

2014

US MBD: Mercer Benchmark Database Executive

330.381.130 Top IT Infrastructure Executive

Consumer Goods

This is the top IT infrastructure position with responsibility for managing the organization's IT architecture that is designed by the CTO/Chief Architect and upon which IT applications operate. Responsible for the physical operation and performance of data centers, servers, networks, and other technology platforms shared across the organization. May oversee other areas such as systems engineering, data center operations, networking/telecommunications, desktop development and support. Frequently reports to a Chief Information Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	14	14	164.4	188.8	206.1	208.2	234.2	251.4
Base Salary - Org Wtd	14	14	164.4	188.8	206.1	208.2	234.2	251.4
Base Salary - Incentive Eligible	14	14	164.4	188.8	206.1	208.2	234.2	251.4
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	14	14	34.7	45.2	65.7	75.7	92.2	151.9
Short-term Incentive (Actual)	11	11	27.3	30.8	54.7	66.9	95.0	145.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	9	9	--	28.4	69.1	65.5	95.0	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	14	14	187.6	220.0	251.4	265.0	301.6	378.4
Total Cash Comp (Actual) - Org Wtd	14	14	187.6	220.0	251.4	265.0	301.6	378.4
Total Cash Comp (Actual) - Rcvrs	12	12	193.9	227.6	257.0	272.1	313.2	387.7
Total Cash Comp (Target)	14	14	201.4	245.4	270.3	283.9	312.7	395.5
Total Cash Comp (Target) - Rcvrs	14	14	201.4	245.4	270.3	283.9	312.7	395.5

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	14	14	197.6	220.0	291.6	307.2	387.4	471.3
Total Direct Comp (Actual) - Rcvrs	9	9	--	291.6	345.1	352.9	402.4	--

*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	1	1	11%
Profit Sharing	2	2	33%
Long-term Incentive	12	12	92%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	36%	44%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	36%	44%
Performance Shares/Share Units	18%	11%
Performance Cash Units	9%	0%
Long-term Cash	45%	44%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	11	11	31.0%	31.0%
Short-term Incentive (Threshold)	5	5	10.8%	10.8%
Short-term Incentive (Target)	14	14	35.4%	35.4%
Short-term Incentive (Maximum)	8	8	57.6%	57.6%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	9	9	30.1%	30.1%

Salary Range (Mean)

Minimum	11	11	164.0	164.0
Midpoint	11	11	214.0	214.0
Maximum	11	11	264.0	264.0

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

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Energy

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*6	7	--	--	195.0	191.2	--	--
Base Salary - Org Wtd	*6	7	--	--	189.5	188.8	--	--
Base Salary - Incentive Eligible	4	4	--	--	--	--	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

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	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*6	7	--	--	205.9	217.5	--	--
Total Cash Comp (Actual) - Org Wtd	*6	7	--	--	200.4	219.4	--	--
Total Cash Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--
Total Cash Comp (Target)	4	4	--	--	--	--	--	--
Total Cash Comp (Target) - Rcvrs	*3	3	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*6	7	--	--	308.2	310.0	--	--
Total Direct Comp (Actual) - Rcvrs	*3	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	4	4	--%
Sales Incentive	0	--	--%
Profit Sharing	0	0	--%
Long-term Incentive	3	4	57%

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)	2	2	--%	--%
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	--	--

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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	22	151.1	160.0	189.1	200.5	232.3	277.8
Base Salary - Org Wtd	17	22	154.5	175.0	210.0	213.1	258.8	285.6
Base Salary - Incentive Eligible	16	20	150.6	160.0	190.5	203.5	244.1	280.4
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	*14	18	22.4	23.7	54.0	56.2	71.9	121.1
Short-term Incentive (Actual)	*15	19	23.4	27.5	52.1	69.6	103.4	160.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*12	17	21.2	31.8	39.3	78.4	111.8	238.2

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	17	22	176.1	179.4	245.0	261.1	319.0	403.6
Total Cash Comp (Actual) - Org Wtd	17	22	176.2	228.8	267.7	285.1	360.7	426.0
Total Cash Comp (Actual) - Rcvrs	*15	19	176.4	187.5	246.3	270.2	351.5	417.1
Total Cash Comp (Target)	16	21	172.6	181.0	246.3	245.4	278.7	381.7
Total Cash Comp (Target) - Rcvrs	*14	18	172.8	184.0	247.2	253.4	299.1	390.2

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	17	22	189.0	210.7	263.2	321.7	436.4	512.0
Total Direct Comp (Actual) - Rcvrs	*12	17	191.6	209.7	283.0	340.2	473.5	554.5

*More than 25% of sample supplied by one organization

Financial Services

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	16	20	91%
Sales Incentive	0	0	0%
Profit Sharing	2	6	40%
Long-term Incentive	14	19	86%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	58%	59%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	79%	76%
Performance Shares/Share Units	16%	12%
Performance Cash Units	5%	0%
Long-term Cash	11%	6%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	15	19	37.6%	33.3%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	14	18	30.9%	27.4%
Short-term Incentive (Maximum)	7	7	61.4%	61.4%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	12	17	44.9%	37.0%

Salary Range (Mean)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Minimum	12	17	130.3	126.3
Midpoint	12	17	183.5	177.6
Maximum	12	17	236.7	229.0

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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	24	24	165.7	169.1	197.5	217.3	263.4	280.3
Base Salary - Org Wtd	24	24	165.7	169.1	197.5	217.3	263.4	280.3
Base Salary - Incentive Eligible	22	22	166.8	170.9	214.4	222.0	268.4	282.2
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	17	17	29.5	48.1	80.0	83.8	115.6	153.3
Short-term Incentive (Actual)	19	19	35.5	55.5	90.0	100.0	140.4	196.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	10	10	29.5	41.9	87.5	93.9	129.4	225.0

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	24	24	173.2	214.9	266.0	296.5	374.4	455.5
Total Cash Comp (Actual) - Org Wtd	24	24	173.2	214.9	266.0	296.5	374.4	455.5
Total Cash Comp (Actual) - Rcvrs	19	19	214.0	223.0	286.0	322.9	390.4	466.0
Total Cash Comp (Target)	17	17	201.0	238.4	292.5	311.1	377.0	445.0
Total Cash Comp (Target) - Rcvrs	17	17	201.0	238.4	292.5	311.1	377.0	445.0

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	24	24	173.2	214.9	266.0	335.6	429.4	572.1
Total Direct Comp (Actual) - Rcvrs	10	10	258.9	323.3	467.3	470.8	559.9	802.3

*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	0	0	0%
Long-term Incentive	13	13	65%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	25%	20%
Share Appreciation Rights (SARs)	8%	10%
Restricted Shares/Share Units	67%	70%
Performance Shares/Share Units	42%	30%
Performance Cash Units	8%	10%
Long-term Cash	33%	10%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	19	19	42.4%	42.4%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	17	17	35.9%	35.9%
Short-term Incentive (Maximum)	9	9	56.1%	56.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	10	10	36.0%	36.0%

Salary Range (Mean)

Minimum	16	16	155.1	155.1
Midpoint	16	16	213.7	213.7
Maximum	16	16	272.2	272.2

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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	9	--	162.2	198.6	194.7	221.8	--
Base Salary - Org Wtd	8	9	--	167.1	202.3	199.7	226.0	--
Base Salary - Incentive Eligible	8	9	--	162.2	198.6	194.7	221.8	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*6	7	--	--	71.5	70.8	--	--
Short-term Incentive (Actual)	6	6	--	--	39.9	48.1	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	5	5	--	--	38.6	64.6	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	8	9	--	167.5	207.0	226.8	259.3	--
Total Cash Comp (Actual) - Org Wtd	8	9	--	182.7	226.1	235.7	263.6	--
Total Cash Comp (Actual) - Rcvrs	6	6	--	--	248.0	259.3	--	--
Total Cash Comp (Target)	*6	7	--	--	267.9	263.3	--	--
Total Cash Comp (Target) - Rcvrs	*6	7	--	--	267.9	263.3	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	8	9	--	167.5	239.1	262.6	321.3	--
Total Direct Comp (Actual) - Rcvrs	5	5	--	--	283.8	334.6	--	--

*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	9	100%
Sales Incentive	0	--	--%
Profit Sharing	1	1	--%
Long-term Incentive	5	5	71%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	6	6	22.1%	22.1%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	6	7	37.4%	36.8%
Short-term Incentive (Maximum)	5	5	72.0%	72.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	5	5	29.2%	29.2%

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

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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	12	12	162.5	181.1	215.0	214.8	241.5	291.3
Base Salary - Org Wtd	12	12	162.5	181.1	215.0	214.8	241.5	291.3
Base Salary - Incentive Eligible	11	11	161.7	180.5	209.1	214.3	245.0	297.1
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	10	10	27.5	56.7	73.6	76.5	99.6	121.7
Short-term Incentive (Actual)	9	9	--	41.0	66.7	74.8	104.9	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	5	5	--	--	46.7	65.3	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	12	12	194.6	222.8	257.7	272.1	306.7	415.6
Total Cash Comp (Actual) - Org Wtd	12	12	194.6	222.8	257.7	272.1	306.7	415.6
Total Cash Comp (Actual) - Rcvs	9	9	--	236.3	271.3	285.8	319.9	--
Total Cash Comp (Target)	12	12	186.2	211.2	273.6	278.6	324.6	405.7
Total Cash Comp (Target) - Rcvs	10	10	195.1	241.5	301.2	293.9	329.5	423.6

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	12	12	195.0	225.1	275.8	299.3	330.9	524.7
Total Direct Comp (Actual) - Rcvs	5	5	--	--	332.5	364.7	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	11	11	92%
Sales Incentive	0	0	0%
Profit Sharing	2	2	20%
Long-term Incentive	6	6	50%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	9	9	35.4%	35.4%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	10	10	34.5%	34.5%
Short-term Incentive (Maximum)	3	3	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	5	5	26.4%	26.4%

Salary Range (Mean)				
Minimum	5	5	160.0	160.0
Midpoint	5	5	211.9	211.9
Maximum	5	5	263.9	263.9

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Retail & Wholesale

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	27	28	159.7	179.8	212.7	212.7	229.8	284.3	Short-term Incentive	27	28	100%
Base Salary - Org Wtd	27	28	160.0	180.2	215.0	214.7	230.0	285.5	Sales Incentive	0	0	0%
Base Salary - Incentive Eligible	27	28	159.7	179.8	212.7	212.7	229.8	284.3	Profit Sharing	1	1	5%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	18	19	79%
Incentives									Of Those LTI Eligible:			
Short-term Incentive (Target)	27	28	42.7	53.1	68.4	74.1	86.4	132.5	Stock/Share Options	% Eligible		% Receiving
Short-term Incentive (Actual)	22	22	18.9	33.7	53.1	70.3	105.2	136.6	Share Appreciation Rights (SARs)	44%		41%
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	6%		6%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	56%		53%
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--	Performance Cash Units	28%		29%
Long-term Incentive (Black-Scholes)	16	17	16.8	27.5	65.8	99.2	108.3	270.3	Performance Cash Units	0%		0%
									Long-term Cash	39%		29%
Total Cash Compensation									Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Inc Wtd	27	28	169.9	206.8	250.2	268.4	327.5	402.4	Short-term Incentive (Actual)	Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Org Wtd	27	28	174.5	217.2	250.3	272.4	328.4	404.2	Short-term Incentive (Threshold)	22	22	32.0%
Total Cash Comp (Actual) - Rcvrs	22	22	182.0	237.9	271.0	287.8	346.4	413.0	Short-term Incentive (Target)	12	13	13.0%
Total Cash Comp (Target)	27	28	201.4	246.4	273.3	286.8	326.8	368.1	Short-term Incentive (Maximum)	27	28	34.9%
Total Cash Comp (Target) - Rcvrs	27	28	201.4	246.4	273.3	286.8	326.8	368.1	Short-term Incentive (Maximum)	16	16	68.9%
									Sales Incentive (Actual)	16	16	68.9%
									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	0	0	--%
									Long-term Incentive (Black-Scholes)	1	1	--%
									Long-term Incentive (Black-Scholes)	16	17	42.3%
Total Direct Compensation (Black-Scholes)									Salary Range (Mean)			
Total Direct Comp (Actual)	27	28	196.9	234.6	316.5	328.6	350.4	437.6	Minimum	20	20	158.9
Total Direct Comp (Actual) - Rcvrs	16	17	216.4	259.9	319.2	364.0	390.8	621.2	Midpoint	20	20	214.4
									Maximum	20	20	269.8

*More than 25% of sample supplied by one organization

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

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Top IT Infrastructure Executive 330.381.130

2014

US MBD: Mercer Benchmark Database Executive

330.381.130 Top IT Infrastructure Executive

This is the top IT infrastructure position with responsibility for managing the organization's IT architecture that is designed by the CTO/Chief Architect and upon which IT applications operate. Responsible for the physical operation and performance of data centers, servers, networks, and other technology platforms shared across the organization. May oversee other areas such as systems engineering, data center operations, networking/telecommunications, desktop development and support. Frequently reports to a 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	38	40	142.5	159.9	192.6	191.8	222.0	236.6
Base Salary - Org Wtd	38	40	140.1	160.8	192.6	191.7	221.6	237.9
Base Salary - Incentive Eligible	31	32	143.6	154.0	192.6	192.2	221.6	254.4
Base Salary - Not Incentive Eligible	4	4	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	23	24	26.3	47.3	61.3	62.2	77.2	96.7
Short-term Incentive (Actual)	19	19	13.0	24.8	49.3	48.7	68.1	91.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*3	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	9	9	--	43.8	75.0	62.7	82.3	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	38	40	142.7	164.1	210.6	215.6	263.4	300.2
Total Cash Comp (Actual) - Org Wtd	38	40	140.1	171.4	210.6	216.9	265.6	301.5
Total Cash Comp (Actual) - Rcvs	20	20	164.4	202.6	248.6	242.5	279.6	306.4
Total Cash Comp (Target)	34	36	150.8	195.1	233.2	231.2	281.2	311.3
Total Cash Comp (Target) - Rcvs	23	24	198.8	216.3	245.0	254.8	300.5	320.9

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	38	40	142.7	164.1	220.7	229.7	282.8	341.0
Total Direct Comp (Actual) - Rcvs	9	9	--	289.2	325.7	323.0	349.0	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	30	31	78%
Sales Incentive	0	0	0%
Profit Sharing	3	3	9%
Long-term Incentive	9	9	27%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	19	19	24.4%	24.4%
Short-term Incentive (Threshold)	8	9	22.9%	22.3%
Short-term Incentive (Target)	23	24	33.2%	33.3%
Short-term Incentive (Maximum)	15	16	50.5%	50.6%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	3	3	--%	--%
Long-term Incentive (Black-Scholes)	9	9	29.7%	29.7%

Salary Range (Mean)				
Minimum	22	24	141.3	140.3
Midpoint	22	24	192.7	191.7
Maximum	22	24	244.1	243.0

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 IT Infrastructure Executive 330.381.130

2014

US MBD: Mercer Benchmark Database Executive

310.596.130 Top IT Vendor Management Executive

Develops and leads the implementation of all vendor management strategic planning Oversees contracts, contract management (using performance metrics), procurement, vendor relationships, and asset management for the IT function. Establishes the standards, procedures, and guidelines that direct all aspects of IT vendor management, consistent with corporate procurement and financial policies and controls. Ensures best practices in relationship management and may personally handle important vendors. Frequently reports to a 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)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	19	19	150.0	195.0	215.0	223.9	278.5	315.0
Base Salary - Org Wtd	19	19	150.0	195.0	215.0	223.9	278.5	315.0
Base Salary - Incentive Eligible	18	18	146.2	191.3	215.8	224.4	278.9	316.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	15	15	33.4	45.0	54.9	68.6	94.5	123.6
Short-term Incentive (Actual)	14	14	39.6	56.3	79.1	85.6	98.0	172.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	7	7	--	67.8	107.0	113.6	146.3	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	19	19	164.8	215.0	287.6	287.0	348.0	381.3
Total Cash Comp (Actual) - Org Wtd	19	19	164.8	215.0	287.6	287.0	348.0	381.3
Total Cash Comp (Actual) - Rcvrs	14	14	214.2	259.1	302.2	317.2	357.9	468.1
Total Cash Comp (Target)	18	18	190.1	236.1	267.8	281.6	333.7	410.6
Total Cash Comp (Target) - Rcvrs	15	15	175.5	225.0	274.5	283.7	359.8	413.7

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	19	19	164.8	258.0	315.0	328.8	396.0	555.0
Total Direct Comp (Actual) - Rcvrs	7	7	--	316.3	396.0	414.0	500.6	--

*More than 25% of sample supplied by one organization

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

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	33%	14%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	78%	86%
Performance Shares/Share Units	44%	29%
Performance Cash Units	11%	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	36.2%	36.2%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	15	15	31.6%	31.6%
Short-term Incentive (Maximum)	7	7	47.9%	47.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	7	7	50.5%	50.5%

Salary Range (Mean)				
Minimum	12	12	153.5	153.5
Midpoint	12	12	212.1	212.1
Maximum	12	12	270.8	270.8

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 IT Vendor Management Executive 310.596.130

2014

US MBD: Mercer Benchmark Database Executive

310.596.130 Top IT Vendor Management Executive

Develops and leads the implementation of all vendor management strategic planning. Oversees contracts, contract management (using performance metrics), procurement, vendor relationships, and asset management for the IT function. Establishes the standards, procedures, and guidelines that direct all aspects of IT vendor management, consistent with corporate procurement and financial policies and controls. Ensures best practices in relationship management and may personally handle important vendors. Frequently reports to a Chief Information Officer. 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	5	5	--	--	278.5	263.2	--	--
Base Salary - Org Wtd	5	5	--	--	278.5	263.2	--	--
Base Salary - Incentive Eligible	5	5	--	--	278.5	263.2	--	--
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	--	--	354.3	341.4	--	--
Total Cash Comp (Actual) - Org Wtd	5	5	--	--	354.3	341.4	--	--
Total Cash Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--
Total Cash Comp (Target)	5	5	--	--	359.8	332.7	--	--
Total Cash Comp (Target) - Rcvrs	4	4	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	5	5	--	--	381.3	402.4	--	--
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	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	5	5	170.4	170.4
Midpoint	5	5	236.5	236.5
Maximum	5	5	302.6	302.6

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

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Top IT Vendor Management Executive 310.596.130

2014

US MBD: Mercer Benchmark Database Executive

130.000.120 Top Knowledge (Learning) Officer

All Organizations

Responsible for ensuring that all employees have access to vital business information and knowledge. Identifies the organization's technological and business strengths, establishes data systems that leverage and capitalize on the knowledge of employees, and find ways to use that knowledge to maximize opportunities and improve business processes. Coordinates with technology and information users to create a knowledge management strategy and structure for knowledge availability. Identifies best practices throughout the organization and communicates and implements these practices. Provides overall technical and financial direction to the knowledge management function. Develops controls, budgets, and measurements to monitor progress. Frequently reports to a Chief Executive Officer, Chief Information Officer, or Chief Financial Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	22	22	147.6	154.2	186.9	207.8	247.4	351.7
Base Salary - Org Wtd	22	22	147.6	154.2	186.9	207.8	247.4	351.7
Base Salary - Incentive Eligible	16	16	147.1	155.5	185.9	212.5	255.7	382.9
Base Salary - Not Incentive Eligible	*3	3	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	14	14	14.4	36.2	66.2	89.4	121.2	249.4
Short-term Incentive (Actual)	12	12	15.9	40.3	69.5	113.0	128.8	370.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	8	8	--	53.9	116.3	282.4	352.9	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	22	22	150.6	166.7	220.7	269.5	265.1	596.5
Total Cash Comp (Actual) - Org Wtd	22	22	150.6	166.7	220.7	269.5	265.1	596.5
Total Cash Comp (Actual) - Rcvrs	12	12	169.9	220.6	249.9	336.7	404.5	754.7
Total Cash Comp (Target)	21	21	151.8	185.5	220.0	270.1	319.0	549.1
Total Cash Comp (Target) - Rcvrs	14	14	172.4	191.8	254.3	308.7	376.9	632.9

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	22	22	150.6	166.7	227.7	372.2	325.0	927.5
Total Direct Comp (Actual) - Rcvrs	8	8	--	304.4	446.3	683.7	949.6	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	16	16	76%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	8	8	36%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	13%	13%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	88%	75%
Performance Shares/Share Units	38%	38%
Performance Cash Units	13%	0%
Long-term Cash	50%	25%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	12	12	43.0%	43.0%
Short-term Incentive (Threshold)	6	6	16.1%	16.1%
Short-term Incentive (Target)	14	14	36.2%	36.2%
Short-term Incentive (Maximum)	10	10	61.0%	61.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	8	8	86.3%	86.3%

Salary Range (Mean)

Minimum	17	17	141.7	141.7
Midpoint	17	17	185.7	185.7
Maximum	17	17	229.7	229.7

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 Knowledge (Learning) Officer 130.000.120

2014

US MBD: Mercer Benchmark Database Executive

130.000.120 Top Knowledge (Learning) Officer

Responsible for ensuring that all employees have access to vital business information and knowledge. Identifies the organization's technological and business strengths, establishes data systems that leverage and capitalize on the knowledge of employees, and find ways to use that knowledge to maximize opportunities and improve business processes. Coordinates with technology and information users to create a knowledge management strategy and structure for knowledge availability. Identifies best practices throughout the organization and communicates and implements these practices. Provides overall technical and financial direction to the knowledge management function. Develops controls, budgets, and measurements to monitor progress. Frequently reports to a Chief Executive Officer, Chief Information Officer, or Chief Financial 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)									Incentive Plan Eligibility			Num		Inc	
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Orgs	Obs	Orgs	Obs	Wtd	Wtd
Base Salary															
Base Salary - Inc Wtd	10	10	147.1	149.3	169.0	191.7	199.8	368.5	Short-term Incentive	5	5		5	56%	
Base Salary - Org Wtd	10	10	147.1	149.3	169.0	191.7	199.8	368.5	Sales Incentive	0	0		0	0%	
Base Salary - Incentive Eligible	5	5	--	--	155.0	203.4	--	--	Profit Sharing	0	0		0	0%	
Base Salary - Not Incentive Eligible	*3	3	--	--	--	--	--	--	Long-term Incentive	1	1		1	10%	
Incentives															
Short-term Incentive (Target)	*3	3	--	--	--	--	--	--	Of Those LTI Eligible:		% Eligible		% Receiving		
Short-term Incentive (Actual)	*3	3	--	--	--	--	--	--	Stock/Share Options		--%		--%	--%	
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)		--%		--%	--%	
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units		--%		--%	--%	
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units		--%		--%	--%	
Long-term Incentive (Black-Scholes)	*1	1	--	--	--	--	--	--	Performance Cash Units		--%		--%	--%	
									Long-term Cash		--%		--%	--%	
Total Cash Compensation															
Total Cash Comp (Actual) - Inc Wtd	10	10	147.4	151.5	171.5	237.0	220.1	732.6	Incentives (Mean as % of Base)		Num	Num	Org	Inc	
Total Cash Comp (Actual) - Org Wtd	10	10	147.4	151.5	171.5	237.0	220.1	732.6			Orgs	Obs	Wtd	Wtd	
Total Cash Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--	Short-term Incentive (Actual)	3	3		--%	--%	
Total Cash Comp (Target)	9	9	--	154.4	185.0	233.0	206.6	--	Short-term Incentive (Threshold)	1	1		--%	--%	
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)	10	10	147.4	151.5	171.5	362.0	220.1	1,857.6	Salary Range (Mean)						
Total Direct Comp (Actual) - Rcvrs	*1	1	--	--	--	--	--	--	Minimum	8	8		123.8	123.8	
									Midpoint	8	8		164.6	164.6	
									Maximum	8	8		205.4	205.4	

*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 Knowledge (Learning) Officer 130.000.120

