Communications Executive - Division

Oversees all aspects of both internal and external communications for the organization. Responsibilities include advertising/marketing, media relations, creative editorial and design services, and internal communications. May be responsible for strategic communications, special events, art programs, or archives. Counsels and communicates with top management on communication policy, media relations issues, and advertising programs. Frequently reports to a Chief Executive Officer or Top Administrative Executive. Note Reporting entity is Division. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Organizations

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility			
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd
Base Salary									Short-term Incentive	13	13	100%
Base Salary - Inc Wtd	13	13	163.8	194.1	222.3	238.9	264.9	388.0	Sales Incentive	0	0	0%
Base Salary - Org Wtd	13	13	163.8	194.1	222.3	238.9	264.9	388.0	Profit Sharing	0	0	0%
Base Salary - Incentive Eligible	13	13	163.8	194.1	222.3	238.9	264.9	388.0	Long-term Incentive	6	6	50%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--				
Incentives									Of Those LTI Eligible:			
Short-term Incentive (Target)	12	12	28.6	49.5	71.7	73.2	88.0	131.8	Stock/Share Options	0%		0%
Short-term Incentive (Actual)	12	12	16.5	20.6	73.0	83.1	139.4	184.7	Share Appreciation Rights (SARs)	0%		0%
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	50%		40%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	33%		20%
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Performance Cash Units	0%		0%
Long-term Incentive (Black-Scholes)	5	5	--	--	50.0	68.5	--	--	Long-term Cash	33%		40%
Total Cash Compensation									Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Inc Wtd	13	13	189.7	231.5	290.0	315.6	363.4	568.0	Short-term Incentive (Actual)	12	12	33.6%
Total Cash Comp (Actual) - Org Wtd	13	13	189.7	231.5	290.0	315.6	363.4	568.0	Short-term Incentive (Threshold)	4	4	--%
Total Cash Comp (Actual) - Rcvrs	12	12	185.0	229.2	290.9	317.7	365.5	585.0	Short-term Incentive (Target)	12	12	30.1%
Total Cash Comp (Target)	13	13	194.0	240.5	287.6	306.4	351.1	510.2	Short-term Incentive (Maximum)	8	8	58.9%
Total Cash Comp (Target) - Rcvrs	12	12	204.1	247.0	291.6	315.5	364.1	519.3	Sales Incentive (Actual)	0	0	--%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Target)	0	0	--%
Total Direct Comp (Actual)	13	13	189.7	240.9	290.0	341.9	422.7	637.6	Profit Sharing (Actual)	0	0	--%
Total Direct Comp (Actual) - Rcvrs	5	5	--	--	379.2	447.3	--	--	Long-term Incentive (Black-Scholes)	5	5	29.0%
*More than 25% of sample supplied by one organization									Salary Range (Mean)			
									Minimum	9	9	162.5
									Midpoint	9	9	219.4
									Maximum	9	9	276.4

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

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Top Communications Executive - Division 140.014.120

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140.011.120 Top Communications Executive - Subsidiary/Group

All Organizations

Oversees all aspects of both internal and external communications for the organization. Responsibilities include advertising/marketing, media relations, creative editorial and design services, and internal communications. May be responsible for strategic communications, special events, art programs, or archives. Counsels and communicates with top management on communication policy, media relations issues, and advertising programs. Frequently reports to a Chief Executive Officer or Top Administrative Executive. Note: Reporting entity is either Subsidiary or Group. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	41	41	163.4	188.5	220.0	234.5	253.4	301.4
Base Salary - Org Wtd	41	41	163.4	188.5	220.0	234.5	253.4	301.4
Base Salary - Incentive Eligible	39	39	161.2	186.9	220.0	234.9	255.0	306.0
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	32	32	34.7	51.2	64.6	87.6	107.3	193.4
Short-term Incentive (Actual)	34	34	32.4	37.4	74.1	77.2	101.3	158.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	15	15	20.4	45.6	75.0	126.5	172.3	311.3

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	41	41	206.1	224.1	277.4	301.7	367.9	462.0
Total Cash Comp (Actual) - Org Wtd	41	41	206.1	224.1	277.4	301.7	367.9	462.0
Total Cash Comp (Actual) - Rcvrs	34	34	212.9	231.4	292.6	307.4	369.9	459.7
Total Cash Comp (Target)	39	39	190.3	213.7	273.0	305.2	340.0	488.6
Total Cash Comp (Target) - Rcvrs	32	32	208.0	248.3	291.9	326.8	354.0	490.1

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	41	41	211.4	227.6	302.6	347.9	447.0	551.3
Total Direct Comp (Actual) - Rcvrs	15	15	225.4	343.6	503.6	475.5	551.6	795.6

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	39	39	95%
Sales Incentive	1	1	3%
Profit Sharing	4	4	13%
Long-term Incentive	17	17	46%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	19%	7%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	38%	33%
Performance Shares/Share Units	38%	33%
Performance Cash Units	19%	13%
Long-term Cash	31%	20%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	34	34	33.3%	33.3%
Short-term Incentive (Threshold)	10	10	17.4%	17.4%
Short-term Incentive (Target)	32	32	34.2%	34.2%
Short-term Incentive (Maximum)	22	22	55.2%	55.2%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	15	15	49.1%	49.1%

Salary Range (Mean)				
Minimum	19	19	179.9	179.9
Midpoint	19	19	247.6	247.6
Maximum	19	19	315.4	315.4

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

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Top Communications Executive - Subsidiary/Group 140.011.120

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140.011.120 Top Communications Executive - Subsidiary/Group

Consumer Goods

Oversees all aspects of both internal and external communications for the organization. Responsibilities include advertising/marketing, media relations, creative editorial and design services, and internal communications. May be responsible for strategic communications, special events, art programs, or archives. Counsels and communicates with top management on communication policy, media relations issues, and advertising programs. Frequently reports to a Chief Executive Officer or Top Administrative Executive. Note: Reporting entity is either Subsidiary or Group. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	5	5	--	--	242.4	237.9	--	--
Base Salary - Org Wtd	5	5	--	--	242.4	237.9	--	--
Base Salary - Incentive Eligible	5	5	--	--	242.4	237.9	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

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

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	5	5	--	--	265.8	300.3	--	--
Total Cash Comp (Actual) - Org Wtd	5	5	--	--	265.8	300.3	--	--
Total Cash Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--
Total Cash Comp (Target)	4	4	--	--	--	--	--	--
Total Cash Comp (Target) - Rcvrs	4	4	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	5	5	--	--	328.7	394.3	--	--
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	5	5	100%
Sales Incentive	0	--	--%
Profit Sharing	0	--	--%
Long-term Incentive	2	2	--%

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

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

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

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140.011.120 Top Communications Executive - Subsidiary/Group

Insurance

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Base Salary									Short-term Incentive	6	6	100%
Base Salary - Inc Wtd	6	6	--	--	242.3	249.9	--	--	Sales Incentive	0	0	--%
Base Salary - Org Wtd	6	6	--	--	242.3	249.9	--	--	Profit Sharing	0	0	--%
Base Salary - Incentive Eligible	6	6	--	--	242.3	249.9	--	--	Long-term Incentive	5	5	83%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--				
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving	
Short-term Incentive (Target)	4	4	--	--	--	--	--	--	Stock/Share Options	--%	--%	
Short-term Incentive (Actual)	6	6	--	--	86.5	91.2	--	--	Share Appreciation Rights (SARs)	--%	--%	
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	--%	--%	
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	--%	--%	
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Performance Cash Units	--%	--%	
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--	Long-term Cash	--%	--%	
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Inc Wtd	6	6	--	--	369.9	341.2	--	--	Short-term Incentive (Actual)	6	6	38.2%
Total Cash Comp (Actual) - Org Wtd	6	6	--	--	369.9	341.2	--	--	Short-term Incentive (Threshold)	1	1	--%
Total Cash Comp (Actual) - Rcvrs	6	6	--	--	369.9	341.2	--	--	Short-term Incentive (Target)	4	4	--%
Total Cash Comp (Target)	5	5	--	--	325.0	333.3	--	--	Short-term Incentive (Maximum)	3	3	--%
Total Cash Comp (Target) - Rcvrs	4	4	--	--	--	--	--	--	Sales Incentive (Actual)	0	0	--%
									Sales Incentive (Target)	0	0	--%
Total Direct Compensation (Black-Scholes)									Profit Sharing (Actual)	0	0	--%
Total Direct Comp (Actual)	6	6	--	--	443.4	424.7	--	--	Long-term Incentive (Black-Scholes)	4	4	--%
Total Direct Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--	Salary Range (Mean)			
									Minimum	4	4	--
									Midpoint	4	4	--
									Maximum	4	4	--

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140.011.120 Top Communications Executive - Subsidiary/Group

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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	11	11	163.9	175.1	220.0	257.5	255.0	552.7
Base Salary - Org Wtd	11	11	163.9	175.1	220.0	257.5	255.0	552.7
Base Salary - Incentive Eligible	11	11	163.9	175.1	220.0	257.5	255.0	552.7
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	10	10	36.6	51.5	65.7	99.9	120.8	309.7
Short-term Incentive (Actual)	9	9	--	51.2	77.6	75.4	99.8	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	5	5	--	--	72.4	98.4	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	11	11	217.1	225.2	285.0	320.0	356.1	575.9
Total Cash Comp (Actual) - Org Wtd	11	11	217.1	225.2	285.0	320.0	356.1	575.9
Total Cash Comp (Actual) - Rcvs	9	9	--	243.4	285.0	299.4	326.8	--
Total Cash Comp (Target)	11	11	182.0	226.5	286.0	348.3	356.1	842.2
Total Cash Comp (Target) - Rcvs	10	10	211.8	250.4	296.0	365.6	389.7	886.1

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	11	11	217.1	225.2	342.4	364.7	372.6	800.7
Total Direct Comp (Actual) - Rcvs	5	5	--	--	372.6	488.7	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	11	11	100%
Sales Incentive	0	0	0%
Profit Sharing	3	3	30%
Long-term Incentive	5	5	50%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	9	9	34.3%	34.3%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	10	10	34.6%	34.6%
Short-term Incentive (Maximum)	6	6	54.3%	54.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	5	5	28.6%	28.6%

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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2014

US MBD: Mercer Benchmark Database Executive

140.011.120 Top Communications Executive - Subsidiary/Group

Oversees all aspects of both internal and external communications for the organization. Responsibilities include advertising/marketing, media relations, creative editorial and design services, and internal communications. May be responsible for strategic communications, special events, art programs, or archives. Counsels and communicates with top management on communication policy, media relations issues, and advertising programs. Frequently reports to a Chief Executive Officer or Top Administrative Executive Note Reporting entity is either Subsidiary or Group. This is generally a single incumbent position Only one employee, the most senior individual, per organization entity should be reported.

Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	9	9	--	198.8	215.0	223.3	247.7	--
Base Salary - Org Wtd	9	9	--	198.8	215.0	223.3	247.7	--
Base Salary - Incentive Eligible	7	7	--	192.5	215.0	222.5	248.2	--
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	7	7	--	38.5	53.8	79.5	108.0	--
Short-term Incentive (Actual)	5	5	--	--	92.6	94.0	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*1	1	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	9	9	--	210.0	247.2	275.5	325.3	--
Total Cash Comp (Actual) - Org Wtd	9	9	--	210.0	247.2	275.5	325.3	--
Total Cash Comp (Actual) - Rcvrs	5	5	--	--	302.6	328.0	--	--
Total Cash Comp (Target)	9	9	--	219.1	268.8	285.2	322.9	--
Total Cash Comp (Target) - Rcvrs	7	7	--	231.1	273.0	302.0	348.0	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	9	9	--	217.5	247.2	277.2	325.3	--
Total Direct Comp (Actual) - Rcvrs	*1	1	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	7	78%
Sales Incentive	0	0	0%
Profit Sharing	0	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)	5	5	38.7%	38.7%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	7	7	33.6%	33.6%
Short-term Incentive (Maximum)	4	4	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	1	1	--%	--%

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

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

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Top Communications Executive - Subsidiary/Group 140.011.120

2014

US MBD: Mercer Benchmark Database Executive

140.296.130 Top Community Relations Executive

Responsible for the development and implementation of policies and programs that promote the organization's image in the community. Develops relationships with leaders in the community and directs the entire community outreach process. Typically responsible for the company's charitable giving programs. Frequently reports to a Top Communications Executive or Top Public Relations Executive.

Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported

All Organizations

All Participants Analysis (Dollar Values displayed in \$000s)									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	51	52	85%	
Base Salary - Inc Wtd	62	63	133.0	156.2	186.7	192.5	210.0	254.9	Sales Incentive	2	2	5%	
Base Salary - Org Wtd	62	63	132.6	155.9	185.3	190.9	210.0	250.6	Profit Sharing	0	0	0%	
Base Salary - Incentive Eligible	52	53	138.1	164.5	194.1	197.1	214.0	254.9	Long-term Incentive	29	29	49%	
Base Salary - Not Incentive Eligible	*3	3	--	--	--	--	--	--					
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving		
Short-term Incentive (Target)	44	44	32.5	39.2	57.3	72.4	91.9	140.5	Stock/Share Options	48%	44%		
Short-term Incentive (Actual)	43	44	16.1	35.0	60.5	68.5	87.7	131.0	Share Appreciation Rights (SARs)	3%	4%		
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	79%	68%		
Sales Incentive (Actual)	*2	2	--	--	--	--	--	--	Performance Shares/Share Units	31%	32%		
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Performance Cash Units	7%	0%		
Long-term Incentive (Black-Scholes)	25	25	20.8	39.1	68.5	91.8	123.7	200.8	Long-term Cash	14%	12%		
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Total Cash Comp (Actual) - Inc Wtd	62	63	150.0	180.6	220.0	241.6	288.5	361.8	Short-term Incentive (Actual)	43	44	32.6%	32.5%
Total Cash Comp (Actual) - Org Wtd	62	63	150.0	179.4	220.0	239.7	282.9	359.1	Short-term Incentive (Threshold)	17	17	17.2%	17.2%
Total Cash Comp (Actual) - Rcvrs	44	45	163.5	198.4	250.3	265.7	316.0	366.2	Short-term Incentive (Target)	44	44	35.7%	35.7%
Total Cash Comp (Target)	60	61	152.8	187.4	233.8	245.3	291.5	356.9	Short-term Incentive (Maximum)	25	25	58.3%	58.3%
Total Cash Comp (Target) - Rcvrs	44	44	174.2	202.9	252.2	266.5	303.9	366.4	Sales Incentive (Actual)	2	2	--%	--%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Target)	0	0	--%	--%
Total Direct Comp (Actual)	62	63	150.0	180.6	254.3	278.1	332.8	411.1	Profit Sharing (Actual)	0	0	--%	--%
Total Direct Comp (Actual) - Rcvrs	25	25	225.7	280.2	332.8	379.2	405.2	604.1	Long-term Incentive (Black-Scholes)	25	25	40.1%	40.1%
*More than 25% of sample supplied by one organization													
Salary Range (Mean)													
Minimum										44	44	136.4	136.4
Midpoint										44	44	181.6	181.6
Maximum										44	44	226.7	226.7

*More than 25% of sample supplied by one organization

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

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Top Community Relations Executive 140.296.130

2014

US MBD: Mercer Benchmark Database Executive

140.296.130 Top Community Relations Executive

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Consumer Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	6	6	--	--	187.2	189.4	--	--
Base Salary - Org Wtd	6	6	--	--	187.2	189.4	--	--
Base Salary - Incentive Eligible	6	6	--	--	187.2	189.4	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	6	6	--	--	70.5	68.2	--	--
Short-term Incentive (Actual)	6	6	--	--	72.0	71.7	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	6	6	--	--	69.3	74.5	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	6	6	--	--	256.6	261.1	--	--
Total Cash Comp (Actual) - Org Wtd	6	6	--	--	256.6	261.1	--	--
Total Cash Comp (Actual) - Rcvrs	6	6	--	--	256.6	261.1	--	--
Total Cash Comp (Target)	6	6	--	--	260.7	257.6	--	--
Total Cash Comp (Target) - Rcvrs	6	6	--	--	260.7	257.6	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	6	6	--	--	333.3	335.6	--	--
Total Direct Comp (Actual) - Rcvrs	6	6	--	--	333.3	335.6	--	--

*More than 25% of sample supplied by one organization

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

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	6	6	37.8%	37.8%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	6	6	36.2%	36.2%
Short-term Incentive (Maximum)	2	2	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	6	6	39.7%	39.7%

Salary Range (Mean)				
Minimum	5	5	135.3	135.3
Midpoint	5	5	174.3	174.3
Maximum	5	5	213.4	213.4

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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	10	10	121.8	152.3	192.9	189.2	222.2	252.3
Base Salary - Org Wtd	10	10	121.8	152.3	192.9	189.2	222.2	252.3
Base Salary - Incentive Eligible	9	9	--	158.0	205.7	192.8	224.4	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	5	5	--	--	51.6	64.4	--	--
Short-term Incentive (Actual)	8	8	--	32.5	50.5	56.2	81.0	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	3	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	10	10	150.7	187.1	220.0	234.1	270.2	367.3
Total Cash Comp (Actual) - Org Wtd	10	10	150.7	187.1	220.0	234.1	270.2	367.3
Total Cash Comp (Actual) - Rcvrs	8	8	--	202.5	227.0	245.5	301.4	--
Total Cash Comp (Target)	10	10	123.7	181.3	210.9	221.4	247.2	353.3
Total Cash Comp (Target) - Rcvrs	5	5	--	--	222.9	260.4	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	10	10	150.7	187.1	220.0	269.7	338.6	512.7
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	9	9	90%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	5	5	50%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	8	8	29.3%	29.3%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	5	5	32.1%	32.1%
Short-term Incentive (Maximum)	3	3	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	3	--%	--%

Salary Range (Mean)				
Minimum	9	9	141.3	141.3
Midpoint	9	9	193.0	193.0
Maximum	9	9	244.8	244.8

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Insurance

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	12	12	138.9	181.2	210.0	208.8	237.8	269.0
Base Salary - Org Wtd	12	12	138.9	181.2	210.0	208.8	237.8	269.0
Base Salary - Incentive Eligible	12	12	138.9	181.2	210.0	208.8	237.8	269.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	11	11	39.2	53.2	60.0	75.1	96.3	136.7
Short-term Incentive (Actual)	11	11	19.7	57.9	75.0	85.5	110.1	157.4
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	6	6	--	--	57.2	82.7	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	12	12	169.7	236.5	281.8	291.3	354.0	448.0
Total Cash Comp (Actual) - Org Wtd	12	12	169.7	236.5	281.8	291.3	354.0	448.0
Total Cash Comp (Actual) - Rcvs	11	11	169.4	235.3	288.5	295.9	363.0	459.8
Total Cash Comp (Target)	11	11	175.8	230.6	283.7	283.7	356.9	382.9
Total Cash Comp (Target) - Rcvs	11	11	175.8	230.6	283.7	283.7	356.9	382.9

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	12	12	169.7	243.2	320.9	332.7	373.1	610.3
Total Direct Comp (Actual) - Rcvs	6	6	--	--	366.8	406.0	--	--

*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	1	1	20%
Profit Sharing	0	0	--%
Long-term Incentive	6	6	50%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	50%	50%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	83%	67%
Performance Shares/Share Units	67%	67%
Performance Cash Units	17%	0%
Long-term Cash	17%	17%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	11	11	39.8%	39.8%
Short-term Incentive (Threshold)	5	5	16.8%	16.8%
Short-term Incentive (Target)	11	11	35.0%	35.0%
Short-term Incentive (Maximum)	6	6	46.8%	46.8%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	6	6	34.4%	34.4%

Salary Range (Mean)				
Minimum	8	8	151.2	151.2
Midpoint	8	8	201.9	201.9
Maximum	8	8	252.6	252.6

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	5	5	--	--	210.0	232.0	--	--
Base Salary - Org Wtd	5	5	--	--	210.0	232.0	--	--
Base Salary - Incentive Eligible	4	4	--	--	--	--	--	--
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--
Incentives								
Short-term Incentive (Target)	*3	3	--	--	--	--	--	--
Short-term Incentive (Actual)	*3	3	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	3	--	--	--	--	--	--
Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	5	5	--	--	327.0	288.0	--	--
Total Cash Comp (Actual) - Org Wtd	5	5	--	--	327.0	288.0	--	--
Total Cash Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--
Total Cash Comp (Target)	5	5	--	--	327.0	297.2	--	--
Total Cash Comp (Target) - Rcvrs	*3	3	--	--	--	--	--	--
Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	5	5	--	--	327.0	352.5	--	--
Total Direct Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Other Non-Manufacturing