2014

US MBD: Mercer Benchmark Database Executive

120.248.130 Top Labor/Industrial Relations Executive

Directs the establishment and maintenance of satisfactory labor-management relations, union-avoidance and decertification efforts, and the formulation and administration of the organization's labor relations policy, subject to top management guidance and approval. Represents management in labor relations, including the negotiation, interpretation and administration of collective bargaining agreements, directly or through subordinates and administration of grievance procedures. May include responsibilities for programs designed to improve the quality of work-life and employee satisfaction. Frequently reports to a Top Human Resources Management Executive (with industrial relations) 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												
Base Salary - Inc Wtd	79	79	150.7	182.3	210.0	213.5	243.0	262.6	Short-term Incentive	72	72	92%
Base Salary - Org Wtd	79	79	150.7	182.3	210.0	213.5	243.0	262.6	Sales Incentive	0	0	0%
Base Salary - Incentive Eligible	72	72	164.1	186.6	214.9	219.2	246.5	267.1	Profit Sharing	4	4	10%
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--	Long-term Incentive	43	43	65%
Incentives												
Short-term Incentive (Target)	67	67	34.6	52.9	70.8	79.9	91.8	129.8	Of Those LTI Eligible:			
Short-term Incentive (Actual)	59	59	23.1	35.3	67.7	75.6	94.8	134.1		% Eligible		% Receiving
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Stock/Share Options	42%		36%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	2%		3%
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--	Restricted Shares/Share Units	74%		72%
Long-term Incentive (Black-Scholes)	39	39	18.0	40.5	85.5	143.2	185.0	340.0	Performance Shares/Share Units	40%		36%
									Performance Cash Units	14%		3%
									Long-term Cash	12%		10%
Total Cash Compensation												
Total Cash Comp (Actual) - Inc Wtd	79	79	162.8	210.0	254.4	270.2	306.0	370.6	Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Org Wtd	79	79	162.8	210.0	254.4	270.2	306.0	370.6		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Rcvs	59	59	199.9	237.3	276.1	290.5	336.5	375.1	Short-term Incentive (Actual)	59	59	33.8%
Total Cash Comp (Target)	75	75	164.8	229.2	280.0	286.4	333.0	379.4	Short-term Incentive (Threshold)	23	23	13.5%
Total Cash Comp (Target) - Rcvs	67	67	201.3	253.4	288.9	300.3	336.1	382.3	Short-term Incentive (Target)	67	67	34.9%
									Short-term Incentive (Maximum)	41	41	63.3%
									Sales Incentive (Actual)	0	0	--%
									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	2	2	--%
									Long-term Incentive (Black-Scholes)	39	39	59.4%
Total Direct Compensation (Black-Scholes)												
Total Direct Comp (Actual)	79	79	162.8	214.8	276.1	340.9	375.1	575.2	Salary Range (Mean)			
Total Direct Comp (Actual) - Rcvs	39	39	248.5	289.4	372.5	454.9	537.0	770.2				
*More than 25% of sample supplied by one organization												
									Minimum	58	58	148.7
									Midpoint	58	58	198.3
									Maximum	58	58	247.9

*More than 25% of sample supplied by one organization

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

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Top Labor/Industrial Relations Executive 120.248.130

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Consumer 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	7	7	--	176.3	224.6	215.5	243.0	--	Short-term Incentive	7	7	100%
Base Salary - Org Wtd	7	7	--	176.3	224.6	215.5	243.0	--	Sales Incentive	0	0	--%
Base Salary - Incentive Eligible	7	7	--	176.3	224.6	215.5	243.0	--	Profit Sharing	2	2	--%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	7	7	100%
Incentives												
Short-term Incentive (Target)	5	5	--	--	78.6	87.1	--	--	Of Those LTI Eligible:			
Short-term Incentive (Actual)	6	6	--	--	73.2	75.9	--	--		% Eligible		% Receiving
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Stock/Share Options	57%		57%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	0%		0%
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--	Restricted Shares/Share Units	29%		29%
Long-term Incentive (Black-Scholes)	7	7	--	30.7	46.4	78.5	128.4	--	Performance Shares/Share Units	71%		43%
Total Cash Compensation									Performance Cash Units	14%		14%
Total Cash Comp (Actual) - Inc Wtd	7	7	--	243.0	292.3	281.4	304.7	--	Long-term Cash	0%		0%
Total Cash Comp (Actual) - Org Wtd	7	7	--	243.0	292.3	281.4	304.7	--	Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Rcvrs	6	6	--	--	296.3	287.8	--	--		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Target)	6	6	--	--	288.1	282.0	--	--	Short-term Incentive (Actual)	6	6	35.9%
Total Cash Comp (Target) - Rcvrs	5	5	--	--	303.2	305.2	--	--	Short-term Incentive (Threshold)	1	1	--%
Total Direct Compensation (Black-Scholes)									Short-term Incentive (Target)	5	5	39.2%
Total Direct Comp (Actual)	7	7	--	275.5	331.0	359.9	464.0	--	Short-term Incentive (Maximum)	5	5	71.7%
Total Direct Comp (Actual) - Rcvrs	7	7	--	275.5	331.0	359.9	464.0	--	Sales Incentive (Actual)	0	0	--%
									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	1	1	--%
									Long-term Incentive (Black-Scholes)	7	7	34.6%
									Salary Range (Mean)			
									Minimum	5	5	138.2
									Midpoint	5	5	195.3
									Maximum	5	5	252.3

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Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	11	11	128.9	163.4	191.0	195.3	233.8	262.5
Base Salary - Org Wtd	11	11	128.9	163.4	191.0	195.3	233.8	262.5
Base Salary - Incentive Eligible	10	10	127.6	165.3	203.0	199.8	234.6	265.8
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	10	10	31.1	44.0	73.3	73.9	102.1	120.0
Short-term Incentive (Actual)	8	8	--	33.9	66.1	62.1	84.4	--
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	11	11	151.8	165.9	242.2	240.4	298.1	345.6
Total Cash Comp (Actual) - Org Wtd	11	11	151.8	165.9	242.2	240.4	298.1	345.6
Total Cash Comp (Actual) - Rcvrs	8	8	--	220.7	283.2	267.2	301.3	--
Total Cash Comp (Target)	10	10	158.7	223.2	288.8	273.7	322.5	384.7
Total Cash Comp (Target) - Rcvrs	10	10	158.7	223.2	288.8	273.7	322.5	384.7

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	11	11	151.8	191.0	242.2	254.9	305.2	426.0
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	100%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	5	5	56%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	8	8	31.1%	31.1%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	10	10	36.1%	36.1%
Short-term Incentive (Maximum)	7	7	70.0%	70.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	4	4	--%	--%

Salary Range (Mean)				
Minimum	7	7	142.4	142.4
Midpoint	7	7	183.5	183.5
Maximum	7	7	224.6	224.6

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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	7	7	--	202.4	207.3	206.5	213.4	--
Base Salary - Org Wtd	7	7	--	202.4	207.3	206.5	213.4	--
Base Salary - Incentive Eligible	7	7	--	202.4	207.3	206.5	213.4	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	7	7	--	64.0	67.6	72.6	73.6	--
Short-term Incentive (Actual)	7	7	--	30.0	43.3	49.2	77.1	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	5	5	--	--	47.8	295.2	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	7	7	--	237.4	249.9	255.8	279.4	--
Total Cash Comp (Actual) - Org Wtd	7	7	--	237.4	249.9	255.8	279.4	--
Total Cash Comp (Actual) - Rcvs	7	7	--	237.4	249.9	255.8	279.4	--
Total Cash Comp (Target)	7	7	--	264.2	273.7	279.1	292.8	--
Total Cash Comp (Target) - Rcvs	7	7	--	264.2	273.7	279.1	292.8	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	7	7	--	253.3	323.1	466.6	328.7	--
Total Direct Comp (Actual) - Rcvs	5	5	--	--	327.2	555.1	--	--

*More than 25% of sample supplied by one organization

Other Non-Durable Goods

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

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	7	24.1%	24.1%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	7	7	35.3%	35.3%
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)	5	5	142.4%	142.4%

Salary Range (Mean)				
Minimum	7	7	136.9	136.9
Midpoint	7	7	182.5	182.5
Maximum	7	7	228.0	228.0

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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	134.6	193.6	218.1	213.6	252.1	260.2
Base Salary - Org Wtd	12	12	134.6	193.6	218.1	213.6	252.1	260.2
Base Salary - Incentive Eligible	12	12	134.6	193.6	218.1	213.6	252.1	260.2
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--
Incentives								
Short-term Incentive (Target)	11	11	37.6	62.0	76.9	86.2	87.9	198.3
Short-term Incentive (Actual)	12	12	16.9	46.5	65.3	80.8	114.7	173.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	6	6	--	--	69.0	92.1	--	--
Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	12	12	169.2	256.4	270.9	294.3	366.8	431.5
Total Cash Comp (Actual) - Org Wtd	12	12	169.2	256.4	270.9	294.3	366.8	431.5
Total Cash Comp (Actual) - Rcvs	12	12	169.2	256.4	270.9	294.3	366.8	431.5
Total Cash Comp (Target)	12	12	178.2	251.4	280.7	292.5	322.7	443.2
Total Cash Comp (Target) - Rcvs	11	11	169.3	247.6	281.5	295.3	327.8	452.5
Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	12	12	172.7	258.0	290.9	340.3	441.0	626.3
Total Direct Comp (Actual) - Rcvs	6	6	--	--	390.2	415.1	--	--

*More than 25% of sample supplied by one organization

Other Non-Manufacturing

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	12	12	100%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	6	6	60%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	12	12	36.4%	36.4%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	11	11	39.9%	39.9%
Short-term Incentive (Maximum)	6	6	61.2%	61.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	6	6	38.2%	38.2%

Salary Range (Mean)				
Minimum	8	8	167.6	167.6
Midpoint	8	8	218.9	218.9
Maximum	8	8	270.3	270.3

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Retail & Wholesale

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	9	9	--	179.1	205.5	225.9	253.2	--
Base Salary - Org Wtd	9	9	--	179.1	205.5	225.9	253.2	--
Base Salary - Incentive Eligible	9	9	--	179.1	205.5	225.9	253.2	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	8	8	--	48.6	71.2	79.1	94.2	--
Short-term Incentive (Actual)	7	7	--	77.0	89.7	98.6	131.0	--
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	9	9	--	224.7	254.3	304.1	340.5	--
Total Cash Comp (Actual) - Org Wtd	9	9	--	224.7	254.3	304.1	340.5	--
Total Cash Comp (Actual) - Rcvrs	7	7	--	247.4	333.5	326.5	344.4	--
Total Cash Comp (Target)	8	8	--	238.9	283.2	311.3	345.9	--
Total Cash Comp (Target) - Rcvrs	8	8	--	238.9	283.2	311.3	345.9	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	9	9	--	224.7	254.3	383.8	491.0	--
Total Direct Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	9	9	100%
Sales Incentive	0	0	--%
Profit Sharing	1	1	--%
Long-term Incentive	4	4	67%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	7	43.9%	43.9%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	8	8	32.5%	32.5%
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)	3	3	--%	--%

Salary Range (Mean)				
Minimum	5	5	147.1	147.1
Midpoint	5	5	203.6	203.6
Maximum	5	5	260.2	260.2

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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	14	14	127.8	172.1	202.7	205.7	236.1	296.1
Base Salary - Org Wtd	14	14	127.8	172.1	202.7	205.7	236.1	296.1
Base Salary - Incentive Eligible	9	9	--	198.4	222.0	231.7	270.3	--
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	9	9	--	35.3	69.0	64.5	87.5	--
Short-term Incentive (Actual)	5	5	--	--	39.7	46.0	--	--
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	14	14	127.8	175.7	212.4	222.1	285.5	312.2
Total Cash Comp (Actual) - Org Wtd	14	14	127.8	175.7	212.4	222.1	285.5	312.2
Total Cash Comp (Actual) - Rcvs	5	5	--	--	285.3	262.9	--	--
Total Cash Comp (Target)	14	14	127.8	175.7	233.9	247.1	322.1	369.6
Total Cash Comp (Target) - Rcvs	9	9	--	233.9	300.7	296.2	355.3	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	14	14	127.8	175.7	222.4	233.3	291.2	347.7
Total Direct Comp (Actual) - Rcvs	*2	2	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	9	9	64%
Sales Incentive	0	0	--%
Profit Sharing	0	0	0%
Long-term Incentive	2	2	18%

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	21.6%	21.6%
Short-term Incentive (Threshold)	6	6	10.8%	10.8%
Short-term Incentive (Target)	9	9	27.5%	27.5%
Short-term Incentive (Maximum)	6	6	46.8%	46.8%
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	13	13	151.7	151.7
Midpoint	13	13	194.4	194.4
Maximum	13	13	237.1	237.1

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 Labor/Industrial Relations Executive 120.248.130

US MBD: Mercer Benchmark Database Executive

115.000.120 Top Legal Executive/General Counsel - Corporate

All Organizations

This is the top legal position with responsibility for determining legal posture and interests of the organization. As General Counsel, ensures that business practices, policies, and dealings of the organization meet regulatory requirements to protect the organization from legal action, manages the organization's defense, the interpretation and preparation of legal documents and provides counsel to corporate management on legal matters. Generally serves as or supervises Corporate Secretary (Legal). Responsible for the supervision of the legal staff. Frequently reports to a Chief Executive Officer or Top Administrative Executive. Note: Reporting entity is Corporate. 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	Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Base Salary									Short-term Incentive	461	463	90%
Base Salary - Inc Wtd	523	526	236.1	300.0	370.1	385.6	455.4	540.0	Sales Incentive	0	0	0%
Base Salary - Org Wtd	523	526	235.6	300.0	370.3	386.2	456.8	540.0	Profit Sharing	29	29	9%
Base Salary - Incentive Eligible	462	464	250.1	307.1	373.5	393.1	460.0	550.0	Long-term Incentive	340	343	70%
Base Salary - Not Incentive Eligible	14	14	141.4	231.4	281.9	281.0	351.2	401.1				
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving	
Short-term Incentive (Target)	408	410	75.0	132.2	202.6	241.5	308.2	425.9	Stock/Share Options	42%	42%	
Short-term Incentive (Actual)	397	399	54.9	109.0	200.0	270.3	353.7	545.5	Share Appreciation Rights (SARs)	8%	7%	
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	67%	62%	
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	50%	49%	
Profit Sharing (Actual)	17	17	1.6	5.0	16.7	23.0	32.0	69.8	Performance Cash Units	8%	4%	
Long-term Incentive (Black-Scholes)	300	303	100.1	187.0	416.2	571.0	776.0	1,229.6	Long-term Cash	28%	23%	
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Inc Wtd	523	526	273.5	367.0	502.1	591.4	713.0	995.0	Short-term Incentive (Actual)	397	399	62.5%
Total Cash Comp (Actual) - Org Wtd	523	526	274.6	367.2	503.6	592.8	714.2	997.2	Short-term Incentive (Threshold)	143	144	25.6%
Total Cash Comp (Actual) - Rcvs	400	402	328.8	436.4	575.8	665.0	793.3	1,077.2	Short-term Incentive (Target)	408	410	57.3%
Total Cash Comp (Target)	477	479	293.0	412.8	544.0	592.7	726.0	927.5	Short-term Incentive (Maximum)	247	249	104.6%
Total Cash Comp (Target) - Rcvs	408	410	337.6	450.0	581.6	636.3	758.6	983.6	Sales Incentive (Actual)	0	0	--%
									Sales Incentive (Target)	0	0	--%
Total Direct Compensation (Black-Scholes)									Profit Sharing (Actual)	17	17	6.4%
Total Direct Comp (Actual)	523	526	290.7	414.3	669.7	920.3	1,208.4	1,880.0	Long-term Incentive (Black-Scholes)	300	303	127.2%
Total Direct Comp (Actual) - Rcvs	300	303	468.4	686.1	1,067.2	1,279.0	1,657.2	2,182.0				
*More than 25% of sample supplied by one organization												
									Salary Range (Mean)			
									Minimum	234	236	270.1
									Midpoint	234	236	364.5
									Maximum	234	236	459.0

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

115.000.120 Top Legal Executive/General Counsel - Corporate

Consumer Goods

This is the top legal position with responsibility for determining legal posture and interests of the organization. As General Counsel, ensures that business practices, policies, and dealings of the organization meet regulatory requirements to protect the organization from legal action, manages the organization's defense, the interpretation and preparation of legal documents and provides counsel to corporate management on legal matters. Generally serves as or supervises Corporate Secretary (Legal). Responsible for the supervision of the legal staff. Frequently reports to a Chief Executive Officer or Top Administrative Executive. Note: Reporting entity is Corporate. 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	39	39	265.0	320.0	400.0	411.1	465.7	560.0
Base Salary - Org Wtd	39	39	265.0	320.0	400.0	411.1	465.7	560.0
Base Salary - Incentive Eligible	39	39	265.0	320.0	400.0	411.1	465.7	560.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	36	36	92.0	125.6	201.3	257.5	314.0	499.9
Short-term Incentive (Actual)	33	33	70.9	153.5	295.8	299.8	358.5	624.4
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*3	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	27	27	96.7	167.5	398.0	572.0	828.3	1,282.9

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	39	39	305.4	425.4	571.0	665.6	789.1	1,111.4
Total Cash Comp (Actual) - Org Wtd	39	39	305.4	425.4	571.0	665.6	789.1	1,111.4
Total Cash Comp (Actual) - Rcvs	35	35	310.3	515.0	646.5	698.5	834.6	1,153.8
Total Cash Comp (Target)	38	38	335.4	456.2	586.9	655.4	748.1	1,083.9
Total Cash Comp (Target) - Rcvs	36	36	352.8	466.6	600.0	668.0	755.4	1,090.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	39	39	375.0	521.9	683.0	1,061.6	1,367.8	2,470.2
Total Direct Comp (Actual) - Rcvs	27	27	417.9	635.9	1,072.2	1,316.3	1,700.0	2,518.0

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	39	39	100%
Sales Incentive	0	0	0%
Profit Sharing	5	5	20%
Long-term Incentive	31	31	84%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	44%	44%
Share Appreciation Rights (SARs)	4%	4%
Restricted Shares/Share Units	48%	41%
Performance Shares/Share Units	37%	33%
Performance Cash Units	7%	4%
Long-term Cash	41%	41%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	33	33	66.7%	66.7%
Short-term Incentive (Threshold)	11	11	24.5%	24.5%
Short-term Incentive (Target)	36	36	57.9%	57.9%
Short-term Incentive (Maximum)	20	20	112.6%	112.6%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	3	3	--%	--%
Long-term Incentive (Black-Scholes)	27	27	113.9%	113.9%

Salary Range (Mean)				
Minimum	19	19	328.5	328.5
Midpoint	19	19	444.5	444.5
Maximum	19	19	560.5	560.5

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 Legal Executive/General Counsel - Corporate 115.000.120

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US MBD: Mercer Benchmark Database Executive

115.000.120 Top Legal Executive/General Counsel - Corporate

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	35	36	224.0	297.4	362.6	372.8	452.5	551.0
Base Salary - Org Wtd	35	36	223.4	300.0	365.2	376.6	460.0	558.0
Base Salary - Incentive Eligible	32	32	236.4	304.2	367.6	386.2	460.0	579.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	30	30	130.7	184.1	226.7	268.0	309.6	503.7
Short-term Incentive (Actual)	30	30	114.5	208.2	280.8	329.7	382.4	633.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	26	27	108.0	388.8	888.5	882.3	1,189.4	1,908.7

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	35	36	233.9	433.0	644.1	647.5	717.7	1,080.2
Total Cash Comp (Actual) - Org Wtd	35	36	231.8	443.1	646.7	659.2	718.9	1,083.6
Total Cash Comp (Actual) - Rcvs	30	30	381.6	519.8	660.1	718.4	855.0	1,100.6
Total Cash Comp (Target)	32	32	317.1	458.9	572.8	631.7	746.6	1,105.4
Total Cash Comp (Target) - Rcvs	30	30	395.0	473.0	583.0	651.1	778.0	1,112.7

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	35	36	276.5	531.3	1,171.4	1,309.2	1,826.1	2,609.7
Total Direct Comp (Actual) - Rcvs	26	27	578.1	1,030.3	1,620.3	1,605.7	1,990.9	3,265.6

*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	31	32	89%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	25%	26%
Share Appreciation Rights (SARs)	3%	0%
Restricted Shares/Share Units	72%	78%
Performance Shares/Share Units	75%	70%
Performance Cash Units	6%	7%
Long-term Cash	16%	7%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	30	30	78.5%	78.5%
Short-term Incentive (Threshold)	8	8	34.4%	34.4%
Short-term Incentive (Target)	30	30	65.8%	65.8%
Short-term Incentive (Maximum)	19	19	121.4%	121.4%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	26	27	215.1%	208.8%

Salary Range (Mean)

Minimum	17	18	317.5	313.2
Midpoint	17	18	392.9	388.1
Maximum	17	18	468.2	463.0

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 Legal Executive/General Counsel - Corporate 115.000.120

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115.000.120 Top Legal Executive/General Counsel - Corporate

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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	45	45	238.8	287.1	315.0	365.1	437.5	508.2
Base Salary - Org Wtd	45	45	238.8	287.1	315.0	365.1	437.5	508.2
Base Salary - Incentive Eligible	38	38	239.5	294.9	325.0	375.1	459.5	515.7
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	27	27	69.0	104.8	162.5	244.5	375.0	460.0
Short-term Incentive (Actual)	34	34	61.0	92.0	231.0	347.2	447.5	903.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*3	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	26	26	35.8	119.5	313.8	389.6	527.0	956.3

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	45	45	290.7	334.1	493.2	629.6	902.4	1,301.4
Total Cash Comp (Actual) - Org Wtd	45	45	290.7	334.1	493.2	629.6	902.4	1,301.4
Total Cash Comp (Actual) - Rcvs	34	34	325.6	388.7	575.4	723.1	986.6	1,389.3
Total Cash Comp (Target)	39	39	282.7	314.9	405.0	535.2	706.8	935.6
Total Cash Comp (Target) - Rcvs	27	27	322.6	385.0	487.5	630.2	900.0	1,025.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	45	45	305.1	363.7	553.7	854.7	1,309.2	1,780.6
Total Direct Comp (Actual) - Rcvs	26	26	393.8	550.0	1,017.1	1,158.0	1,632.9	2,069.8

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	38	38	84%
Sales Incentive	0	0	0%
Profit Sharing	5	5	19%
Long-term Incentive	28	28	68%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	54%	54%
Share Appreciation Rights (SARs)	4%	4%
Restricted Shares/Share Units	82%	81%
Performance Shares/Share Units	68%	62%
Performance Cash Units	7%	0%
Long-term Cash	18%	19%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	34	34	85.3%	85.3%
Short-term Incentive (Threshold)	8	8	23.1%	23.1%
Short-term Incentive (Target)	27	27	57.1%	57.1%
Short-term Incentive (Maximum)	15	15	85.7%	85.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	3	3	--%	--%
Long-term Incentive (Black-Scholes)	26	26	91.8%	91.8%

Salary Range (Mean)				
Minimum	21	21	226.7	226.7
Midpoint	21	21	310.7	310.7
Maximum	21	21	394.7	394.7

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 Legal Executive/General Counsel - Corporate 115.000.120

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115,000.120 Top Legal Executive/General Counsel - Corporate

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High Tech (Manufactured Products)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	5	5	--	--	287.6	378.8	--	--
Base Salary - Org Wtd	5	5	--	--	287.6	378.8	--	--
Base Salary - Incentive Eligible	4	4	--	--	--	--	--	--
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--
Incentives								
Short-term Incentive (Target)	4	4	--	--	--	--	--	--
Short-term Incentive (Actual)	*3	3	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	3	--	--	--	--	--	--
Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	5	5	--	--	311.3	638.8	--	--
Total Cash Comp (Actual) - Org Wtd	5	5	--	--	311.3	638.8	--	--
Total Cash Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--
Total Cash Comp (Target)	5	5	--	--	456.0	603.1	--	--
Total Cash Comp (Target) - Rcvrs	4	4	--	--	--	--	--	--
Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	5	5	--	--	468.9	1,262.2	--	--
Total Direct Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

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

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

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

Salary Range (Mean)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Minimum	3	3	--	--
Midpoint	3	3	--	--
Maximum	3	3	--	--

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

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Top Legal Executive/General Counsel - Corporate 115,000.120

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US MBD: Mercer Benchmark Database Executive

115.000.120 Top Legal Executive/General Counsel - Corporate

High Tech (Services)

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	12	12	255.4	267.4	439.9	517.7	593.8	1,187.4
Base Salary - Org Wtd	12	12	255.4	267.4	439.9	517.7	593.8	1,187.4
Base Salary - Incentive Eligible	12	12	255.4	267.4	439.9	517.7	593.8	1,187.4
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	12	12	21.1	89.9	315.0	391.3	473.4	1,152.6
Short-term Incentive (Actual)	11	11	62.6	158.4	318.8	531.2	475.0	2,090.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	7	7	--	338.7	776.0	912.7	1,500.0	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	12	12	277.6	364.3	754.5	1,005.0	970.7	3,171.3
Total Cash Comp (Actual) - Org Wtd	12	12	277.6	364.3	754.5	1,005.0	970.7	3,171.3
Total Cash Comp (Actual) - Rcvrs	11	11	318.5	433.0	819.0	1,072.5	977.6	3,281.6
Total Cash Comp (Target)	12	12	284.4	347.8	785.0	909.0	1,057.8	2,332.8
Total Cash Comp (Target) - Rcvrs	12	12	284.4	347.8	785.0	909.0	1,057.8	2,332.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	12	12	277.6	470.3	905.0	1,537.5	1,635.5	4,852.0
Total Direct Comp (Actual) - Rcvrs	7	7	--	851.9	1,570.4	2,233.1	4,501.5	--

*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	11%
Long-term Incentive	9	9	82%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	89%	71%
Share Appreciation Rights (SARs)	11%	0%
Restricted Shares/Share Units	78%	71%
Performance Shares/Share Units	44%	43%
Performance Cash Units	0%	0%
Long-term Cash	22%	0%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	11	11	76.4%	76.4%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	12	12	61.9%	61.9%
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)	7	7	134.6%	134.6%

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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Top Legal Executive/General Counsel - Corporate 115.000.120

2014

US MBD: Mercer Benchmark Database Executive

115,000.120 Top Legal Executive/General Counsel - Corporate

Insurance

This is the top legal position with responsibility for determining legal posture and interests of the organization. As General Counsel, ensures that business practices, policies, and dealings of the organization meet regulatory requirements to protect the organization from legal action, manages the organization's defense, the interpretation and preparation of legal documents and provides counsel to corporate management on legal matters. Generally serves as or supervises Corporate Secretary (Legal). Responsible for the supervision of the legal staff. Frequently reports to a Chief Executive Officer or Top Administrative Executive. Note: Reporting entity is Corporate. 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	55	56	225.0	287.8	372.9	388.0	475.0	571.6
Base Salary - Org Wtd	55	56	223.6	290.0	374.9	390.0	475.0	572.1
Base Salary - Incentive Eligible	54	55	230.2	290.0	374.9	391.1	475.0	572.1
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	47	48	65.0	115.0	163.4	238.7	337.2	552.0
Short-term Incentive (Actual)	50	51	64.1	126.0	172.9	317.9	497.9	780.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*3	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	40	41	102.1	151.3	422.3	478.1	658.8	1,113.4

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	55	56	286.1	430.1	521.7	678.5	922.3	1,325.9
Total Cash Comp (Actual) - Org Wtd	55	56	284.8	435.0	525.3	682.8	928.0	1,326.2
Total Cash Comp (Actual) - Rcvrs	50	51	317.5	445.3	535.9	706.1	965.9	1,327.6
Total Cash Comp (Target)	49	50	267.1	415.8	542.7	600.4	752.3	1,077.9
Total Cash Comp (Target) - Rcvrs	47	48	317.3	425.3	561.0	615.7	773.6	1,083.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	55	56	308.0	460.2	743.9	1,028.6	1,452.5	2,052.9
Total Direct Comp (Actual) - Rcvrs	40	41	480.3	676.2	1,071.7	1,264.2	1,744.9	2,595.9

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	54	55	100%
Sales Incentive	0	0	0%
Profit Sharing	3	3	9%
Long-term Incentive	44	45	88%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	25%	24%
Share Appreciation Rights (SARs)	5%	2%
Restricted Shares/Share Units	45%	39%
Performance Shares/Share Units	30%	27%
Performance Cash Units	9%	5%
Long-term Cash	50%	44%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	50	51	73.4%	73.1%
Short-term Incentive (Threshold)	18	19	25.1%	24.8%
Short-term Incentive (Target)	47	48	58.6%	58.2%
Short-term Incentive (Maximum)	32	33	99.9%	99.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	3	3	--%	--%
Long-term Incentive (Black-Scholes)	40	41	104.5%	107.2%

Salary Range (Mean)				
Minimum	29	30	259.2	256.3
Midpoint	29	30	342.0	337.8
Maximum	29	30	424.8	419.3

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 Legal Executive/General Counsel - Corporate 115,000.120

2014

US MBD: Mercer Benchmark Database Executive

115.000.120 Top Legal Executive/General Counsel - Corporate

Life Sciences

This is the top legal position with responsibility for determining legal posture and interests of the organization. As General Counsel, ensures that business practices, policies, and dealings of the organization meet regulatory requirements to protect the organization from legal action, manages the organization's defense, the interpretation and preparation of legal documents and provides counsel to corporate management on legal matters. Generally serves as or supervises Corporate Secretary (Legal). Responsible for the supervision of the legal staff. Frequently reports to a Chief Executive Officer or Top Administrative Executive. Note: Reporting entity is Corporate. 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	8	--	319.7	371.9	372.9	450.5	--
Base Salary - Org Wtd	7	8	--	321.2	390.0	380.2	457.6	--
Base Salary - Incentive Eligible	*6	7	--	--	353.7	354.7	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*6	7	--	--	176.9	202.0	--	--
Short-term Incentive (Actual)	*6	7	--	--	175.4	194.8	--	--
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	--	388.0	514.5	543.3	677.5	--
Total Cash Comp (Actual) - Org Wtd	7	8	--	389.9	529.1	565.3	679.0	--
Total Cash Comp (Actual) - Rcvs	*6	7	--	--	529.1	549.5	--	--
Total Cash Comp (Target)	7	8	--	447.6	515.3	549.6	727.5	--
Total Cash Comp (Target) - Rcvs	*6	7	--	--	530.6	556.7	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	7	8	--	497.2	543.2	917.7	1,483.1	--
Total Direct Comp (Actual) - Rcvs	*3	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	6	7	88%
Sales Incentive	0	0	--%
Profit Sharing	1	1	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)	6	7	56.0%	51.0%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	6	7	56.7%	54.3%
Short-term Incentive (Maximum)	2	3	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	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 Legal Executive/General Counsel - Corporate 115.000.120

2014

US MBD: Mercer Benchmark Database Executive

115,000.120 Top Legal Executive/General Counsel - Corporate

Other Durable Goods

This is the top legal position with responsibility for determining legal posture and interests of the organization. As General Counsel, ensures that business practices, policies, and dealings of the organization meet regulatory requirements to protect the organization from legal action, manages the organization's defense, the interpretation and preparation of legal documents and provides counsel to corporate management on legal matters. Generally serves as or supervises Corporate Secretary (Legal). Responsible for the supervision of the legal staff. Frequently reports to a Chief Executive Officer or Top Administrative Executive. Note: Reporting entity is Corporate. 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	42	42	300.7	327.8	365.7	402.6	455.2	543.1
Base Salary - Org Wtd	42	42	300.7	327.8	365.7	402.6	455.2	543.1
Base Salary - Incentive Eligible	41	41	300.4	326.6	361.1	401.5	457.7	544.2
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	40	40	124.9	169.1	261.3	275.3	318.4	434.1
Short-term Incentive (Actual)	36	36	91.5	126.2	220.0	270.8	423.7	509.2
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	35	35	149.9	271.2	393.9	603.7	874.8	1,272.8

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	42	42	354.7	436.1	560.0	635.9	866.8	969.8
Total Cash Comp (Actual) - Org Wtd	42	42	354.7	436.1	560.0	635.9	866.8	969.8
Total Cash Comp (Actual) - Rcvs	36	36	393.2	451.9	648.5	679.3	899.7	991.2
Total Cash Comp (Target)	40	40	429.1	493.7	639.7	682.7	804.3	983.6
Total Cash Comp (Target) - Rcvs	40	40	429.1	493.7	639.7	682.7	804.3	983.6

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	42	42	460.2	671.1	920.4	1,139.0	1,409.0	2,004.7
Total Direct Comp (Actual) - Rcvs	35	35	647.2	694.4	1,001.5	1,257.7	1,565.3	2,266.1

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	41	41	100%
Sales Incentive	0	0	0%
Profit Sharing	4	4	14%
Long-term Incentive	38	38	95%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	51%	51%
Share Appreciation Rights (SARs)	11%	11%
Restricted Shares/Share Units	84%	71%
Performance Shares/Share Units	70%	71%
Performance Cash Units	14%	3%
Long-term Cash	16%	14%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	36	36	65.0%	65.0%
Short-term Incentive (Threshold)	15	15	33.7%	33.7%
Short-term Incentive (Target)	40	40	64.9%	64.9%
Short-term Incentive (Maximum)	29	29	124.8%	124.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	35	35	135.2%	135.2%

Salary Range (Mean)				
Minimum	16	16	301.6	301.6
Midpoint	16	16	401.1	401.1
Maximum	16	16	500.5	500.5

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 Legal Executive/General Counsel - Corporate 115,000.120

2014

US MBD: Mercer Benchmark Database Executive

115.000.120 Top Legal Executive/General Counsel - Corporate

This is the top legal position with responsibility for determining legal posture and interests of the organization. As General Counsel, ensures that business practices, policies, and dealings of the organization meet regulatory requirements to protect the organization from legal action, manages the organization's defense, the interpretation and preparation of legal documents and provides counsel to corporate management on legal matters. Generally serves as or supervises Corporate Secretary (Legal). Responsible for the supervision of the legal staff. Frequently reports to a Chief Executive Officer or Top Administrative Executive. Note. Reporting entity is Corporate. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Other Non-Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	15	15	249.4	300.0	370.0	381.4	489.4	516.0
Base Salary - Org Wtd	15	15	249.4	300.0	370.0	381.4	489.4	516.0
Base Salary - Incentive Eligible	15	15	249.4	300.0	370.0	381.4	489.4	516.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	15	15	79.1	150.0	240.0	229.4	300.0	403.8
Short-term Incentive (Actual)	13	13	46.7	97.1	176.3	249.2	411.9	587.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	12	12	47.8	147.7	471.3	525.8	761.1	1,400.5

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	15	15	320.1	424.0	477.6	597.4	767.5	1,078.4
Total Cash Comp (Actual) - Org Wtd	15	15	320.1	424.0	477.6	597.4	767.5	1,078.4
Total Cash Comp (Actual) - Rcvs	13	13	332.5	435.6	477.6	627.5	862.7	1,111.1
Total Cash Comp (Target)	15	15	335.0	443.3	621.3	610.8	800.0	913.5
Total Cash Comp (Target) - Rcvs	15	15	335.0	443.3	621.3	610.8	800.0	913.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	15	15	320.1	468.0	937.8	1,018.1	1,296.7	2,323.4
Total Direct Comp (Actual) - Rcvs	12	12	468.6	638.9	1,001.2	1,181.7	1,520.1	2,527.9

*More than 25% of sample supplied by one organization

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

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	42%	42%
Share Appreciation Rights (SARs)	17%	17%
Restricted Shares/Share Units	42%	42%
Performance Shares/Share Units	75%	67%
Performance Cash Units	8%	0%
Long-term Cash	42%	25%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	13	13	60.9%	60.9%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	15	15	57.2%	57.2%
Short-term Incentive (Maximum)	10	10	102.4%	102.4%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	12	12	115.7%	115.7%

Salary Range (Mean)				
Minimum	13	13	270.8	270.8
Midpoint	13	13	358.4	358.4
Maximum	13	13	446.0	446.0

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 Legal Executive/General Counsel - Corporate 115.000.120

US MBD: Mercer Benchmark Database Executive

115.000.120 Top Legal Executive/General Counsel - Corporate

This is the top legal position with responsibility for determining legal posture and interests of the organization. As General Counsel, ensures that business practices, policies, and dealings of the organization meet regulatory requirements to protect the organization from legal action, manages the organization's defense, the interpretation and preparation of legal documents and provides counsel to corporate management on legal matters. Generally serves as or supervises Corporate Secretary (Legal). Responsible for the supervision of the legal staff. Frequently reports to a Chief Executive Officer or Top Administrative Executive. Note: Reporting entity is Corporate. 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	56	56	206.5	280.2	373.5	393.7	473.0	642.3
Base Salary - Org Wtd	56	56	206.5	280.2	373.5	393.7	473.0	642.3
Base Salary - Incentive Eligible	52	52	219.5	286.7	375.0	402.1	473.0	646.7
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	41	41	69.2	160.3	200.0	250.3	366.7	490.0
Short-term Incentive (Actual)	40	40	25.1	66.9	207.6	272.1	419.5	730.7
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*3	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	25	25	85.1	302.7	461.8	555.8	811.5	1,134.0

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	56	56	221.5	309.6	502.6	588.9	777.8	1,142.4
Total Cash Comp (Actual) - Org Wtd	56	56	221.5	309.6	502.6	588.9	777.8	1,142.4
Total Cash Comp (Actual) - Rcvrs	40	40	293.8	350.2	619.3	689.0	939.4	1,195.7
Total Cash Comp (Target)	46	46	282.3	434.3	576.0	616.6	781.1	1,053.2
Total Cash Comp (Target) - Rcvrs	41	41	312.8	483.3	600.0	657.1	848.5	1,104.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	56	56	221.5	341.1	673.0	837.0	1,246.9	1,918.5
Total Direct Comp (Actual) - Rcvrs	25	25	601.3	806.9	1,260.9	1,328.2	1,849.7	2,099.7

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	52	52	93%
Sales Incentive	0	0	0%
Profit Sharing	3	3	11%
Long-term Incentive	33	33	63%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	37%	40%
Share Appreciation Rights (SARs)	10%	8%
Restricted Shares/Share Units	70%	80%
Performance Shares/Share Units	43%	40%
Performance Cash Units	7%	4%
Long-term Cash	20%	12%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	40	40	59.0%	59.0%
Short-term Incentive (Threshold)	10	10	26.0%	26.0%
Short-term Incentive (Target)	41	41	59.2%	59.2%
Short-term Incentive (Maximum)	15	15	108.5%	108.5%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	3	3	--%	--%
Long-term Incentive (Black-Scholes)	25	25	126.4%	126.4%

Salary Range (Mean)				
Minimum	20	20	255.4	255.4
Midpoint	20	20	348.8	348.8
Maximum	20	20	442.1	442.1

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

2014

US MBD: Mercer Benchmark Database Executive

115.000.120 Top Legal Executive/General Counsel - Corporate

Retail & Wholesale

This is the top legal position with responsibility for determining legal posture and interests of the organization. As General Counsel, ensures that business practices, policies, and dealings of the organization meet regulatory requirements to protect the organization from legal action, manages the organization's defense, the interpretation and preparation of legal documents and provides counsel to corporate management on legal matters. Generally serves as or supervises Corporate Secretary (Legal). Responsible for the supervision of the legal staff. Frequently reports to a Chief Executive Officer or Top Administrative Executive. Note. Reporting entity is Corporate. 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	54	54	254.1	316.5	374.3	398.0	445.8	610.8
Base Salary - Org Wtd	54	54	254.1	316.5	374.3	398.0	445.8	610.8
Base Salary - Incentive Eligible	53	53	264.8	321.5	381.5	400.8	446.6	612.9
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	53	53	94.9	156.3	211.3	233.7	269.7	378.0
Short-term Incentive (Actual)	46	46	59.1	136.9	207.7	254.5	287.5	503.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	40	40	66.1	162.6	408.0	542.7	649.8	1,050.0

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	54	54	330.4	399.6	561.8	614.8	724.8	975.9
Total Cash Comp (Actual) - Org Wtd	54	54	330.4	399.6	561.8	614.8	724.8	975.9
Total Cash Comp (Actual) - Rcvs	46	46	352.0	471.7	582.3	656.8	744.4	1,037.8
Total Cash Comp (Target)	54	54	349.6	462.9	575.1	627.3	733.7	1,005.1
Total Cash Comp (Target) - Rcvs	53	53	400.7	482.1	576.0	634.4	738.4	1,009.2

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	54	54	345.9	538.9	761.4	1,016.8	1,372.8	1,788.8
Total Direct Comp (Actual) - Rcvs	40	40	361.3	647.3	919.2	1,176.7	1,476.6	2,069.4

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	53	53	98%
Sales Incentive	0	0	0%
Profit Sharing	4	4	10%
Long-term Incentive	42	42	84%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	55%	53%
Share Appreciation Rights (SARs)	10%	8%
Restricted Shares/Share Units	74%	65%
Performance Shares/Share Units	45%	48%
Performance Cash Units	5%	0%
Long-term Cash	26%	18%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	46	46	59.4%	59.4%
Short-term Incentive (Threshold)	20	20	25.2%	25.2%
Short-term Incentive (Target)	53	53	56.4%	56.4%
Short-term Incentive (Maximum)	32	32	119.0%	119.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	40	40	123.2%	123.2%

Salary Range (Mean)				
Minimum	22	22	268.5	268.5
Midpoint	22	22	361.9	361.9
Maximum	22	22	455.3	455.3

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 Legal Executive/General Counsel - Corporate 115.000.120

2014

US MBD: Mercer Benchmark Database Executive

115.000.120 Top Legal Executive/General Counsel - Corporate

Services (Non-Financial)

This is the top legal position with responsibility for determining legal posture and interests of the organization. As General Counsel, ensures that business practices, policies, and dealings of the organization meet regulatory requirements to protect the organization from legal action, manages the organization's defense, the interpretation and preparation of legal documents and provides counsel to corporate management on legal matters. Generally serves as or supervises Corporate Secretary (Legal). Responsible for the supervision of the legal staff. Frequently reports to a Chief Executive Officer or Top Administrative Executive. Note: Reporting entity is Corporate. 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	143	143	221.5	281.0	370.0	362.6	437.5	501.2
Base Salary - Org Wtd	143	143	221.5	281.0	370.0	362.6	437.5	501.2
Base Salary - Incentive Eligible	102	102	228.5	300.0	375.0	371.7	440.7	520.3
Base Salary - Not Incentive Eligible	9	9	--	205.1	281.0	281.4	363.1	--

Incentives								
Short-term Incentive (Target)	83	83	53.6	96.0	172.5	185.1	270.0	329.9
Short-term Incentive (Actual)	83	83	34.9	64.2	130.0	159.8	216.8	382.9
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	48	48	66.3	189.3	343.6	477.6	625.5	1,025.9

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	143	143	230.1	310.0	435.0	456.0	563.1	735.4
Total Cash Comp (Actual) - Org Wtd	143	143	230.1	310.0	435.0	456.0	563.1	735.4
Total Cash Comp (Actual) - Rcvs	84	84	297.4	422.0	498.4	532.4	659.0	808.0
Total Cash Comp (Target)	125	125	244.3	327.3	459.4	486.0	644.9	780.0
Total Cash Comp (Target) - Rcvs	83	83	317.7	429.2	556.8	560.6	700.0	814.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	143	143	230.1	310.4	450.0	616.3	742.8	1,226.5
Total Direct Comp (Actual) - Rcvs	48	48	538.7	679.6	1,009.0	1,072.5	1,466.4	1,845.9

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	101	101	73%
Sales Incentive	0	0	0%
Profit Sharing	2	2	3%
Long-term Incentive	55	55	42%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	38%	35%
Share Appreciation Rights (SARs)	11%	13%
Restricted Shares/Share Units	58%	52%
Performance Shares/Share Units	36%	40%
Performance Cash Units	6%	6%
Long-term Cash	30%	27%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	83	83	40.6%	40.6%
Short-term Incentive (Threshold)	37	37	20.6%	20.6%
Short-term Incentive (Target)	83	83	47.1%	47.1%
Short-term Incentive (Maximum)	53	53	81.1%	81.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	48	48	111.4%	111.4%

Salary Range (Mean)				
Minimum	61	61	258.2	258.2
Midpoint	61	61	354.6	354.6
Maximum	61	61	450.9	450.9

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

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Top Legal Executive/General Counsel - Corporate 115.000.120

Transportation Equipment

This is the top legal position with responsibility for determining legal posture and interests of the organization. As General Counsel, ensures that business practices, policies, and dealings of the organization meet regulatory requirements to protect the organization from legal action, manages the organization's defense, the interpretation and preparation of legal documents and provides counsel to corporate management on legal matters. Generally serves as or supervises Corporate Secretary (Legal). Responsible for the supervision of the legal staff. Frequently reports to a Chief Executive Officer or Top Administrative Executive. Note: Reporting entity is Corporate. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	8	8	89%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	6	6	75%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	33%	40%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	100%	100%
Performance Shares/Share Units	33%	40%
Performance Cash Units	0%	0%
Long-term Cash	33%	40%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	6	6	54.8%	54.8%
Short-term Incentive (Threshold)	5	5	23.3%	23.3%
Short-term Incentive (Target)	8	8	68.1%	68.1%
Short-term Incentive (Maximum)	8	8	130.9%	130.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	5	5	160.0%	160.0%

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

*More than 25% of sample supplied by one organization

2014

US MBD: Mercer Benchmark Database Executive

115.014.120 Top Legal Executive/General Counsel - Division

All Organizations

This is the top legal position with responsibility for determining legal posture and interests of the organization. As General Counsel, ensures that business practices, policies, and dealings of the organization meet regulatory requirements to protect the organization from legal action, manages the organization's defense, the interpretation and preparation of legal documents and provides counsel to corporate management on legal matters. Generally serves as or supervises Corporate Secretary (Legal). Responsible for the supervision of the legal staff. 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 Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	49	49	220.4	237.5	275.0	294.9	333.3	394.8
Base Salary - Org Wtd	49	49	220.4	237.5	275.0	294.9	333.3	394.8
Base Salary - Incentive Eligible	45	45	216.2	235.2	273.1	294.2	333.3	406.9
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	41	41	56.5	83.8	110.0	132.2	149.4	196.4
Short-term Incentive (Actual)	37	37	29.5	57.3	97.7	136.5	172.6	235.2
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	17	17	36.6	56.7	138.0	233.8	343.9	604.4

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	49	49	242.3	278.6	328.4	399.2	484.8	650.0
Total Cash Comp (Actual) - Org Wtd	49	49	242.3	278.6	328.4	399.2	484.8	650.0
Total Cash Comp (Actual) - Rcvs	39	39	255.0	285.3	357.9	418.5	496.1	658.8
Total Cash Comp (Target)	46	46	275.7	299.2	380.1	415.2	469.9	584.2
Total Cash Comp (Target) - Rcvs	41	41	281.8	312.2	385.0	430.8	476.3	625.1

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	49	49	242.3	282.8	362.6	480.3	627.5	892.5
Total Direct Comp (Actual) - Rcvs	17	17	350.9	497.4	646.8	727.4	880.1	1,327.8

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	44	44	94%
Sales Incentive	0	0	0%
Profit Sharing	2	2	8%
Long-term Incentive	24	24	59%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	27%	35%
Share Appreciation Rights (SARs)	5%	0%
Restricted Shares/Share Units	36%	35%
Performance Shares/Share Units	55%	71%
Performance Cash Units	9%	0%
Long-term Cash	27%	18%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	37	37	42.8%	42.8%
Short-term Incentive (Threshold)	10	10	23.8%	23.8%
Short-term Incentive (Target)	41	41	41.8%	41.8%
Short-term Incentive (Maximum)	20	20	79.2%	79.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	17	17	80.6%	80.6%

Salary Range (Mean)				
Minimum	17	17	191.1	191.1
Midpoint	17	17	258.8	258.8
Maximum	17	17	326.5	326.5

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 Legal Executive/General Counsel - Division 115.014.120

2014

US MBD: Mercer Benchmark Database Executive

115.014.120 Top Legal Executive/General Counsel - Division

Consumer Goods

This is the top legal position with responsibility for determining legal posture and interests of the organization. As General Counsel, ensures that business practices, policies, and dealings of the organization meet regulatory requirements to protect the organization from legal action, manages the organization's defense, the interpretation and preparation of legal documents and provides counsel to corporate management on legal matters. Generally serves as or supervises Corporate Secretary (Legal). Responsible for the supervision of the legal staff. 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 Participants Analysis (Dollar 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	--	250.7	279.5	302.8	318.4	--
Base Salary - Org Wtd	9	9	--	250.7	279.5	302.8	318.4	--
Base Salary - Incentive Eligible	8	8	--	247.5	283.3	308.0	326.7	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	8	8	--	66.5	118.2	106.4	135.4	--
Short-term Incentive (Actual)	7	7	--	--	118.8	131.8	--	--
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	--	299.3	362.6	405.3	489.4	--
Total Cash Comp (Actual) - Org Wtd	9	9	--	299.3	362.6	405.3	489.4	--
Total Cash Comp (Actual) - Rcvrs	7	7	--	--	388.8	440.6	--	--
Total Cash Comp (Target)	8	8	--	318.3	398.7	414.4	461.2	--
Total Cash Comp (Target) - Rcvrs	8	8	--	318.3	398.7	414.4	461.2	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	9	9	--	299.3	362.6	563.8	734.2	--
Total Direct Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	8	8	100%
Sales Incentive	0	0	--%
Profit Sharing	0	0	--%
Long-term Incentive	4	4	57%

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	41.5%	41.5%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	8	8	35.0%	35.0%
Short-term Incentive (Maximum)	4	4	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	3	--%	--%

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

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

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Top Legal Executive/General Counsel - Division 115.014.120

US MBD: Mercer Benchmark Database Executive

115.014.120 Top Legal Executive/General Counsel - Division

This is the top legal position with responsibility for determining legal posture and interests of the organization. As General Counsel, ensures that business practices, policies, and dealings of the organization meet regulatory requirements to protect the organization from legal action, manages the organization's defense, the interpretation and preparation of legal documents and provides counsel to corporate management on legal matters. Generally serves as or supervises Corporate Secretary (Legal). Responsible for the supervision of the legal staff. 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.

Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	8	8	--	247.0	286.5	293.2	333.7	--
Base Salary - Org Wtd	8	8	--	247.0	286.5	293.2	333.7	--
Base Salary - Incentive Eligible	7	7	--	246.0	297.6	295.7	336.6	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	7	7	--	98.4	129.9	130.3	158.6	--
Short-term Incentive (Actual)	5	5	--	--	133.0	143.5	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	5	5	--	--	60.7	181.7	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	8	8	--	281.0	341.6	382.9	489.5	--
Total Cash Comp (Actual) - Org Wtd	8	8	--	281.0	341.6	382.9	489.5	--
Total Cash Comp (Actual) - Rcvs	5	5	--	--	469.6	450.5	--	--
Total Cash Comp (Target)	7	7	--	344.3	446.4	426.0	505.0	--
Total Cash Comp (Target) - Rcvs	7	7	--	344.3	446.4	426.0	505.0	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	8	8	--	296.2	461.9	496.5	631.5	--
Total Direct Comp (Actual) - Rcvs	5	5	--	--	619.5	616.8	--	--

*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	0%
Profit Sharing	0	0	0%
Long-term Incentive	6	6	86%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	33%	40%
Share Appreciation Rights (SARs)	17%	0%
Restricted Shares/Share Units	33%	40%
Performance Shares/Share Units	83%	100%
Performance Cash Units	0%	0%
Long-term Cash	17%	0%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	5	5	45.5%	45.5%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	7	7	43.9%	43.9%
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	61.2%	61.2%

Salary Range (Mean)				
Minimum	5	5	221.5	221.5
Midpoint	5	5	285.3	285.3
Maximum	5	5	349.1	349.1

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

2014

US MBD: Mercer Benchmark Database Executive

115.014.120 Top Legal Executive/General Counsel - Division

Retail & Wholesale

This is the top legal position with responsibility for determining legal posture and interests of the organization. As General Counsel, ensures that business practices, policies, and dealings of the organization meet regulatory requirements to protect the organization from legal action, manages the organization's defense, the interpretation and preparation of legal documents and provides counsel to corporate management on legal matters. Generally serves as or supervises Corporate Secretary (Legal). Responsible for the supervision of the legal staff. 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 Participants Analysis (Dollar 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	--	--	283.6	289.2	--	--
Base Salary - Org Wtd	6	6	--	--	283.6	289.2	--	--
Base Salary - Incentive Eligible	6	6	--	--	283.6	289.2	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	6	6	--	--	140.5	136.7	--	--
Short-term Incentive (Actual)	5	5	--	--	97.7	223.4	--	--
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	--	--	343.8	475.4	--	--
Total Cash Comp (Actual) - Org Wtd	6	6	--	--	343.8	475.4	--	--
Total Cash Comp (Actual) - Rcvrs	5	5	--	--	346.6	506.5	--	--
Total Cash Comp (Target)	6	6	--	--	430.0	426.0	--	--
Total Cash Comp (Target) - Rcvrs	6	6	--	--	430.0	426.0	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	6	6	--	--	343.8	497.3	--	--
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	6	100%
Sales Incentive	0	0	--%
Profit Sharing	0	--	--%
Long-term Incentive	3	3	60%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	5	5	69.2%	69.2%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	6	6	46.8%	46.8%
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	--%	--%

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

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

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Top Legal Executive/General Counsel - Division 115 014.120

2014

US MBD: Mercer Benchmark Database Executive

115.014.120 Top Legal Executive/General Counsel - Division

Services (Non-Financial)

This is the top legal position with responsibility for determining legal posture and interests of the organization. As General Counsel, ensures that business practices, policies, and dealings of the organization meet regulatory requirements to protect the organization from legal action, manages the organization's defense, the interpretation and preparation of legal documents and provides counsel to corporate management on legal matters. Generally serves as or supervises Corporate Secretary (Legal) Responsible for the supervision of the legal staff. 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 Participants Analysis (Dollar 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	--	230.0	273.1	311.0	394.8	--
Base Salary - Org Wtd	7	7	--	230.0	273.1	311.0	394.8	--
Base Salary - Incentive Eligible	6	6	--	--	260.0	298.4	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	5	5	--	--	98.7	113.4	--	--
Short-term Incentive (Actual)	6	6	--	--	70.0	89.2	--	--
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	7	7	--	268.5	357.9	387.5	498.2	--
Total Cash Comp (Actual) - Org Wtd	7	7	--	268.5	357.9	387.5	498.2	--
Total Cash Comp (Actual) - Rcvs	6	6	--	--	321.6	387.6	--	--
Total Cash Comp (Target)	6	6	--	--	384.4	418.9	--	--
Total Cash Comp (Target) - Rcvs	5	5	--	--	382.3	425.4	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	7	7	--	285.3	386.5	483.1	703.1	--
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	86%
Sales Incentive	0	0	--%
Profit Sharing	0	0	--%
Long-term Incentive	4	4	57%

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	27.0%	27.0%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	5	5	35.0%	35.0%
Short-term Incentive (Maximum)	2	2	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	4	4	--%	--%

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

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

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Top Legal Executive/General Counsel - Division 115.014.120

2014

US MBD: Mercer Benchmark Database Executive

115.011.120 Top Legal Executive/General Counsel - Subsidiary/Group

All Organizations

This is the top legal position with responsibility for determining legal posture and interests of the organization. As General Counsel, ensures that business practices, policies, and dealings of the organization meet regulatory requirements to protect the organization from legal action, manages the organization's defense, the interpretation and preparation of legal documents and provides counsel to corporate management on legal matters. Generally serves as or supervises Corporate Secretary (Legal). Responsible for the supervision of the legal staff. 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	149	154	200.5	232.1	280.7	316.7	361.9	434.8
Base Salary - Org Wtd	149	154	203.9	234.1	281.8	319.5	364.6	438.6
Base Salary - Incentive Eligible	136	141	204.4	236.7	281.8	316.9	363.1	437.1
Base Salary - Not Incentive Eligible	5	5	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	113	118	52.5	75.9	115.1	173.7	191.0	313.3
Short-term Incentive (Actual)	110	115	40.8	68.9	134.4	194.0	236.0	407.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	5	5	--	--	10.1	34.6	--	--
Long-term Incentive (Black-Scholes)	59	62	19.9	58.2	188.3	319.0	400.4	830.3

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	149	154	234.1	279.1	375.0	462.7	529.2	775.0
Total Cash Comp (Actual) - Org Wtd	149	154	235.6	279.6	378.2	466.7	529.2	783.6
Total Cash Comp (Actual) - Rcvrs	111	116	251.8	312.2	412.1	508.0	590.7	838.8
Total Cash Comp (Target)	137	142	240.6	289.1	375.5	459.5	530.7	734.8
Total Cash Comp (Target) - Rcvrs	113	118	263.9	311.5	397.2	489.9	550.0	744.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	149	154	234.1	289.7	413.2	591.1	679.9	1,200.8
Total Direct Comp (Actual) - Rcvrs	59	62	321.7	446.8	673.4	886.4	1,062.5	1,957.6

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	134	139	93%
Sales Incentive	1	1	1%
Profit Sharing	11	11	13%
Long-term Incentive	75	78	58%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	27%	24%
Share Appreciation Rights (SARs)	8%	10%
Restricted Shares/Share Units	35%	37%
Performance Shares/Share Units	30%	32%
Performance Cash Units	16%	10%
Long-term Cash	30%	29%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	110	115	55.1%	54.7%
Short-term Incentive (Threshold)	39	39	22.1%	22.1%
Short-term Incentive (Target)	113	118	48.4%	48.0%
Short-term Incentive (Maximum)	64	64	77.8%	77.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	5	5	11.3%	11.3%
Long-term Incentive (Black-Scholes)	59	62	85.7%	83.4%

Salary Range (Mean)				
Minimum	75	75	202.4	202.4
Midpoint	75	75	280.9	280.9
Maximum	75	75	359.5	359.5

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 Legal Executive/General Counsel - Subsidiary/Group 115.011.120

2014

US MBD: Mercer Benchmark Database Executive

115.011.120 Top Legal Executive/General Counsel - Subsidiary/Group

Consumer Goods

This is the top legal position with responsibility for determining legal posture and interests of the organization. As General Counsel, ensures that business practices, policies, and dealings of the organization meet regulatory requirements to protect the organization from legal action, manages the organization's defense, the interpretation and preparation of legal documents and provides counsel to corporate management on legal matters. Generally serves as or supervises Corporate Secretary (Legal) Responsible for the supervision of the legal staff. 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	9	9	--	235.8	324.8	379.5	377.4	--
Base Salary - Org Wtd	9	9	--	235.8	324.8	379.5	377.4	--
Base Salary - Incentive Eligible	9	9	--	235.8	324.8	379.5	377.4	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	7	7	--	55.4	125.0	134.4	150.0	--
Short-term Incentive (Actual)	4	4	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	9	9	--	271.1	375.0	440.6	517.0	--
Total Cash Comp (Actual) - Org Wtd	9	9	--	271.1	375.0	440.6	517.0	--
Total Cash Comp (Actual) - Rcvrs	5	5	--	--	454.7	417.6	--	--
Total Cash Comp (Target)	9	9	--	300.8	375.0	484.0	512.2	--
Total Cash Comp (Target) - Rcvrs	7	7	--	276.9	375.0	521.7	525.0	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	9	9	--	291.2	474.0	517.4	533.5	--
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	8	89%
Sales Incentive	0	0	0%
Profit Sharing	2	2	33%
Long-term Incentive	6	6	86%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	4	4	--%	--%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	7	7	35.7%	35.7%
Short-term Incentive (Maximum)	5	5	57.1%	57.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	4	4	--%	--%

Salary Range (Mean)				
Minimum	5	5	193.4	193.4
Midpoint	5	5	273.7	273.7
Maximum	5	5	354.1	354.1

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 Legal Executive/General Counsel - Subsidiary/Group 115.011.120

2014

US MBD: Mercer Benchmark Database Executive

115.011.120 Top Legal Executive/General Counsel - Subsidiary/Group

Energy

This is the top legal position with responsibility for determining legal posture and interests of the organization. As General Counsel, ensures that business practices, policies, and dealings of the organization meet regulatory requirements to protect the organization from legal action, manages the organization's defense, the interpretation and preparation of legal documents and provides counsel to corporate management on legal matters. Generally serves as or supervises Corporate Secretary (Legal). Responsible for the supervision of the legal staff. 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	11	13	192.0	233.3	246.0	265.6	272.5	426.1
Base Salary - Org Wtd	11	13	181.0	225.1	247.0	269.0	273.0	474.1
Base Salary - Incentive Eligible	11	13	192.0	233.3	246.0	265.6	272.5	426.1
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	10	12	53.2	81.9	104.6	116.2	117.0	261.6
Short-term Incentive (Actual)	*8	10	85.9	101.2	150.5	175.4	210.9	431.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	6	6	--	--	543.5	658.7	--	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	11	13	192.0	288.2	368.0	400.5	462.0	781.1
Total Cash Comp (Actual) - Org Wtd	11	13	181.0	241.5	379.9	409.5	482.3	878.6
Total Cash Comp (Actual) - Rcvs	*8	10	336.6	356.6	384.7	457.0	483.8	927.3
Total Cash Comp (Target)	11	13	255.9	292.9	344.4	372.8	379.0	670.5
Total Cash Comp (Target) - Rcvs	10	12	253.6	319.9	347.2	381.2	380.6	711.7

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	11	13	192.0	300.2	379.9	704.5	1,106.4	1,922.1
Total Direct Comp (Actual) - Rcvs	6	6	--	--	1,106.4	1,148.1	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	11	13	100%
Sales Incentive	0	0	--%
Profit Sharing	1	1	--%
Long-term Incentive	6	6	60%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	50%	50%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	50%	50%
Performance Shares/Share Units	67%	67%
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)	8	10	64.0%	59.7%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	10	12	42.6%	42.2%
Short-term Incentive (Maximum)	6	6	75.0%	75.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	6	6	225.5%	225.5%

Salary Range (Mean)

Minimum	5	5	--	--
Midpoint	5	5	--	--
Maximum	5	5	--	--

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

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Top Legal Executive/General Counsel - Subsidiary/Group 115.011.120

2014

US MBD: Mercer Benchmark Database Executive

115.011.120 Top Legal Executive/General Counsel - Subsidiary/Group

This is the top legal position with responsibility for determining legal posture and interests of the organization. As General Counsel, ensures that business practices, policies, and dealings of the organization meet regulatory requirements to protect the organization from legal action, manages the organization's defense, the interpretation and preparation of legal documents and provides counsel to corporate management on legal matters. Generally serves as or supervises Corporate Secretary (Legal). Responsible for the supervision of the legal staff. 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.

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	193.4	239.3	317.1	327.9	384.2	581.2
Base Salary - Org Wtd	10	10	193.4	239.3	317.1	327.9	384.2	581.2
Base Salary - Incentive Eligible	10	10	193.4	239.3	317.1	327.9	384.2	581.2
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	6	6	--	--	150.2	228.0	--	--
Short-term Incentive (Actual)	10	10	45.7	94.1	217.1	320.3	452.0	982.5
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	10	10	266.3	330.6	512.1	648.2	827.9	1,560.0
Total Cash Comp (Actual) - Org Wtd	10	10	266.3	330.6	512.1	648.2	827.9	1,560.0
Total Cash Comp (Actual) - Rcvrs	10	10	266.3	330.6	512.1	648.2	827.9	1,560.0
Total Cash Comp (Target)	8	8	--	270.6	329.1	468.5	696.0	--
Total Cash Comp (Target) - Rcvrs	6	6	--	--	434.4	526.3	--	--

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	10	10	266.3	330.6	512.1	990.0	1,340.1	3,695.3
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	10	10	100%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	7	7	70%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	10	10	83.8%	83.8%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	6	6	67.0%	67.0%
Short-term Incentive (Maximum)	5	5	135.8%	135.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	4	4	--%	--%

Salary Range (Mean)

Minimum	7	7	202.4	202.4
Midpoint	7	7	279.9	279.9
Maximum	7	7	357.4	357.4

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 Legal Executive/General Counsel - Subsidiary/Group 115.011.120

2014

US MBD: Mercer Benchmark Database Executive

115.011.120 Top Legal Executive/General Counsel - Subsidiary/Group

Insurance

This is the top legal position with responsibility for determining legal posture and interests of the organization. As General Counsel, ensures that business practices, policies, and dealings of the organization meet regulatory requirements to protect the organization from legal action, manages the organization's defense, the interpretation and preparation of legal documents and provides counsel to corporate management on legal matters. Generally serves as or supervises Corporate Secretary (Legal). Responsible for the supervision of the legal staff. 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	16	17	245.5	259.0	348.7	346.2	418.3	460.9
Base Salary - Org Wtd	16	17	245.3	256.5	341.9	345.8	420.0	472.0
Base Salary - Incentive Eligible	15	16	245.3	256.5	342.5	346.0	420.0	472.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	11	12	90.7	104.7	197.8	170.6	212.5	241.4
Short-term Incentive (Actual)	14	15	56.5	86.0	195.0	223.1	249.0	545.7
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	11	12	88.3	163.9	226.7	286.7	400.0	634.4

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	16	17	315.2	340.4	529.3	543.5	644.5	926.8
Total Cash Comp (Actual) - Org Wtd	16	17	314.7	336.2	492.6	543.1	654.3	977.9
Total Cash Comp (Actual) - Rcvs	14	15	314.2	332.0	548.9	564.6	664.0	1,028.9
Total Cash Comp (Target)	14	15	296.7	355.6	550.0	478.4	568.0	651.7
Total Cash Comp (Target) - Rcvs	11	12	339.2	373.7	561.8	502.8	608.9	665.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	16	17	315.2	374.1	691.8	745.8	972.9	1,394.9
Total Direct Comp (Actual) - Rcvs	11	12	448.4	666.8	871.0	915.0	1,001.0	1,816.3

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	15	16	94%
Sales Incentive	0	0	0%
Profit Sharing	1	1	13%
Long-term Incentive	11	12	80%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	14	15	58.8%	58.6%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	11	12	49.5%	50.4%
Short-term Incentive (Maximum)	6	6	94.4%	94.4%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	11	12	69.3%	73.0%

Salary Range (Mean)				
Minimum	8	8	233.7	233.7
Midpoint	8	8	343.0	343.0
Maximum	8	8	452.3	452.3

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 Legal Executive/General Counsel - Subsidiary/Group 115.011.120

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US MBD: Mercer Benchmark Database Executive

115.011.120 Top Legal Executive/General Counsel - Subsidiary/Group

This is the top legal position with responsibility for determining legal posture and interests of the organization. As General Counsel, ensures that business practices, policies, and dealings of the organization meet regulatory requirements to protect the organization from legal action, manages the organization's defense, the interpretation and preparation of legal documents and provides counsel to corporate management on legal matters. Generally serves as or supervises Corporate Secretary (Legal). Responsible for the supervision of the legal staff. 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.

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	Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Base Salary									Short-term Incentive	25	25	100%
Base Salary - Inc Wtd	26	26	200.5	221.4	253.1	268.5	307.9	359.9	Sales Incentive	1	1	6%
Base Salary - Org Wtd	26	26	200.5	221.4	253.1	268.5	307.9	359.9	Profit Sharing	2	2	13%
Base Salary - Incentive Eligible	25	25	200.4	221.4	249.9	264.7	298.8	353.3	Long-term Incentive	9	9	38%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--				
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving	
Short-term Incentive (Target)	22	22	61.1	74.2	107.5	119.6	178.8	220.0	Stock/Share Options	33%	29%	
Short-term Incentive (Actual)	21	21	22.8	33.0	74.8	124.0	169.6	253.0	Share Appreciation Rights (SARs)	0%	0%	
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	33%	43%	
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	56%	57%	
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Performance Cash Units	0%	0%	
Long-term Incentive (Black-Scholes)	7	7	--	50.0	58.3	174.1	311.3	--	Long-term Cash	22%	29%	
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Inc Wtd	26	26	235.3	250.1	325.3	368.6	429.0	560.3	Short-term Incentive (Actual)	21	21	44.7%
Total Cash Comp (Actual) - Org Wtd	26	26	235.3	250.1	325.3	368.6	429.0	560.3	Short-term Incentive (Threshold)	3	3	--%
Total Cash Comp (Actual) - Rcvrs	21	21	230.9	262.5	336.0	385.0	508.8	591.4	Short-term Incentive (Target)	22	22	42.8%
Total Cash Comp (Target)	24	24	216.1	290.6	334.5	373.0	490.6	541.9	Short-term Incentive (Maximum)	13	13	80.3%
Total Cash Comp (Target) - Rcvrs	22	22	250.7	300.1	348.0	387.3	493.9	543.8	Sales Incentive (Actual)	0	0	--%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Target)	0	0	--%
Total Direct Comp (Actual)	26	26	235.3	250.1	337.9	415.5	504.8	857.8	Profit Sharing (Actual)	0	0	--%
Total Direct Comp (Actual) - Rcvrs	7	7	--	324.9	589.7	575.1	826.1	--	Long-term Incentive (Black-Scholes)	7	7	61.3%
*More than 25% of sample supplied by one organization									Salary Range (Mean)			
									Minimum	14	14	198.6
									Midpoint	14	14	266.2
									Maximum	14	14	333.9

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

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Top Legal Executive/General Counsel - Subsidiary/Group 115.011.120

US MBD: Mercer Benchmark Database Executive

115.011.120 Top Legal Executive/General Counsel - Subsidiary/Group

Other Non-Manufacturing

This is the top legal position with responsibility for determining legal posture and interests of the organization. As General Counsel, ensures that business practices, policies, and dealings of the organization meet regulatory requirements to protect the organization from legal action, manages the organization's defense, the interpretation and preparation of legal documents and provides counsel to corporate management on legal matters. Generally serves as or supervises Corporate Secretary (Legal). Responsible for the supervision of the legal staff. 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	19	19	230.4	248.4	305.0	425.3	700.0	825.0
Base Salary - Org Wtd	19	19	230.4	248.4	305.0	425.3	700.0	825.0
Base Salary - Incentive Eligible	18	18	227.0	246.3	295.0	399.4	512.2	802.5
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	15	15	53.1	140.9	178.3	398.9	553.0	1,512.0
Short-term Incentive (Actual)	15	15	92.8	110.0	164.9	340.1	451.0	960.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	10	10	9.5	21.1	120.8	220.5	337.0	828.3

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	19	19	281.8	334.6	488.4	694.3	892.5	1,700.0
Total Cash Comp (Actual) - Org Wtd	19	19	281.8	334.6	488.4	694.3	892.5	1,700.0
Total Cash Comp (Actual) - Rcvrs	15	15	318.5	375.0	517.4	764.2	1,151.0	1,760.0
Total Cash Comp (Target)	19	19	281.3	300.0	464.0	740.2	892.5	1,760.0
Total Cash Comp (Target) - Rcvrs	15	15	297.7	378.2	480.0	823.8	1,253.0	2,312.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	19	19	281.8	359.5	539.2	810.3	1,151.0	2,350.0
Total Direct Comp (Actual) - Rcvrs	10	10	361.9	409.8	649.0	986.0	1,468.9	2,543.3

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	18	18	95%
Sales Incentive	0	0	0%
Profit Sharing	2	2	13%
Long-term Incentive	12	12	67%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	27%	30%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	36%	20%
Performance Shares/Share Units	27%	20%
Performance Cash Units	18%	10%
Long-term Cash	27%	30%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	15	15	70.0%	70.0%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	15	15	72.8%	72.8%
Short-term Incentive (Maximum)	5	5	64.7%	64.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	10	10	38.6%	38.6%

Salary Range (Mean)				
Minimum	9	9	206.5	206.5
Midpoint	9	9	288.6	288.6
Maximum	9	9	370.7	370.7

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

2014

US MBD: Mercer Benchmark Database Executive

115.011.120 Top Legal Executive/General Counsel - Subsidiary/Group

Retail & Wholesale

This is the top legal position with responsibility for determining legal posture and interests of the organization. As General Counsel, ensures that business practices, policies, and dealings of the organization meet regulatory requirements to protect the organization from legal action, manages the organization's defense, the interpretation and preparation of legal documents and provides counsel to corporate management on legal matters. Generally serves as or supervises Corporate Secretary (Legal). Responsible for the supervision of the legal staff. 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	15	15	197.4	226.8	277.0	293.1	355.5	412.4
Base Salary - Org Wtd	15	15	197.4	226.8	277.0	293.1	355.5	412.4
Base Salary - Incentive Eligible	13	13	197.4	227.3	277.2	301.6	377.7	418.6
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	10	10	76.7	91.4	119.0	132.3	170.0	214.0
Short-term Incentive (Actual)	9	9	--	86.1	173.7	177.7	246.8	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	5	5	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	15	15	210.7	270.0	400.0	400.9	510.7	674.6
Total Cash Comp (Actual) - Org Wtd	15	15	210.7	270.0	400.0	400.9	510.7	674.6
Total Cash Comp (Actual) - Rcvrs	9	9	--	338.1	414.5	469.5	592.1	--
Total Cash Comp (Target)	12	12	211.2	296.9	371.4	398.1	503.1	632.6
Total Cash Comp (Target) - Rcvrs	10	10	292.5	334.9	387.9	432.1	536.6	641.9