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd	
Short-term Incentive	4	4	80%	
Sales Incentive	0	0	--%	
Profit Sharing	0	0	--%	
Long-term Incentive	3	3	60%	
Of Those LTI Eligible:	% Eligible		% Receiving	
Stock/Share Options	--%		--%	
Share Appreciation Rights (SARs)	--%		--%	
Restricted Shares/Share Units	--%		--%	
Performance Shares/Share Units	--%		--%	
Performance Cash Units	--%		--%	
Long-term Cash	--%		--%	
Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	3	3	--%	--%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	3	3	--%	--%
Short-term Incentive (Maximum)	1	1	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	3	--%	--%
Salary Range (Mean)				
Minimum	4	4	--	--
Midpoint	4	4	--	--
Maximum	4	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	16	17	104.7	137.0	164.0	172.9	203.3	286.0
Base Salary - Org Wtd	16	17	101.4	136.2	160.1	165.7	198.2	231.0
Base Salary - Incentive Eligible	10	11	116.8	150.1	178.8	189.4	206.8	289.0
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	8	8	--	26.2	44.0	57.2	81.1	--
Short-term Incentive (Actual)	7	8	--	19.7	44.3	48.6	77.3	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	3	--	--	--	--	--	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	16	17	108.0	142.7	183.3	197.8	246.5	361.6
Total Cash Comp (Actual) - Org Wtd	16	17	104.3	139.0	169.8	187.4	228.2	314.3
Total Cash Comp (Actual) - Rcvrs	8	9	--	177.3	232.7	245.1	326.5	--
Total Cash Comp (Target)	15	16	104.3	155.5	188.4	203.8	278.4	295.1
Total Cash Comp (Target) - Rcvrs	8	8	--	163.9	228.3	223.4	284.4	--

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	16	17	108.0	143.6	183.3	203.8	261.1	361.6
Total Direct Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	9	10	63%
Sales Incentive	1	1	10%
Profit Sharing	0	0	0%
Long-term Incentive	3	3	21%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	8	22.1%	22.7%
Short-term Incentive (Threshold)	7	7	19.9%	19.9%
Short-term Incentive (Target)	8	8	34.5%	34.5%
Short-term Incentive (Maximum)	7	7	57.7%	57.7%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	3	--%	--%

Salary Range (Mean)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Minimum	10	10	125.2	125.2
Midpoint	10	10	159.7	159.7
Maximum	10	10	194.2	194.2

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

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All Organizations

Responsible for all compensation and benefits programs for all employees including design, implementation, and administration of programs. Compensation duties often include job descriptions, job evaluation, performance appraisal, merit and other salary increases, compensation surveys, incentive plans, and stock option and other executive programs. Benefit responsibilities often include life, health, and disability insurance programs, profit-sharing and retirement programs, and personnel practices. Often responsible for HRIS systems and for selection and supervision of benefits consultants, brokers, trustees, and necessary legal assistants. Frequently reports to a Top Human Resources Management Executive. Note: Do not match this position if employee is responsible for compensation only or for benefits only. 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	254	254	167.3	191.2	220.1	231.6	260.0	320.2
Base Salary - Org Wtd	254	254	167.3	191.2	220.1	231.6	260.0	320.2
Base Salary - Incentive Eligible	235	235	170.0	194.1	225.0	234.8	268.5	324.3
Base Salary - Not Incentive Eligible	7	7	--	157.4	213.3	197.3	215.6	--

Incentives

Short-term Incentive (Target)	215	215	38.7	56.1	75.0	88.4	111.5	155.4
Short-term Incentive (Actual)	201	201	24.6	46.0	81.8	98.7	127.5	196.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	9	9	--	9.2	17.4	18.6	23.7	--
Long-term Incentive (Black-Scholes)	157	157	20.8	47.2	90.0	143.2	178.7	313.1

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	254	254	185.2	229.5	277.6	310.3	373.5	483.4
Total Cash Comp (Actual) - Org Wtd	254	254	185.2	229.5	277.6	310.3	373.5	483.4
Total Cash Comp (Actual) - Rcvrs	202	202	211.7	247.4	300.8	334.4	398.3	503.5
Total Cash Comp (Target)	241	241	194.9	236.2	290.3	311.7	370.3	460.7
Total Cash Comp (Target) - Rcvrs	215	215	221.0	255.9	303.5	323.6	377.0	473.5

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	254	254	195.4	244.5	327.8	398.8	485.1	700.4
Total Direct Comp (Actual) - Rcvrs	157	157	253.0	311.5	410.2	476.9	565.7	830.9

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	234	234	93%
Sales Incentive	0	0	0%
Profit Sharing	13	13	8%
Long-term Incentive	175	175	74%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	37%	36%
Share Appreciation Rights (SARs)	5%	5%
Restricted Shares/Share Units	73%	70%
Performance Shares/Share Units	38%	35%
Performance Cash Units	9%	3%
Long-term Cash	20%	18%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	201	201	39.6%	39.6%
Short-term Incentive (Threshold)	69	69	14.2%	14.2%
Short-term Incentive (Target)	215	215	35.8%	35.8%
Short-term Incentive (Maximum)	133	133	65.1%	65.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	9	9	8.6%	8.6%
Long-term Incentive (Black-Scholes)	157	157	56.9%	56.9%

Salary Range (Mean)

Minimum	177	177	162.7	162.7
Midpoint	177	177	221.1	221.1
Maximum	177	177	279.6	279.6

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

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Consumer Goods

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	18	18	173.4	199.2	219.7	240.8	284.3	346.3
Base Salary - Org Wtd	18	18	173.4	199.2	219.7	240.8	284.3	346.3
Base Salary - Incentive Eligible	17	17	171.8	198.4	229.5	242.6	291.2	346.7
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	15	15	41.6	60.1	84.0	96.1	135.0	174.2
Short-term Incentive (Actual)	15	15	15.8	41.8	66.2	97.6	184.0	222.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	12	12	34.7	53.1	102.8	162.3	236.5	498.3

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	18	18	206.4	234.2	284.6	322.7	419.8	557.0
Total Cash Comp (Actual) - Org Wtd	18	18	206.4	234.2	284.6	322.7	419.8	557.0
Total Cash Comp (Actual) - Rcvrs	15	15	199.6	236.7	300.8	338.3	434.3	562.5
Total Cash Comp (Target)	17	17	198.2	239.1	294.0	327.4	408.1	499.6
Total Cash Comp (Target) - Rcvrs	15	15	216.2	259.4	344.3	342.4	411.3	508.7

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	18	18	206.4	255.2	323.0	430.9	510.6	866.7
Total Direct Comp (Actual) - Rcvrs	12	12	278.4	322.4	479.4	530.3	668.2	1,066.3

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	17	17	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	9%
Long-term Incentive	14	14	88%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	21%	25%
Share Appreciation Rights (SARs)	7%	8%
Restricted Shares/Share Units	64%	67%
Performance Shares/Share Units	50%	42%
Performance Cash Units	0%	0%
Long-term Cash	21%	25%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	15	15	38.4%	38.4%
Short-term Incentive (Threshold)	6	6	12.1%	12.1%
Short-term Incentive (Target)	15	15	37.9%	37.9%
Short-term Incentive (Maximum)	10	10	76.5%	76.5%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	12	12	58.3%	58.3%

Salary Range (Mean)				
Minimum	13	13	178.5	178.5
Midpoint	13	13	247.1	247.1
Maximum	13	13	315.8	315.8

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

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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	5	5	--	--	212.9	209.2	--	--
Base Salary - Org Wtd	5	5	--	--	212.9	209.2	--	--
Base Salary - Incentive Eligible	4	4	--	--	--	--	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

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

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	5	5	--	--	264.5	275.6	--	--
Total Cash Comp (Actual) - Org Wtd	5	5	--	--	264.5	275.6	--	--
Total Cash Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--
Total Cash Comp (Target)	5	5	--	--	276.3	262.4	--	--
Total Cash Comp (Target) - Rcvrs	4	4	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	5	5	--	--	347.7	306.6	--	--
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	4	4	80%
Sales Incentive	0	--	--%
Profit Sharing	0	--	--%
Long-term Incentive	4	4	80%

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

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

Salary Range (Mean)				
Minimum	5	5	147.1	147.1
Midpoint	5	5	192.3	192.3
Maximum	5	5	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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Responsible for all compensation and benefits programs for all employees including design, implementation, and administration of programs. Compensation duties often include job descriptions, job evaluation, performance appraisal, merit and other salary increases, compensation surveys, incentive plans, and stock option and other executive programs. Benefit responsibilities often include life, health, and disability insurance programs, profit-sharing and retirement programs, and personnel practices. Often responsible for HRIS systems and for selection and supervision of benefits consultants, brokers, trustees, and necessary legal assistants. Frequently reports to a Top Human Resources Management Executive. Note: Do not match this position if employee is responsible for compensation only or for benefits only. 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	21	21	155.6	180.4	212.2	228.4	257.5	297.2
Base Salary - Org Wtd	21	21	155.6	180.4	212.2	228.4	257.5	297.2
Base Salary - Incentive Eligible	21	21	155.6	180.4	212.2	228.4	257.5	297.2
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	17	17	28.6	49.1	82.8	92.6	127.6	158.3
Short-term Incentive (Actual)	21	21	34.6	67.6	115.5	147.0	162.0	374.9
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	19	19	30.0	56.7	102.4	143.6	165.0	465.0

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	21	21	199.0	257.5	340.0	376.4	427.9	652.3
Total Cash Comp (Actual) - Org Wtd	21	21	199.0	257.5	340.0	376.4	427.9	652.3
Total Cash Comp (Actual) - Rcvrs	21	21	199.0	257.5	340.0	376.4	427.9	652.3
Total Cash Comp (Target)	19	19	182.4	210.0	289.8	314.7	371.0	420.0
Total Cash Comp (Target) - Rcvrs	17	17	179.7	229.2	305.5	322.6	379.8	478.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	21	21	228.6	317.1	477.8	506.4	541.3	1,124.6
Total Direct Comp (Actual) - Rcvrs	19	19	245.4	361.8	491.7	536.9	557.4	1,253.0

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	21	21	100%
Sales Incentive	0	0	0%
Profit Sharing	2	2	13%
Long-term Incentive	19	19	90%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	42%	32%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	89%	89%
Performance Shares/Share Units	26%	21%
Performance Cash Units	16%	0%
Long-term Cash	16%	16%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	21	21	58.8%	58.8%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	17	17	38.1%	38.1%
Short-term Incentive (Maximum)	8	8	70.5%	70.5%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	19	19	57.1%	57.1%

Salary Range (Mean)				
Minimum	14	14	160.8	160.8
Midpoint	14	14	232.5	232.5
Maximum	14	14	304.3	304.3

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

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Insurance

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	33	33	172.5	194.0	214.2	236.1	284.3	338.4
Base Salary - Org Wtd	33	33	172.5	194.0	214.2	236.1	284.3	338.4
Base Salary - Incentive Eligible	32	32	171.8	196.8	217.1	237.9	287.2	338.8
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	31	31	34.9	52.5	66.9	98.6	151.2	190.1
Short-term Incentive (Actual)	29	29	36.6	61.0	100.0	118.9	181.3	240.7
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	23	23	20.8	33.1	92.3	117.3	175.0	274.4

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	33	33	175.3	255.9	300.0	341.4	468.6	548.9
Total Cash Comp (Actual) - Org Wtd	33	33	175.3	255.9	300.0	341.4	468.6	548.9
Total Cash Comp (Actual) - Rcvs	29	29	234.7	260.4	300.0	354.0	492.1	549.9
Total Cash Comp (Target)	32	32	179.1	246.9	289.8	331.2	434.6	534.4
Total Cash Comp (Target) - Rcvs	31	31	188.5	249.8	290.0	336.1	449.5	537.6

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	33	33	197.2	265.6	360.7	423.2	567.5	776.1
Total Direct Comp (Actual) - Rcvs	23	23	238.4	313.2	467.4	488.0	608.0	796.4

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	32	32	97%
Sales Incentive	0	0	0%
Profit Sharing	1	1	5%
Long-term Incentive	27	27	84%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	15%	17%
Share Appreciation Rights (SARs)	4%	4%
Restricted Shares/Share Units	42%	39%
Performance Shares/Share Units	31%	26%
Performance Cash Units	12%	9%
Long-term Cash	50%	39%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	29	29	47.3%	47.3%
Short-term Incentive (Threshold)	8	8	18.7%	18.7%
Short-term Incentive (Target)	31	31	38.1%	38.1%
Short-term Incentive (Maximum)	19	19	62.1%	62.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	23	23	43.5%	43.5%

Salary Range (Mean)				
Minimum	23	23	169.1	169.1
Midpoint	23	23	236.4	236.4
Maximum	23	23	303.7	303.7

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

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Life Sciences

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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	Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Base Salary									Short-term Incentive	5	5	100%
Base Salary - Inc Wtd	5	5	--	--	249.3	245.4	--	--	Sales Incentive	0	0	--%
Base Salary - Org Wtd	5	5	--	--	249.3	245.4	--	--	Profit Sharing	1	1	--%
Base Salary - Incentive Eligible	5	5	--	--	249.3	245.4	--	--	Long-term Incentive	4	4	80%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--				
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving	
Short-term Incentive (Target)	5	5	--	--	74.8	81.0	--	--	Stock/Share Options	--%	--%	
Short-term Incentive (Actual)	4	4	--	--	--	--	--	--	Share Appreciation Rights (SARs)	--%	--%	
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	--%	--%	
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	--%	--%	
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Performance Cash Units	--%	--%	
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--	Long-term Cash	--%	--%	
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Inc Wtd	5	5	--	--	289.6	308.8	--	--	Short-term Incentive (Actual)	4	4	--%
Total Cash Comp (Actual) - Org Wtd	5	5	--	--	289.6	308.8	--	--	Short-term Incentive (Threshold)	1	1	--%
Total Cash Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--	Short-term Incentive (Target)	5	5	32.8%
Total Cash Comp (Target)	5	5	--	--	324.1	326.4	--	--	Short-term Incentive (Maximum)	2	2	--%
Total Cash Comp (Target) - Rcvrs	5	5	--	--	324.1	326.4	--	--	Sales Incentive (Actual)	0	0	--%
									Sales Incentive (Target)	0	0	--%
Total Direct Compensation (Black-Scholes)									Profit Sharing (Actual)	0	0	--%
Total Direct Comp (Actual)	5	5	--	--	362.5	403.0	--	--	Long-term Incentive (Black-Scholes)	4	4	--%
Total Direct Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--	Salary Range (Mean)			
									Minimum	2	2	--
									Midpoint	2	2	--
									Maximum	2	2	--

*More than 25% of sample supplied by one organization

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

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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	22	22	176.2	186.3	218.4	225.8	262.1	292.9
Base Salary - Org Wtd	22	22	176.2	186.3	218.4	225.8	262.1	292.9
Base Salary - Incentive Eligible	22	22	176.2	186.3	218.4	225.8	262.1	292.9
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	22	22	50.1	54.2	76.8	88.4	116.9	142.1
Short-term Incentive (Actual)	20	20	30.0	40.3	71.0	93.0	131.3	211.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	19	19	11.0	22.2	71.4	133.8	224.9	311.3

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	22	22	200.4	237.9	274.3	310.4	403.1	470.0
Total Cash Comp (Actual) - Org Wtd	22	22	200.4	237.9	274.3	310.4	403.1	470.0
Total Cash Comp (Actual) - Rcvrs	20	20	212.7	241.6	291.3	320.9	407.0	475.0
Total Cash Comp (Target)	22	22	229.1	241.7	310.8	314.2	376.5	434.6
Total Cash Comp (Target) - Rcvrs	22	22	229.1	241.7	310.8	314.2	376.5	434.6

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	22	22	232.6	283.8	340.0	425.9	563.4	745.4
Total Direct Comp (Actual) - Rcvrs	19	19	232.5	266.3	361.2	433.7	570.3	768.4

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	22	22	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	6%
Long-term Incentive	20	20	91%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	50%	47%
Share Appreciation Rights (SARs)	5%	5%
Restricted Shares/Share Units	90%	74%
Performance Shares/Share Units	40%	42%
Performance Cash Units	15%	0%
Long-term Cash	15%	16%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	20	20	39.5%	39.5%
Short-term Incentive (Threshold)	7	7	15.7%	15.7%
Short-term Incentive (Target)	22	22	37.7%	37.7%
Short-term Incentive (Maximum)	20	20	74.0%	74.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	19	19	54.5%	54.5%

Salary Range (Mean)				
Minimum	15	15	158.3	158.3
Midpoint	15	15	208.1	208.1
Maximum	15	15	257.8	257.8

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Other Non-Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility					
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd		
Base Salary									Short-term Incentive	11	11	92%		
Base Salary - Inc Wtd	12	12	152.6	168.8	204.7	226.6	278.5	343.4	Sales Incentive	0	0	0%		
Base Salary - Org Wtd	12	12	152.6	168.8	204.7	226.6	278.5	343.4	Profit Sharing	1	1	9%		
Base Salary - Incentive Eligible	11	11	153.5	190.0	208.5	233.1	288.3	344.4	Long-term Incentive	9	9	75%		
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--						
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving			
Short-term Incentive (Target)	11	11	43.6	60.0	74.8	89.5	129.7	168.9	Stock/Share Options	56%	50%			
Short-term Incentive (Actual)	8	8	--	49.5	100.0	86.7	122.0	--	Share Appreciation Rights (SARs)	11%	13%			
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	67%	63%			
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	78%	75%			
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--	Performance Cash Units	11%	0%			
Long-term Incentive (Black-Scholes)	8	8	--	75.2	105.3	254.9	442.7	--	Long-term Cash	0%	0%			
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd	
Total Cash Comp (Actual) - Inc Wtd	12	12	152.6	197.5	258.4	285.3	391.8	477.1	Short-term Incentive (Actual)	8	8	33.9%	33.9%	
Total Cash Comp (Actual) - Org Wtd	12	12	152.6	197.5	258.4	285.3	391.8	477.1	Short-term Incentive (Threshold)	2	2	--%	--%	
Total Cash Comp (Actual) - Rcvrs	8	8	--	226.0	316.3	333.4	451.0	--	Short-term Incentive (Target)	11	11	36.7%	36.7%	
Total Cash Comp (Target)	12	12	166.8	221.8	277.3	308.7	394.6	510.1	Short-term Incentive (Maximum)	5	5	63.5%	63.5%	
Total Cash Comp (Target) - Rcvrs	11	11	197.1	256.5	283.5	322.6	418.0	513.3	Sales Incentive (Actual)	0	0	--%	--%	
Total Direct Compensation (Black-Scholes)									Sales Incentive (Target)	0	0	--%	--%	
Total Direct Comp (Actual)	12	12	172.2	258.2	348.4	455.2	584.0	1,055.8	Profit Sharing (Actual)	1	1	--%	--%	
Total Direct Comp (Actual) - Rcvrs	8	8	--	314.9	392.6	554.2	920.6	--	Long-term Incentive (Black-Scholes)	8	8	127.4%	127.4%	
*More than 25% of sample supplied by one organization														
Salary Range (Mean)										Minimum	11	11	159.4	159.4
										Midpoint	11	11	208.0	208.0
										Maximum	11	11	256.6	256.6

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Other Non-Manufacturing

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	29	29	145.7	184.2	225.9	232.6	276.1	345.0
Base Salary - Org Wtd	29	29	145.7	184.2	225.9	232.6	276.1	345.0
Base Salary - Incentive Eligible	28	28	143.9	182.2	229.7	233.1	276.8	345.1
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	26	26	41.7	59.9	82.5	89.2	121.5	147.9
Short-term Incentive (Actual)	25	25	45.2	65.7	99.0	113.7	160.3	204.7
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	16	16	16.3	27.3	60.2	113.8	185.4	323.6

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	29	29	197.6	241.5	294.3	331.0	419.3	532.2
Total Cash Comp (Actual) - Org Wtd	29	29	197.6	241.5	294.3	331.0	419.3	532.2
Total Cash Comp (Actual) - Rcvrs	25	25	238.4	252.6	335.7	356.4	434.4	536.1
Total Cash Comp (Target)	28	28	205.9	235.1	311.6	317.0	378.1	468.3
Total Cash Comp (Target) - Rcvrs	26	26	200.1	243.7	311.6	319.7	379.8	478.1

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	29	29	220.0	262.0	335.0	393.7	480.2	842.3
Total Direct Comp (Actual) - Rcvrs	16	16	234.9	266.6	322.4	447.9	599.6	864.5

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	28	28	97%
Sales Incentive	0	0	0%
Profit Sharing	2	2	11%
Long-term Incentive	21	21	75%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	50%	44%
Share Appreciation Rights (SARs)	6%	0%
Restricted Shares/Share Units	78%	88%
Performance Shares/Share Units	33%	25%
Performance Cash Units	11%	6%
Long-term Cash	6%	6%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	25	25	45.4%	45.4%
Short-term Incentive (Threshold)	6	6	13.0%	13.0%
Short-term Incentive (Target)	26	26	38.1%	38.1%
Short-term Incentive (Maximum)	11	11	74.8%	74.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	16	16	42.3%	42.3%

Salary Range (Mean)				
Minimum	20	20	162.6	162.6
Midpoint	20	20	221.2	221.2
Maximum	20	20	279.8	279.8

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Retail & Wholesale

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	34	34	166.2	184.7	225.4	229.3	261.3	299.3
Base Salary - Org Wtd	34	34	166.2	184.7	225.4	229.3	261.3	299.3
Base Salary - Incentive Eligible	34	34	166.2	184.7	225.4	229.3	261.3	299.3
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	32	32	41.8	56.5	75.8	83.1	95.3	146.2
Short-term Incentive (Actual)	29	29	22.3	31.9	68.9	72.8	95.8	150.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	24	24	19.5	52.9	93.8	161.1	179.7	435.4