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	15	15	210.7	329.0	431.1	464.3	655.0	719.5
Total Direct Comp (Actual) - Rcvrs	5	5	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	13	13	93%
Sales Incentive	0	0	0%
Profit Sharing	2	2	25%
Long-term Incentive	6	6	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)	9	9	62.5%	62.5%
Short-term Incentive (Threshold)	7	7	20.9%	20.9%
Short-term Incentive (Target)	10	10	43.3%	43.3%
Short-term Incentive (Maximum)	5	5	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	5	5	--%	--%

Salary Range (Mean)				
Minimum	8	8	216.5	216.5
Midpoint	8	8	308.0	308.0
Maximum	8	8	399.4	399.4

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 Legal Executive/General Counsel - Subsidiary/Group 115.011.120

2014

US MBD: Mercer Benchmark Database Executive

115.011.120 Top Legal Executive/General Counsel - Subsidiary/Group

This is the top legal position with responsibility for determining legal posture and interests of the organization. As General Counsel, ensures that business practices, policies, and dealings of the organization meet regulatory requirements to protect the organization from legal action, manages the organization's defense, the interpretation and preparation of legal documents and provides counsel to corporate management on legal matters. Generally serves as or supervises Corporate Secretary (Legal). Responsible for the supervision of the legal staff. 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	28	28	187.3	219.2	281.4	307.2	400.0	451.5
Base Salary - Org Wtd	28	28	187.3	219.2	281.4	307.2	400.0	451.5
Base Salary - Incentive Eligible	21	21	210.8	229.8	300.0	325.4	413.0	461.6
Base Salary - Not Incentive Eligible	*3	3	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	19	19	33.6	63.0	97.5	154.0	270.0	401.0
Short-term Incentive (Actual)	16	16	24.6	41.5	76.6	136.5	152.2	433.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	5	5	--	--	245.0	351.4	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	28	28	192.9	255.4	299.5	385.2	439.4	771.2
Total Cash Comp (Actual) - Org Wtd	28	28	192.9	255.4	299.5	385.2	439.4	771.2
Total Cash Comp (Actual) - Rcvs	16	16	247.6	275.1	354.3	448.5	595.6	899.0
Total Cash Comp (Target)	25	25	217.1	273.1	396.2	430.5	518.4	800.8
Total Cash Comp (Target) - Rcvs	19	19	262.8	273.7	397.5	475.5	720.0	802.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	28	28	192.9	265.1	311.7	447.9	498.0	780.3
Total Direct Comp (Actual) - Rcvs	5	5	--	--	545.0	769.8	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	21	21	81%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	9	9	41%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	25%	0%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	25%	40%
Performance Shares/Share Units	13%	20%
Performance Cash Units	13%	0%
Long-term Cash	63%	80%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	16	16	37.9%	37.9%
Short-term Incentive (Threshold)	9	9	26.7%	26.7%
Short-term Incentive (Target)	19	19	43.4%	43.4%
Short-term Incentive (Maximum)	13	13	64.7%	64.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	5	5	97.2%	97.2%

Salary Range (Mean)				
Minimum	13	13	190.9	190.9
Midpoint	13	13	266.1	266.1
Maximum	13	13	341.3	341.3

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 Legal Executive/General Counsel - Subsidiary/Group 115.011.120

2014

US MBD: Mercer Benchmark Database Executive

610.100.130 Top Logistics Management Executive

All Organizations

Responsible for all logistics management functions, often including multiple facilities. Responsible for all or most of the following: inventory management, warehousing, and transportation. May have limited involvement with procurement, customer service, and production planning. Supervises other managers/supervisors as well as professional logistics management staff at one or more location(s). Frequently reports to a Top Supply Chain 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	100	141	89.2	144.8	181.8	187.9	222.0	264.0
Base Salary - Org Wtd	100	141	143.5	169.3	204.2	207.0	233.6	293.5
Base Salary - Incentive Eligible	92	132	88.4	143.6	180.1	186.1	221.1	264.0
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	78	94	34.9	44.7	65.2	72.7	86.0	123.6
Short-term Incentive (Actual)	76	107	4.4	16.2	41.4	62.5	82.1	142.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	10	11	2.9	4.8	12.8	14.5	20.7	36.5
Long-term Incentive (Black-Scholes)	50	60	16.9	43.0	58.9	119.9	103.8	276.4

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	100	141	93.5	163.5	220.0	236.4	285.5	372.7
Total Cash Comp (Actual) - Org Wtd	100	141	163.2	196.3	237.0	267.2	310.8	411.6
Total Cash Comp (Actual) - Rcvrs	78	109	95.4	180.4	232.7	252.4	312.8	395.5
Total Cash Comp (Target)	88	107	179.5	206.4	254.8	271.8	321.3	380.8
Total Cash Comp (Target) - Rcvrs	78	94	188.6	214.6	268.3	279.8	325.5	384.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	100	141	93.5	163.5	240.8	287.4	323.5	485.2
Total Direct Comp (Actual) - Rcvrs	50	60	232.5	256.7	323.5	420.0	454.9	659.1

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	90	130	94%
Sales Incentive	0	0	0%
Profit Sharing	12	13	16%
Long-term Incentive	60	73	66%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	44%	45%
Share Appreciation Rights (SARs)	11%	7%
Restricted Shares/Share Units	60%	63%
Performance Shares/Share Units	26%	28%
Performance Cash Units	4%	3%
Long-term Cash	16%	12%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	76	107	33.5%	28.2%
Short-term Incentive (Threshold)	23	25	13.0%	13.0%
Short-term Incentive (Target)	78	94	34.1%	33.5%
Short-term Incentive (Maximum)	52	61	59.5%	56.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	10	11	7.9%	7.5%
Long-term Incentive (Black-Scholes)	50	60	50.7%	47.3%

Salary Range (Mean)				
Minimum	52	54	147.9	149.5
Midpoint	52	54	197.8	199.2
Maximum	52	54	247.6	248.9

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

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Top Logistics Management Executive 610.100.130

2014

US MBD: Mercer Benchmark Database Executive

610.100.130 Top Logistics Management Executive

Consumer Goods

Responsible for all logistics management functions, often including multiple facilities. Responsible for all or most of the following: inventory management, warehousing, and transportation. May have limited involvement with procurement, customer service, and production planning. Supervises other managers/supervisors as well as professional logistics management staff at one or more location(s). Frequently reports to a Top Supply Chain Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	22	25	152.4	175.9	217.8	225.0	256.7	317.1
Base Salary - Org Wtd	22	25	148.2	176.4	221.4	229.1	262.8	322.4
Base Salary - Incentive Eligible	21	24	151.0	175.5	215.0	225.0	256.8	318.8
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	18	21	43.3	47.7	70.4	82.0	96.2	142.8
Short-term Incentive (Actual)	17	20	28.6	38.1	62.1	92.1	113.5	167.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	13	15	24.1	43.8	88.0	190.8	131.1	812.2

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	22	25	181.0	221.6	252.8	300.7	370.1	431.4
Total Cash Comp (Actual) - Org Wtd	22	25	177.5	223.8	265.1	309.0	375.4	438.0
Total Cash Comp (Actual) - Rcvrs	18	21	169.4	217.8	252.8	307.9	380.2	440.2
Total Cash Comp (Target)	19	22	192.6	222.5	283.6	303.2	349.4	440.0
Total Cash Comp (Target) - Rcvrs	18	21	205.9	229.5	284.4	309.2	349.6	440.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	22	25	181.0	244.6	310.0	415.2	400.4	980.6
Total Direct Comp (Actual) - Rcvrs	13	15	274.2	293.2	340.8	528.9	520.8	1,474.1

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	20	23	96%
Sales Incentive	0	0	0%
Profit Sharing	3	4	22%
Long-term Incentive	14	16	70%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	67%	67%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	40%	40%
Performance Shares/Share Units	27%	27%
Performance Cash Units	7%	7%
Long-term Cash	7%	7%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	17	20	40.8%	37.9%
Short-term Incentive (Threshold)	6	6	14.6%	14.6%
Short-term Incentive (Target)	18	21	35.5%	34.4%
Short-term Incentive (Maximum)	12	15	65.6%	62.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	3	--%	--%
Long-term Incentive (Black-Scholes)	13	15	76.7%	69.1%

Salary Range (Mean)				
Minimum	11	12	159.2	158.3
Midpoint	11	12	218.0	215.9
Maximum	11	12	276.8	273.6

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

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Top Logistics Management Executive 610.100.130

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US MBD: Mercer Benchmark Database Executive

610.100.130 Top Logistics Management Executive

Responsible for all logistics management functions, often including multiple facilities. Responsible for all or most of the following: inventory management, warehousing, and transportation. May have limited involvement with procurement, customer service, and production planning. Supervises other managers/supervisors as well as professional logistics management staff at one or more location(s). Frequently reports to a Top Supply Chain Executive.

Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	21	23	118.9	150.1	204.5	198.6	225.1	280.4
Base Salary - Org Wtd	21	23	110.9	148.6	203.0	193.9	223.4	288.4
Base Salary - Incentive Eligible	19	20	107.0	147.9	198.4	187.2	218.6	243.3
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	17	18	19.4	37.9	64.4	72.6	89.9	167.6
Short-term Incentive (Actual)	16	16	10.4	17.7	54.4	68.9	104.2	183.8
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	7	9	--	--	50.6	58.1	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	21	23	132.3	182.7	232.7	247.1	311.6	383.1
Total Cash Comp (Actual) - Org Wtd	21	23	124.6	178.9	232.7	247.1	311.1	386.3
Total Cash Comp (Actual) - Rcvrs	16	16	143.8	177.0	239.0	260.7	327.6	430.3
Total Cash Comp (Target)	19	21	134.3	191.9	270.4	263.3	317.0	377.2
Total Cash Comp (Target) - Rcvrs	17	18	120.7	189.3	270.7	261.4	316.7	389.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	21	23	132.3	191.0	237.1	269.9	332.9	449.9
Total Direct Comp (Actual) - Rcvrs	7	9	--	--	389.9	361.7	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	19	20	87%
Sales Incentive	0	0	0%
Profit Sharing	2	2	14%
Long-term Incentive	10	12	60%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	27%	11%
Share Appreciation Rights (SARs)	9%	11%
Restricted Shares/Share Units	73%	78%
Performance Shares/Share Units	18%	22%
Performance Cash Units	9%	0%
Long-term Cash	27%	22%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	16	16	32.7%	32.7%
Short-term Incentive (Threshold)	5	6	12.3%	14.2%
Short-term Incentive (Target)	17	18	36.1%	35.8%
Short-term Incentive (Maximum)	13	14	58.9%	57.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	7	9	29.8%	26.9%

Salary Range (Mean)				
Minimum	11	11	140.9	140.9
Midpoint	11	11	181.3	181.3
Maximum	11	11	221.6	221.6

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

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Top Logistics Management Executive 610.100.130

2014

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610.100.130 Top Logistics Management Executive

Responsible for all logistics management functions, often including multiple facilities. Responsible for all or most of the following: inventory management, warehousing, and transportation. May have limited involvement with procurement, customer service, and production planning. Supervises other managers/supervisors as well as professional logistics management staff at one or more location(s). Frequently reports to a Top Supply Chain Executive

Other Non-Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility			
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd
Base Salary												
Base Salary - Inc Wtd	*6	7	--	--	162.2	172.6	--	--	Short-term Incentive	5	6	86%
Base Salary - Org Wtd	*6	7	--	--	162.9	172.7	--	--	Sales Incentive	0	0	--%
Base Salary - Incentive Eligible	*5	6	--	--	172.1	175.7	--	--	Profit Sharing	1	1	17%
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--	Long-term Incentive	4	4	80%
Incentives												
Short-term Incentive (Target)	*5	6	--	--	63.3	64.7	--	--	Of Those LTI Eligible:			
Short-term Incentive (Actual)	*5	6	--	--	27.6	49.8	--	--		% Eligible		% Receiving
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Stock/Share Options	--%	--%	--%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	--%	--%	--%
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--	Restricted Shares/Share Units	--%	--%	--%
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--	Performance Shares/Share Units	--%	--%	--%
									Performance Cash Units	--%	--%	--%
									Long-term Cash	--%	--%	--%
Total Cash Compensation												
Total Cash Comp (Actual) - Inc Wtd	*6	7	--	--	201.1	216.8	--	--	Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Org Wtd	*6	7	--	--	201.3	209.9	--	--		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Rcvrs	*5	6	--	--	214.8	227.3	--	--	Short-term Incentive (Actual)	5	6	24.3%
Total Cash Comp (Target)	*6	7	--	--	227.0	228.0	--	--	Short-term Incentive (Threshold)	1	1	--%
Total Cash Comp (Target) - Rcvrs	*5	6	--	--	240.9	240.4	--	--	Short-term Incentive (Target)	5	6	35.3%
									Short-term Incentive (Maximum)	3	3	--%
									Sales Incentive (Actual)	0	0	--%
									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	1	1	--%
									Long-term Incentive (Black-Scholes)	4	4	--%
Total Direct Compensation (Black-Scholes)												
Total Direct Comp (Actual)	*6	7	--	--	241.6	239.4	--	--	Salary Range (Mean)			
Total Direct Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--				
									Minimum	4	4	--
									Midpoint	4	4	--
									Maximum	4	4	--

*More than 25% of sample supplied by one organization

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Responsible for all logistics management functions, often including multiple facilities. Responsible for all or most of the following: inventory management, warehousing, and transportation. May have limited involvement with procurement, customer service, and production planning. Supervises other managers/supervisors as well as professional logistics management staff at one or more location(s). Frequently reports to a Top Supply Chain Executive.

Other Non-Manufacturing

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*7	28	--	--	91.6	115.7	--	--
Base Salary - Org Wtd	*7	28	--	163.2	174.7	170.2	204.5	--
Base Salary - Incentive Eligible	*7	28	--	--	91.6	115.7	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	4	4	--	--	--	--	--	--
Short-term Incentive (Actual)	*5	21	--	--	4.5	10.9	--	--
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	*7	28	--	--	95.6	124.9	--	--
Total Cash Comp (Actual) - Org Wtd	*7	28	--	163.2	192.7	194.1	232.9	--
Total Cash Comp (Actual) - Rcvrs	*6	22	--	--	95.6	130.6	--	--
Total Cash Comp (Target)	*6	7	--	--	214.2	219.2	--	--
Total Cash Comp (Target) - Rcvrs	4	4	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*7	28	--	--	95.6	128.0	--	--
Total Direct Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	6	--	--%
Sales Incentive	0	0	0%
Profit Sharing	1	1	14%
Long-term Incentive	3	4	57%

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	21	15.0%	7.4%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	4	4	--%	--%
Short-term Incentive (Maximum)	4	5	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	3	3	--%	--%

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

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Retail & Wholesale

Responsible for all logistics management functions, often including multiple facilities. Responsible for all or most of the following: inventory management, warehousing, and transportation. May have limited involvement with procurement, customer service, and production planning. Supervises other managers/supervisors as well as professional logistics management staff at one or more location(s). Frequently reports to a Top Supply Chain 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	29	37	133.2	169.4	207.9	210.4	236.3	308.7
Base Salary - Org Wtd	29	37	163.5	177.6	215.0	219.6	236.3	311.3
Base Salary - Incentive Eligible	28	36	133.0	166.6	208.6	211.4	237.1	309.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	23	29	42.6	54.1	69.5	82.5	106.3	140.1
Short-term Incentive (Actual)	23	29	15.0	24.2	72.9	85.8	103.2	212.7
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*3	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	18	20	19.0	45.8	88.4	141.3	172.7	550.2

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	29	37	133.2	194.1	240.8	279.1	319.8	527.1
Total Cash Comp (Actual) - Org Wtd	29	37	175.9	210.4	248.9	296.3	319.9	539.4
Total Cash Comp (Actual) - Rcvrs	23	29	192.1	220.3	282.1	311.2	348.6	539.4
Total Cash Comp (Target)	24	30	203.5	236.1	282.3	302.7	338.0	449.4
Total Cash Comp (Target) - Rcvrs	23	29	204.4	239.8	292.4	307.0	339.7	451.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	29	37	133.2	194.5	282.4	355.5	429.7	625.1
Total Direct Comp (Actual) - Rcvrs	18	20	228.6	292.7	398.2	466.6	518.7	1,067.3

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	28	36	97%
Sales Incentive	0	0	0%
Profit Sharing	3	3	13%
Long-term Incentive	21	23	66%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	30%	30%
Share Appreciation Rights (SARs)	13%	10%
Restricted Shares/Share Units	70%	70%
Performance Shares/Share Units	22%	25%
Performance Cash Units	4%	5%
Long-term Cash	26%	20%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	23	29	37.8%	35.0%
Short-term Incentive (Threshold)	8	9	12.4%	11.4%
Short-term Incentive (Target)	23	29	35.3%	35.4%
Short-term Incentive (Maximum)	14	17	64.9%	59.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	3	3	--%	--%
Long-term Incentive (Black-Scholes)	18	20	52.8%	53.5%

Salary Range (Mean)				
Minimum	14	14	156.5	156.5
Midpoint	14	14	215.7	215.7
Maximum	14	14	274.8	274.8

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

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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	5	5	--	--	210.3	209.7	--	--
Base Salary - Org Wtd	5	5	--	--	210.3	209.7	--	--
Base Salary - Incentive Eligible	*3	3	--	--	--	--	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

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

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	5	5	--	--	210.3	224.4	--	--
Total Cash Comp (Actual) - Org Wtd	5	5	--	--	210.3	224.4	--	--
Total Cash Comp (Actual) - Rcvrs	*2	2	--	--	--	--	--	--
Total Cash Comp (Target)	4	4	--	--	--	--	--	--
Total Cash Comp (Target) - Rcvrs	*3	3	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	5	5	--	--	210.3	224.4	--	--
Total Direct Comp (Actual) - Rcvrs	0	0	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

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

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

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

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 Logistics Management Executive 610.100.130

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US MBD: Mercer Benchmark Database Executive

600.000.120 Top Manufacturing Executive - Corporate

All Organizations

This is the top manufacturing position with responsibility for formulating policies, programs, and objectives affecting the schedule, quality, and cost of manufactured products. Directs and coordinates production according to quality and quantity specifications within cost objectives. Ensures all groups within the manufacturing area are properly staffed and coordinated to perform duties effectively. Promotes the development of favorable employee relations to further the organization's production of quality goods. Frequently reports to a Chief Executive Officer or Chief Operating Officer. Note: Reporting entity is Corporate. 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	84	90	180.3	229.6	285.1	284.6	334.1	371.0
Base Salary - Org Wtd	84	90	189.4	237.0	288.4	287.7	334.2	369.3
Base Salary - Incentive Eligible	76	82	186.9	238.9	290.0	292.9	338.7	384.4
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	68	74	60.5	93.5	125.7	136.7	170.0	218.9
Short-term Incentive (Actual)	68	74	43.1	73.5	119.4	138.8	193.9	269.2
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	4	4	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	46	50	27.8	103.9	207.8	253.0	300.6	665.8

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	84	90	213.9	281.0	381.4	399.5	495.1	635.2
Total Cash Comp (Actual) - Org Wtd	84	90	208.2	299.3	382.2	403.9	494.5	634.1
Total Cash Comp (Actual) - Rcvs	68	74	227.7	331.5	409.2	429.0	501.6	645.5
Total Cash Comp (Target)	74	80	207.3	303.6	401.2	411.8	507.5	585.0
Total Cash Comp (Target) - Rcvs	68	74	248.9	351.0	411.1	429.3	511.1	593.8

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	84	90	217.9	336.4	464.5	540.0	668.9	986.9
Total Direct Comp (Actual) - Rcvs	46	50	355.8	464.9	628.0	697.4	868.0	1,204.0

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	76	82	95%
Sales Incentive	0	0	0%
Profit Sharing	10	10	16%
Long-term Incentive	57	63	75%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	52%	48%
Share Appreciation Rights (SARs)	7%	6%
Restricted Shares/Share Units	63%	62%
Performance Shares/Share Units	41%	42%
Performance Cash Units	14%	4%
Long-term Cash	29%	30%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	68	74	46.9%	46.0%
Short-term Incentive (Threshold)	19	21	21.3%	20.1%
Short-term Incentive (Target)	68	74	45.3%	44.5%
Short-term Incentive (Maximum)	43	49	88.4%	86.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	4	4	--%	--%
Long-term Incentive (Black-Scholes)	46	50	81.0%	80.8%

Salary Range (Mean)

Minimum	44	48	205.1	203.9
Midpoint	44	48	276.2	274.7
Maximum	44	48	347.4	345.5

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 Manufacturing Executive - Corporate 600.000.120

2014

US MBD: Mercer Benchmark Database Executive

600.000.120 Top Manufacturing Executive - Corporate

Consumer Goods

This is the top manufacturing position with responsibility for formulating policies, programs, and objectives affecting the schedule, quality, and cost of manufactured products. Directs and coordinates production according to quality and quantity specifications within cost objectives. Ensures all groups within the manufacturing area are properly staffed and coordinated to perform duties effectively. Promotes the development of favorable employee relations to further the organization's production of quality goods. Frequently reports to a Chief Executive Officer or Chief Operating Officer. Note: Reporting entity is Corporate. 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	22	22	227.0	255.4	300.1	316.3	354.3	460.0
Base Salary - Org Wtd	22	22	227.0	255.4	300.1	316.3	354.3	460.0
Base Salary - Incentive Eligible	21	21	226.2	263.2	300.2	320.2	358.6	470.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	18	18	73.8	105.6	138.0	156.5	194.5	272.8
Short-term Incentive (Actual)	19	19	71.0	100.0	130.9	159.0	199.2	326.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	14	14	72.6	120.3	180.9	260.7	328.2	698.1

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	22	22	255.1	331.5	453.9	455.5	530.0	692.2
Total Cash Comp (Actual) - Org Wtd	22	22	255.1	331.5	453.9	455.5	530.0	692.2
Total Cash Comp (Actual) - Rcvrs	19	19	329.1	358.6	478.0	490.4	590.3	697.5
Total Cash Comp (Target)	18	18	314.2	377.0	463.9	479.4	547.4	666.7
Total Cash Comp (Target) - Rcvrs	18	18	314.2	377.0	463.9	479.4	547.4	666.7

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	22	22	255.1	367.9	548.0	621.5	766.0	1,240.6
Total Direct Comp (Actual) - Rcvrs	14	14	403.3	506.1	648.6	761.2	893.5	1,491.3

*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	18%
Long-term Incentive	17	17	77%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	21%	21%
Share Appreciation Rights (SARs)	7%	7%
Restricted Shares/Share Units	36%	36%
Performance Shares/Share Units	36%	29%
Performance Cash Units	7%	7%
Long-term Cash	50%	50%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	19	19	48.0%	48.0%
Short-term Incentive (Threshold)	5	5	22.0%	22.0%
Short-term Incentive (Target)	18	18	47.6%	47.6%
Short-term Incentive (Maximum)	11	11	94.7%	94.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	14	14	73.1%	73.1%

Salary Range (Mean)				
Minimum	11	11	221.7	221.7
Midpoint	11	11	291.0	291.0
Maximum	11	11	360.3	360.3

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 Manufacturing Executive - Corporate 600.000.120

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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
Base Salary								
Base Salary - Inc Wtd	5	5	--	--	320.0	292.1	--	--
Base Salary - Org Wtd	5	5	--	--	320.0	292.1	--	--
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)	*3	3	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	5	5	--	--	392.5	387.7	--	--
Total Cash Comp (Actual) - Org Wtd	5	5	--	--	392.5	387.7	--	--
Total Cash Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--
Total Cash Comp (Target)	5	5	--	--	448.0	400.8	--	--
Total Cash Comp (Target) - Rcvrs	4	4	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	5	5	--	--	551.9	599.0	--	--
Total Direct Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	4	4	80%
Sales Incentive	0	0	--%
Profit Sharing	1	1	--%
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)	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	2	2	--	--
Midpoint	2	2	--	--
Maximum	2	2	--	--