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	34	34	183.3	227.5	270.2	291.9	348.1	433.9
Total Cash Comp (Actual) - Org Wtd	34	34	183.3	227.5	270.2	291.9	348.1	433.9
Total Cash Comp (Actual) - Rcvs	29	29	185.4	239.3	298.9	304.9	364.7	449.9
Total Cash Comp (Target)	32	32	206.8	256.2	314.1	312.3	364.2	429.7
Total Cash Comp (Target) - Rcvs	32	32	206.8	256.2	314.1	312.3	364.2	429.7

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	34	34	201.5	257.6	329.5	405.6	452.8	765.5
Total Direct Comp (Actual) - Rcvs	24	24	232.4	280.0	333.8	444.6	465.7	862.6

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	34	34	100%
Sales Incentive	0	0	0%
Profit Sharing	2	2	10%
Long-term Incentive	24	24	83%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	46%	46%
Share Appreciation Rights (SARs)	13%	13%
Restricted Shares/Share Units	71%	67%
Performance Shares/Share Units	21%	21%
Performance Cash Units	0%	0%
Long-term Cash	17%	17%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	29	29	30.4%	30.4%
Short-term Incentive (Threshold)	10	10	14.2%	14.2%
Short-term Incentive (Target)	32	32	35.2%	35.2%
Short-term Incentive (Maximum)	18	18	69.7%	69.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	24	24	65.2%	65.2%

Salary Range (Mean)				
Minimum	23	23	159.8	159.8
Midpoint	23	23	214.6	214.6
Maximum	23	23	269.3	269.3

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Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	62	62	156.8	190.9	216.6	223.3	247.0	297.5
Base Salary - Org Wtd	62	62	156.8	190.9	216.6	223.3	247.0	297.5
Base Salary - Incentive Eligible	48	48	167.2	196.4	224.8	232.2	257.5	304.7
Base Salary - Not Incentive Eligible	5	5	--	--	213.3	201.3	--	--

Incentives								
Short-term Incentive (Target)	39	39	15.8	39.1	63.0	71.5	89.3	140.9
Short-term Incentive (Actual)	35	35	17.8	29.1	53.3	69.5	87.3	149.2
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	21	21	10.9	26.3	87.6	88.1	138.7	183.6

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	62	62	159.9	208.1	234.5	263.7	307.5	385.4
Total Cash Comp (Actual) - Org Wtd	62	62	159.9	208.1	234.5	263.7	307.5	385.4
Total Cash Comp (Actual) - Rcvrs	36	36	186.9	230.7	295.6	300.5	365.3	430.6
Total Cash Comp (Target)	56	56	164.4	213.7	265.4	275.3	329.9	400.4
Total Cash Comp (Target) - Rcvrs	39	39	222.5	253.5	297.0	304.8	334.0	416.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	62	62	166.9	208.8	251.9	293.5	363.3	480.1
Total Direct Comp (Actual) - Rcvrs	21	21	175.1	299.9	362.3	389.0	505.0	589.8

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	47	47	78%
Sales Incentive	0	0	0%
Profit Sharing	2	2	5%
Long-term Incentive	23	23	41%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	30%	29%
Share Appreciation Rights (SARs)	4%	5%
Restricted Shares/Share Units	78%	76%
Performance Shares/Share Units	35%	38%
Performance Cash Units	9%	5%
Long-term Cash	22%	14%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	35	35	28.0%	28.0%
Short-term Incentive (Threshold)	19	19	12.1%	12.1%
Short-term Incentive (Target)	39	39	29.3%	29.3%
Short-term Incentive (Maximum)	26	26	43.9%	43.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	21	21	37.0%	37.0%

Salary Range (Mean)				
Minimum	44	44	156.4	156.4
Midpoint	44	44	212.0	212.0
Maximum	44	44	267.6	267.6

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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	6	6	--	--	274.6	302.6	--	--
Base Salary - Org Wtd	6	6	--	--	274.6	302.6	--	--
Base Salary - Incentive Eligible	6	6	--	--	274.6	302.6	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	6	6	--	--	100.8	140.9	--	--
Short-term Incentive (Actual)	5	5	--	--	94.0	98.2	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	6	6	--	--	373.4	384.4	--	--
Total Cash Comp (Actual) - Org Wtd	6	6	--	--	373.4	384.4	--	--
Total Cash Comp (Actual) - Rcvs	5	5	--	--	336.2	368.1	--	--
Total Cash Comp (Target)	6	6	--	--	371.5	443.5	--	--
Total Cash Comp (Target) - Rcvs	6	6	--	--	371.5	443.5	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	6	6	--	--	520.9	536.3	--	--
Total Direct Comp (Actual) - Rcvs	4	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

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

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	34.0%	34.0%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	6	6	41.7%	41.7%
Short-term Incentive (Maximum)	6	6	81.5%	81.5%
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	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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All Organizations

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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	104	108	153.6	165.9	194.9	200.5	230.5	259.4
Base Salary - Org Wtd	104	108	153.5	165.1	194.9	201.0	230.9	263.8
Base Salary - Incentive Eligible	100	104	155.0	170.0	198.8	202.8	230.9	263.8
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	88	90	31.0	40.2	57.4	63.5	73.6	114.9
Short-term Incentive (Actual)	85	89	22.0	45.8	70.0	76.1	100.0	136.2
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	60	64	25.0	39.5	82.6	94.4	145.5	173.9

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	104	108	169.1	207.8	249.0	263.2	308.6	364.3
Total Cash Comp (Actual) - Org Wtd	104	108	165.5	205.5	247.3	263.5	313.6	368.0
Total Cash Comp (Actual) - Rcvs	85	89	187.6	220.5	260.7	277.2	322.1	380.4
Total Cash Comp (Target)	96	98	180.5	206.3	246.5	256.8	295.3	363.7
Total Cash Comp (Target) - Rcvs	88	90	186.0	209.7	257.5	263.8	307.7	372.9

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	104	108	169.8	219.1	284.7	319.2	423.3	505.9
Total Direct Comp (Actual) - Rcvs	60	64	249.0	283.4	379.1	388.7	481.6	560.2

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	100	104	96%
Sales Incentive	0	0	0%
Profit Sharing	2	2	3%
Long-term Incentive	64	68	67%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	44%	38%
Share Appreciation Rights (SARs)	7%	5%
Restricted Shares/Share Units	79%	80%
Performance Shares/Share Units	41%	34%
Performance Cash Units	4%	0%
Long-term Cash	10%	9%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	85	89	36.3%	36.3%
Short-term Incentive (Threshold)	30	30	12.9%	12.9%
Short-term Incentive (Target)	88	90	30.5%	30.5%
Short-term Incentive (Maximum)	56	58	53.6%	53.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	60	64	42.3%	42.3%

Salary Range (Mean)				
Minimum	66	70	135.0	135.1
Midpoint	66	70	183.8	184.6
Maximum	66	70	232.6	234.0

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Consumer Goods

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All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility				
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd	
Base Salary													
Base Salary - Inc Wtd	6	6	--	--	207.5	215.9	--	--	Short-term Incentive	6	6	100%	
Base Salary - Org Wtd	6	6	--	--	207.5	215.9	--	--	Sales Incentive	0	0	0%	
Base Salary - Incentive Eligible	6	6	--	--	207.5	215.9	--	--	Profit Sharing	0	0	--%	
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	5	5	83%	
Incentives													
Short-term Incentive (Target)	6	6	--	--	71.4	69.7	--	--	Of Those LTI Eligible:				
Short-term Incentive (Actual)	6	6	--	--	83.8	83.0	--	--	Stock/Share Options	60%		60%	
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	0%		0%	
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	80%		80%	
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	20%		20%	
Long-term Incentive (Black-Scholes)	5	5	--	--	78.2	76.6	--	--	Performance Cash Units	0%		0%	
									Long-term Cash	0%		0%	
Total Cash Compensation									Incentives (Mean as % of Base)				
Total Cash Comp (Actual) - Inc Wtd	6	6	--	--	288.4	298.9	--	--		Num Orgs	Num Obs	Org Wtd	Inc Wtd
Total Cash Comp (Actual) - Org Wtd	6	6	--	--	288.4	298.9	--	--	Short-term Incentive (Actual)	6	6	37.8%	37.8%
Total Cash Comp (Actual) - Rcvs	6	6	--	--	288.4	298.9	--	--	Short-term Incentive (Threshold)	2	2	--%	--%
Total Cash Comp (Target)	6	6	--	--	276.2	285.6	--	--	Short-term Incentive (Target)	6	6	32.0%	32.0%
Total Cash Comp (Target) - Rcvs	6	6	--	--	276.2	285.6	--	--	Short-term Incentive (Maximum)	4	4	--%	--%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Actual)	0	0	--%	--%
Total Direct Comp (Actual)	6	6	--	--	357.2	362.7	--	--	Sales Incentive (Target)	0	0	--%	--%
Total Direct Comp (Actual) - Rcvs	5	5	--	--	373.7	380.6	--	--	Profit Sharing (Actual)	0	0	--%	--%
*More than 25% of sample supplied by one organization									Long-term Incentive (Black-Scholes)	5	5	34.2%	34.2%
									Salary Range (Mean)				
									Minimum	4	4	--	--
									Midpoint	4	4	--	--
									Maximum	4	4	--	--

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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	16	16	147.5	162.3	176.6	193.9	228.0	275.0
Base Salary - Org Wtd	16	16	147.5	162.3	176.6	193.9	228.0	275.0
Base Salary - Incentive Eligible	16	16	147.5	162.3	176.6	193.9	228.0	275.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	12	12	15.4	34.7	51.7	65.0	69.6	188.5
Short-term Incentive (Actual)	14	14	18.5	43.7	65.9	81.8	124.0	190.8
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	10	10	3.0	40.0	63.4	68.4	105.6	136.3

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	16	16	169.9	189.9	243.4	265.4	310.3	464.5
Total Cash Comp (Actual) - Org Wtd	16	16	169.9	189.9	243.4	265.4	310.3	464.5
Total Cash Comp (Actual) - Rcvs	14	14	177.4	193.0	243.9	274.6	328.8	465.8
Total Cash Comp (Target)	13	13	168.9	195.0	218.0	244.3	253.1	441.1
Total Cash Comp (Target) - Rcvs	12	12	168.2	193.5	215.9	246.4	256.6	454.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	16	16	169.9	205.0	276.1	308.2	414.9	488.1
Total Direct Comp (Actual) - Rcvs	10	10	240.0	271.0	305.3	346.5	434.4	525.5

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	16	16	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	14%
Long-term Incentive	11	11	69%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	36%	30%
Share Appreciation Rights (SARs)	9%	10%
Restricted Shares/Share Units	82%	90%
Performance Shares/Share Units	36%	20%
Performance Cash Units	9%	0%
Long-term Cash	27%	30%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	14	14	39.8%	39.8%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	12	12	32.8%	32.8%
Short-term Incentive (Maximum)	7	7	47.1%	47.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	10	10	34.6%	34.6%

Salary Range (Mean)				
Minimum	10	10	117.4	117.4
Midpoint	10	10	168.9	168.9
Maximum	10	10	220.4	220.4

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Insurance

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	17	21	156.2	172.5	204.0	199.6	210.0	272.0
Base Salary - Org Wtd	17	21	155.2	169.2	204.7	202.0	211.8	288.0
Base Salary - Incentive Eligible	17	21	156.2	172.5	204.0	199.6	210.0	272.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	15	17	31.0	42.0	61.2	59.3	68.4	85.8
Short-term Incentive (Actual)	12	16	39.1	61.7	76.0	89.7	102.7	183.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	9	13	14.4	33.3	59.9	84.3	152.5	193.6

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	17	21	165.5	216.8	259.0	267.9	289.7	355.8
Total Cash Comp (Actual) - Org Wtd	17	21	159.0	210.3	269.7	270.5	290.5	398.8
Total Cash Comp (Actual) - Rcvs	12	16	201.2	246.8	275.0	287.0	290.8	417.7
Total Cash Comp (Target)	15	17	186.3	225.6	263.3	258.4	271.8	313.8
Total Cash Comp (Target) - Rcvs	15	17	186.3	225.6	263.3	258.4	271.8	313.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	17	21	171.5	216.8	285.3	320.1	412.5	492.8
Total Direct Comp (Actual) - Rcvs	9	13	207.8	284.2	342.4	377.5	440.2	622.1

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	17	21	100%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	11	15	75%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	53%	62%
Share Appreciation Rights (SARs)	7%	8%
Restricted Shares/Share Units	80%	85%
Performance Shares/Share Units	40%	38%
Performance Cash Units	7%	0%
Long-term Cash	13%	8%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	12	16	46.2%	43.7%
Short-term Incentive (Threshold)	8	8	14.1%	14.1%
Short-term Incentive (Target)	15	17	28.8%	29.1%
Short-term Incentive (Maximum)	12	14	53.7%	55.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	9	13	39.0%	40.2%

Salary Range (Mean)				
Minimum	11	15	129.6	131.4
Midpoint	11	15	185.4	188.5
Maximum	11	15	241.3	245.6

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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	6	6	--	--	212.5	208.9	--	--
Base Salary - Org Wtd	6	6	--	--	212.5	208.9	--	--
Base Salary - Incentive Eligible	6	6	--	--	212.5	208.9	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	6	6	--	--	67.5	80.6	--	--
Short-term Incentive (Actual)	6	6	--	--	64.4	71.2	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	6	6	--	--	246.1	280.1	--	--
Total Cash Comp (Actual) - Org Wtd	6	6	--	--	246.1	280.1	--	--
Total Cash Comp (Actual) - Rcvs	6	6	--	--	246.1	280.1	--	--
Total Cash Comp (Target)	6	6	--	--	280.0	289.5	--	--
Total Cash Comp (Target) - Rcvs	6	6	--	--	280.0	289.5	--	--

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	6	6	--	--	246.1	324.7	--	--
Total Direct Comp (Actual) - Rcvs	4	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

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

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	6	6	33.2%	33.2%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	6	6	36.3%	36.3%
Short-term Incentive (Maximum)	5	5	64.7%	64.7%
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	2	2	--	--
Midpoint	2	2	--	--
Maximum	2	2	--	--

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Other Non-Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	7	7	--	160.4	192.5	191.0	230.6	--
Base Salary - Org Wtd	7	7	--	160.4	192.5	191.0	230.6	--
Base Salary - Incentive Eligible	7	7	--	160.4	192.5	191.0	230.6	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	7	7	--	48.1	51.5	55.4	69.2	--
Short-term Incentive (Actual)	7	7	--	39.9	59.6	70.5	112.4	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	6	6	--	--	86.1	90.5	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	7	7	--	209.9	256.0	261.5	324.1	--
Total Cash Comp (Actual) - Org Wtd	7	7	--	209.9	256.0	261.5	324.1	--
Total Cash Comp (Actual) - Rcvrs	7	7	--	209.9	256.0	261.5	324.1	--
Total Cash Comp (Target)	7	7	--	208.6	257.5	246.4	299.8	--
Total Cash Comp (Target) - Rcvrs	7	7	--	208.6	257.5	246.4	299.8	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	7	7	--	245.1	290.0	339.1	488.0	--
Total Direct Comp (Actual) - Rcvrs	6	6	--	--	360.5	371.0	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	7	100%
Sales Incentive	0	0	--%
Profit Sharing	0	0	0%
Long-term Incentive	6	6	86%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	7	35.4%	35.4%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	7	7	28.6%	28.6%
Short-term Incentive (Maximum)	4	4	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	6	6	42.6%	42.6%

Salary Range (Mean)				
Minimum	5	5	131.3	131.3
Midpoint	5	5	170.8	170.8
Maximum	5	5	210.4	210.4

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

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Top Compensation Executive 120.228.130

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120.228.130 Top Compensation Executive

Directs the planning, administration, and implementation of job evaluation, performance appraisal, and wage and salary management programs for the organization. Plans and administers all incentive programs within the guidelines of established policies. Manages the conduct or participation in wage and salary surveys and recommends changes to ensure the maintenance of the organization's compensation objectives and competitive position in the marketplace. May have overall responsibility for implementing stock option plans and other executive compensation long-term incentive plans. Frequently reports to a Top Human Resources Management 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	16	16	151.3	190.5	216.0	209.5	233.0	250.4
Base Salary - Org Wtd	16	16	151.3	190.5	216.0	209.5	233.0	250.4
Base Salary - Incentive Eligible	16	16	151.3	190.5	216.0	209.5	233.0	250.4
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	13	13	37.1	53.6	63.0	72.8	94.9	128.0
Short-term Incentive (Actual)	16	16	36.3	47.6	78.0	79.6	109.4	128.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	8	8	--	59.7	121.1	116.8	168.7	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	16	16	207.5	238.7	293.5	289.0	344.8	367.9
Total Cash Comp (Actual) - Org Wtd	16	16	207.5	238.7	293.5	289.0	344.8	367.9
Total Cash Comp (Actual) - Rcvrs	16	16	207.5	238.7	293.5	289.0	344.8	367.9
Total Cash Comp (Target)	15	15	199.6	230.4	273.0	273.3	322.8	343.0
Total Cash Comp (Target) - Rcvrs	13	13	193.5	238.7	277.5	280.1	324.8	349.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	16	16	207.5	253.9	309.0	347.4	471.4	519.6
Total Direct Comp (Actual) - Rcvrs	8	8	--	311.8	453.4	426.9	505.0	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	16	16	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	13%
Long-term Incentive	8	8	57%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	16	16	37.5%	37.5%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	13	13	35.1%	35.1%
Short-term Incentive (Maximum)	4	4	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	8	8	52.3%	52.3%

Salary Range (Mean)				
Minimum	7	7	149.8	149.8
Midpoint	7	7	204.5	204.5
Maximum	7	7	259.3	259.3

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

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Retail & Wholesale

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	5	5	--	--	186.7	191.6	--	--
Base Salary - Org Wtd	5	5	--	--	186.7	191.6	--	--
Base Salary - Incentive Eligible	5	5	--	--	186.7	191.6	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	5	5	--	--	37.3	49.0	--	--
Short-term Incentive (Actual)	*3	3	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	3	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	5	5	--	--	232.6	228.7	--	--
Total Cash Comp (Actual) - Org Wtd	5	5	--	--	232.6	228.7	--	--
Total Cash Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--
Total Cash Comp (Target)	5	5	--	--	224.0	240.6	--	--
Total Cash Comp (Target) - Rcvrs	5	5	--	--	224.0	240.6	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	5	5	--	--	299.7	285.8	--	--
Total Direct Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

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

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	3	3	--%	--%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	5	5	25.0%	25.0%
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	3	--%	--%

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

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Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	21	21	145.6	153.2	173.8	180.0	187.1	230.6
Base Salary - Org Wtd	21	21	145.6	153.2	173.8	180.0	187.1	230.6
Base Salary - Incentive Eligible	17	17	154.1	164.7	181.0	189.3	195.4	254.9
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	14	14	16.8	25.3	39.4	40.6	55.4	70.4
Short-term Incentive (Actual)	14	14	8.8	14.8	46.3	40.6	55.8	86.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	6	6	--	--	45.7	50.1	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	21	21	145.6	173.2	196.0	207.1	238.5	286.8
Total Cash Comp (Actual) - Org Wtd	21	21	145.6	173.2	196.0	207.1	238.5	286.8
Total Cash Comp (Actual) - Rcvrs	14	14	173.2	179.3	212.2	218.0	245.2	284.3
Total Cash Comp (Target)	19	19	145.0	174.4	201.3	202.6	233.6	274.7
Total Cash Comp (Target) - Rcvrs	14	14	178.2	197.9	215.3	221.9	246.4	284.2

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	21	21	145.6	173.2	196.0	221.4	271.8	328.1
Total Direct Comp (Actual) - Rcvrs	6	6	--	--	301.6	319.0	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	17	17	81%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	6	6	33%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	14	14	22.6%	22.6%
Short-term Incentive (Threshold)	7	7	9.0%	9.0%
Short-term Incentive (Target)	14	14	22.3%	22.3%
Short-term Incentive (Maximum)	10	10	42.1%	42.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	6	6	22.7%	22.7%

Salary Range (Mean)				
Minimum	17	17	127.3	127.3
Midpoint	17	17	170.9	170.9
Maximum	17	17	214.4	214.4

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

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708.100.120 Top Construction Executive

Responsible for all aspects of construction projects, from beginning plans to final completion. Ensures each project meets specifications such as schedules, budgets, and contractual commitments. Acts as the spokesperson for the organization with planning commissions and governing bodies. Frequently reports to a Top Real Estate Executive or Chief Operating Officer.

All Organizations

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*56	101	149.6	168.9	200.0	216.2	251.6	325.5
Base Salary - Org Wtd	*56	101	155.8	167.6	215.8	224.2	262.4	345.6
Base Salary - Incentive Eligible	43	71	145.7	168.0	191.7	213.9	250.0	335.8
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	41	69	25.5	35.2	52.0	77.7	90.6	187.5
Short-term Incentive (Actual)	36	64	10.5	23.9	49.6	82.5	102.9	247.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*3	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	19	24	9.6	32.5	82.6	113.5	173.1	265.5

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*56	101	156.4	187.1	232.8	268.8	281.7	438.1
Total Cash Comp (Actual) - Org Wtd	*56	101	158.2	190.1	246.4	287.1	346.9	511.1
Total Cash Comp (Actual) - Rcvrs	36	64	167.7	193.7	244.3	297.2	356.5	572.2
Total Cash Comp (Target)	*52	96	163.3	192.3	242.1	269.1	299.4	428.8
Total Cash Comp (Target) - Rcvrs	41	69	173.9	199.3	243.4	289.3	332.4	525.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*56	101	157.7	190.2	238.7	295.7	330.6	490.4
Total Direct Comp (Actual) - Rcvrs	19	24	190.3	251.9	386.4	443.1	511.6	842.5

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	43	71	73%
Sales Incentive	0	0	0%
Profit Sharing	5	5	10%
Long-term Incentive	24	34	36%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	42%	29%
Share Appreciation Rights (SARs)	6%	4%
Restricted Shares/Share Units	61%	63%
Performance Shares/Share Units	21%	25%
Performance Cash Units	3%	0%
Long-term Cash	30%	25%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	36	64	38.9%	34.0%
Short-term Incentive (Threshold)	16	19	15.2%	15.2%
Short-term Incentive (Target)	41	69	35.6%	33.1%
Short-term Incentive (Maximum)	22	37	62.1%	50.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	3	3	--%	--%
Long-term Incentive (Black-Scholes)	19	24	51.8%	45.4%

Salary Range (Mean)				
Minimum	35	42	160.0	154.7
Midpoint	35	42	211.3	204.7
Maximum	35	42	262.6	254.7

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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	8	10	171.6	200.5	221.3	224.3	227.6	337.9
Base Salary - Org Wtd	8	10	--	183.5	220.8	225.4	226.2	--
Base Salary - Incentive Eligible	*6	7	--	--	223.2	233.7	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*6	7	--	--	85.8	98.7	--	--
Short-term Incentive (Actual)	*5	6	--	--	65.6	81.1	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	2	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	8	10	176.0	221.3	272.8	273.0	340.1	358.1
Total Cash Comp (Actual) - Org Wtd	8	10	--	221.6	281.3	279.0	346.7	--
Total Cash Comp (Actual) - Rcvrs	*5	6	--	--	289.8	295.4	--	--
Total Cash Comp (Target)	7	8	--	261.5	299.5	312.3	333.8	--
Total Cash Comp (Target) - Rcvrs	*6	7	--	--	301.3	332.4	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	8	10	176.0	221.3	289.8	301.8	373.3	465.3
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	6	7	88%
Sales Incentive	0	0	--%
Profit Sharing	0	0	0%
Long-term Incentive	4	4	40%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	5	6	40.0%	37.6%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	6	7	42.1%	41.4%
Short-term Incentive (Maximum)	4	5	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	2	2	--%	--%

Salary Range (Mean)				
Minimum	6	7	176.6	174.3
Midpoint	6	7	230.3	228.3
Maximum	6	7	284.0	282.3

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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	*12	47	--	--	207.0	226.6	--	--
Base Salary - Org Wtd	*12	47	142.8	182.2	270.5	259.5	339.3	355.6
Base Salary - Incentive Eligible	*11	31	138.3	168.8	200.0	226.7	291.0	348.9
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*9	29	25.5	34.4	50.0	88.5	162.5	210.0
Short-term Incentive (Actual)	*10	30	12.3	26.4	76.9	107.8	135.5	307.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*4	6	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*12	47	--	--	248.8	295.5	--	--
Total Cash Comp (Actual) - Org Wtd	*12	47	144.3	223.5	413.3	396.7	538.9	703.4
Total Cash Comp (Actual) - Rcvs	*10	30	163.7	194.6	253.7	337.9	432.9	652.5
Total Cash Comp (Target)	*11	46	--	--	243.0	281.0	--	--
Total Cash Comp (Target) - Rcvs	*9	29	163.9	206.3	243.0	310.5	424.3	560.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*12	47	--	--	248.8	309.7	--	--
Total Direct Comp (Actual) - Rcvs	*4	6	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Other Non-Manufacturing

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

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	10	30	58.0%	41.6%
Short-term Incentive (Threshold)	1	2	--%	--%
Short-term Incentive (Target)	9	29	42.0%	35.3%
Short-term Incentive (Maximum)	2	14	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	4	6	--%	--%

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

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708.100.120 Top Construction Executive

Responsible for all aspects of construction projects, from beginning plans to final completion. Ensures each project meets specifications such as schedules, budgets, and contractual commitments. Acts as the spokesperson for the organization with planning commissions and governing bodies. Frequently reports to a Top Real Estate Executive or Chief Operating Officer.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	12	13	135.1	160.8	190.0	197.2	221.1	288.3
Base Salary - Org Wtd	12	13	151.4	164.9	185.1	199.7	221.3	294.2
Base Salary - Incentive Eligible	12	13	135.1	160.8	190.0	197.2	221.1	288.3
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	12	13	19.5	38.6	57.8	68.0	79.6	162.4
Short-term Incentive (Actual)	10	11	5.2	25.3	37.2	76.5	64.6	267.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	7	7	--	75.0	107.1	183.1	240.2	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	12	13	137.0	192.0	229.4	263.0	279.5	536.4
Total Cash Comp (Actual) - Org Wtd	12	13	156.9	191.0	230.5	270.3	280.0	543.8
Total Cash Comp (Actual) - Rcvs	10	11	142.0	211.4	231.5	280.0	280.5	551.2
Total Cash Comp (Target)	12	13	154.6	205.1	243.3	265.2	316.5	430.7
Total Cash Comp (Target) - Rcvs	12	13	154.6	205.1	243.3	265.2	316.5	430.7

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	12	13	153.4	207.8	306.5	361.6	455.5	839.6
Total Direct Comp (Actual) - Rcvs	7	7	--	306.5	353.5	463.5	520.6	--

*More than 25% of sample supplied by one organization

Retail & Wholesale

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	12	13	100%
Sales Incentive	0	0	0%
Profit Sharing	2	2	20%
Long-term Incentive	8	9	82%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	44%	14%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	100%	100%
Performance Shares/Share Units	44%	57%
Performance Cash Units	0%	0%
Long-term Cash	33%	14%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	10	11	37.0%	34.0%
Short-term Incentive (Threshold)	6	6	9.2%	9.2%
Short-term Incentive (Target)	12	13	33.8%	32.5%
Short-term Incentive (Maximum)	8	8	56.1%	56.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	7	7	81.8%	81.8%

Salary Range (Mean)				
Minimum	8	8	153.0	153.0
Midpoint	8	8	197.5	197.5
Maximum	8	8	242.1	242.1

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

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Top Construction Executive 708.100.120

2014

US MBD: Mercer Benchmark Database Executive

708.100.120 Top Construction Executive

Responsible for all aspects of construction projects, from beginning plans to final completion. Ensures each project meets specifications such as schedules, budgets, and contractual commitments. Acts as the spokesperson for the organization with planning commissions and governing bodies. Frequently reports to a Top Real Estate Executive or Chief Operating Officer.

Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	21	24	148.1	161.6	194.0	215.6	262.4	339.4
Base Salary - Org Wtd	21	24	146.1	162.0	196.3	222.0	270.2	345.8
Base Salary - Incentive Eligible	11	13	147.3	163.3	191.7	212.2	259.3	341.5
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	11	13	22.1	25.5	42.2	71.4	84.2	247.2
Short-term Incentive (Actual)	*8	10	20.8	23.0	33.6	54.6	59.7	197.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	3	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	21	24	149.1	176.7	217.8	238.9	271.4	394.6
Total Cash Comp (Actual) - Org Wtd	21	24	146.1	185.5	225.4	246.5	274.2	403.8
Total Cash Comp (Actual) - Rcvrs	*8	10	174.3	191.7	217.8	265.4	299.9	543.8
Total Cash Comp (Target)	19	22	155.7	173.6	202.0	248.5	282.2	395.2
Total Cash Comp (Target) - Rcvrs	11	13	169.4	193.3	253.1	283.6	331.1	584.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	21	24	149.1	176.7	217.8	255.7	272.6	425.5
Total Direct Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	11	13	59%
Sales Incentive	0	0	0%
Profit Sharing	1	1	10%
Long-term Incentive	3	3	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)	8	10	25.6%	23.2%
Short-term Incentive (Threshold)	6	8	17.7%	15.1%
Short-term Incentive (Target)	11	13	31.6%	29.0%
Short-term Incentive (Maximum)	7	9	64.3%	55.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	3	3	--%	--%

Salary Range (Mean)				
Minimum	14	15	154.4	153.4
Midpoint	14	15	208.6	206.3
Maximum	14	15	262.8	259.3

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

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Top Construction Executive 708.100.120

2014

US MBD: Mercer Benchmark Database Executive

430,000.120 Top Contact Center Executive - Corporate

This is the top contact center position with responsibility for the organization's contact center operations. Oversees operating systems including policies, procedures, and operating structure. Establishes and implements product/service standards. Analyzes operations and efficiency of the contact center. May build industry relations, communicating technologies and operational concerns through industry networking. Frequently reports to a Chief Executive Officer, Top Sales Executive, or Top Marketing and Sales Executive. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported

All Organizations

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	27	27	132.6	174.1	204.5	213.6	235.0	286.9
Base Salary - Org Wtd	27	27	132.6	174.1	204.5	213.6	235.0	286.9
Base Salary - Incentive Eligible	24	24	131.6	183.0	219.4	218.2	235.9	299.7
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	21	21	31.1	59.9	77.4	89.3	104.0	155.0
Short-term Incentive (Actual)	23	23	22.9	38.0	74.1	89.1	130.0	196.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	11	11	6.2	105.0	118.3	134.0	191.7	247.8

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	27	27	159.1	195.0	260.0	289.5	343.3	476.5
Total Cash Comp (Actual) - Org Wtd	27	27	159.1	195.0	260.0	289.5	343.3	476.5
Total Cash Comp (Actual) - Rcvrs	23	23	157.9	219.9	266.5	306.9	364.0	513.7
Total Cash Comp (Target)	24	24	163.6	225.6	279.1	293.3	325.7	442.8
Total Cash Comp (Target) - Rcvrs	21	21	169.9	250.0	292.4	308.7	344.5	456.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	27	27	159.1	195.0	266.5	344.1	552.9	599.5
Total Direct Comp (Actual) - Rcvrs	11	11	337.1	380.6	552.9	500.3	594.1	610.5

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	24	24	92%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	14	14	61%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	38%	36%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	85%	73%
Performance Shares/Share Units	46%	27%
Performance Cash Units	8%	0%
Long-term Cash	31%	27%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	23	23	37.6%	37.6%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	21	21	38.2%	38.2%
Short-term Incentive (Maximum)	10	10	72.6%	72.6%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	11	11	56.9%	56.9%

Salary Range (Mean)				
Minimum	17	17	151.1	151.1
Midpoint	17	17	210.6	210.6
Maximum	17	17	270.2	270.2

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

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Top Contact Center Executive - Corporate 430,000.120

2014

US MBD: Mercer Benchmark Database Executive

430.000.120 Top Contact Center Executive - Corporate

Financial Services

This is the top contact center position with responsibility for the organization's contact center operations. Oversees operating systems including policies, procedures, and operating structure. Establishes and implements product/service standards. Analyzes operations and efficiency of the contact center. May build industry relations, communicating technologies and operational concerns through industry networking. Frequently reports to a Chief Executive Officer, Top Sales Executive, or Top Marketing and Sales 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	7	7	--	152.9	188.2	207.1	262.7	--
Base Salary - Org Wtd	7	7	--	152.9	188.2	207.1	262.7	--
Base Salary - Incentive Eligible	6	6	--	--	206.0	212.6	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	4	4	--	--	--	--	--	--
Short-term Incentive (Actual)	6	6	--	--	66.5	105.8	--	--
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	7	7	--	174.1	262.3	297.8	457.9	--
Total Cash Comp (Actual) - Org Wtd	7	7	--	174.1	262.3	297.8	457.9	--
Total Cash Comp (Actual) - Rcvrs	6	6	--	--	272.5	318.4	--	--
Total Cash Comp (Target)	6	6	--	--	243.6	288.4	--	--
Total Cash Comp (Target) - Rcvrs	4	4	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	7	7	--	174.1	380.6	363.8	552.9	--
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	6	6	86%
Sales Incentive	0	--	--%
Profit Sharing	0	--	--%
Long-term Incentive	5	5	71%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	6	6	44.5%	44.5%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	4	4	--%	--%
Short-term Incentive (Maximum)	1	1	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	4	4	--%	--%

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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Top Contact Center Executive - Corporate 430.000.120

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US MBD: Mercer Benchmark Database Executive

430.014.120 Top Contact Center Executive - Division

All Organizations

This is the top contact center position with responsibility for the organization's contact center operations. Oversees operating systems including policies, procedures, and operating structure. Establishes and implements product/service standards. Analyzes operations and efficiency of the contact center. May build industry relations, communicating technologies and operational concerns through industry networking. Frequently reports to a Chief Executive Officer. Note: Reporting entity is Division. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility			
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd
Base Salary												
Base Salary - Inc Wtd	8	8	--	146.6	179.7	182.0	209.3	--	Short-term Incentive	8	8	100%
Base Salary - Org Wtd	8	8	--	146.6	179.7	182.0	209.3	--	Sales Incentive	0	--	--%
Base Salary - Incentive Eligible	8	8	--	146.6	179.7	182.0	209.3	--	Profit Sharing	0	0	--%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	4	4	50%
Incentives												
Short-term Incentive (Target)	7	7	--	36.4	53.5	63.9	108.6	--	Of Those LTI Eligible:			
Short-term Incentive (Actual)	7	7	--	30.0	55.9	84.6	156.3	--		% 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	4	--	--	--	--	--	--	Performance Shares/Share Units	--%		--%
									Performance Cash Units	--%		--%
									Long-term Cash	--%		--%
Total Cash Compensation									Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Inc Wtd	8	8	--	171.5	237.9	256.0	364.1	--		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Org Wtd	8	8	--	171.5	237.9	256.0	364.1	--	Short-term Incentive (Actual)	7	7	41.1%
Total Cash Comp (Actual) - Rcvs	7	7	--	175.5	240.6	275.0	392.5	--	Short-term Incentive (Threshold)	4	4	--%
Total Cash Comp (Target)	8	8	--	185.1	224.8	237.9	279.9	--	Short-term Incentive (Target)	7	7	34.7%
Total Cash Comp (Target) - Rcvs	7	7	--	181.9	232.0	240.8	289.5	--	Short-term Incentive (Maximum)	5	5	60.0%
									Sales Incentive (Actual)	0	0	--%
									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	0	0	--%
									Long-term Incentive (Black-Scholes)	4	4	--%
Total Direct Compensation (Black-Scholes)									Salary Range (Mean)			
Total Direct Comp (Actual)	8	8	--	171.5	265.6	317.1	456.6	--	Minimum	4	4	--
Total Direct Comp (Actual) - Rcvs	4	4	--	--	--	--	--	--	Midpoint	4	4	--
									Maximum	4	4	--

*More than 25% of sample supplied by one organization

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

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Top Contact Center Executive - Division 430.014.120

2014

US MBD: Mercer Benchmark Database Executive

430.011.120 Top Contact Center Executive - Subsidiary/Group

All Organizations

This is the top contact center position with responsibility for the organization's contact center operations. Oversees operating systems including policies, procedures, and operating structure. Establishes and implements product/service standards. Analyzes operations and efficiency of the contact center. May build industry relations, communicating technologies and operational concerns through industry networking. Frequently reports to a Chief Executive Officer. Note: Reporting entity is either Subsidiary or Group. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	17	17	113.5	133.5	208.4	200.3	244.0	277.4
Base Salary - Org Wtd	17	17	113.5	133.5	208.4	200.3	244.0	277.4
Base Salary - Incentive Eligible	16	16	112.8	133.1	205.8	199.8	246.6	278.7
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	11	11	21.9	49.0	66.5	75.6	104.6	143.5
Short-term Incentive (Actual)	15	15	12.7	30.5	63.0	63.8	92.8	125.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	11	11	19.5	37.5	78.8	104.2	121.3	309.4

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	17	17	123.1	166.4	274.6	257.0	332.3	369.1
Total Cash Comp (Actual) - Org Wtd	17	17	123.1	166.4	274.6	257.0	332.3	369.1
Total Cash Comp (Actual) - Rcvrs	15	15	124.7	169.7	301.2	269.1	344.7	371.7
Total Cash Comp (Target)	16	16	119.8	165.3	259.6	252.5	332.0	396.5
Total Cash Comp (Target) - Rcvrs	11	11	140.4	183.4	311.6	283.9	347.5	421.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	17	17	153.6	240.9	319.8	324.5	388.4	478.3
Total Direct Comp (Actual) - Rcvrs	11	11	176.1	278.3	350.1	359.2	404.8	638.3

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	16	16	94%
Sales Incentive	0	0	0%
Profit Sharing	1	1	8%
Long-term Incentive	12	12	80%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	25%	18%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	58%	45%
Performance Shares/Share Units	33%	27%
Performance Cash Units	17%	9%
Long-term Cash	25%	18%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	15	15	29.5%	29.5%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	11	11	34.5%	34.5%
Short-term Incentive (Maximum)	5	5	50.2%	50.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	11	11	54.3%	54.3%

Salary Range (Mean)				
Minimum	11	11	140.7	140.7
Midpoint	11	11	189.4	189.4
Maximum	11	11	238.2	238.2

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

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Top Contact Center Executive - Subsidiary/Group 430.011.120

2014

US MBD: Mercer Benchmark Database Executive

430.011.120 Top Contact Center Executive - Subsidiary/Group

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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	6	6	--	--	199.2	186.2	--	--
Base Salary - Org Wtd	6	6	--	--	199.2	186.2	--	--
Base Salary - Incentive Eligible	5	5	--	--	190.0	181.8	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	5	5	--	--	66.5	72.3	--	--
Short-term Incentive (Actual)	5	5	--	--	63.0	72.5	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	6	6	--	--	230.7	246.6	--	--
Total Cash Comp (Actual) - Org Wtd	6	6	--	--	230.7	246.6	--	--
Total Cash Comp (Actual) - Rcvs	5	5	--	--	253.0	254.2	--	--
Total Cash Comp (Target)	6	6	--	--	232.4	246.5	--	--
Total Cash Comp (Target) - Rcvs	5	5	--	--	256.5	254.1	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	6	6	--	--	290.6	286.2	--	--
Total Direct Comp (Actual) - Rcvs	4	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	5	5	83%
Sales Incentive	0	0	--%
Profit Sharing	0	0	--%
Long-term Incentive	4	4	80%

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	35.5%	35.5%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	5	5	35.6%	35.6%
Short-term Incentive (Maximum)	3	3	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	4	4	--%	--%

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

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

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Top Contact Center Executive - Subsidiary/Group 430.011.120

2014

US MBD: Mercer Benchmark Database Executive

400.440.130 Top Contract Management Executive

Responsible for the development and maintenance of the company's contracts management program. Oversees the entire contract preparation process including the development and negotiation of proposals. Serves as the company's point of contact for its customers in regards to contracts management. Provides guidance to others within the organization in regards to contracts policies and procedures. Frequently reports to a Top Strategic Planning Executive, Top Administrative Executive, or Chief Operating Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Organizations

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	42	45	123.0	170.9	212.0	204.8	228.2	258.8
Base Salary - Org Wtd	42	45	122.5	166.3	211.8	203.9	232.7	262.4
Base Salary - Incentive Eligible	35	37	123.3	182.1	212.2	206.7	234.3	256.4
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	27	29	26.7	45.5	63.7	74.9	81.4	173.4
Short-term Incentive (Actual)	29	31	27.9	46.3	62.0	80.0	90.6	170.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	12	13	23.2	31.2	150.3	138.0	212.1	309.5

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	42	45	125.6	194.9	259.8	261.3	323.4	370.0
Total Cash Comp (Actual) - Org Wtd	42	45	124.6	174.5	258.6	261.1	329.5	370.5
Total Cash Comp (Actual) - Rcvrs	30	32	224.8	248.2	283.8	296.7	334.4	394.5
Total Cash Comp (Target)	39	42	155.6	216.1	248.6	260.1	290.5	377.8
Total Cash Comp (Target) - Rcvrs	27	29	204.4	241.2	275.8	285.4	320.9	404.6

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	42	45	125.6	213.0	272.2	301.2	361.3	511.4
Total Direct Comp (Actual) - Rcvrs	12	13	234.8	282.7	454.5	451.6	592.0	741.6