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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	25	29	196.0	204.2	280.1	280.6	337.7	404.4	Short-term Incentive	23	27	96%	
Base Salary - Org Wtd	25	29	176.8	205.3	282.6	281.1	337.7	401.7	Sales Incentive	0	0	0%	
Base Salary - Incentive Eligible	23	27	196.5	207.5	285.1	286.9	341.5	407.5	Profit Sharing	5	5	23%	
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	14	18	69%	
Incentives													
Short-term Incentive (Target)	18	22	64.2	73.6	113.1	128.6	172.6	236.4	Of Those LTI Eligible:		% Eligible	% Receiving	
Short-term Incentive (Actual)	19	23	20.9	45.0	155.1	140.9	212.6	291.5	Stock/Share Options		53%	43%	
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)		6%	7%	
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units		71%	64%	
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--	Performance Shares/Share Units		41%	50%	
Long-term Incentive (Black-Scholes)	12	14	16.7	25.2	83.9	156.4	235.1	543.9	Performance Cash Units		24%	0%	
									Long-term Cash		24%	29%	
Total Cash Compensation									Incentives (Mean as % of Base)				
Total Cash Comp (Actual) - Inc Wtd	25	29	216.5	266.5	379.2	392.6	497.9	645.5		Num Orgs	Num Obs	Org Wtd	Inc Wtd
Total Cash Comp (Actual) - Org Wtd	25	29	200.7	280.7	379.2	392.0	494.1	658.1	Short-term Incentive (Actual)	19	23	49.1%	47.0%
Total Cash Comp (Actual) - Rcvrs	19	23	217.1	281.3	397.0	417.9	504.5	664.4	Short-term Incentive (Threshold)	4	4	--%	--%
Total Cash Comp (Target)	21	25	232.2	270.4	392.2	388.9	487.3	628.8	Short-term Incentive (Target)	18	22	43.2%	43.1%
Total Cash Comp (Target) - Rcvrs	18	22	266.7	284.8	398.4	414.6	500.0	650.4	Short-term Incentive (Maximum)	10	14	89.3%	88.0%
									Sales Incentive (Actual)	0	0	--%	--%
									Sales Incentive (Target)	0	0	--%	--%
									Profit Sharing (Actual)	1	1	--%	--%
									Long-term Incentive (Black-Scholes)	12	14	55.5%	51.4%
Total Direct Compensation (Black-Scholes)									Salary Range (Mean)				
Total Direct Comp (Actual)	25	29	217.9	266.5	379.2	468.1	652.2	800.0	Minimum	12	14	204.3	209.6
Total Direct Comp (Actual) - Rcvrs	12	14	282.5	353.4	634.7	605.0	739.4	1,051.3	Midpoint	12	14	282.7	288.0
									Maximum	12	14	361.1	366.4
*More than 25% of sample supplied by one organization													

*More than 25% of sample supplied by one organization

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Other Non-Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	8	8	--	248.9	275.3	271.9	307.5	--
Base Salary - Org Wtd	8	8	--	248.9	275.3	271.9	307.5	--
Base Salary - Incentive Eligible	8	8	--	248.9	275.3	271.9	307.5	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	8	8	--	82.0	125.0	120.4	150.7	--
Short-term Incentive (Actual)	8	8	--	54.8	86.9	94.1	140.4	--
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	8	8	--	327.7	370.9	367.5	428.5	--
Total Cash Comp (Actual) - Org Wtd	8	8	--	327.7	370.9	367.5	428.5	--
Total Cash Comp (Actual) - Rcvs	8	8	--	327.7	370.9	367.5	428.5	--
Total Cash Comp (Target)	8	8	--	332.6	411.3	392.4	449.8	--
Total Cash Comp (Target) - Rcvs	8	8	--	332.6	411.3	392.4	449.8	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	8	8	--	349.1	437.3	497.2	584.8	--
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	8	8	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	13%
Long-term Incentive	5	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)	8	8	34.5%	34.5%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	8	8	43.6%	43.6%
Short-term Incentive (Maximum)	7	7	71.1%	71.1%
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	5	5	173.8	173.8
Midpoint	5	5	267.7	267.7
Maximum	5	5	361.6	361.6

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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	5	5	--	--	195.8	205.3	--	--
Base Salary - Org Wtd	5	5	--	--	195.8	205.3	--	--
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	--	--	240.0	260.8	--	--
Total Cash Comp (Actual) - Org Wtd	5	5	--	--	240.0	260.8	--	--
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	--	--	299.2	358.8	--	--
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	4	4	--%
Sales Incentive	0	--	--%
Profit Sharing	0	0	--%
Long-term Incentive	4	4	--%

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

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

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

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

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600.014.120 Top Manufacturing Executive - Division

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	56	59	148.5	181.4	205.0	219.5	250.0	309.3
Base Salary - Org Wtd	56	59	145.2	181.2	204.7	218.6	247.6	311.8
Base Salary - Incentive Eligible	51	54	158.9	182.9	209.2	220.7	252.5	301.8
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	45	47	27.9	60.8	75.0	86.2	127.0	147.4
Short-term Incentive (Actual)	45	47	25.0	43.2	72.0	90.3	133.6	179.8
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	32	34	23.8	41.5	67.5	98.4	106.7	228.1

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	56	59	153.8	212.1	273.7	291.8	339.5	457.7
Total Cash Comp (Actual) - Org Wtd	56	59	152.9	214.1	272.8	290.1	337.5	463.4
Total Cash Comp (Actual) - Rcvs	45	47	207.4	240.7	294.0	316.3	377.3	507.2
Total Cash Comp (Target)	50	52	185.0	235.9	279.9	300.1	359.5	447.0
Total Cash Comp (Target) - Rcvs	45	47	192.2	252.2	286.6	309.8	364.0	451.3

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	56	59	153.8	235.9	331.6	348.5	424.5	516.6
Total Direct Comp (Actual) - Rcvs	32	34	266.8	335.0	382.0	433.2	476.1	680.5

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	51	54	96%
Sales Incentive	0	0	0%
Profit Sharing	2	2	6%
Long-term Incentive	35	37	66%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	38%	32%
Share Appreciation Rights (SARs)	14%	15%
Restricted Shares/Share Units	54%	53%
Performance Shares/Share Units	43%	38%
Performance Cash Units	11%	0%
Long-term Cash	19%	21%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	45	47	38.1%	38.7%
Short-term Incentive (Threshold)	15	15	13.1%	13.1%
Short-term Incentive (Target)	45	47	36.1%	37.0%
Short-term Incentive (Maximum)	25	26	66.7%	67.6%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	32	34	40.6%	39.4%

Salary Range (Mean)				
Minimum	29	31	154.6	154.7
Midpoint	29	31	198.7	198.8
Maximum	29	31	242.7	242.9

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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	11	11	135.0	187.0	260.0	254.1	309.3	377.1
Base Salary - Org Wtd	11	11	135.0	187.0	260.0	254.1	309.3	377.1
Base Salary - Incentive Eligible	10	10	129.2	185.6	245.0	241.4	294.8	355.8
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	9	9	--	61.8	104.0	100.2	141.7	--
Short-term Incentive (Actual)	9	9	--	39.0	59.1	94.5	155.9	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	7	7	--	--	100.0	101.7	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	11	11	141.5	237.2	294.7	331.5	423.6	538.2
Total Cash Comp (Actual) - Org Wtd	11	11	141.5	237.2	294.7	331.5	423.6	538.2
Total Cash Comp (Actual) - Rcvs	9	9	--	239.0	294.7	342.6	478.9	--
Total Cash Comp (Target)	9	9	--	252.3	364.0	348.3	442.2	--
Total Cash Comp (Target) - Rcvs	9	9	--	252.3	364.0	348.3	442.2	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	11	11	141.5	294.7	374.0	396.2	516.6	692.3
Total Direct Comp (Actual) - Rcvs	7	7	--	--	439.9	481.4	--	--

*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	--%
Profit Sharing	0	0	--%
Long-term Incentive	9	9	82%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	56%	43%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	44%	57%
Performance Shares/Share Units	56%	29%
Performance Cash Units	0%	0%
Long-term Cash	0%	0%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	9	9	34.0%	34.0%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	9	9	38.3%	38.3%
Short-term Incentive (Maximum)	5	5	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	7	7	39.5%	39.5%

Salary Range (Mean)				
Minimum	6	6	135.4	135.4
Midpoint	6	6	178.3	178.3
Maximum	6	6	221.2	221.2

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 Manufacturing Executive - Division 600.014.120

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600.014.120 Top Manufacturing Executive - Division

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Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	24	26	129.4	163.1	214.5	208.1	235.5	289.4
Base Salary - Org Wtd	24	26	129.4	156.9	208.3	204.6	232.6	299.9
Base Salary - Incentive Eligible	22	24	138.9	173.1	218.3	214.3	237.8	301.3
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	21	23	20.4	61.3	81.5	89.6	131.5	148.2
Short-term Incentive (Actual)	18	20	19.8	50.2	105.0	105.9	164.8	184.7
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	12	13	31.0	54.2	71.5	123.7	152.8	425.5

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	24	26	135.1	207.4	268.7	290.6	380.6	470.5
Total Cash Comp (Actual) - Org Wtd	24	26	133.5	206.8	258.1	282.9	367.8	474.0
Total Cash Comp (Actual) - Rcvrs	18	20	206.6	237.7	316.8	327.7	394.0	496.2
Total Cash Comp (Target)	21	23	167.7	245.6	299.0	306.6	359.9	467.2
Total Cash Comp (Target) - Rcvrs	21	23	167.7	245.6	299.0	306.6	359.9	467.2

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	24	26	135.1	207.4	341.8	352.4	453.0	537.1
Total Direct Comp (Actual) - Rcvrs	12	13	309.8	350.0	450.3	477.6	506.4	871.6

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	22	24	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	6%
Long-term Incentive	12	13	54%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	18	20	46.1%	46.7%
Short-term Incentive (Threshold)	5	5	--%	--%
Short-term Incentive (Target)	21	23	38.0%	39.7%
Short-term Incentive (Maximum)	11	12	71.2%	72.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	12	13	51.0%	48.7%

Salary Range (Mean)				
Minimum	10	11	136.7	139.8
Midpoint	10	11	180.2	183.1
Maximum	10	11	223.6	226.4

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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	7	7	--	--	204.7	214.4	--	--
Base Salary - Org Wtd	7	7	--	--	204.7	214.4	--	--
Base Salary - Incentive Eligible	7	7	--	--	204.7	214.4	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	7	7	--	--	63.2	80.6	--	--
Short-term Incentive (Actual)	7	7	--	--	71.8	69.2	--	--
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	7	7	--	--	271.9	283.6	--	--
Total Cash Comp (Actual) - Org Wtd	7	7	--	--	271.9	283.6	--	--
Total Cash Comp (Actual) - Rcvrs	7	7	--	--	271.9	283.6	--	--
Total Cash Comp (Target)	7	7	--	--	273.7	295.0	--	--
Total Cash Comp (Target) - Rcvrs	7	7	--	--	273.7	295.0	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	7	7	--	--	350.1	345.4	--	--
Total Direct Comp (Actual) - Rcvrs	6	6	--	--	--	--	--	--

*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	7	7	100%
Sales Incentive	0	--	--%
Profit Sharing	0	--	--%
Long-term Incentive	6	6	--%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	7	33.3%	33.3%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	7	7	36.4%	36.4%
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)	6	6	--%	--%

Salary Range (Mean)				
Minimum	7	7	156.3	156.3
Midpoint	7	7	200.9	200.9
Maximum	7	7	245.4	245.4

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Transportation Equipment

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	7	7	--	--	202.7	214.3	--	--
Base Salary - Org Wtd	7	7	--	--	202.7	214.3	--	--
Base Salary - Incentive Eligible	5	5	--	--	--	--	--	--
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

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

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	7	7	--	--	280.0	261.7	--	--
Total Cash Comp (Actual) - Org Wtd	7	7	--	--	280.0	261.7	--	--
Total Cash Comp (Actual) - Rcvrs	5	5	--	--	--	--	--	--
Total Cash Comp (Target)	7	7	--	--	263.6	254.2	--	--
Total Cash Comp (Target) - Rcvrs	4	4	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	7	7	--	--	280.0	268.3	--	--
Total Direct Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	5	5	71%
Sales Incentive	0	0	0%
Profit Sharing	0	0	--%
Long-term Incentive	4	4	57%

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)	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	--	--

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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	55	59	139.9	180.0	225.5	223.7	265.9	299.0	Short-term Incentive	52	55	93%
Base Salary - Org Wtd	55	59	145.1	180.0	225.5	225.6	277.0	301.4	Sales Incentive	0	0	0%
Base Salary - Incentive Eligible	53	56	157.1	185.2	227.5	229.4	274.3	300.8	Profit Sharing	7	9	24%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	33	36	64%
Incentives												
Short-term Incentive (Target)	43	46	34.5	52.1	89.4	93.3	119.9	176.1	Of Those LTI Eligible:		% Eligible	% Receiving
Short-term Incentive (Actual)	45	48	27.0	49.1	92.8	108.7	147.5	209.8	Stock/Share Options		31%	31%
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)		14%	16%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units		49%	53%
Profit Sharing (Actual)	6	8	--	--	--	--	--	--	Performance Shares/Share Units		46%	41%
Long-term Incentive (Black-Scholes)	29	32	20.9	37.9	119.2	145.4	242.4	345.0	Performance Cash Units		20%	0%
Total Cash Compensation									Long-term Cash		40%	38%
Total Cash Comp (Actual) - Inc Wtd	55	59	174.4	223.9	286.1	314.9	407.8	472.9	Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Org Wtd	55	59	177.4	223.9	286.1	316.7	407.8	478.5		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Rcvs	46	49	203.2	241.4	320.4	342.0	410.9	486.8	Short-term Incentive (Actual)	45	48	43.8%
Total Cash Comp (Target)	52	56	157.3	218.3	302.6	299.9	389.9	430.7	Short-term Incentive (Threshold)	10	10	20.4%
Total Cash Comp (Target) - Rcvs	43	46	183.5	244.2	332.4	324.5	405.2	432.8	Short-term Incentive (Target)	43	46	38.7%
Total Direct Compensation (Black-Scholes)									Short-term Incentive (Maximum)	31	33	70.0%
Total Direct Comp (Actual)	55	59	179.4	223.9	354.6	393.7	529.4	745.8	Sales Incentive (Actual)	0	0	--%
Total Direct Comp (Actual) - Rcvs	29	32	256.2	288.0	498.8	494.7	654.6	771.8	Sales Incentive (Target)	0	0	--%
*More than 25% of sample supplied by one organization									Profit Sharing (Actual)	6	8	--%
									Long-term Incentive (Black-Scholes)	29	32	57.1%
									Salary Range (Mean)			
									Minimum	34	36	173.4
									Midpoint	34	36	230.8
									Maximum	34	36	288.2
												290.5

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600.011.120 Top Manufacturing Executive - Subsidiary/Group

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	12	14	180.1	223.0	262.7	258.4	291.6	330.8
Base Salary - Org Wtd	12	14	172.1	221.0	264.3	259.7	308.3	331.7
Base Salary - Incentive Eligible	12	14	180.1	223.0	262.7	258.4	291.6	330.8
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	8	10	26.6	52.4	107.7	99.3	125.6	166.8
Short-term Incentive (Actual)	10	12	11.5	93.7	126.7	126.9	147.6	273.4
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*3	5	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	7	9	--	--	148.5	168.0	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	12	14	198.6	255.8	388.2	370.2	421.2	568.9
Total Cash Comp (Actual) - Org Wtd	12	14	198.0	234.7	381.0	366.7	440.6	601.7
Total Cash Comp (Actual) - Rcvrs	10	12	217.9	353.9	394.5	396.6	441.3	601.7
Total Cash Comp (Target)	11	13	198.5	237.0	345.2	330.3	383.0	464.8
Total Cash Comp (Target) - Rcvrs	8	10	190.8	301.8	363.6	351.7	400.6	471.6

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	12	14	198.6	279.4	525.8	478.2	595.0	761.8
Total Direct Comp (Actual) - Rcvrs	7	9	--	--	534.6	555.3	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	12	14	100%
Sales Incentive	0	0	0%
Profit Sharing	4	6	67%
Long-term Incentive	9	11	79%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	60%	67%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	10%	11%
Performance Shares/Share Units	70%	67%
Performance Cash Units	0%	0%
Long-term Cash	30%	22%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	10	12	45.2%	46.5%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	8	10	36.2%	37.9%
Short-term Incentive (Maximum)	5	7	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	3	5	--%	--%
Long-term Incentive (Black-Scholes)	7	9	65.9%	62.8%

Salary Range (Mean)				
Minimum	8	10	199.9	195.4
Midpoint	8	10	264.7	262.5
Maximum	8	10	329.5	329.6

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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	17	18	115.7	181.0	208.0	207.2	240.9	264.5
Base Salary - Org Wtd	17	18	123.2	190.7	210.0	212.8	243.0	269.0
Base Salary - Incentive Eligible	15	15	180.8	203.4	226.9	225.3	247.1	278.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	12	12	48.1	62.1	77.1	100.4	160.5	189.3
Short-term Incentive (Actual)	13	13	23.8	50.2	85.0	109.5	128.7	309.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	8	8	--	37.5	96.8	147.1	242.8	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	17	18	115.7	201.3	278.5	286.3	337.1	434.0
Total Cash Comp (Actual) - Org Wtd	17	18	123.2	221.3	286.1	296.5	353.7	457.4
Total Cash Comp (Actual) - Rcvrs	13	13	218.7	262.1	312.6	335.6	397.4	551.1
Total Cash Comp (Target)	15	16	113.7	213.3	281.3	284.5	387.9	430.7
Total Cash Comp (Target) - Rcvrs	12	12	250.4	278.4	308.2	333.3	421.4	431.7

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	17	18	115.7	201.3	333.2	351.6	454.6	663.0
Total Direct Comp (Actual) - Rcvrs	8	8	--	314.3	406.4	448.3	517.9	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	15	15	83%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	9	9	50%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	33%	38%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	67%	75%
Performance Shares/Share Units	33%	25%
Performance Cash Units	22%	0%
Long-term Cash	44%	50%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	13	13	47.2%	47.2%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	12	12	42.8%	42.8%
Short-term Incentive (Maximum)	9	9	70.8%	70.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	8	8	57.7%	57.7%

Salary Range (Mean)				
Minimum	8	8	160.2	160.2
Midpoint	8	8	216.5	216.5
Maximum	8	8	272.8	272.8

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 Manufacturing Executive - Subsidiary/Group 600.011.120

US MBD: Mercer Benchmark Database Executive

600.011.120 Top Manufacturing Executive - Subsidiary/Group

This is the top manufacturing position with responsibility for formulating policies, programs, and objectives affecting the schedule, quality, and cost of manufactured products. Directs and coordinates production according to quality and quantity specifications within cost objectives. Ensures all groups within the manufacturing area are properly staffed and coordinated to perform duties effectively. Promotes the development of favorable employee relations to further the organization's production of quality goods. Frequently reports to a Chief Executive Officer or Chief Operating 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.

Other Non-Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	10	10	148.7	162.0	232.6	223.3	281.4	289.2
Base Salary - Org Wtd	10	10	148.7	162.0	232.6	223.3	281.4	289.2
Base Salary - Incentive Eligible	10	10	148.7	162.0	232.6	223.3	281.4	289.2
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	8	8	--	51.5	104.5	91.2	121.8	--
Short-term Incentive (Actual)	9	9	--	57.0	90.4	103.1	145.1	--
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	10	183.1	229.3	321.2	325.9	430.6	498.7
Total Cash Comp (Actual) - Org Wtd	10	10	183.1	229.3	321.2	325.9	430.6	498.7
Total Cash Comp (Actual) - Rcvrs	10	10	183.1	229.3	321.2	325.9	430.6	498.7
Total Cash Comp (Target)	10	10	152.0	178.9	309.3	296.2	405.2	421.3
Total Cash Comp (Target) - Rcvrs	8	8	--	223.0	383.0	330.3	405.8	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	10	10	183.1	240.5	346.6	362.1	458.9	667.2
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	9	9	90%
Sales Incentive	0	0	0%
Profit Sharing	1	1	17%
Long-term Incentive	4	4	40%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	9	9	42.6%	42.6%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	8	8	36.4%	36.4%
Short-term Incentive (Maximum)	5	5	--%	--%
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	8	163.2	163.2
Midpoint	8	8	210.0	210.0
Maximum	8	8	256.8	256.8

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

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US MBD: Mercer Benchmark Database Executive

410.460.130 Top Market Research Executive

Responsible for determining the demand for products by managing all market research conducted by the organization. Projects market potential and market penetration opportunities. Provides senior management with findings to predict future market conditions and to implement effective marketing plans. Frequently reports to a Top Marketing Executive or Top Marketing and Sales Executive.

All Organizations

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	52	67	146.7	166.1	207.0	211.2	230.2	323.6
Base Salary - Org Wtd	52	67	153.7	168.6	210.1	212.6	233.9	315.2
Base Salary - Incentive Eligible	51	66	146.5	164.1	205.3	211.0	231.3	323.8
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	45	59	22.1	40.8	64.3	68.3	84.7	139.4
Short-term Incentive (Actual)	45	58	13.0	29.9	48.3	64.1	93.8	141.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	29	34	21.6	55.6	76.7	120.3	114.6	336.9

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	52	67	166.3	199.1	245.0	267.0	307.0	388.3
Total Cash Comp (Actual) - Org Wtd	52	67	180.7	206.8	260.5	275.9	318.8	418.5
Total Cash Comp (Actual) - Rcvrs	45	58	175.4	199.6	269.1	276.9	322.0	408.9
Total Cash Comp (Target)	48	63	177.9	203.3	254.5	276.2	310.8	409.7
Total Cash Comp (Target) - Rcvrs	45	59	176.8	203.3	264.0	276.7	310.8	400.1

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	52	67	171.6	208.1	275.4	328.0	390.7	492.6
Total Direct Comp (Actual) - Rcvrs	29	34	211.1	271.1	372.6	406.3	426.2	793.6

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	51	66	99%
Sales Incentive	0	0	0%
Profit Sharing	5	6	14%
Long-term Incentive	37	48	75%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	60%	44%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	60%	71%
Performance Shares/Share Units	21%	24%
Performance Cash Units	2%	0%
Long-term Cash	9%	9%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	45	58	32.7%	28.9%
Short-term Incentive (Threshold)	11	12	12.0%	11.9%
Short-term Incentive (Target)	45	59	34.7%	31.4%
Short-term Incentive (Maximum)	23	26	63.2%	60.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	29	34	55.5%	51.8%

Salary Range (Mean)				
Minimum	24	27	143.4	141.9
Midpoint	24	27	194.2	192.1
Maximum	24	27	244.9	242.3

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 Market Research Executive 410.460.130

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410.460.130 Top Market Research Executive

Responsible for determining the demand for products by managing all market research conducted by the organization. Projects market potential and market penetration opportunities. Provides senior management with findings to predict future market conditions and to implement effective marketing plans. Frequently reports to a Top Marketing Executive or Top Marketing and Sales Executive.

Consumer Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	11	11	154.4	182.4	215.0	224.0	237.0	324.7
Base Salary - Org Wtd	11	11	154.4	182.4	215.0	224.0	237.0	324.7
Base Salary - Incentive Eligible	11	11	154.4	182.4	215.0	224.0	237.0	324.7
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	10	10	32.7	59.8	80.9	95.9	149.0	178.7
Short-term Incentive (Actual)	11	11	17.5	33.3	82.7	83.1	111.5	178.8
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	7	7	--	55.9	95.9	153.2	121.1	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	11	11	188.8	229.0	288.6	308.3	330.4	502.4
Total Cash Comp (Actual) - Org Wtd	11	11	188.8	229.0	288.6	308.3	330.4	502.4
Total Cash Comp (Actual) - Rcvrs	11	11	188.8	229.0	288.6	308.3	330.4	502.4
Total Cash Comp (Target)	10	10	188.7	259.0	297.0	319.8	374.1	503.5
Total Cash Comp (Target) - Rcvrs	10	10	188.7	259.0	297.0	319.8	374.1	503.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	11	11	188.8	229.0	390.6	405.8	426.3	958.5
Total Direct Comp (Actual) - Rcvrs	7	7	--	348.6	390.7	482.3	426.3	--

*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	2	2	40%
Long-term Incentive	9	9	82%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	63%	71%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	50%	57%
Performance Shares/Share Units	25%	29%
Performance Cash Units	0%	0%
Long-term Cash	25%	14%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	11	11	35.3%	35.3%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	10	10	41.1%	41.1%
Short-term Incentive (Maximum)	5	5	76.7%	76.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	7	7	58.9%	58.9%

Salary Range (Mean)				
Minimum	7	7	157.8	157.8
Midpoint	7	7	223.2	223.2
Maximum	7	7	288.5	288.5

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

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Financial Services

Responsible for determining the demand for products by managing all market research conducted by the organization. Projects market potential and market penetration opportunities. Provides senior management with findings to predict future market conditions and to implement effective marketing plans. Frequently reports to a Top Marketing Executive or Top Marketing and Sales Executive.