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	34	36	80%
Sales Incentive	0	0	0%
Profit Sharing	4	4	14%
Long-term Incentive	22	24	60%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	38%	31%
Share Appreciation Rights (SARs)	4%	0%
Restricted Shares/Share Units	79%	85%
Performance Shares/Share Units	25%	31%
Performance Cash Units	0%	0%
Long-term Cash	38%	31%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	29	31	36.6%	36.4%
Short-term Incentive (Threshold)	8	8	11.3%	11.3%
Short-term Incentive (Target)	27	29	34.6%	34.1%
Short-term Incentive (Maximum)	18	20	49.0%	49.6%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	12	13	60.5%	61.6%

Salary Range (Mean)				
Minimum	22	25	143.5	146.3
Midpoint	22	25	186.3	190.0
Maximum	22	25	229.1	233.7

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

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Top Contract Management Executive 400.440.130

2014

US MBD: Mercer Benchmark Database Executive

400.440.130 Top Contract Management Executive

Responsible for the development and maintenance of the company's contracts management program. Oversees the entire contract preparation process including the development and negotiation of proposals. Serves as the company's point of contact for its customers in regards to contracts management. Provides guidance to others within the organization in regards to contracts policies and procedures. Frequently reports to a Top Strategic Planning Executive, Top Administrative Executive, or Chief Operating Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	17	19	112.4	123.6	177.7	190.9	222.6	292.9
Base Salary - Org Wtd	17	19	110.7	122.8	164.8	187.6	219.1	308.2
Base Salary - Incentive Eligible	11	12	108.6	122.4	194.0	184.8	221.1	284.8
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	7	8	--	26.2	52.2	48.4	69.4	--
Short-term Incentive (Actual)	*6	7	--	--	50.7	62.3	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	3	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	17	19	119.0	126.9	177.7	213.9	283.1	369.3
Total Cash Comp (Actual) - Org Wtd	17	19	117.7	125.2	164.8	209.7	297.2	369.3
Total Cash Comp (Actual) - Rcvrs	*6	7	--	--	283.1	279.8	--	--
Total Cash Comp (Target)	15	17	126.6	156.9	214.2	221.9	282.1	371.7
Total Cash Comp (Target) - Rcvrs	7	8	--	151.7	271.0	249.3	309.6	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	17	19	119.0	126.9	214.0	230.2	283.1	369.4
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	11	12	63%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	6	7	44%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	6	7	29.7%	29.5%
Short-term Incentive (Threshold)	5	5	12.2%	12.2%
Short-term Incentive (Target)	7	8	22.8%	23.1%
Short-term Incentive (Maximum)	5	6	45.0%	45.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	3	--%	--%

Salary Range (Mean)				
Minimum	9	11	136.2	143.2
Midpoint	9	11	173.0	182.5
Maximum	9	11	209.9	221.8

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

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Top Contract Management Executive 400.440.130

2014

US MBD: Mercer Benchmark Database Executive

210.312.130 Top Credit & Collection Executive

This is the top credit and collections position with responsibility for the formulation and implementation of policies and procedures for investigating new customers, extending credit lines, and following up on the collection of overdue accounts. Responsible for the supervision of the credit and collection staff. Frequently reports to a Treasurer

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	72	80	117.3	135.5	153.0	163.7	177.4	246.8
Base Salary - Org Wtd	72	80	118.0	136.2	153.9	164.6	177.4	245.7
Base Salary - Incentive Eligible	66	74	118.3	137.4	153.0	161.2	175.1	222.7
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	60	66	20.4	30.1	43.0	43.9	55.3	66.8
Short-term Incentive (Actual)	59	66	10.8	24.2	39.1	44.8	53.6	87.4
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	4	4	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	26	29	12.7	25.0	46.0	50.7	55.3	100.5

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	72	80	122.7	157.0	189.0	201.0	232.8	302.7
Total Cash Comp (Actual) - Org Wtd	72	80	128.2	160.7	189.0	202.2	232.8	302.1
Total Cash Comp (Actual) - Rcvrs	59	66	135.1	166.8	194.7	205.6	232.2	304.2
Total Cash Comp (Target)	68	76	130.3	158.4	194.2	200.0	224.9	289.4
Total Cash Comp (Target) - Rcvrs	60	66	144.5	170.6	200.0	207.0	227.4	289.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	72	80	129.9	166.1	202.7	219.4	252.0	316.9
Total Direct Comp (Actual) - Rcvrs	26	29	181.8	209.3	250.6	274.3	301.3	407.3

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	66	74	96%
Sales Incentive	0	0	0%
Profit Sharing	5	5	12%
Long-term Incentive	33	36	51%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	29%	31%
Share Appreciation Rights (SARs)	11%	7%
Restricted Shares/Share Units	77%	76%
Performance Shares/Share Units	26%	21%
Performance Cash Units	3%	0%
Long-term Cash	20%	21%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	59	66	27.4%	27.0%
Short-term Incentive (Threshold)	20	21	12.3%	12.3%
Short-term Incentive (Target)	60	66	26.0%	26.2%
Short-term Incentive (Maximum)	35	36	49.5%	49.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	4	4	--%	--%
Long-term Incentive (Black-Scholes)	26	29	27.5%	27.8%

Salary Range (Mean)				
Minimum	48	53	123.5	122.6
Midpoint	48	53	163.8	163.3
Maximum	48	53	204.1	204.0

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

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Top Credit & Collection Executive 210.312.130

2014

US MBD: Mercer Benchmark Database Executive

210.312.130 Top Credit & Collection Executive

This is the top credit and collections position with responsibility for the formulation and implementation of policies and procedures for investigating new customers, extending credit lines, and following up on the collection of overdue accounts. Responsible for the supervision of the credit and collection staff. Frequently reports to a Treasurer

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	10	10	128.1	139.3	155.1	160.4	175.8	218.7
Base Salary - Org Wtd	10	10	128.1	139.3	155.1	160.4	175.8	218.7
Base Salary - Incentive Eligible	10	10	128.1	139.3	155.1	160.4	175.8	218.7
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	9	9	--	28.5	45.7	44.6	60.6	--
Short-term Incentive (Actual)	9	9	--	32.1	42.0	42.0	56.3	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	3	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	10	10	138.6	165.0	192.4	198.2	233.2	254.8
Total Cash Comp (Actual) - Org Wtd	10	10	138.6	165.0	192.4	198.2	233.2	254.8
Total Cash Comp (Actual) - Rcvrs	9	9	--	177.7	192.7	203.5	234.4	--
Total Cash Comp (Target)	10	10	140.4	165.9	200.9	200.5	228.9	283.6
Total Cash Comp (Target) - Rcvrs	9	9	--	172.5	207.5	207.3	229.5	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	10	10	138.6	165.0	229.2	211.9	240.8	285.8
Total Direct Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	10	10	100%
Sales Incentive	0	0	0%
Profit Sharing	0	0	--%
Long-term Incentive	4	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)	9	9	26.0%	26.0%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	9	9	26.9%	26.9%
Short-term Incentive (Maximum)	5	5	38.3%	38.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	3	--%	--%

Salary Range (Mean)				
Minimum	5	5	116.3	116.3
Midpoint	5	5	160.4	160.4
Maximum	5	5	204.5	204.5

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

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Top Credit & Collection Executive 210 312 130

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US MBD: Mercer Benchmark Database Executive

210.312.130 Top Credit & Collection Executive

Energy

This is the top credit and collections position with responsibility for the formulation and implementation of policies and procedures for investigating new customers, extending credit lines, and following up on the collection of overdue accounts. Responsible for the supervision of the credit and collection staff. Frequently reports to a Treasurer.

All Participants Analysis (Dollar 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	109.9	127.9	147.3	148.8	173.3	183.0
Base Salary - Org Wtd	9	11	--	122.6	147.1	144.8	166.8	--
Base Salary - Incentive Eligible	9	11	109.9	127.9	147.3	148.8	173.3	183.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	7	8	--	30.6	35.6	41.2	50.0	--
Short-term Incentive (Actual)	8	9	--	24.6	38.1	36.0	45.8	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	9	11	122.3	155.1	173.6	178.7	205.8	235.2
Total Cash Comp (Actual) - Org Wtd	9	11	--	155.3	169.1	176.2	205.9	--
Total Cash Comp (Actual) - Rcvrs	8	9	--	155.3	173.6	181.4	213.2	--
Total Cash Comp (Target)	9	11	115.9	147.8	185.0	178.7	197.8	248.0
Total Cash Comp (Target) - Rcvrs	7	8	--	155.9	188.2	190.7	218.4	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	9	11	154.1	169.1	197.7	189.5	205.8	235.2
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	9	11	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	14%
Long-term Incentive	6	7	70%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	29%	--%
Share Appreciation Rights (SARs)	14%	--%
Restricted Shares/Share Units	71%	--%
Performance Shares/Share Units	29%	--%
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	9	23.7%	24.1%
Short-term Incentive (Threshold)	2	3	--%	--%
Short-term Incentive (Target)	7	8	27.0%	26.9%
Short-term Incentive (Maximum)	5	6	40.5%	40.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	3	4	--%	--%

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

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

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Top Credit & Collection Executive 210.312.130

2014

US MBD: Mercer Benchmark Database Executive

210.312.130 Top Credit & Collection Executive

This is the top credit and collections position with responsibility for the formulation and implementation of policies and procedures for investigating new customers, extending credit lines, and following up on the collection of overdue accounts. Responsible for the supervision of the credit and collection staff. Frequently reports to a Treasurer.

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	*5	7	--	--	153.4	186.9	--	--
Base Salary - Org Wtd	*5	7	--	--	153.4	184.9	--	--
Base Salary - Incentive Eligible	*3	5	--	--	--	--	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*2	3	--	--	--	--	--	--
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)	*3	5	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*5	7	--	--	201.0	221.4	--	--
Total Cash Comp (Actual) - Org Wtd	*5	7	--	--	201.0	213.8	--	--
Total Cash Comp (Actual) - Rcvrs	*3	5	--	--	--	--	--	--
Total Cash Comp (Target)	*5	7	--	--	208.7	215.5	--	--
Total Cash Comp (Target) - Rcvrs	*2	3	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*5	7	--	--	247.0	265.6	--	--
Total Direct Comp (Actual) - Rcvrs	*3	5	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	3	5	71%
Sales Incentive	0	--	--%
Profit Sharing	0	0	--%
Long-term Incentive	3	5	71%

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

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

Salary Range (Mean)				
Minimum	5	7	137.9	133.9
Midpoint	5	7	188.1	186.6
Maximum	5	7	238.3	239.3

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

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Top Credit & Collection Executive 210.312.130

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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	9	9	--	139.9	152.5	151.1	167.5	--
Base Salary - Org Wtd	9	9	--	139.9	152.5	151.1	167.5	--
Base Salary - Incentive Eligible	8	8	--	150.0	153.9	157.5	171.5	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	7	7	--	25.8	39.9	43.2	49.7	--
Short-term Incentive (Actual)	6	6	--	--	51.2	76.8	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	3	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	9	9	--	144.9	186.8	202.3	222.5	--
Total Cash Comp (Actual) - Org Wtd	9	9	--	144.9	186.8	202.3	222.5	--
Total Cash Comp (Actual) - Rcvrs	6	6	--	--	204.9	238.5	--	--
Total Cash Comp (Target)	7	7	--	178.3	199.3	204.6	232.4	--
Total Cash Comp (Target) - Rcvrs	7	7	--	178.3	199.3	204.6	232.4	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	9	9	--	144.9	186.8	211.9	252.5	--
Total Direct Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Other Durable Goods

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	8	8	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	14%
Long-term Incentive	3	3	43%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	6	6	45.8%	45.8%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	7	7	26.3%	26.3%
Short-term Incentive (Maximum)	5	5	41.4%	41.4%
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	6	6	120.7	120.7
Midpoint	6	6	158.1	158.1
Maximum	6	6	195.4	195.4

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Other Non-Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility			
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd
Base Salary												
Base Salary - Inc Wtd	5	5	--	--	135.6	139.5	--	--	Short-term Incentive	5	5	100%
Base Salary - Org Wtd	5	5	--	--	135.6	139.5	--	--	Sales Incentive	0	--	--%
Base Salary - Incentive Eligible	5	5	--	--	135.6	139.5	--	--	Profit Sharing	0	0	--%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	3	3	60%
Incentives												
Short-term Incentive (Target)	5	5	--	--	31.6	27.5	--	--	Of Those LTI Eligible:			
Short-term Incentive (Actual)	4	4	--	--	--	--	--	--		% Eligible		% Receiving
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Stock/Share Options	--%	--%	--%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	--%	--%	--%
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	--%	--%	--%
Long-term Incentive (Black-Scholes)	*2	2	--	--	--	--	--	--	Performance Shares/Share Units	--%	--%	--%
									Performance Cash Units	--%	--%	--%
									Long-term Cash	--%	--%	--%
Total Cash Compensation												
Total Cash Comp (Actual) - Inc Wtd	5	5	--	--	164.5	166.6	--	--	Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Org Wtd	5	5	--	--	164.5	166.6	--	--		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--	Short-term Incentive (Actual)	4	4	--%
Total Cash Comp (Target)	5	5	--	--	161.3	167.0	--	--	Short-term Incentive (Threshold)	0	0	--%
Total Cash Comp (Target) - Rcvrs	5	5	--	--	161.3	167.0	--	--	Short-term Incentive (Target)	5	5	19.9%
									Short-term Incentive (Maximum)	2	2	--%
									Sales Incentive (Actual)	0	0	--%
									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	0	0	--%
									Long-term Incentive (Black-Scholes)	2	2	--%
Total Direct Compensation (Black-Scholes)												
Total Direct Comp (Actual)	5	5	--	--	180.2	176.0	--	--	Salary Range (Mean)			
Total Direct Comp (Actual) - Rcvrs	*2	2	--	--	--	--	--	--		Num Orgs	Num Obs	Org Wtd
									Minimum	4	4	--
									Midpoint	4	4	--
									Maximum	4	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	10	14	106.1	121.3	147.9	162.9	191.1	265.5
Base Salary - Org Wtd	10	14	117.8	122.1	149.8	175.0	243.1	275.9
Base Salary - Incentive Eligible	10	14	106.1	121.3	147.9	162.9	191.1	265.5
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	10	14	21.2	28.9	45.6	46.4	57.1	87.3
Short-term Incentive (Actual)	9	13	5.1	12.9	40.1	42.6	52.0	107.9
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	10	14	111.2	154.9	198.3	203.2	254.3	333.2
Total Cash Comp (Actual) - Org Wtd	10	14	130.5	165.1	204.0	218.5	261.3	369.3
Total Cash Comp (Actual) - Rcvrs	9	13	111.0	152.2	197.3	199.4	234.1	342.2
Total Cash Comp (Target)	10	14	127.3	150.2	199.5	209.2	230.7	352.8
Total Cash Comp (Target) - Rcvrs	10	14	127.3	150.2	199.5	209.2	230.7	352.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	10	14	111.2	156.8	202.0	224.5	259.4	440.2
Total Direct Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	10	14	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	11%
Long-term Incentive	4	4	31%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	9	13	27.9%	26.3%
Short-term Incentive (Threshold)	5	5	12.7%	12.7%
Short-term Incentive (Target)	10	14	27.4%	27.9%
Short-term Incentive (Maximum)	6	6	51.3%	51.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	4	4	--%	--%

Salary Range (Mean)				
Minimum	8	10	126.7	120.9
Midpoint	8	10	169.3	161.8
Maximum	8	10	211.9	202.7

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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	13	13	105.4	136.9	165.5	176.7	201.5	287.5
Base Salary - Org Wtd	13	13	105.4	136.9	165.5	176.7	201.5	287.5
Base Salary - Incentive Eligible	10	10	98.5	143.7	161.4	161.3	188.1	206.7
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	9	9	--	17.0	30.7	36.0	59.7	--
Short-term Incentive (Actual)	9	9	--	19.0	24.9	33.5	41.2	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	13	13	117.8	147.7	196.7	199.9	234.8	309.7
Total Cash Comp (Actual) - Org Wtd	13	13	117.8	147.7	196.7	199.9	234.8	309.7
Total Cash Comp (Actual) - Rcvrs	9	9	--	152.4	196.7	194.3	221.1	--
Total Cash Comp (Target)	11	11	122.6	131.0	176.2	187.2	218.9	267.0
Total Cash Comp (Target) - Rcvrs	9	9	--	149.0	212.8	196.8	236.2	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	13	13	117.8	147.7	210.8	212.0	269.2	323.9
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	10	10	91%
Sales Incentive	0	0	0%
Profit Sharing	0	0	--%
Long-term Incentive	5	5	50%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	9	9	19.9%	19.9%
Short-term Incentive (Threshold)	5	5	--%	--%
Short-term Incentive (Target)	9	9	22.1%	22.1%
Short-term Incentive (Maximum)	8	8	41.5%	41.5%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	4	4	--%	--%

Salary Range (Mean)				
Minimum	9	9	127.6	127.6
Midpoint	9	9	165.3	165.3
Maximum	9	9	203.1	203.1

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All Organizations

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	62	78	141.9	178.5	209.5	221.4	269.4	305.2
Base Salary - Org Wtd	62	78	141.0	178.5	210.6	222.1	273.6	301.4
Base Salary - Incentive Eligible	57	72	142.4	179.0	209.5	222.4	271.9	306.4
Base Salary - Not Incentive Eligible	*2	3	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	38	45	32.0	36.5	60.4	78.2	98.1	128.4
Short-term Incentive (Actual)	54	69	30.4	53.1	83.5	103.3	121.9	222.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	32	41	29.6	39.1	87.5	123.5	147.4	289.6

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	62	78	171.6	214.9	284.0	313.0	387.5	459.8
Total Cash Comp (Actual) - Org Wtd	62	78	166.2	220.6	284.9	309.3	405.2	458.5
Total Cash Comp (Actual) - Rcvs	54	69	183.7	226.7	300.6	326.2	409.5	468.3
Total Cash Comp (Target)	55	71	175.9	200.0	241.2	269.8	310.0	392.9
Total Cash Comp (Target) - Rcvs	38	45	174.8	201.0	270.0	288.8	338.2	419.6

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	62	78	189.4	230.3	311.8	377.9	455.6	660.9
Total Direct Comp (Actual) - Rcvs	32	41	218.1	276.6	446.8	467.6	539.6	882.1

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	57	72	94%
Sales Incentive	0	0	0%
Profit Sharing	3	3	6%
Long-term Incentive	37	48	69%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	48%	41%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	63%	59%
Performance Shares/Share Units	25%	27%
Performance Cash Units	4%	2%
Long-term Cash	38%	44%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	54	69	42.5%	43.8%
Short-term Incentive (Threshold)	14	16	16.7%	16.2%
Short-term Incentive (Target)	38	45	35.8%	34.4%
Short-term Incentive (Maximum)	26	30	71.2%	70.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	32	41	46.8%	47.8%

Salary Range (Mean)				
Minimum	34	47	151.7	147.8
Midpoint	34	47	212.5	208.4
Maximum	34	47	273.2	268.9

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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	38	47	183.3	200.0	240.0	248.5	297.3	311.8
Base Salary - Org Wtd	38	47	174.9	199.1	254.1	248.5	295.6	310.9
Base Salary - Incentive Eligible	35	43	187.1	200.0	240.0	250.0	297.3	315.4
Base Salary - Not Incentive Eligible	*1	2	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	20	20	25.9	54.9	94.7	105.6	126.0	158.9
Short-term Incentive (Actual)	34	42	32.7	61.6	110.0	129.4	166.6	245.4
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	23	27	28.5	76.8	140.6	162.8	199.2	454.7

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	38	47	221.2	256.1	348.5	364.5	434.2	549.5
Total Cash Comp (Actual) - Org Wtd	38	47	221.1	255.1	357.7	358.9	443.0	491.2
Total Cash Comp (Actual) - Rcvs	34	42	226.1	274.6	357.7	379.0	443.0	551.5
Total Cash Comp (Target)	33	42	195.1	210.0	282.3	297.1	348.2	421.2
Total Cash Comp (Target) - Rcvs	20	20	188.0	250.9	338.2	355.9	415.9	476.7

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	38	47	221.2	267.8	434.2	458.0	524.7	797.0
Total Direct Comp (Actual) - Rcvs	23	27	281.9	446.8	486.0	570.6	698.4	1,022.6

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	35	43	91%
Sales Incentive	0	0	0%
Profit Sharing	2	2	8%
Long-term Incentive	25	29	67%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	52%	52%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	69%	70%
Performance Shares/Share Units	21%	19%
Performance Cash Units	7%	4%
Long-term Cash	52%	56%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	34	42	48.2%	50.3%
Short-term Incentive (Threshold)	8	8	20.1%	20.1%
Short-term Incentive (Target)	20	20	39.4%	39.4%
Short-term Incentive (Maximum)	16	16	75.7%	75.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	23	27	54.3%	57.4%

Salary Range (Mean)				
Minimum	22	29	167.2	163.5
Midpoint	22	29	237.9	232.3
Maximum	22	29	308.6	301.1