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility			
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd
Base Salary												
Base Salary - Inc Wtd	5	5	--	--	186.4	191.5	--	--	Short-term Incentive	5	5	100%
Base Salary - Org Wtd	5	5	--	--	186.4	191.5	--	--	Sales Incentive	0	0	--%
Base Salary - Incentive Eligible	5	5	--	--	186.4	191.5	--	--	Profit Sharing	0	0	--%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	4	4	80%
Incentives												
Short-term Incentive (Target)	*3	3	--	--	--	--	--	--	Of Those LTI Eligible:			
Short-term Incentive (Actual)	5	5	--	--	48.7	65.1	--	--		% Eligible		% Receiving
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Stock/Share Options	--%		--%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	--%		--%
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	--%		--%
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--	Performance Shares/Share Units	--%		--%
									Performance Cash Units	--%		--%
									Long-term Cash	--%		--%
Total Cash Compensation												
Total Cash Comp (Actual) - Inc Wtd	5	5	--	--	220.2	256.6	--	--	Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Org Wtd	5	5	--	--	220.2	256.6	--	--		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Rcvrs	5	5	--	--	220.2	256.6	--	--	Short-term Incentive (Actual)	5	5	33.1%
Total Cash Comp (Target)	4	4	--	--	--	--	--	--	Short-term Incentive (Threshold)	0	0	--%
Total Cash Comp (Target) - Rcvrs	*3	3	--	--	--	--	--	--	Short-term Incentive (Target)	3	3	--%
Total Direct Compensation (Black-Scholes)												
Total Direct Comp (Actual)	5	5	--	--	285.5	342.9	--	--	Short-term Incentive (Maximum)	2	2	--%
Total Direct Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--	Sales Incentive (Actual)	0	0	--%
*More than 25% of sample supplied by one organization												
									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	0	0	--%
									Long-term Incentive (Black-Scholes)	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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Responsible for determining the demand for products by managing all market research conducted by the organization. Projects market potential and market penetration opportunities. Provides senior management with findings to predict future market conditions and to implement effective marketing plans. Frequently reports to a 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	*5	6	--	--	189.2	181.7	--	--
Base Salary - Org Wtd	*5	6	--	--	186.0	177.6	--	--
Base Salary - Incentive Eligible	*5	6	--	--	189.2	181.7	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*5	6	--	--	44.3	67.9	--	--
Short-term Incentive (Actual)	*5	6	--	--	79.8	89.0	--	--
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	6	--	--	282.0	270.7	--	--
Total Cash Comp (Actual) - Org Wtd	*5	6	--	--	282.0	268.4	--	--
Total Cash Comp (Actual) - Rcvrs	*5	6	--	--	282.0	270.7	--	--
Total Cash Comp (Target)	*5	6	--	--	242.7	249.5	--	--
Total Cash Comp (Target) - Rcvrs	*5	6	--	--	242.7	249.5	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*5	6	--	--	282.0	291.4	--	--
Total Direct Comp (Actual) - Rcvrs	*2	2	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Other Non-Manufacturing

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

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	5	6	48.6%	47.0%
Short-term Incentive (Threshold)	1	2	--%	--%
Short-term Incentive (Target)	5	6	40.5%	37.1%
Short-term Incentive (Maximum)	1	2	--%	--%
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	2	2	--	--
Midpoint	2	2	--	--
Maximum	2	2	--	--

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

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410.460.130 Top Market Research Executive

Retail & Wholesale

Responsible for determining the demand for products by managing all market research conducted by the organization. Projects market potential and market penetration opportunities. Provides senior management with findings to predict future market conditions and to implement effective marketing plans. Frequently reports to a 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	*10	13	144.9	177.1	223.8	215.4	244.5	305.8
Base Salary - Org Wtd	*10	13	140.3	177.3	230.1	222.2	253.0	320.2
Base Salary - Incentive Eligible	*10	13	144.9	177.1	223.8	215.4	244.5	305.8
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*10	13	37.4	56.1	70.6	75.6	94.0	127.2
Short-term Incentive (Actual)	*7	10	17.1	20.7	36.9	57.7	67.1	201.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*6	9	--	--	62.8	74.1	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*10	13	153.5	198.4	240.0	259.8	311.4	436.3
Total Cash Comp (Actual) - Org Wtd	*10	13	142.5	212.7	242.5	269.7	350.0	475.7
Total Cash Comp (Actual) - Rcvrs	*7	10	177.9	198.8	246.1	276.8	350.0	475.7
Total Cash Comp (Target)	*10	13	189.9	233.2	291.0	291.0	357.8	406.4
Total Cash Comp (Target) - Rcvrs	*10	13	189.9	233.2	291.0	291.0	357.8	406.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*10	13	156.7	235.0	297.0	311.1	369.8	532.2
Total Direct Comp (Actual) - Rcvrs	*6	9	--	--	337.4	339.0	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	10	13	100%
Sales Incentive	0	0	--%
Profit Sharing	1	1	20%
Long-term Incentive	7	10	83%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	78%	56%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	89%	78%
Performance Shares/Share Units	11%	11%
Performance Cash Units	0%	0%
Long-term Cash	0%	0%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	10	28.1%	24.8%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	10	13	36.3%	34.8%
Short-term Incentive (Maximum)	6	6	73.4%	73.4%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	6	9	34.9%	33.9%

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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US MBD: Mercer Benchmark Database 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	7	8	--	--	211.4	227.7	--	--
Base Salary - Org Wtd	7	8	--	--	195.3	213.1	--	--
Base Salary - Incentive Eligible	*6	7	--	--	195.3	227.7	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	5	5	--	--	--	--	--	--
Short-term Incentive (Actual)	*6	7	--	--	53.0	61.7	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	3	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	7	8	--	--	250.2	281.7	--	--
Total Cash Comp (Actual) - Org Wtd	7	8	--	--	227.5	260.1	--	--
Total Cash Comp (Actual) - Rcvrs	*6	7	--	--	272.8	289.4	--	--
Total Cash Comp (Target)	7	8	--	--	238.3	262.9	--	--
Total Cash Comp (Target) - Rcvrs	5	5	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	7	8	--	--	286.1	306.5	--	--
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	6	7	88%
Sales Incentive	0	0	--%
Profit Sharing	0	0	0%
Long-term Incentive	4	4	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	7	25.5%	26.2%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	5	5	--%	--%
Short-term Incentive (Maximum)	4	4	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	3	--%	--%

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

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

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Top Market Research Executive 410.460.130

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US MBD: Mercer Benchmark Database Executive

400.000.120 Top Marketing and Sales Executive - Corporate

All Organizations

This is the top marketing and sales position with responsibility for the direction and management of the marketing, sales, and promotion of the organization's products and services. Directs the efforts of marketing and advertising executives and works with them to develop business plans and strategies to attain corporate sales and profit objectives. Frequently reports to a Chief Executive Officer or Chief Operating Officer. Note: Do not match this position if employee is responsible for marketing only or for sales only - see either Top Marketing Executive or Top Sales Executive. Note: Reporting entity is Corporate. 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	109	114	196.9	234.7	295.0	329.2	401.3	500.0
Base Salary - Org Wtd	109	114	195.3	235.7	300.2	332.6	405.6	500.0
Base Salary - Incentive Eligible	98	102	194.5	238.8	306.5	336.6	411.0	517.5
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	78	80	58.0	84.9	144.2	190.9	240.0	406.8
Short-term Incentive (Actual)	83	86	36.1	62.0	119.7	180.8	232.0	439.4
Sales Incentive (Target)	*3	3	--	--	--	--	--	--
Sales Incentive (Actual)	6	6	--	--	58.5	262.5	--	--
Profit Sharing (Actual)	8	8	--	5.1	8.8	27.6	33.5	--
Long-term Incentive (Black-Scholes)	55	58	40.7	82.7	211.4	298.5	414.5	675.8

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	109	114	225.0	283.7	391.5	481.3	582.1	894.8
Total Cash Comp (Actual) - Org Wtd	109	114	221.3	282.5	396.0	488.7	588.4	894.8
Total Cash Comp (Actual) - Rcvrs	88	91	230.0	308.3	410.7	527.2	660.9	909.4
Total Cash Comp (Target)	98	101	211.7	294.7	394.0	487.0	618.0	831.7
Total Cash Comp (Target) - Rcvrs	81	83	254.9	333.3	465.0	533.8	651.8	946.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	109	114	234.4	304.8	440.6	633.2	786.1	1,304.0
Total Direct Comp (Actual) - Rcvrs	55	58	314.7	384.3	667.9	805.2	1,038.2	1,545.5

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	93	97	89%
Sales Incentive	6	6	8%
Profit Sharing	11	11	14%
Long-term Incentive	69	72	65%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	37%	34%
Share Appreciation Rights (SARs)	9%	9%
Restricted Shares/Share Units	65%	60%
Performance Shares/Share Units	35%	33%
Performance Cash Units	5%	3%
Long-term Cash	28%	21%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	83	86	48.4%	48.4%
Short-term Incentive (Threshold)	18	19	23.1%	22.6%
Short-term Incentive (Target)	78	80	50.6%	50.2%
Short-term Incentive (Maximum)	44	46	88.1%	86.6%
Sales Incentive (Actual)	6	6	54.1%	54.1%
Sales Incentive (Target)	3	3	--%	--%
Profit Sharing (Actual)	8	8	8.7%	8.7%
Long-term Incentive (Black-Scholes)	55	58	80.8%	78.5%

Salary Range (Mean)				
Minimum	53	55	216.8	214.0
Midpoint	53	55	301.1	298.3
Maximum	53	55	385.4	382.5

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 Marketing and Sales Executive - Corporate 400.000.120

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400.000.120 Top Marketing and Sales Executive - Corporate

Consumer Goods

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	8	9	--	243.8	405.0	379.5	490.9	--
Base Salary - Org Wtd	8	9	--	247.7	424.2	396.7	495.4	--
Base Salary - Incentive Eligible	7	7	--	263.1	443.4	418.7	500.0	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	7	7	--	118.4	210.0	233.1	303.8	--
Short-term Incentive (Actual)	7	7	--	74.0	205.8	213.3	372.9	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	8	9	--	264.1	555.7	545.4	811.1	--
Total Cash Comp (Actual) - Org Wtd	8	9	--	308.8	596.4	583.3	813.7	--
Total Cash Comp (Actual) - Rcvrs	7	7	--	400.7	637.0	632.0	816.3	--
Total Cash Comp (Target)	7	7	--	381.5	708.8	651.8	810.0	--
Total Cash Comp (Target) - Rcvrs	7	7	--	381.5	708.8	651.8	810.0	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	8	9	--	301.7	555.7	725.9	1,187.6	--
Total Direct Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	7	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	17%
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)	7	7	49.5%	49.5%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	7	7	53.6%	53.6%
Short-term Incentive (Maximum)	5	5	109.0%	109.0%
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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400.000.120 Top Marketing and Sales 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	18	19	206.9	245.0	343.2	368.6	420.0	600.0
Base Salary - Org Wtd	18	19	205.7	243.8	348.1	374.4	440.0	615.3
Base Salary - Incentive Eligible	17	18	205.7	252.5	348.1	376.1	440.0	615.3
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	12	13	48.9	99.0	151.0	203.6	221.2	580.0
Short-term Incentive (Actual)	15	16	34.2	106.0	207.8	245.5	374.8	530.3
Sales Incentive (Target)	1	1	--	--	--	--	--	--
Sales Incentive (Actual)	*3	3	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	6	6	--	--	231.6	265.0	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	18	19	233.8	338.7	561.3	603.7	770.0	1,130.4
Total Cash Comp (Actual) - Org Wtd	18	19	233.3	329.3	611.1	616.5	801.2	1,160.1
Total Cash Comp (Actual) - Rcvrs	16	17	286.7	373.6	660.9	646.9	832.4	1,189.9
Total Cash Comp (Target)	17	18	231.1	309.8	452.6	533.4	619.5	1,200.5
Total Cash Comp (Target) - Rcvrs	13	14	269.1	351.8	494.2	601.8	749.7	1,202.3

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	18	19	233.8	338.7	608.0	687.4	967.8	1,427.8
Total Direct Comp (Actual) - Rcvrs	6	6	--	--	1,000.6	1,056.5	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	16	17	89%
Sales Incentive	3	3	23%
Profit Sharing	1	1	9%
Long-term Incentive	11	11	61%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	10%	0%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	20%	17%
Performance Shares/Share Units	30%	17%
Performance Cash Units	20%	17%
Long-term Cash	70%	50%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	15	16	65.2%	63.7%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	12	13	51.6%	50.7%
Short-term Incentive (Maximum)	8	9	80.8%	78.4%
Sales Incentive (Actual)	3	3	--%	--%
Sales Incentive (Target)	1	1	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	6	6	61.3%	61.3%

Salary Range (Mean)				
Minimum	10	11	222.6	214.6
Midpoint	10	11	316.2	309.3
Maximum	10	11	409.9	404.0

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 Marketing and Sales Executive - Corporate 400.000.120

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400.000.120 Top Marketing and Sales Executive - Corporate

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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	23	23	223.1	265.3	325.0	362.2	414.0	589.6
Base Salary - Org Wtd	23	23	223.1	265.3	325.0	362.2	414.0	589.6
Base Salary - Incentive Eligible	21	21	220.8	275.2	325.0	366.9	430.3	602.8
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	20	20	71.5	114.2	187.0	234.4	328.5	520.7
Short-term Incentive (Actual)	17	17	50.3	84.7	120.7	215.6	319.3	580.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*3	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	14	14	46.5	80.0	279.8	376.5	598.8	1,042.0

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	23	23	249.7	291.7	422.1	523.9	622.2	1,064.9
Total Cash Comp (Actual) - Org Wtd	23	23	249.7	291.7	422.1	523.9	622.2	1,064.9
Total Cash Comp (Actual) - Rcvs	17	17	286.9	398.5	473.5	585.0	793.9	1,177.9
Total Cash Comp (Target)	22	22	285.9	365.4	487.4	578.8	721.6	1,111.2
Total Cash Comp (Target) - Rcvs	20	20	292.9	384.7	555.4	605.4	731.7	1,130.1

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	23	23	266.7	375.0	607.7	753.1	1,170.5	1,387.0
Total Direct Comp (Actual) - Rcvs	14	14	300.8	371.1	773.9	852.2	1,245.1	1,776.7

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	21	21	91%
Sales Incentive	0	0	0%
Profit Sharing	5	5	28%
Long-term Incentive	16	16	70%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	47%	50%
Share Appreciation Rights (SARs)	7%	7%
Restricted Shares/Share Units	73%	57%
Performance Shares/Share Units	53%	50%
Performance Cash Units	0%	0%
Long-term Cash	20%	21%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	17	17	54.7%	54.7%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	20	20	58.6%	58.6%
Short-term Incentive (Maximum)	12	12	101.5%	101.5%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	3	3	--%	--%
Long-term Incentive (Black-Scholes)	14	14	98.7%	98.7%

Salary Range (Mean)				
Minimum	15	15	244.4	244.4
Midpoint	15	15	329.8	329.8
Maximum	15	15	415.2	415.2

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

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Other Non-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	--	--	246.9	262.6	--	--	Short-term Incentive	5	5	100%	
Base Salary - Org Wtd	5	5	--	--	246.9	262.6	--	--	Sales Incentive	0	0	--%	
Base Salary - Incentive Eligible	5	5	--	--	246.9	262.6	--	--	Profit Sharing	0	0	0%	
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	4	4	80%	
Incentives									Of Those LTI Eligible:				
Short-term Incentive (Target)	5	5	--	--	86.4	114.3	--	--		% Eligible		% Receiving	
Short-term Incentive (Actual)	5	5	--	--	81.6	110.1	--	--	Stock/Share Options	--%		--%	
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	--%		--%	
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	--%		--%	
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	--%		--%	
Long-term Incentive (Black-Scholes)	*3	3	--	--	--	--	--	--	Performance Cash Units	--%		--%	
									Long-term Cash		--%		
Total Cash Compensation									Incentives (Mean as % of Base)				
Total Cash Comp (Actual) - Inc Wtd	5	5	--	--	328.5	372.7	--	--		Num Orgs	Num Obs	Org Wtd	Inc Wtd
Total Cash Comp (Actual) - Org Wtd	5	5	--	--	328.5	372.7	--	--	Short-term Incentive (Actual)	5	5	39.6%	39.6%
Total Cash Comp (Actual) - Rcvrs	5	5	--	--	328.5	372.7	--	--	Short-term Incentive (Threshold)	4	4	--%	--%
Total Cash Comp (Target)	5	5	--	--	333.3	376.8	--	--	Short-term Incentive (Target)	5	5	42.0%	42.0%
Total Cash Comp (Target) - Rcvrs	5	5	--	--	333.3	376.8	--	--	Short-term Incentive (Maximum)	5	5	74.6%	74.6%
									Sales Incentive (Actual)	0	0	--%	--%
									Sales Incentive (Target)	0	0	--%	--%
									Profit Sharing (Actual)	0	0	--%	--%
									Long-term Incentive (Black-Scholes)	3	3	--%	--%
Total Direct Compensation (Black-Scholes)									Salary Range (Mean)				
Total Direct Comp (Actual)	5	5	--	--	408.8	472.0	--	--	Minimum	3	3	--	--
Total Direct Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--	Midpoint	3	3	--	--
									Maximum	3	3	--	--
*More than 25% of sample supplied by one organization													

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400.000.120 Top Marketing and Sales Executive - Corporate

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Other Non-Manufacturing

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	13	14	167.0	198.5	243.1	332.5	398.9	759.3
Base Salary - Org Wtd	13	14	164.8	197.1	247.0	340.0	415.5	761.2
Base Salary - Incentive Eligible	12	13	164.8	212.6	247.0	342.7	415.5	761.2
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	9	10	17.6	55.2	93.2	183.9	239.9	708.7
Short-term Incentive (Actual)	11	12	12.9	40.5	67.1	182.9	148.8	838.4
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*5	6	--	--	73.6	310.6	--	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	13	14	179.3	235.5	332.2	564.9	603.2	1,786.7
Total Cash Comp (Actual) - Org Wtd	13	14	175.2	229.8	352.5	585.2	705.5	1,794.0
Total Cash Comp (Actual) - Rcvrs	12	13	182.5	267.6	352.5	593.0	705.5	1,794.0
Total Cash Comp (Target)	11	12	178.4	203.4	309.9	451.0	512.5	1,285.6
Total Cash Comp (Target) - Rcvrs	9	10	175.8	278.8	361.4	501.7	584.6	1,428.5

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	13	14	179.3	258.7	403.9	698.0	603.2	2,567.8
Total Direct Comp (Actual) - Rcvrs	*5	6	--	--	403.9	855.5	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	11	12	92%
Sales Incentive	1	1	11%
Profit Sharing	1	1	14%
Long-term Incentive	7	8	62%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	11	12	44.6%	43.2%
Short-term Incentive (Threshold)	3	4	--%	--%
Short-term Incentive (Target)	9	10	47.9%	46.1%
Short-term Incentive (Maximum)	4	5	--%	--%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	5	6	59.8%	57.1%

Salary Range (Mean)

Minimum	6	7	160.2	157.8
Midpoint	6	7	213.2	212.1
Maximum	6	7	266.3	266.3

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 Marketing and Sales Executive - Corporate 400.000.120

2014

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400.000.120 Top Marketing and Sales 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	10	10	165.5	233.4	315.0	328.3	452.6	496.0
Base Salary - Org Wtd	10	10	165.5	233.4	315.0	328.3	452.6	496.0
Base Salary - Incentive Eligible	9	9	--	221.8	270.0	324.8	455.2	--
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	8	8	--	75.1	171.1	201.0	351.2	--
Short-term Incentive (Actual)	8	8	--	34.1	88.2	170.5	333.8	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	9	9	--	88.8	257.4	290.4	528.5	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	10	10	195.3	278.6	378.0	464.7	643.9	983.5
Total Cash Comp (Actual) - Org Wtd	10	10	195.3	278.6	378.0	464.7	643.9	983.5
Total Cash Comp (Actual) - Rcvs	8	8	--	257.0	348.3	479.7	771.5	--
Total Cash Comp (Target)	9	9	--	340.3	387.6	525.5	814.3	--
Total Cash Comp (Target) - Rcvs	8	8	--	338.9	489.8	546.2	821.5	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	10	10	210.8	329.4	666.9	726.1	1,089.1	1,583.8
Total Direct Comp (Actual) - Rcvs	9	9	--	362.2	716.3	774.6	1,171.2	--

*More than 25% of sample supplied by one organization

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

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	22%	22%
Share Appreciation Rights (SARs)	33%	33%
Restricted Shares/Share Units	67%	56%
Performance Shares/Share Units	22%	22%
Performance Cash Units	0%	0%
Long-term Cash	11%	11%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	8	8	44.6%	44.6%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	8	8	52.5%	52.5%
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)	9	9	75.6%	75.6%

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	14	15	150.6	221.3	306.0	292.0	350.0	451.1
Base Salary - Org Wtd	14	15	141.8	218.5	297.5	288.9	347.6	455.9
Base Salary - Incentive Eligible	11	12	124.1	237.6	313.0	303.4	350.0	465.6
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	7	7	--	57.8	108.0	119.7	190.7	--
Short-term Incentive (Actual)	8	8	--	51.5	82.3	92.7	107.7	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*4	5	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	14	15	167.6	221.3	332.1	342.2	395.4	561.1
Total Cash Comp (Actual) - Org Wtd	14	15	158.0	218.5	333.2	342.7	431.6	565.7
Total Cash Comp (Actual) - Rcvrs	9	9	--	269.0	369.2	379.8	541.3	--
Total Cash Comp (Target)	11	11	117.8	210.0	346.8	365.5	537.5	598.0
Total Cash Comp (Target) - Rcvrs	7	7	--	326.8	362.5	417.9	539.8	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	14	15	167.6	221.3	373.7	402.7	540.0	811.9
Total Direct Comp (Actual) - Rcvrs	*4	5	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	10	11	79%
Sales Incentive	0	0	0%
Profit Sharing	1	1	10%
Long-term Incentive	6	7	50%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	8	8	29.4%	29.4%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	7	7	38.1%	38.1%
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)	4	5	--%	--%

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

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Top Marketing and Sales Executive - Corporate 400.000.120

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400.014.120 Top Marketing and Sales Executive - Division

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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	59	60	150.5	180.0	220.7	231.6	274.8	334.5
Base Salary - Org Wtd	59	60	150.0	180.0	225.0	232.7	275.4	337.0
Base Salary - Incentive Eligible	55	56	158.5	180.7	228.3	236.6	286.4	337.6
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	40	40	37.6	52.7	78.5	89.1	118.3	162.5
Short-term Incentive (Actual)	37	37	30.0	49.3	81.1	94.6	149.2	168.8
Sales Incentive (Target)	8	9	--	75.8	133.3	112.6	142.9	--
Sales Incentive (Actual)	9	10	16.6	52.1	111.1	108.7	173.1	193.7
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	30	31	28.5	40.9	68.5	92.9	110.1	198.7

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	59	60	180.7	233.7	292.5	308.3	366.5	487.7
Total Cash Comp (Actual) - Org Wtd	59	60	180.0	231.3	292.3	307.5	370.2	495.2
Total Cash Comp (Actual) - Rcvs	46	47	209.8	256.2	304.3	331.2	377.6	510.2
Total Cash Comp (Target)	54	55	197.8	250.8	300.8	320.1	390.0	483.6
Total Cash Comp (Target) - Rcvs	48	49	204.0	256.4	321.4	333.5	393.9	491.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	59	60	187.6	254.8	323.3	356.3	449.0	586.2
Total Direct Comp (Actual) - Rcvs	30	31	266.9	319.7	400.4	435.8	537.3	650.7