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Retail & Wholesale

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	7	8	--	141.7	171.8	177.2	223.4	--
Base Salary - Org Wtd	7	8	--	149.8	173.3	180.5	236.3	--
Base Salary - Incentive Eligible	7	8	--	141.7	171.8	177.2	223.4	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*5	6	--	--	40.0	47.8	--	--
Short-term Incentive (Actual)	7	8	--	25.2	35.1	47.4	69.8	--
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	7	8	--	177.5	206.5	224.7	289.6	--
Total Cash Comp (Actual) - Org Wtd	7	8	--	183.7	204.9	229.3	316.5	--
Total Cash Comp (Actual) - Rcvrs	7	8	--	177.5	206.5	224.7	289.6	--
Total Cash Comp (Target)	*6	7	--	--	212.8	218.8	--	--
Total Cash Comp (Target) - Rcvrs	*5	6	--	--	200.0	213.5	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	7	8	--	205.7	225.9	247.1	303.4	--
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	7	8	100%
Sales Incentive	0	0	--%
Profit Sharing	1	1	17%
Long-term Incentive	4	5	63%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	8	24.9%	24.9%
Short-term Incentive (Threshold)	3	4	--%	--%
Short-term Incentive (Target)	5	6	29.0%	28.3%
Short-term Incentive (Maximum)	3	4	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	4	--%	--%

Salary Range (Mean)				
Minimum	3	4	--	--
Midpoint	3	4	--	--
Maximum	3	4	--	--

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

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430.000.121 Top Customer Service Executive

Develops and directs the overall order and service related activities for the organization's customer service function. Develops and implements policy for the resolution of residential and/or commercial customer account satisfaction. Interfaces with other departments (e.g., sales and marketing or operations) for development and coordination of customer support activities. Frequently reports to a Chief Executive Officer, 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	110	135	138.9	161.4	193.9	207.7	235.0	305.3
Base Salary - Org Wtd	110	135	148.2	164.5	191.5	205.4	233.3	282.5
Base Salary - Incentive Eligible	107	131	144.4	163.0	195.4	209.6	235.4	310.6
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	90	109	25.3	38.9	55.0	68.6	77.8	129.3
Short-term Incentive (Actual)	91	110	20.0	32.2	58.2	74.3	86.0	148.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*2	2	--	--	--	--	--	--
Profit Sharing (Actual)	*3	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	45	59	14.2	26.2	65.0	127.6	124.1	321.1

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	110	135	155.2	192.8	247.6	269.8	316.8	381.5
Total Cash Comp (Actual) - Org Wtd	110	135	155.0	194.8	243.9	265.8	311.6	374.2
Total Cash Comp (Actual) - Rcvrs	92	112	173.7	200.2	263.7	280.9	319.6	383.9
Total Cash Comp (Target)	97	118	163.1	195.6	241.3	267.4	301.8	371.1
Total Cash Comp (Target) - Rcvrs	90	109	167.1	201.4	248.9	274.0	306.6	391.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	110	135	160.0	200.6	269.4	325.6	352.4	490.6
Total Direct Comp (Actual) - Rcvrs	45	59	201.9	262.7	372.5	446.5	471.7	705.1

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	107	131	98%
Sales Incentive	2	2	3%
Profit Sharing	9	13	16%
Long-term Incentive	56	71	64%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	48%	32%
Share Appreciation Rights (SARs)	4%	5%
Restricted Shares/Share Units	60%	59%
Performance Shares/Share Units	37%	24%
Performance Cash Units	7%	0%
Long-term Cash	19%	15%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	91	110	32.6%	33.1%
Short-term Incentive (Threshold)	31	36	15.1%	14.5%
Short-term Incentive (Target)	90	109	30.6%	30.8%
Short-term Incentive (Maximum)	55	66	49.6%	49.7%
Sales Incentive (Actual)	2	2	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	3	3	--%	--%
Long-term Incentive (Black-Scholes)	45	59	52.3%	48.6%

Salary Range (Mean)				
Minimum	60	67	146.1	145.1
Midpoint	60	67	199.6	197.2
Maximum	60	67	253.0	249.4

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

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Top Customer Service Executive 430.000.121

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US MBD: Mercer Benchmark Database Executive

430.000.121 Top Customer Service Executive

Consumer Goods

Develops and directs the overall order and service related activities for the organization's customer service function. Develops and implements policy for the resolution of residential and/or commercial customer account satisfaction. Interfaces with other departments (e.g., sales and marketing or operations) for development and coordination of customer support activities. Frequently reports to a Chief Executive Officer, Top Sales Executive, or Top Marketing and Sales Executive.

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility					
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd		
Base Salary									Short-term Incentive	7	11	100%		
Base Salary - Inc Wtd	*8	13	140.4	158.5	175.0	186.0	220.4	240.0	Sales Incentive	0	0	--%		
Base Salary - Org Wtd	*8	13	--	160.1	200.0	196.7	230.2	--	Profit Sharing	0	--	--%		
Base Salary - Incentive Eligible	*7	11	--	--	193.0	191.6	--	--	Long-term Incentive	6	10	91%		
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--						
Incentives									Of Those LTI Eligible:	% Eligible		% Receiving		
Short-term Incentive (Target)	*6	10	--	--	42.2	53.6	--	--	Stock/Share Options	80%		70%		
Short-term Incentive (Actual)	*7	11	--	--	46.4	48.8	--	--	Share Appreciation Rights (SARs)	0%		0%		
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	30%		30%		
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	30%		20%		
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Performance Cash Units	0%		0%		
Long-term Incentive (Black-Scholes)	*6	10	--	--	32.9	51.3	--	--	Long-term Cash	0%		0%		
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd	
Total Cash Comp (Actual) - Inc Wtd	*8	13	150.9	183.9	192.8	227.2	276.8	319.7	Short-term Incentive (Actual)	7	11	25.7%	24.7%	
Total Cash Comp (Actual) - Org Wtd	*8	13	--	183.5	268.6	243.5	281.4	--	Short-term Incentive (Threshold)	1	1	--%	--%	
Total Cash Comp (Actual) - Rcvrs	*7	11	--	--	247.6	240.4	--	--	Short-term Incentive (Target)	6	10	28.8%	28.3%	
Total Cash Comp (Target)	*6	10	--	--	234.4	240.9	--	--	Short-term Incentive (Maximum)	3	7	--%	--%	
Total Cash Comp (Target) - Rcvrs	*6	10	--	--	234.4	240.9	--	--	Sales Incentive (Actual)	0	0	--%	--%	
Total Direct Compensation (Black-Scholes)									Sales Incentive (Target)	0	0	--%	--%	
Total Direct Comp (Actual)	*8	13	150.9	191.0	206.9	266.7	372.8	424.6	Profit Sharing (Actual)	0	0	--%	--%	
Total Direct Comp (Actual) - Rcvrs	*6	10	--	--	288.7	297.6	--	--	Long-term Incentive (Black-Scholes)	6	10	32.4%	24.4%	
*More than 25% of sample supplied by one organization									Salary Range (Mean)					
									Minimum	4	4	--	--	
									Midpoint	4	4	--	--	
									Maximum	4	4	--	--	

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430.000.121 Top Customer Service Executive

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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	7	7	--	156.0	166.6	174.9	212.0	--
Base Salary - Org Wtd	7	7	--	156.0	166.6	174.9	212.0	--
Base Salary - Incentive Eligible	7	7	--	156.0	166.6	174.9	212.0	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	6	6	--	--	70.4	57.7	--	--
Short-term Incentive (Actual)	6	6	--	--	92.5	76.4	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	5	5	--	--	105.8	106.1	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	7	7	--	156.0	245.2	240.7	335.6	--
Total Cash Comp (Actual) - Org Wtd	7	7	--	156.0	245.2	240.7	335.6	--
Total Cash Comp (Actual) - Rcvrs	6	6	--	--	277.8	254.8	--	--
Total Cash Comp (Target)	7	7	--	156.0	233.2	224.3	286.2	--
Total Cash Comp (Target) - Rcvrs	6	6	--	--	259.4	235.7	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	7	7	--	194.2	345.1	316.4	449.7	--
Total Direct Comp (Actual) - Rcvs	5	5	--	--	366.3	384.3	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	7	100%
Sales Incentive	0	0	--%
Profit Sharing	1	1	--%
Long-term Incentive	5	5	71%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	6	6	39.1%	39.1%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	6	6	30.0%	30.0%
Short-term Incentive (Maximum)	3	3	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	5	5	57.7%	57.7%

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

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Insurance

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	26	29	160.5	169.7	215.0	228.5	239.8	315.0
Base Salary - Org Wtd	26	29	162.2	169.8	214.3	229.7	236.8	375.8
Base Salary - Incentive Eligible	26	29	160.5	169.7	215.0	228.5	239.8	315.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	22	23	19.5	27.9	55.0	75.4	84.0	136.8
Short-term Incentive (Actual)	21	24	28.8	51.9	66.8	111.1	130.1	250.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	11	13	20.5	26.0	100.0	248.2	151.3	1,206.0

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	26	29	178.3	227.6	284.4	321.4	344.4	517.5
Total Cash Comp (Actual) - Org Wtd	26	29	183.0	230.8	278.4	319.8	338.6	519.8
Total Cash Comp (Actual) - Rcvrs	21	24	185.8	234.3	288.2	328.9	344.7	487.5
Total Cash Comp (Target)	23	26	186.4	209.3	231.4	284.2	315.6	395.2
Total Cash Comp (Target) - Rcvrs	22	23	179.6	207.2	238.2	290.8	317.7	421.6

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	26	29	178.3	234.6	284.4	432.7	450.5	691.1
Total Direct Comp (Actual) - Rcvrs	11	13	235.0	290.7	481.5	659.3	620.5	2,081.5

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	26	29	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	6%
Long-term Incentive	14	16	64%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	38%	8%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	44%	46%
Performance Shares/Share Units	25%	15%
Performance Cash Units	25%	0%
Long-term Cash	50%	46%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	21	24	44.9%	45.8%
Short-term Incentive (Threshold)	8	9	13.3%	13.9%
Short-term Incentive (Target)	22	23	30.2%	30.5%
Short-term Incentive (Maximum)	17	18	48.2%	49.4%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	11	13	67.7%	65.9%

Salary Range (Mean)				
Minimum	18	19	156.7	156.3
Midpoint	18	19	217.5	216.1
Maximum	18	19	278.2	275.9

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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												
Base Salary - Inc Wtd	*6	7	--	--	206.0	222.8	--	--	Short-term Incentive	5	6	86%
Base Salary - Org Wtd	*6	7	--	--	204.9	213.2	--	--	Sales Incentive	0	0	--%
Base Salary - Incentive Eligible	*5	6	--	--	218.0	239.9	--	--	Profit Sharing	1	--	--%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	1	1	14%
Incentives												
Short-term Incentive (Target)	*3	3	--	--	--	--	--	--	Of Those LTI Eligible:			
Short-term Incentive (Actual)	4	4	--	--	--	--	--	--		% Eligible		% Receiving
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Stock/Share Options	--%		--%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	--%		--%
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	--%		--%
Long-term Incentive (Black-Scholes)	*1	1	--	--	--	--	--	--	Performance Shares/Share Units	--%		--%
									Performance Cash Units	--%		--%
									Long-term Cash	--%		--%
Total Cash Compensation												
Total Cash Comp (Actual) - Inc Wtd	*6	7	--	--	230.0	245.5	--	--	Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Org Wtd	*6	7	--	--	236.0	239.7	--	--		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--	Short-term Incentive (Actual)	4	4	--%
Total Cash Comp (Target)	5	5	--	--	206.0	241.9	--	--	Short-term Incentive (Threshold)	0	0	--%
Total Cash Comp (Target) - Rcvrs	*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)	1	1	--%
Total Direct Compensation (Black-Scholes)												
Total Direct Comp (Actual)	*6	7	--	--	230.0	249.2	--	--	Salary Range (Mean)			
Total Direct Comp (Actual) - Rcvrs	*1	1	--	--	--	--	--	--				
									Minimum	3	3	--
									Midpoint	3	3	--
									Maximum	3	3	--

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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	25	155.6	176.2	195.4	206.8	231.3	264.1
Base Salary - Org Wtd	19	25	162.2	174.6	193.9	207.1	234.5	282.7
Base Salary - Incentive Eligible	18	24	163.5	179.4	198.3	209.3	232.9	267.2
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	17	23	38.9	43.6	50.3	57.3	70.4	83.8
Short-term Incentive (Actual)	18	22	35.6	44.6	73.1	71.0	87.8	107.2
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	7	7	--	72.0	90.0	86.6	104.4	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	19	25	177.4	226.2	268.0	270.5	302.9	352.4
Total Cash Comp (Actual) - Org Wtd	19	25	194.1	222.6	275.3	273.9	304.0	367.4
Total Cash Comp (Actual) - Rcvrs	18	23	202.5	243.6	275.3	280.9	304.0	357.4
Total Cash Comp (Target)	19	25	189.3	220.4	253.4	259.5	300.9	337.7
Total Cash Comp (Target) - Rcvrs	17	23	202.7	232.7	271.2	267.6	301.7	347.6

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	19	25	177.4	236.7	288.5	294.8	313.6	448.1
Total Direct Comp (Actual) - Rcvrs	7	7	--	292.9	412.4	404.8	471.7	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	18	24	96%
Sales Incentive	1	1	7%
Profit Sharing	5	8	42%
Long-term Incentive	10	11	58%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	43%	29%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	86%	86%
Performance Shares/Share Units	57%	43%
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)	18	22	34.5%	33.6%
Short-term Incentive (Threshold)	7	10	--%	--%
Short-term Incentive (Target)	17	23	28.2%	27.4%
Short-term Incentive (Maximum)	9	13	43.7%	42.1%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	7	7	36.9%	36.9%

Salary Range (Mean)				
Minimum	9	10	143.2	142.2
Midpoint	9	10	192.2	190.7
Maximum	9	10	241.2	239.3

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

2014

US MBD: Mercer Benchmark Database Executive

430.000.121 Top Customer Service Executive

Retail & Wholesale

Develops and directs the overall order and service related activities for the organization's customer service function. Develops and implements policy for the resolution of residential and/or commercial customer account satisfaction. Interfaces with other departments (e.g., sales and marketing or operations) for development and coordination of customer support activities. Frequently reports to a Chief Executive Officer, 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	8	8	--	163.2	224.7	215.0	259.5	--
Base Salary - Org Wtd	8	8	--	163.2	224.7	215.0	259.5	--
Base Salary - Incentive Eligible	8	8	--	163.2	224.7	215.0	259.5	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	7	7	--	51.8	83.0	68.4	91.5	--
Short-term Incentive (Actual)	7	7	--	20.1	63.0	64.3	93.5	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	3	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	8	8	--	169.9	275.7	271.3	362.4	--
Total Cash Comp (Actual) - Org Wtd	8	8	--	169.9	275.7	271.3	362.4	--
Total Cash Comp (Actual) - Rcvrs	7	7	--	199.4	294.1	287.2	363.0	--
Total Cash Comp (Target)	7	7	--	216.0	308.9	271.3	320.2	--
Total Cash Comp (Target) - Rcvrs	7	7	--	216.0	308.9	271.3	320.2	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	8	8	--	184.3	278.1	292.2	395.4	--
Total Direct Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	8	8	100%
Sales Incentive	0	0	--%
Profit Sharing	0	0	--%
Long-term Incentive	3	3	43%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	7	27.8%	27.8%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	7	7	32.3%	32.3%
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)	3	3	--%	--%

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

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

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Top Customer Service Executive 430.000.121

2014

US MBD: Mercer Benchmark Database Executive

430.000.121 Top Customer Service Executive

Develops and directs the overall order and service related activities for the organization's customer service function. Develops and implements policy for the resolution of residential and/or commercial customer account satisfaction. Interfaces with other departments (e.g., sales and marketing or operations) for development and coordination of customer support activities. Frequently reports to a Chief Executive Officer, 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	20	24	114.2	138.4	175.8	188.2	230.1	290.0
Base Salary - Org Wtd	20	24	111.5	152.5	175.8	187.9	210.9	320.3
Base Salary - Incentive Eligible	20	24	114.2	138.4	175.8	188.2	230.1	290.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	16	18	20.3	35.1	53.4	70.1	73.5	171.0
Short-term Incentive (Actual)	15	17	8.2	23.3	32.4	37.5	49.2	72.4
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	5	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	20	24	134.7	160.7	206.2	221.1	289.6	338.3
Total Cash Comp (Actual) - Org Wtd	20	24	134.4	167.6	211.0	222.9	289.6	349.0
Total Cash Comp (Actual) - Rcvs	16	18	130.8	157.7	206.2	218.6	293.2	327.7
Total Cash Comp (Target)	17	19	133.0	163.2	240.6	253.5	287.4	495.0
Total Cash Comp (Target) - Rcvs	16	18	129.6	163.0	243.9	258.4	288.7	505.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	20	24	134.7	167.1	210.2	227.6	290.1	338.3
Total Direct Comp (Actual) - Rcvs	*3	5	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	20	24	100%
Sales Incentive	1	1	9%
Profit Sharing	0	0	0%
Long-term Incentive	6	8	53%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	15	17	20.7%	21.2%
Short-term Incentive (Threshold)	7	7	23.6%	23.6%
Short-term Incentive (Target)	16	18	35.8%	34.5%
Short-term Incentive (Maximum)	10	10	60.1%	60.1%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	5	--%	--%

Salary Range (Mean)				
Minimum	8	10	140.4	136.3
Midpoint	8	10	189.5	183.7
Maximum	8	10	238.7	231.0

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

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Top Customer Service Executive 430.000.121

2014

US MBD: Mercer Benchmark Database Executive

310.396.130 Top Data Management Executive

Responsible for the design, development, deployment, maintenance, enhancement and support of hardware/software for structuring/organizing, storing, retrieving, analyzing, and reporting strategic enterprise information and operational/production data. This includes data for Decision Support, Business Intelligence, Customer Relationship Management, Data Warehousing, Meta-data Repositories, Operational Data Stores, and Enterprise Storage Management. May be responsible for the DBAs who perform physical design, modeling, and administration of operational databases. Shares responsibility with Marketing for business intelligence/customer relationship strategy and management processes. Shares responsibility with the Chief Information Security Officer for data privacy, and security. Frequently reports to the Chief Information Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Organizations

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility		Num Orgs		Num Obs		Inc Wtd			
Base Salary									Short-term Incentive		29		30		94%			
Base Salary - Inc Wtd									Sales Incentive		0		0		0%			
Base Salary - Org Wtd									Profit Sharing		3		3		16%			
Base Salary - Incentive Eligible									Long-term Incentive		14		15		52%			
Base Salary - Not Incentive Eligible																		
Incentives									Of Those LTI Eligible:		% Eligible		% Receiving					
Short-term Incentive (Target)									Stock/Share Options		36%		38%					
Short-term Incentive (Actual)									Share Appreciation Rights (SARs)		7%		0%					
Sales Incentive (Target)									Restricted Shares/Share Units		71%		77%					
Sales Incentive (Actual)									Performance Shares/Share Units		57%		54%					
Profit Sharing (Actual)									Performance Cash Units		7%		0%					
Long-term Incentive (Black-Scholes)									Long-term Cash		7%		8%					
Total Cash Compensation									Incentives (Mean as % of Base)		Num Orgs		Num Obs		Org Wtd		Inc Wtd	
Total Cash Comp (Actual) - Inc Wtd									Short-term Incentive (Actual)		23		24		30.7%		31.6%	
Total Cash Comp (Actual) - Org Wtd									Short-term Incentive (Threshold)		7		7		22.7%		22.7%	
Total Cash Comp (Actual) - Rcvs									Short-term Incentive (Target)		24		24		31.3%		31.3%	
Total Cash Comp (Target)									Short-term Incentive (Maximum)		12		12		57.5%		57.5%	
Total Cash Comp (Target) - Rcvs									Sales Incentive (Actual)		0		0		--%		--%	
									Sales Incentive (Target)		0		0		--%		--%	
									Profit Sharing (Actual)		2		2		--%		--%	
									Long-term Incentive (Black-Scholes)		12		13		41.5%		40.1%	
Total Direct Compensation (Black-Scholes)									Salary Range (Mean)									
Total Direct Comp (Actual)									Minimum		22		23		137.5		137.6	
Total Direct Comp (Actual) - Rcvs									Midpoint		22		23		191.4		191.9	
									Maximum		22		23		245.4		246.1	
*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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Top Data Management Executive 310.396.130

2014

US MBD: Mercer Benchmark Database Executive

310.396.130 Top Data Management Executive

Responsible for the design, development, deployment, maintenance, enhancement and support of hardware/software for structuring/organizing, storing, retrieving, analyzing, and reporting strategic enterprise information and operational/production data. This includes data for Decision Support, Business Intelligence, Customer Relationship Management, Data Warehousing, Meta-data Repositories, Operational Data Stores, and Enterprise Storage Management. May be responsible for the DBAs who perform physical design, modeling, and administration of operational databases. Shares responsibility with Marketing for business intelligence/customer relationship strategy and management processes. Shares responsibility with the Chief Information Security Officer for data privacy, and security. Frequently reports to the Chief Information Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

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	6	6	--	--	208.2	214.1	--	--
Base Salary - Org Wtd	6	6	--	--	208.2	214.1	--	--
Base Salary - Incentive Eligible	5	5	--	--	209.1	225.3	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

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

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	6	6	--	--	269.3	261.9	--	--
Total Cash Comp (Actual) - Org Wtd	6	6	--	--	269.3	261.9	--	--
Total Cash Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--
Total Cash Comp (Target)	4	4	--	--	--	--	--	--
Total Cash Comp (Target) - Rcvrs	*3	3	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	6	6	--	--	295.4	285.8	--	--
Total Direct Comp (Actual) - Rcvrs	*2	2	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

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

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

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

Salary Range (Mean)				
Minimum	5	5	146.7	146.7
Midpoint	5	5	191.5	191.5
Maximum	5	5	236.3	236.3

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

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Top Data Management Executive 310.396.130

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US MBD: Mercer Benchmark Database Executive

310.396.130 Top Data Management Executive

Responsible for the design, development, deployment, maintenance, enhancement and support of hardware/software for structuring/organizing, storing, retrieving, analyzing, and reporting strategic enterprise information and operational/production data. This includes data for Decision Support, Business Intelligence, Customer Relationship Management, Data Warehousing, Meta-data Repositories, Operational Data Stores, and Enterprise Storage Management. May be responsible for the DBAs who perform physical design, modeling, and administration of operational databases. Shares responsibility with Marketing for business intelligence/customer relationship strategy and management processes. Shares responsibility with the Chief Information Security Officer for data privacy, and security. Frequently reports to the Chief Information Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Retail & Wholesale

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	5	5	--	--	193.8	192.7	--	--
Base Salary - Org Wtd	5	5	--	--	193.8	192.7	--	--
Base Salary - Incentive Eligible	5	5	--	--	193.8	192.7	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

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

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	5	5	--	--	230.0	218.7	--	--
Total Cash Comp (Actual) - Org Wtd	5	5	--	--	230.0	218.7	--	--
Total Cash Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--
Total Cash Comp (Target)	4	4	--	--	--	--	--	--
Total Cash Comp (Target) - Rcvrs	4	4	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	5	5	--	--	236.2	277.6	--	--
Total Direct Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	5	5	100%
Sales Incentive	0	0	--%
Profit Sharing	0	0	--%
Long-term Incentive	4	4	80%

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

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

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

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

2014

US MBD: Mercer Benchmark Database Executive

310.396.130 Top Data Management Executive

Responsible for the design, development, deployment, maintenance, enhancement and support of hardware/software for structuring/organizing, storing, retrieving, analyzing, and reporting strategic enterprise information and operational/production data. This includes data for Decision Support, Business Intelligence, Customer Relationship Management, Data Warehousing, Meta-data Repositories, Operational Data Stores, and Enterprise Storage Management. May be responsible for the DBAs who perform physical design, modeling, and administration of operational databases. Shares responsibility with Marketing for business intelligence/customer relationship strategy and management processes. Shares responsibility with the Chief Information Security Officer for data privacy, and security. Frequently reports to the Chief Information Officer. Note This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	6	6	--	--	158.3	162.0	--	--
Base Salary - Org Wtd	6	6	--	--	158.3	162.0	--	--
Base Salary - Incentive Eligible	5	5	--	--	154.6	160.0	--	--
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	5	5	--	--	36.9	61.2	--	--
Short-term Incentive (Actual)	4	4	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*1	1	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	6	6	--	--	180.7	191.8	--	--
Total Cash Comp (Actual) - Org Wtd	6	6	--	--	180.7	191.8	--	--
Total Cash Comp (Actual) - Rcvs	4	4	--	--	--	--	--	--
Total Cash Comp (Target)	6	6	--	--	196.4	213.0	--	--
Total Cash Comp (Target) - Rcvs	5	5	--	--	208.1	221.2	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	6	6	--	--	180.7	196.4	--	--
Total Direct Comp (Actual) - Rcvs	*1	1	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

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

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	4	4	--%	--%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	5	5	39.8%	39.8%
Short-term Incentive (Maximum)	4	4	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	1	1	--%	--%

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

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

2014

US MBD: Mercer Benchmark Database Executive

610.612.130 Top Distribution Executive

All Organizations

This is the top distribution position with responsibility for all distribution functions, often including multiple facilities. Responsible for the strategic direction of the following: warehousing, transportation, inventory management, shipping and receiving, and customer service levels. Evaluates, plans, and directs the cost-effective distribution of raw materials and finished good inventories. Usually supervises other managers/supervisors and professional distribution staff at one or more location(s). Frequently reports to a Top Supply Chain Executive, Chief Executive Officer or Chief Operating Officer of the entity.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	69	127	134.7	155.0	178.3	185.2	212.5	241.1
Base Salary - Org Wtd	69	127	130.0	160.8	179.4	191.9	218.2	250.0
Base Salary - Incentive Eligible	64	122	135.9	155.4	177.6	185.9	212.6	243.5
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	57	111	31.3	38.0	50.4	61.1	68.1	95.3
Short-term Incentive (Actual)	54	98	25.1	35.1	45.2	59.0	68.7	94.7
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*3	4	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	32	65	15.5	21.3	51.0	64.8	80.0	132.4

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	69	127	149.0	180.4	220.6	230.9	255.4	311.7
Total Cash Comp (Actual) - Org Wtd	69	127	156.3	197.5	225.7	246.3	283.1	334.4
Total Cash Comp (Actual) - Rcvrs	54	98	171.3	200.9	230.3	248.9	270.3	331.0
Total Cash Comp (Target)	63	117	163.9	194.4	225.8	243.3	258.0	336.9
Total Cash Comp (Target) - Rcvrs	57	111	165.3	197.9	229.9	246.0	275.8	339.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	69	127	172.2	200.6	232.6	264.1	289.7	387.8
Total Direct Comp (Actual) - Rcvrs	32	65	183.1	222.5	266.7	298.5	367.5	420.1

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	64	122	97%
Sales Incentive	0	0	0%
Profit Sharing	5	7	8%
Long-term Incentive	37	75	65%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	59%	62%
Share Appreciation Rights (SARs)	5%	5%
Restricted Shares/Share Units	55%	52%
Performance Shares/Share Units	36%	40%
Performance Cash Units	1%	0%
Long-term Cash	15%	17%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	54	98	34.5%	29.9%
Short-term Incentive (Threshold)	18	45	14.0%	11.5%
Short-term Incentive (Target)	57	111	34.5%	31.5%
Short-term Incentive (Maximum)	42	83	57.5%	52.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	3	4	--%	--%
Long-term Incentive (Black-Scholes)	32	65	37.0%	32.2%

Salary Range (Mean)				
Minimum	43	70	140.8	137.1
Midpoint	43	70	188.6	185.8
Maximum	43	70	236.4	234.5

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

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Top Distribution Executive 610.612.130

2014

US MBD: Mercer Benchmark Database Executive

610.612.130 Top Distribution Executive

Consumer Goods

This is the top distribution position with responsibility for all distribution functions, often including multiple facilities. Responsible for the strategic direction of the following: warehousing, transportation, inventory management, shipping and receiving, and customer service levels. Evaluates, plans, and directs the cost-effective distribution of raw materials and finished good inventories. Usually supervises other managers/supervisors and professional distribution staff at one or more location(s). Frequently reports to a Top Supply Chain Executive, Chief Executive Officer or Chief Operating Officer of the entity

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	13	18	100%	
Base Salary - Inc Wtd	13	18	124.9	168.8	192.3	190.7	215.1	246.2	Sales Incentive	0	0	0%	
Base Salary - Org Wtd	13	18	120.8	167.3	179.5	185.7	214.9	238.1	Profit Sharing	2	3	30%	
Base Salary - Incentive Eligible	13	18	124.9	168.8	192.3	190.7	215.1	246.2	Long-term Incentive	8	11	61%	
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--					
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving		
Short-term Incentive (Target)	12	14	24.0	29.8	55.7	62.5	75.6	139.9	Stock/Share Options	55%	60%		
Short-term Incentive (Actual)	12	17	29.8	38.2	53.1	57.9	73.6	97.4	Share Appreciation Rights (SARs)	0%	0%		
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	9%	10%		
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	64%	60%		
Profit Sharing (Actual)	*2	3	--	--	--	--	--	--	Performance Cash Units	0%	0%		
Long-term Incentive (Black-Scholes)	*7	10	37.1	50.7	81.3	89.5	118.7	166.2	Long-term Cash	27%	30%		
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Total Cash Comp (Actual) - Inc Wtd	13	18	162.8	203.5	251.5	246.5	273.6	347.5	Short-term Incentive (Actual)	12	17	32.7%	29.5%
Total Cash Comp (Actual) - Org Wtd	13	18	137.6	202.3	252.4	245.2	287.0	341.7	Short-term Incentive (Threshold)	1	1	--%	--%
Total Cash Comp (Actual) - Rcvs	12	17	193.4	214.1	252.4	254.0	274.6	350.1	Short-term Incentive (Target)	12	14	33.6%	32.4%
Total Cash Comp (Target)	12	14	149.1	189.3	235.8	247.2	294.9	361.9	Short-term Incentive (Maximum)	8	10	59.9%	55.9%
Total Cash Comp (Target) - Rcvs	12	14	149.1	189.3	235.8	247.2	294.9	361.9	Sales Incentive (Actual)	0	0	--%	--%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Target)	0	0	--%	--%
Total Direct Comp (Actual)	13	18	162.8	203.5	291.8	296.2	372.4	409.5	Profit Sharing (Actual)	2	3	--%	--%
Total Direct Comp (Actual) - Rcvs	*7	10	288.8	306.4	368.2	365.9	390.3	527.1	Long-term Incentive (Black-Scholes)	7	10	38.9%	42.4%
*More than 25% of sample supplied by one organization													
Salary Range (Mean)													
Minimum										9	13	142.8	143.1
Midpoint										9	13	191.5	194.5
Maximum										9	13	240.2	245.9

*More than 25% of sample 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	4	4	67%		
Base Salary - Inc Wtd	6	6	--	--	183.3	184.7	--	--	Sales Incentive	0	0	--%		
Base Salary - Org Wtd	6	6	--	--	183.3	184.7	--	--	Profit Sharing	0	0	--%		
Base Salary - Incentive Eligible	4	4	--	--	--	--	--	--	Long-term Incentive	3	3	60%		
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--						
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving			
Short-term Incentive (Target)	4	4	--	--	--	--	--	--	Stock/Share Options	--%	--%	--%		
Short-term Incentive (Actual)	4	4	--	--	--	--	--	--	Share Appreciation Rights (SARs)	--%	--%	--%		
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	--%	--%	--%		
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	--%	--%	--%		
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Performance Cash Units	--%	--%	--%		
Long-term Incentive (Black-Scholes)	*3	3	--	--	--	--	--	--	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	6	--	--	214.3	220.2	--	--	Short-term Incentive (Actual)	4	4	--%	--%	
Total Cash Comp (Actual) - Org Wtd	6	6	--	--	214.3	220.2	--	--	Short-term Incentive (Threshold)	2	2	--%	--%	
Total Cash Comp (Actual) - Rcvs	4	4	--	--	--	--	--	--	Short-term Incentive (Target)	4	4	--%	--%	
Total Cash Comp (Target)	6	6	--	--	198.8	226.8	--	--	Short-term Incentive (Maximum)	4	4	--%	--%	
Total Cash Comp (Target) - Rcvs	4	4	--	--	--	--	--	--	Sales Incentive (Actual)	0	0	--%	--%	
Total Direct Compensation (Black-Scholes)									Sales Incentive (Target)	0	0	--%	--%	
Total Direct Comp (Actual)	6	6	--	--	232.8	269.9	--	--	Profit Sharing (Actual)	0	0	--%	--%	
Total Direct Comp (Actual) - Rcvs	*3	3	--	--	--	--	--	--	Long-term Incentive (Black-Scholes)	3	3	--%	--%	
*More than 25% of sample supplied by one organization														
Salary Range (Mean)														
Minimum											5	5	133.4	133.4
Midpoint											5	5	177.0	177.0
Maximum											5	5	220.5	220.5

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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	*11	38	--	--	179.1	178.4	--	--
Base Salary - Org Wtd	*11	38	--	--	171.8	169.0	--	--
Base Salary - Incentive Eligible	*10	37	--	--	179.6	180.3	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*9	36	--	--	54.9	54.6	--	--
Short-term Incentive (Actual)	*10	36	--	--	38.0	45.8	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	16	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*11	38	--	--	223.0	221.9	--	--
Total Cash Comp (Actual) - Org Wtd	*11	38	--	--	217.2	221.9	--	--
Total Cash Comp (Actual) - Rcvrs	*10	36	--	--	226.6	225.9	--	--
Total Cash Comp (Target)	*10	37	--	--	232.1	233.4	--	--
Total Cash Comp (Target) - Rcvrs	*9	36	--	--	232.3	234.6	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*11	38	--	--	230.3	230.7	--	--
Total Direct Comp (Actual) - Rcvrs	*3	16	--	--	--	--	--	--

*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	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	4	17	46%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	10	36	36.0%	25.8%
Short-term Incentive (Threshold)	2	14	--%	--%
Short-term Incentive (Target)	9	36	37.3%	31.0%
Short-term Incentive (Maximum)	7	33	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	16	--%	--%

Salary Range (Mean)				
Minimum	5	18	130.6	130.5
Midpoint	5	18	172.4	174.1
Maximum	5	18	214.3	217.6

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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	*24	47	134.7	149.0	175.0	186.6	228.0	252.9
Base Salary - Org Wtd	*24	47	140.3	162.3	192.5	203.2	239.6	281.1
Base Salary - Incentive Eligible	*23	46	134.4	149.0	174.6	186.7	228.5	253.2
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*20	42	28.6	42.3	44.8	58.8	89.6	97.2
Short-term Incentive (Actual)	16	28	20.6	35.9	44.8	58.5	77.4	120.2
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*12	29	13.6	30.1	65.8	75.6	79.1	200.0

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*24	47	147.6	165.6	206.8	221.5	262.0	333.0
Total Cash Comp (Actual) - Org Wtd	*24	47	161.0	183.9	220.0	243.7	296.4	375.7
Total Cash Comp (Actual) - Rcvrs	16	28	164.8	195.1	221.9	252.1	309.6	388.9
Total Cash Comp (Target)	*21	43	160.6	190.6	217.8	245.1	323.3	344.1
Total Cash Comp (Target) - Rcvrs	*20	42	159.9	192.9	219.3	246.6	323.5	344.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*24	47	172.2	186.5	224.9	268.2	289.7	393.1
Total Direct Comp (Actual) - Rcvrs	*12	29	172.9	197.4	242.7	295.8	352.6	610.7

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	23	46	98%
Sales Incentive	0	0	0%
Profit Sharing	1	1	4%
Long-term Incentive	13	34	81%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	56%	62%
Share Appreciation Rights (SARs)	3%	3%
Restricted Shares/Share Units	85%	79%
Performance Shares/Share Units	47%	55%
Performance Cash Units	0%	0%
Long-term Cash	21%	24%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	16	28	29.7%	29.6%
Short-term Incentive (Threshold)	9	24	15.6%	14.5%
Short-term Incentive (Target)	20	42	32.7%	30.3%
Short-term Incentive (Maximum)	15	26	58.8%	54.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	12	29	40.0%	37.7%

Salary Range (Mean)				
Minimum	11	21	146.7	137.4
Midpoint	11	21	199.0	190.9
Maximum	11	21	251.3	244.5

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Top Distribution Executive 610.612.130

2014

US MBD: Mercer Benchmark Database Executive

100.014.110 Top Division Executive

This position is the chief executive or president for a division. The employee is responsible for the direction, management, and performance of a division which functions as a profit center. This position typically supervises both sales and marketing and operations, and may have responsibility for divisional accounting, purchasing, personnel, engineering, and/or financial functions. Frequently reports to the Chief Executive Officer of a Corporation, Subsidiary, or Group. Note: Reporting entity is Division. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All 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	346	346	200.0	254.7	329.6	362.6	420.0	547.9
Base Salary - Org Wtd	346	346	200.0	254.7	329.6	362.6	420.0	547.9
Base Salary - Incentive Eligible	319	319	200.0	254.2	325.0	359.0	420.0	550.0
Base Salary - Not Incentive Eligible	10	10	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	244	244	71.3	116.1	176.7	229.6	276.9	412.4
Short-term Incentive (Actual)	276	276	40.3	82.0	157.6	245.5	288.2	507.6
Sales Incentive (Target)	*2	2	--	--	--	--	--	--
Sales Incentive (Actual)	*3	3	--	--	--	--	--	--
Profit Sharing (Actual)	9	9	--	6.2	13.6	21.1	25.5	--
Long-term Incentive (Black-Scholes)	162	162	74.0	135.5	281.3	529.4	655.2	1,296.3

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	346	346	236.3	335.6	450.0	559.5	628.2	921.3
Total Cash Comp (Actual) - Org Wtd	346	346	236.3	335.6	450.0	559.5	628.2	921.3
Total Cash Comp (Actual) - Rcvrs	279	279	269.1	361.0	466.5	604.2	691.9	1,022.0
Total Cash Comp (Target)	327	327	235.6	341.9	463.5	536.8	617.8	928.7
Total Cash Comp (Target) - Rcvrs	245	245	298.5	389.9	525.0	602.9	688.3	965.3

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	346	346	253.3	353.6	532.8	807.4	903.3	1,624.0
Total Direct Comp (Actual) - Rcvrs	162	162	451.2	631.5	874.9	1,222.0	1,310.8	2,414.7

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	314	314	93%
Sales Incentive	3	3	1%
Profit Sharing	43	43	21%
Long-term Incentive	197	197	60%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	46%	42%
Share Appreciation Rights (SARs)	5%	5%
Restricted Shares/Share Units	59%	60%
Performance Shares/Share Units	39%	42%
Performance Cash Units	14%	4%
Long-term Cash	29%	29%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	276	276	59.6%	59.6%
Short-term Incentive (Threshold)	57	57	29.0%	29.0%
Short-term Incentive (Target)	244	244	55.4%	55.4%
Short-term Incentive (Maximum)	141	141	102.9%	102.9%
Sales Incentive (Actual)	3	3	--%	--%
Sales Incentive (Target)	2	2	--%	--%
Profit Sharing (Actual)	9	9	5.9%	5.9%
Long-term Incentive (Black-Scholes)	162	162	113.7%	113.7%

Salary Range (Mean)				
Minimum	116	116	268.4	268.4
Midpoint	116	116	365.0	365.0
Maximum	116	116	461.6	461.6

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	18	18	251.8	318.7	402.5	485.8	588.0	1,012.5
Base Salary - Org Wtd	18	18	251.8	318.7	402.5	485.8	588.0	1,012.5
Base Salary - Incentive Eligible	17	17	251.6	312.5	400.0	475.3	568.7	1,025.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	10	10	53.7	143.8	212.1	213.5	292.3	403.1
Short-term Incentive (Actual)	13	13	--	--	167.6	389.2	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	9	9	--	--	126.7	189.6	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	18	18	351.3	404.7	516.0	766.9	914.0	2,331.6
Total Cash Comp (Actual) - Org Wtd	18	18	351.3	404.7	516.0	766.9	914.0	2,331.6
Total Cash Comp (Actual) - Rcvrs	13	13	--	--	540.0	896.4	--	--
Total Cash Comp (Target)	17	17	354.2	421.3	587.4	600.9	716.1	1,025.0
Total Cash Comp (Target) - Rcvrs	10	10	383.3	426.7	536.9	576.8	702.3	940.6

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	18	18	351.3	426.0	651.1	861.7	980.0	2,376.9
Total Direct Comp (Actual) - Rcvrs	9	9	--	--	748.0	1,008.5	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	17	17	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	10%
Long-term Incentive	13	13	81%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	50%	67%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	50%	67%
Performance Shares/Share Units	33%	11%
Performance Cash Units	8%	0%
Long-term Cash	25%	33%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	13	13	64.1%	64.1%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	10	10	58.3%	58.3%
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)	9	9	40.9%	40.9%

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

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

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Top Division Executive 100.014.110

2014

US MBD: Mercer Benchmark Database Executive

100.014.110 Top Division Executive

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	12	12	260.8	343.6	412.5	422.6	467.5	652.5
Base Salary - Org Wtd	12	12	260.8	343.6	412.5	422.6	467.5	652.5
Base Salary - Incentive Eligible	11	11	253.1	341.0	420.0	426.3	475.0	660.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	11	11	126.5	175.6	283.5	308.3	297.5	714.8
Short-term Incentive (Actual)	11	11	151.4	196.9	220.0	458.5	622.2	1,363.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	9	9	--	--	643.0	864.3	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	12	12	404.6	523.3	613.1	843.0	1,037.8	1,955.0
Total Cash Comp (Actual) - Org Wtd	12	12	404.6	523.3	613.1	843.0	1,037.8	1,955.0
Total Cash Comp (Actual) - Rcvrs	11	11	468.5	557.6	630.1	884.9	1,097.2	1,978.3
Total Cash Comp (Target)	11	11	379.6	526.8	693.0	734.7	760.0	1,329.8
Total Cash Comp (Target) - Rcvrs	11	11	379.6	526.8	693.0	734.7	760.0	1,329.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	12	12	475.9	905.3	1,242.7	1,491.2	1,929.1	3,161.9
Total Direct Comp (Actual) - Rcvrs	9	9	--	--	1,266.9	1,651.2	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	11	11	100%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	10	10	91%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	30%	33%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	80%	78%
Performance Shares/Share Units	80%	78%
Performance Cash Units	0%	0%
Long-term Cash	20%	22%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	11	11	97.5%	97.5%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	11	11	67.7%	67.7%
Short-term Incentive (Maximum)	7	7	172.0%	172.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	9	9	203.9%	203.9%

Salary Range (Mean)				
Minimum	5	5	238.9	238.9
Midpoint	5	5	327.7	327.7
Maximum	5	5	416.4	416.4

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Top Division Executive 100.014.110

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US MBD: Mercer Benchmark Database Executive

100.014.110 Top Division Executive

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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	17	17	169.7	207.5	262.0	333.1	358.2	725.0
Base Salary - Org Wtd	17	17	169.7	207.5	262.0	333.1	358.2	725.0
Base Salary - Incentive Eligible	16	16	169.1	237.7	275.4	342.7	365.6	725.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	13	13	18.9	59.0	144.4	198.8	242.4	625.4
Short-term Incentive (Actual)	14	14	18.2	28.9	95.4	177.4	224.0	635.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	6	6	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	17	17	195.3	265.0	343.2	479.2	563.7	1,321.2
Total Cash Comp (Actual) - Org Wtd	17	17	195.3	265.0	343.2	479.2	563.7	1,321.2
Total Cash Comp (Actual) - Rcvrs	14	14	205.4	268.3	322.3	502.0	565.0	1,360.1
Total Cash Comp (Target)	15	15	208.6	263.2	393.0	526.9	597.0	1,222.6
Total Cash Comp (Target) - Rcvrs	13	13	206.0	286.7	433.1	561.5	791.5	1,298.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	17	17	195.3	267.6	343.2	855.7	821.4	3,612.3
Total Direct Comp (Actual) - Rcvrs	6	6	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

High Tech (Manufactured Products)

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	16	16	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	8%
Long-term Incentive	7	7	47%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	14	14	44.5%	44.5%
Short-term Incentive (Threshold)	5	5	--%	--%
Short-term Incentive (Target)	13	13	46.3%	46.3%
Short-term Incentive (Maximum)	10	10	79.4%	79.4%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	6	6	--%	--%

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

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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	10	10	--	--	398.2	430.4	--	--
Base Salary - Org Wtd	10	10	--	--	398.2	430.4	--	--
Base Salary - Incentive Eligible	10	10	--	--	398.2	430.4	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

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

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	10	10	--	--	537.1	581.7	--	--
Total Cash Comp (Actual) - Org Wtd	10	10	--	--	537.1	581.7	--	--
Total Cash Comp (Actual) - Rcvs	6	6	--	--	--	--	--	--
Total Cash Comp (Target)	10	10	--	--	597.3	657.4	--	--
Total Cash Comp (Target) - Rcvs	9	9	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	10	10	--	--	822.4	941.3	--	--
Total Direct Comp (Actual) - Rcvs	9	9	--	--	--	--	--	--

*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	--%
Profit Sharing	2	2	--%
Long-term Incentive	9	9	90%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	5	5	--%	--%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	9	9	--%	--%
Short-term Incentive (Maximum)	4	4	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	9	9	--%	--%

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

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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	72	72	207.2	244.1	304.5	330.2	375.0	505.3
Base Salary - Org Wtd	72	72	207.2	244.1	304.5	330.2	375.0	505.3
Base Salary - Incentive Eligible	70	70	206.4	244.7	304.5	331.5	378.8	512.1
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	64	64	74.5	93.5	155.9	186.1	242.3	385.1
Short-term Incentive (Actual)	65	65	43.8	78.5	176.0	213.1	268.3	514.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	40	40	69.5	122.0	308.9	527.6	914.4	1,218.9

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	72	72	247.1	322.4	461.1	522.9	625.2	992.1
Total Cash Comp (Actual) - Org Wtd	72	72	247.1	322.4	461.1	522.9	625.2	992.1
Total Cash Comp (Actual) - Rcvs	65	65	268.7	334.5	466.2	545.3	693.5	1,006.6
Total Cash Comp (Target)	64	64	296.1	345.9	467.3	518.7	609.4	897.5
Total Cash Comp (Target) - Rcvs	64	64	296.1	345.9	467.3	518.7	609.4	897.5

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	72	72	247.1	336.1	532.1	816.0	1,037.9	2,002.2
Total Direct Comp (Actual) - Rcvs	40	40	402.2	544.1	904.9	1,152.5	1,802.3	2,180.9

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	70	70	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	3%
Long-term Incentive	42	42	61%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	55%	53%
Share Appreciation Rights (SARs)	3%	0%
Restricted Shares/Share Units	55%	48%
Performance Shares/Share Units	35%	35%
Performance Cash Units	23%	0%
Long-term Cash	43%	43%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	65	65	58.4%	58.4%
Short-term Incentive (Threshold)	18	18	34.6%	34.6%
Short-term Incentive (Target)	64	64	52.0%	52.0%
Short-term Incentive (Maximum)	42	42	93.8%	93.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	40	40	131.0%	131.0%

Salary Range (Mean)

Minimum	32	32	230.9	230.9
Midpoint	32	32	305.6	305.6
Maximum	32	32	380.3	380.3

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	23	23	217.2	250.1	300.0	326.6	370.0	499.1
Base Salary - Org Wtd	23	23	217.2	250.1	300.0	326.6	370.0	499.1
Base Salary - Incentive Eligible	22	22	216.7	245.1	292.3	318.7	355.0	474.4
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	17	17	64.2	92.6	170.8	188.3	222.5	392.3
Short-term Incentive (Actual)	22	22	63.9	88.6	130.4	163.9	205.4	328.2
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	12	12	--	--	282.2	387.7	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	23	23	299.6	352.4	417.5	483.5	599.9	800.0
Total Cash Comp (Actual) - Org Wtd	23	23	299.6	352.4	417.5	483.5	599.9	800.0
Total Cash Comp (Actual) - Rcvrs	22	22	294.3	352.3	413.3	482.7	613.6	808.4
Total Cash Comp (Target)	18	18	289.9	364.5	501.1	533.3	564.6	889.4
Total Cash Comp (Target) - Rcvrs	17	17	289.5	360.0	502.3	535.3	585.7	932.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	23	23	336.7	366.7	500.0	685.7	905.4	1,324.4
Total Direct Comp (Actual) - Rcvrs	12	12	--	--	800.1	906.2	--	--

*More than 25% of sample supplied by one organization

Other Non-Durable Goods

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	22	22	96%
Sales Incentive	0	0	--%
Profit Sharing	1	1	11%
Long-term Incentive	13	13	62%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	46%	50%
Share Appreciation Rights (SARs)	46%	50%
Restricted Shares/Share Units	69%	75%
Performance Shares/Share Units	46%	50%
Performance Cash Units	38%	0%
Long-term Cash	46%	42%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	22	22	51.9%	51.9%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	17	17	50.5%	50.5%
Short-term Incentive (Maximum)	12	12	97.1%	97.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	12	12	115.7%	115.7%

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

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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	41	41	219.8	284.9	325.0	356.0	435.0	487.4
Base Salary - Org Wtd	41	41	219.8	284.9	325.0	356.0	435.0	487.4
Base Salary - Incentive Eligible	40	40	219.4	283.6	321.9	352.8	430.0	487.7
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	34	34	80.3	128.1	174.3	221.6	293.1	486.4
Short-term Incentive (Actual)	35	35	37.2	99.4	194.8	274.7	309.5	546.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	20	20	19.4	72.6	157.4	313.8	360.5	1,348.4

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	41	41	314.3	376.3	461.6	591.1	711.3	978.2
Total Cash Comp (Actual) - Org Wtd	41	41	314.3	376.3	461.6	591.1	711.3	978.2
Total Cash Comp (Actual) - Rcvrs	35	35	336.0	399.4	510.0	631.9	776.5	1,028.4
Total Cash Comp (Target)	41	41	297.2	382.9	478.7	539.7	630.4	928.7
Total Cash Comp (Target) - Rcvrs	34	34	358.5	421.0	504.6	575.0	656.6	972.9

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	41	41	317.1	401.3	585.0	744.1	857.5	1,120.9
Total Direct Comp (Actual) - Rcvrs	20	20	284.6	591.1	813.1	993.1	1,027.1	2,486.1

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	40	40	98%
Sales Incentive	0	0	0%
Profit Sharing	5	5	23%
Long-term Incentive	27	27	69%

Of Those LTI Eligible:

	% Eligible	% Receiving
Stock/Share Options	37%	15%
Share Appreciation Rights (SARs)	7%	10%
Restricted Shares/Share Units	52%	60%
Performance Shares/Share Units	19%	25%
Performance Cash Units	11%	10%
Long-term Cash	11%	10%

Incentives (Mean as % of Base)

	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	35	35	71.1%	71.1%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	34	34	59.3%	59.3%
Short-term Incentive (Maximum)	12	12	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	20	20	68.3%	68.3%

Salary Range (Mean)

Minimum	12	12	234.4	234.4
Midpoint	12	12	322.9	322.9
Maximum	12	12	411.4	411.4

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

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Top Division Executive 100.014.110

2014

US MBD: Mercer Benchmark Database Executive

100.014.110 Top Division Executive

Retail & Wholesale

This position is the chief executive or president for a division. The employee is responsible for the direction, management, and performance of a division which functions as a profit center. This position typically supervises both sales and marketing and operations, and may have responsibility for divisional accounting, purchasing, personnel, engineering, and/or financial functions. Frequently reports to the Chief Executive Officer of a Corporation, Subsidiary, or Group. Note: Reporting entity is Division. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported

All Participants Analysis (Dollar Values displayed in \$000s)									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	56	56	216.1	269.1	339.2	410.4	433.3	857.9	Short-term Incentive	52	52	95%
Base Salary - Org Wtd	56	56	216.1	269.1	339.2	410.4	433.3	857.9	Sales Incentive	1	1	2%
Base Salary - Incentive Eligible	55	55	214.8	267.8	336.8	393.2	432.6	850.0	Profit Sharing	20	20	44%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	27	27	51%
Incentives												
Short-term Incentive (Target)	35	35	119.0	154.8	223.5	290.1	300.0	718.0	Of Those LTI Eligible:			
Short-term Incentive (Actual)	48	48	37.0	70.9	129.1	218.5	286.2	474.6		% Eligible		% Receiving
Sales Incentive (Target)	1	1	--	--	--	--	--	--	Stock/Share Options	73%		71%
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--	Share Appreciation Rights (SARs)	0%		0%
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--	Restricted Shares/Share Units	50%		62%
Long-term Incentive (Black-Scholes)	21	21	213.2	280.3	450.0	668.5	691.7	1,734.1	Performance Shares/Share Units	54%		57%
Total Cash Compensation									Performance Cash Units	0%		0%
Total Cash Comp (Actual) - Inc Wtd	56	56	256.5	369.2	471.7	599.1	683.1	1,332.7	Long-term Cash	23%		19%
Total Cash Comp (Actual) - Org Wtd	56	56	256.5	369.2	471.7	599.1	683.1	1,332.7	Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Rcvrs	49	49	265.0	370.1	477.0	599.9	674.4	1,321.0		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Target)	55	55	224.4	288.4	464.8	588.2	688.0	1,327.0	Short-term Incentive (Actual)	48	48	51.5%
Total Cash Comp (Target) - Rcvrs	36	36	384.2	464.4	611.3	728.6	765.3	1,581.0	Short-term Incentive (Threshold)	5	5	--%
Total Direct Compensation (Black-Scholes)									Short-term Incentive (Target)	35	35	59.9%
Total Direct Comp (Actual)	56	56	256.5	372.0	622.2	849.8	1,030.0	1,480.5	Short-term Incentive (Maximum)	25	25	126.3%
Total Direct Comp (Actual) - Rcvrs	21	21	673.1	818.9	1,072.7	1,445.2	1,487.9	3,717.6	Sales Incentive (Actual)	1	1	--%
									Sales Incentive (Target)	1	1	--%
									Profit Sharing (Actual)	2	2	--%
									Long-term Incentive (Black-Scholes)	21	21	130.8%
									Salary Range (Mean)			
									Minimum	23	23	340.1
									Midpoint	23	23	450.5
									Maximum	23	23	561.0

*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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100.014.110 Top Division Executive

This position is the chief executive or president for a division. The employee is responsible for the direction, management, and performance of a division which functions as a profit center. This position typically supervises both sales and marketing and operations, and may have responsibility for divisional accounting, purchasing, personnel, engineering, and/or financial functions. Frequently reports to the Chief Executive Officer of a Corporation, Subsidiary, or Group. Note: Reporting entity is Division. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	60	60	165.5	210.0	332.8	341.0	408.3	483.8
Base Salary - Org Wtd	60	60	165.5	210.0	332.8	341.0	408.3	483.8
Base Salary - Incentive Eligible	45	45	159.2	195.9	297.8	327.7	397.5	494.2
Base Salary - Not Incentive Eligible	10	10	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	30	30	40.0	77.6	175.0	246.0	298.1	446.3
Short-term Incentive (Actual)	33	33	26.3	57.8	163.0	263.1	292.6	540.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	25	25	81.7	102.1	282.6	459.2	445.8	1,046.4

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	60	60	198.1	238.5	385.0	486.4	556.1	798.3
Total Cash Comp (Actual) - Org Wtd	60	60	198.1	238.5	385.0	486.4	556.1	798.3
Total Cash Comp (Actual) - Rcvrs	34	34	191.9	276.2	524.5	612.4	720.4	1,034.3
Total Cash Comp (Target)	59	59	165.0	258.7	387.1	467.9	525.0	742.5
Total Cash Comp (Target) - Rcvrs	30	30	241.2	343.5	525.0	621.8	686.5	1,009.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	60	60	198.1	280.2	396.1	677.7	804.4	1,156.4
Total Direct Comp (Actual) - Rcvrs	25	25	303.8	511.3	880.1	1,159.4	1,123.1	2,793.9

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	44	44	75%
Sales Incentive	1	1	2%
Profit Sharing	1	1	3%
Long-term Incentive	31	31	53%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	47%	36%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	80%	76%
Performance Shares/Share Units	27%	32%
Performance Cash Units	17%	20%
Long-term Cash	17%	20%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	33	33	59.0%	59.0%
Short-term Incentive (Threshold)	15	15	25.5%	25.5%
Short-term Incentive (Target)	30	30	56.2%	56.2%
Short-term Incentive (Maximum)	16	16	103.2%	103.2%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	25	25	97.2%	97.2%

Salary Range (Mean)				
Minimum	14	14	267.1	267.1
Midpoint	14	14	360.9	360.9
Maximum	14	14	454.8	454.8

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

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Top Division Executive 100.014.110

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US MBD: Mercer Benchmark Database Executive

100.014.110 Top Division Executive

This position is the chief executive or president for a division. The employee is responsible for the direction, management, and performance of a division which functions as a profit center. This position typically supervises both sales and marketing and operations, and may have responsibility for divisional accounting, purchasing, personnel, engineering, and/or financial functions. Frequently reports to the Chief Executive Officer of a Corporation, Subsidiary, or Group. Note: Reporting entity is Division. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	7	7	--	248.2	320.0	331.8	360.0	--
Base Salary - Org Wtd	7	7	--	248.2	320.0	331.8	360.0	--
Base Salary - Incentive Eligible	7	7	--	248.2	320.0	331.8	360.0	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	6	6	--	--	150.8	183.1	--	--
Short-term Incentive (Actual)	7	7	--	51.3	113.4	185.7	250.1	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	5	5	--	--	237.5	416.2	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	7	7	--	343.6	421.2	518.5	548.8	--
Total Cash Comp (Actual) - Org Wtd	7	7	--	343.6	421.2	518.5	548.8	--
Total Cash Comp (Actual) - Rcvs	7	7	--	343.6	421.2	518.5	548.8	--
Total Cash Comp (Target)	7	7	--	322.7	463.0	488.7	540.0	--
Total Cash Comp (Target) - Rcvs	6	6	--	--	471.7	531.1	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	7	7	--	421.2	581.0	815.8	779.1	--
Total Direct Comp (Actual) - Rcvs	5	5	--	--	707.7	1,000.7	--	--

*More than 25% of sample supplied by one organization

Transportation Equipment

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	7	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	17%
Long-term Incentive	5	5	83%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	7	50.3%	50.3%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	6	6	49.2%	49.2%
Short-term Incentive (Maximum)	4	4	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	5	5	98.7%	98.7%

Salary Range (Mean)				
Minimum	0	0	--	--
Midpoint	0	0	--	--
Maximum	0	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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Top Division Executive 100.014.110

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US MBD: Mercer Benchmark Database Executive

310.456.130 Top E-business Executive

Responsible for creating and executing e-business technology strategies for the business. Partners with CIO, CTO, business unit leaders, external partners and suppliers to leverage technology to enhance business operations. May manage aspects of the technology infrastructure (e.g., Websites, inter-, intra-, extra-net environments). Charged with developing strategies for present and future virtual marketing and distribution channels. May develop partnerships with external stakeholders in the delivery of certain aspects of the e-business delivery chain. Typically has 15 years or more of IT and business management experience, with 5 to 7 years of leadership experience.

All Organizations

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	24	31	164.3	178.6	207.0	223.8	230.0	355.5
Base Salary - Org Wtd	24	31	160.1	178.2	207.5	231.4	263.3	385.4
Base Salary - Incentive Eligible	23	29	166.3	187.9	207.2	227.8	232.6	366.9
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--
Incentives								
Short-term Incentive (Target)	*21	27	35.9	57.0	72.5	83.9	101.0	161.8
Short-term Incentive (Actual)	*18	23	22.7	38.8	71.2	85.6	115.0	178.7
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	13	13	22.5	59.2	121.2	147.3	188.7	375.3
Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	24	31	172.5	199.0	261.4	287.4	350.2	471.3
Total Cash Comp (Actual) - Org Wtd	24	31	177.7	201.8	255.1	298.2	363.6	495.3
Total Cash Comp (Actual) - Rcvrs	*18	23	195.7	230.7	276.3	311.1	353.9	497.1
Total Cash Comp (Target)	22	29	168.3	233.6	275.1	301.7	331.1	505.0
Total Cash Comp (Target) - Rcvrs	*21	27	203.3	246.3	279.7	311.7	332.8	517.7
Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	24	31	172.5	216.4	286.8	349.2	405.7	616.6
Total Direct Comp (Actual) - Rcvrs	13	13	235.7	287.2	465.2	484.6	603.6	950.0

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	23	29	94%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	17	17	57%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	29%	38%
Share Appreciation Rights (SARs)	12%	8%
Restricted Shares/Share Units	59%	62%
Performance Shares/Share Units	35%	38%
Performance Cash Units	6%	0%
Long-term Cash	29%	15%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	18	23	36.6%	36.2%
Short-term Incentive (Threshold)	9	9	16.3%	16.3%
Short-term Incentive (Target)	21	27	35.5%	35.4%
Short-term Incentive (Maximum)	13	13	56.9%	56.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	13	13	54.0%	54.0%

Salary Range (Mean)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Minimum	14	15	152.1	150.6
Midpoint	14	15	203.0	201.5
Maximum	14	15	254.0	252.3

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

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Top E-business Executive 310.456.130

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310.456.130 Top E-business Executive

Insurance

Responsible for creating and executing e-business technology strategies for the business. Partners with CIO, CTO, business unit leaders, external partners and suppliers to leverage technology to enhance business operations. May manage aspects of the technology infrastructure (e.g., Websites, inter-, intra-, extra-net environments). Charged with developing strategies for present and future virtual marketing and distribution channels. May develop partnerships with external stakeholders in the delivery of certain aspects of the e-business delivery chain. Typically has 15 years or more of IT and business management experience, with 5 to 7 years of leadership experience.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*8	14	--	--	208.6	211.4	--	--
Base Salary - Org Wtd	*8	14	--	190.2	217.5	217.4	233.9	--
Base Salary - Incentive Eligible	*8	14	--	--	208.6	211.4	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*6	12	--	--	71.9	72.7	--	--
Short-term Incentive (Actual)	*6	11	--	--	79.6	85.5	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*8	14	--	--	273.0	278.5	--	--
Total Cash Comp (Actual) - Org Wtd	*8	14	--	227.4	280.1	289.1	348.6	--
Total Cash Comp (Actual) - Rcvrs	*6	11	--	--	276.3	289.8	--	--
Total Cash Comp (Target)	*6	12	--	--	277.4	281.4	--	--
Total Cash Comp (Target) - Rcvrs	*6	12	--	--	277.4	281.4	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*8	14	--	--	273.0	309.7	--	--
Total Direct Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

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

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	33%	--%
Share Appreciation Rights (SARs)	0%	--%
Restricted Shares/Share Units	67%	--%
Performance Shares/Share Units	50%	--%
Performance Cash Units	17%	--%
Long-term Cash	50%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	6	11	45.8%	40.8%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	6	12	33.3%	34.2%
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)	4	4	--%	--%

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

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