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	47	47	82%
Sales Incentive	9	10	23%
Profit Sharing	8	8	21%
Long-term Incentive	30	31	58%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	32%	26%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	55%	48%
Performance Shares/Share Units	48%	42%
Performance Cash Units	3%	0%
Long-term Cash	26%	26%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	37	37	38.7%	38.7%
Short-term Incentive (Threshold)	14	14	16.4%	16.4%
Short-term Incentive (Target)	40	40	34.6%	34.6%
Short-term Incentive (Maximum)	31	31	65.1%	65.1%
Sales Incentive (Actual)	9	10	60.7%	65.9%
Sales Incentive (Target)	8	9	54.7%	57.4%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	30	31	38.1%	37.7%

Salary Range (Mean)				
Minimum	23	23	166.1	166.1
Midpoint	23	23	230.6	230.6
Maximum	23	23	295.1	295.1

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 Marketing and Sales Executive - Division 400.014.120

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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	9	9	--	187.8	250.0	257.2	300.4	--
Base Salary - Org Wtd	9	9	--	187.8	250.0	257.2	300.4	--
Base Salary - Incentive Eligible	9	9	--	187.8	250.0	257.2	300.4	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	8	8	--	41.1	65.6	77.3	106.4	--
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)	4	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	9	9	--	212.5	277.8	300.3	356.2	--
Total Cash Comp (Actual) - Org Wtd	9	9	--	212.5	277.8	300.3	356.2	--
Total Cash Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--
Total Cash Comp (Target)	8	8	--	218.8	303.4	332.2	397.5	--
Total Cash Comp (Target) - Rcvrs	8	8	--	218.8	303.4	332.2	397.5	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	9	9	--	212.5	287.5	337.0	407.5	--
Total Direct Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	9	9	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	--%
Long-term Incentive	4	4	50%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	4	4	--%	--%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	8	8	30.7%	30.7%
Short-term Incentive (Maximum)	6	6	56.3%	56.3%
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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All Participants Analysis (Dollar 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	141.1	169.3	209.6	249.7	327.8	418.0
Base Salary - Org Wtd	12	12	141.1	169.3	209.6	249.7	327.8	418.0
Base Salary - Incentive Eligible	10	10	166.7	193.9	252.9	271.0	349.9	426.3
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--
Incentives								
Short-term Incentive (Target)	8	8	--	59.1	104.4	120.3	192.5	--
Short-term Incentive (Actual)	6	6	--	--	106.9	113.4	--	--
Sales Incentive (Target)	2	2	--	--	--	--	--	--
Sales Incentive (Actual)	*2	2	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	7	7	--	40.0	68.5	103.6	108.4	--
Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	12	12	141.1	213.6	302.0	312.3	366.6	598.9
Total Cash Comp (Actual) - Org Wtd	12	12	141.1	213.6	302.0	312.3	366.6	598.9
Total Cash Comp (Actual) - Rcvrs	8	8	--	226.6	304.2	353.1	501.7	--
Total Cash Comp (Target)	10	10	201.9	252.1	362.3	385.1	542.4	636.4
Total Cash Comp (Target) - Rcvrs	10	10	201.9	252.1	362.3	385.1	542.4	636.4
Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	12	12	141.1	243.6	336.3	372.8	520.2	662.5
Total Direct Comp (Actual) - Rcvrs	7	7	--	262.7	445.4	443.2	655.4	--

*More than 25% of sample supplied by one organization

Other Durable Goods

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	8	8	80%
Sales Incentive	2	2	25%
Profit Sharing	0	0	0%
Long-term Incentive	7	7	70%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	6	6	41.6%	41.6%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	8	8	40.8%	40.8%
Short-term Incentive (Maximum)	7	7	73.9%	73.9%
Sales Incentive (Actual)	2	2	--%	--%
Sales Incentive (Target)	2	2	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	7	7	39.7%	39.7%

Salary Range (Mean)				
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	9	9	--	162.5	190.0	183.5	203.5	--
Base Salary - Org Wtd	9	9	--	162.5	190.0	183.5	203.5	--
Base Salary - Incentive Eligible	8	8	--	158.8	188.9	182.1	204.3	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

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

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	9	9	--	200.4	231.3	254.3	308.0	--
Total Cash Comp (Actual) - Org Wtd	9	9	--	200.4	231.3	254.3	308.0	--
Total Cash Comp (Actual) - Rcvrs	7	7	--	--	256.2	266.1	--	--
Total Cash Comp (Target)	7	7	--	--	256.3	259.3	--	--
Total Cash Comp (Target) - Rcvrs	7	7	--	--	256.3	259.3	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	9	9	--	200.4	319.3	295.1	381.8	--
Total Direct Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	7	88%
Sales Incentive	3	3	--%
Profit Sharing	3	3	50%
Long-term Incentive	4	4	67%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	5	5	--%	--%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	5	5	--%	--%
Short-term Incentive (Maximum)	4	4	--%	--%
Sales Incentive (Actual)	3	3	--%	--%
Sales Incentive (Target)	2	2	--%	--%
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 Marketing and Sales Executive - Division 400.014.120

2014

US MBD: Mercer Benchmark Database Executive

400.011.120 Top Marketing and Sales Executive - Subsidiary/Group

All Organizations

This is the top marketing and sales position with responsibility for the direction and management of the marketing, sales, and promotion of the organization's products and services. Directs the efforts of marketing and advertising executives and works with them to develop business plans and strategies to attain corporate sales and profit objectives. Frequently reports to a Chief Executive Officer or Chief Operating Officer. Note: Do not match this position if employee is responsible for marketing only or for sales only - see either Top Marketing Executive or Top Sales 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	69	72	175.6	203.2	241.7	269.4	323.8	400.0
Base Salary - Org Wtd	69	72	174.1	203.8	240.0	270.1	325.8	400.0
Base Salary - Incentive Eligible	67	70	180.0	204.4	243.9	271.7	325.4	400.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	51	54	49.1	60.2	82.4	119.7	142.0	231.3
Short-term Incentive (Actual)	48	51	33.2	48.0	101.5	150.0	199.0	292.8
Sales Incentive (Target)	*2	2	--	--	--	--	--	--
Sales Incentive (Actual)	*2	2	--	--	--	--	--	--
Profit Sharing (Actual)	7	7	--	--	8.2	30.7	--	--
Long-term Incentive (Black-Scholes)	30	31	28.1	50.2	82.8	194.6	240.1	509.6

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	69	72	191.4	232.3	318.4	382.7	468.2	648.3
Total Cash Comp (Actual) - Org Wtd	69	72	187.5	229.6	318.2	384.9	475.7	651.0
Total Cash Comp (Actual) - Rcvrs	52	55	216.4	266.2	351.4	427.4	571.5	685.6
Total Cash Comp (Target)	63	66	214.4	268.0	327.3	369.6	417.0	619.5
Total Cash Comp (Target) - Rcvrs	53	56	244.1	279.0	333.6	387.6	459.7	629.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	69	72	201.8	253.7	349.9	466.5	523.4	821.5
Total Direct Comp (Actual) - Rcvrs	30	31	294.6	330.9	444.0	637.2	758.0	1,155.8

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	63	66	92%
Sales Incentive	3	3	7%
Profit Sharing	9	10	20%
Long-term Incentive	36	37	60%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	19%	16%
Share Appreciation Rights (SARs)	6%	6%
Restricted Shares/Share Units	36%	39%
Performance Shares/Share Units	42%	45%
Performance Cash Units	6%	3%
Long-term Cash	19%	19%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	48	51	48.9%	48.0%
Short-term Incentive (Threshold)	15	17	16.8%	16.0%
Short-term Incentive (Target)	51	54	41.7%	40.9%
Short-term Incentive (Maximum)	38	40	74.5%	72.7%
Sales Incentive (Actual)	2	2	--%	--%
Sales Incentive (Target)	2	2	--%	--%
Profit Sharing (Actual)	7	7	10.7%	10.7%
Long-term Incentive (Black-Scholes)	30	31	57.1%	55.9%

Salary Range (Mean)				
Minimum	35	36	194.9	195.5
Midpoint	35	36	260.3	261.4
Maximum	35	36	325.7	327.2

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 Marketing and Sales Executive - Subsidiary/Group 400.011.120

2014

US MBD: Mercer Benchmark Database Executive

400.011.120 Top Marketing and Sales Executive - Subsidiary/Group

Consumer Goods

This is the top marketing and sales position with responsibility for the direction and management of the marketing, sales, and promotion of the organization's products and services. Directs the efforts of marketing and advertising executives and works with them to develop business plans and strategies to attain corporate sales and profit objectives. Frequently reports to a Chief Executive Officer or Chief Operating Officer. Note: Do not match this position if employee is responsible for marketing only or for sales only - see either Top Marketing Executive or Top Sales 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	8	9	--	278.9	320.0	339.3	364.8	--
Base Salary - Org Wtd	8	9	--	276.2	324.4	346.0	382.4	--
Base Salary - Incentive Eligible	8	9	--	278.9	320.0	339.3	364.8	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	*6	7	--	--	103.3	183.1	--	--
Short-term Incentive (Actual)	7	8	--	49.2	130.7	180.9	197.2	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*3	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*5	6	--	--	72.3	338.0	--	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	8	9	--	334.0	480.0	520.0	560.1	--
Total Cash Comp (Actual) - Org Wtd	8	9	--	353.7	485.4	545.2	579.6	--
Total Cash Comp (Actual) - Rcvrs	8	9	--	334.0	480.0	520.0	560.1	--
Total Cash Comp (Target)	8	9	--	331.2	336.5	481.7	540.2	--
Total Cash Comp (Target) - Rcvrs	*6	7	--	--	368.8	526.6	--	--

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	8	9	--	370.0	511.7	745.4	592.2	--
Total Direct Comp (Actual) - Rcvrs	*5	6	--	--	504.2	869.6	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	8	89%
Sales Incentive	0	0	0%
Profit Sharing	3	3	38%
Long-term Incentive	6	7	78%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	29%	17%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	29%	33%
Performance Shares/Share Units	29%	33%
Performance Cash Units	14%	17%
Long-term Cash	14%	17%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	8	50.6%	45.7%
Short-term Incentive (Threshold)	2	3	--%	--%
Short-term Incentive (Target)	6	7	49.6%	45.0%
Short-term Incentive (Maximum)	4	5	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	3	3	--%	--%
Long-term Incentive (Black-Scholes)	5	6	79.2%	68.9%

Salary Range (Mean)				
Minimum	5	6	271.8	262.7
Midpoint	5	6	351.1	342.4
Maximum	5	6	430.4	422.0

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 Marketing and Sales Executive - Subsidiary/Group 400.011.120

2014

US MBD: Mercer Benchmark Database Executive

400.011.120 Top Marketing and Sales Executive - Subsidiary/Group

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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	18	18	152.9	184.2	201.8	210.8	216.9	329.2	17	17	94%	
Base Salary - Org Wtd	18	18	152.9	184.2	201.8	210.8	216.9	329.2	1	1	10%	
Base Salary - Incentive Eligible	17	17	150.9	188.4	205.0	213.9	221.7	331.9	1	1	9%	
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	8	8	50%	
Incentives												
Short-term Incentive (Target)	14	14	40.1	54.2	68.5	80.5	80.8	184.7	Of Those LTI Eligible: Stock/Share Options 0% 0% Share Appreciation Rights (SARs) 0% 0% Restricted Shares/Share Units 50% 50% Performance Shares/Share Units 63% 67% Performance Cash Units 0% 0% Long-term Cash 13% 17%			
Short-term Incentive (Actual)	9	9	--	39.9	48.0	91.1	146.8	--				
Sales Incentive (Target)	0	0	--	--	--	--	--	--				
Sales Incentive (Actual)	0	0	--	--	--	--	--	--				
Profit Sharing (Actual)	0	0	--	--	--	--	--	--				
Long-term Incentive (Black-Scholes)	6	6	--	--	70.4	117.4	--	--				
Total Cash Compensation												
Total Cash Comp (Actual) - Inc Wtd	18	18	157.1	197.2	221.2	256.3	254.5	583.6	Incentives (Mean as % of Base) Short-term Incentive (Actual) 9 9 36.1% 36.1% Short-term Incentive (Threshold) 4 4 --% --% Short-term Incentive (Target) 14 14 35.8% 35.8% Short-term Incentive (Maximum) 10 10 69.3% 69.3% Sales Incentive (Actual) 0 0 --% --% Sales Incentive (Target) 0 0 --% --% Profit Sharing (Actual) 0 0 --% --% Long-term Incentive (Black-Scholes) 6 6 45.5% 45.5%			
Total Cash Comp (Actual) - Org Wtd	18	18	157.1	197.2	221.2	256.3	254.5	583.6				
Total Cash Comp (Actual) - Rcvs	9	9	--	221.2	249.6	313.3	418.8	--				
Total Cash Comp (Target)	15	15	164.2	235.1	259.5	284.7	296.8	518.8				
Total Cash Comp (Target) - Rcvs	14	14	185.0	241.6	262.8	293.8	307.1	524.8				
Total Direct Compensation (Black-Scholes)												
Total Direct Comp (Actual)	18	18	157.1	197.2	221.2	295.5	318.1	675.4	Salary Range (Mean) Minimum 9 9 154.0 154.0 Midpoint 9 9 207.3 207.3 Maximum 9 9 260.6 260.6			
Total Direct Comp (Actual) - Rcvs	6	6	--	--	427.5	481.9	--	--				
*More than 25% of sample supplied by one organization												

*More than 25% of sample supplied by one organization

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Top Marketing and Sales Executive - Subsidiary/Group 400.011.120

2014

US MBD: Mercer Benchmark Database Executive

400.011.120 Top Marketing and Sales Executive - Subsidiary/Group

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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	10	174.5	199.1	253.4	261.9	293.5	442.7
Base Salary - Org Wtd	9	10	--	196.6	241.8	265.0	312.0	--
Base Salary - Incentive Eligible	9	10	174.5	199.1	253.4	261.9	293.5	442.7
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--
Incentives								
Short-term Incentive (Target)	8	9	--	69.4	80.8	133.5	170.0	--
Short-term Incentive (Actual)	7	8	--	21.8	109.7	138.5	165.9	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	5	5	--	--	107.5	216.9	--	--
Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	9	10	176.2	215.0	362.8	372.7	429.6	809.4
Total Cash Comp (Actual) - Org Wtd	9	10	--	212.4	362.8	373.8	437.4	--
Total Cash Comp (Actual) - Rcvs	7	8	--	238.9	362.8	387.6	410.6	--
Total Cash Comp (Target)	9	10	180.2	270.9	322.8	382.1	447.2	824.6
Total Cash Comp (Target) - Rcvs	8	9	--	280.7	331.3	405.3	482.0	--
Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	9	10	176.2	226.7	362.8	481.1	641.2	1,151.6
Total Direct Comp (Actual) - Rcvs	5	5	--	--	524.6	680.6	--	--

*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	9	10	100%	
Sales Incentive	0	0	--%	
Profit Sharing	0	0	0%	
Long-term Incentive	5	5	63%	
Of Those LTI Eligible:	% Eligible		% Receiving	
Stock/Share Options	20%		20%	
Share Appreciation Rights (SARs)	40%		40%	
Restricted Shares/Share Units	80%		80%	
Performance Shares/Share Units	40%		40%	
Performance Cash Units	0%		0%	
Long-term Cash	0%		0%	
Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	8	48.8%	50.0%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	8	9	44.9%	44.4%
Short-term Incentive (Maximum)	5	5	106.3%	106.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	5	5	60.0%	60.0%
Salary Range (Mean)				
Minimum	4	4	--	--
Midpoint	4	4	--	--
Maximum	4	4	--	--

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Top Marketing and Sales Executive - Subsidiary/Group 400.011.120

2014

US MBD: Mercer Benchmark Database Executive

400.011.120 Top Marketing and Sales 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	8	9	--	234.6	241.6	273.3	333.7	--
Base Salary - Org Wtd	8	9	--	235.7	243.0	277.7	348.1	--
Base Salary - Incentive Eligible	8	9	--	234.6	241.6	273.3	333.7	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*6	7	--	--	84.0	92.4	--	--
Short-term Incentive (Actual)	*6	7	--	--	90.4	191.4	--	--
Sales Incentive (Target)	1	1	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	8	9	--	304.6	332.1	447.7	475.1	--
Total Cash Comp (Actual) - Org Wtd	8	9	--	308.3	329.9	463.9	523.3	--
Total Cash Comp (Actual) - Rcvrs	7	8	--	308.2	335.9	465.5	523.3	--
Total Cash Comp (Target)	8	9	--	301.0	324.1	367.8	428.8	--
Total Cash Comp (Target) - Rcvrs	7	8	--	295.5	321.9	363.8	433.0	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	8	9	--	305.0	378.7	530.4	483.2	--
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	7	8	89%
Sales Incentive	1	1	14%
Profit Sharing	3	4	50%
Long-term Incentive	4	4	57%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	6	7	68.1%	63.2%
Short-term Incentive (Threshold)	2	3	--%	--%
Short-term Incentive (Target)	6	7	41.3%	38.3%
Short-term Incentive (Maximum)	5	6	71.1%	66.0%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	1	1	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	4	4	--%	--%

Salary Range (Mean)				
Minimum	5	5	182.3	182.3
Midpoint	5	5	259.2	259.2
Maximum	5	5	336.1	336.1

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 Marketing and Sales Executive - Subsidiary/Group 400.011.120

2014

US MBD: Mercer Benchmark Database Executive

400.011.120 Top Marketing and Sales Executive - Subsidiary/Group

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Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility				
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd	
Base Salary													
Base Salary - Inc Wtd	6	6	--	--	259.9	279.5	--	--	Short-term Incentive	5	5	83%	
Base Salary - Org Wtd	6	6	--	--	259.9	279.5	--	--	Sales Incentive	0	--	--%	
Base Salary - Incentive Eligible	5	5	--	--	280.0	291.4	--	--	Profit Sharing	0	0	--%	
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	2	2	--%	
Incentives													
Short-term Incentive (Target)	4	4	--	--	--	--	--	--	Of Those LTI Eligible:				
Short-term Incentive (Actual)	*3	3	--	--	--	--	--	--	Stock/Share Options	% Eligible		% Receiving	
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	--%		--%	
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	--%		--%	
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	--%		--%	
Long-term Incentive (Black-Scholes)	*1	1	--	--	--	--	--	--	Performance Cash Units	--%		--%	
Total Cash Compensation													
Total Cash Comp (Actual) - Inc Wtd	6	6	--	--	292.1	338.2	--	--	Long-term Cash	--%		--%	
Total Cash Comp (Actual) - Org Wtd	6	6	--	--	292.1	338.2	--	--	Incentives (Mean as % of Base)				
Total Cash Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--	Num Orgs	Num Obs	Org Wtd	Inc Wtd	
Total Cash Comp (Target)	5	5	--	--	335.6	373.0	--	--	Short-term Incentive (Actual)	3	3	--%	--%
Total Cash Comp (Target) - Rcvrs	4	4	--	--	--	--	--	--	Short-term Incentive (Threshold)	2	2	--%	--%
Total Direct Compensation (Black-Scholes)													
Total Direct Comp (Actual)	6	6	--	--	316.2	348.8	--	--	Short-term Incentive (Target)	4	4	--%	--%
Total Direct Comp (Actual) - Rcvrs	*1	1	--	--	--	--	--	--	Short-term Incentive (Maximum)	3	3	--%	--%
*More than 25% of sample supplied by one organization													
Salary Range (Mean)													
										4	4	--	--
										4	4	--	--
										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 Marketing and Sales Executive - Subsidiary/Group 400.011.120

2014

US MBD: Mercer Benchmark Database Executive

410.000.120 Top Marketing Executive - Corporate

This is the top marketing position with responsibility for the direction and management of the marketing and promotion of the organization's products and services. Directs the efforts of marketing and advertising executives and works with them to develop business plans and strategies to attain corporate objectives. Develops policies, programs, and objectives for all product and service marketing activities for the organization. Directs market research, product planning, and advertising functions to accomplish organization objectives. Frequently reports to a Chief Executive Officer or Chief Operating Officer. Note: Reporting entity is Corporate. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported. Do not match this position if employee is responsible for both marketing and sales - see 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	233	236	179.0	214.6	271.4	291.8	349.7	429.8
Base Salary - Org Wtd	233	236	178.6	214.8	271.8	292.2	350.0	430.7
Base Salary - Incentive Eligible	214	217	179.1	214.8	275.0	293.0	349.5	429.6
Base Salary - Not Incentive Eligible	5	5	--	--	340.0	346.4	--	--
Incentives								
Short-term Incentive (Target)	182	185	47.1	70.4	116.0	151.4	193.8	318.8
Short-term Incentive (Actual)	183	185	27.6	54.3	121.5	179.6	243.6	362.8
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	11	12	0.7	2.2	4.6	7.3	12.7	17.9
Long-term Incentive (Black-Scholes)	128	130	35.7	82.7	164.4	328.2	401.2	699.3
Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	233	236	199.9	250.5	356.8	433.0	541.2	748.4
Total Cash Comp (Actual) - Org Wtd	233	236	200.0	251.0	354.0	433.5	540.0	749.1
Total Cash Comp (Actual) - Rcvrs	184	187	217.8	278.1	397.9	471.2	575.6	770.3
Total Cash Comp (Target)	209	212	215.1	270.0	371.9	422.6	524.4	700.1
Total Cash Comp (Target) - Rcvrs	182	185	236.8	301.1	397.5	443.9	548.8	735.5
Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	233	236	210.9	273.0	412.3	613.8	733.8	1,139.4
Total Direct Comp (Actual) - Rcvrs	128	130	286.7	403.6	655.9	838.7	1,060.6	1,513.6
*More than 25% of sample supplied by one organization								
Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd					
Short-term Incentive	213	216	93%					
Sales Incentive	0	0	0%					
Profit Sharing	20	21	15%					
Long-term Incentive	144	146	70%					
Of Those LTI Eligible:	% Eligible		% Receiving					
Stock/Share Options	45%		42%					
Share Appreciation Rights (SARs)	7%		7%					
Restricted Shares/Share Units	63%		61%					
Performance Shares/Share Units	40%		38%					
Performance Cash Units	6%		2%					
Long-term Cash	23%		20%					
Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd				
Short-term Incentive (Actual)	183	185	54.0%	54.1%				
Short-term Incentive (Threshold)	60	61	21.3%	21.3%				
Short-term Incentive (Target)	182	185	47.3%	47.1%				
Short-term Incentive (Maximum)	96	98	89.3%	88.9%				
Sales Incentive (Actual)	0	0	--%	--%				
Sales Incentive (Target)	0	0	--%	--%				
Profit Sharing (Actual)	11	12	2.9%	2.7%				
Long-term Incentive (Black-Scholes)	128	130	86.0%	94.6%				
Salary Range (Mean)								
Minimum	111	113	191.9	191.6				
Midpoint	111	113	260.3	259.5				
Maximum	111	113	328.7	327.4				

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

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Consumer Goods

This is the top marketing position with responsibility for the direction and management of the marketing and promotion of the organization's products and services. Directs the efforts of marketing and advertising executives and works with them to develop business plans and strategies to attain corporate objectives. Develops policies, programs, and objectives for all product and service marketing activities for the organization. Directs market research, product planning, and advertising functions to accomplish organization objectives. Frequently reports to a Chief Executive Officer or Chief Operating Officer. Note: Reporting entity is Corporate. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported. Do not match this position if employee is responsible for both marketing and sales - see 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	31	32	191.9	220.9	279.2	307.8	354.3	484.0
Base Salary - Org Wtd	31	32	195.2	222.6	285.0	311.4	360.0	488.9
Base Salary - Incentive Eligible	31	32	191.9	220.9	279.2	307.8	354.3	484.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	27	28	56.6	77.6	101.6	156.1	180.3	434.0
Short-term Incentive (Actual)	28	28	27.5	67.6	111.1	187.7	257.8	535.8
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	19	19	73.0	126.7	176.0	342.1	595.2	745.4

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	31	32	205.3	296.1	380.3	472.7	525.2	908.5
Total Cash Comp (Actual) - Org Wtd	31	32	220.3	306.6	389.8	481.6	527.1	925.7
Total Cash Comp (Actual) - Rcvs	29	30	201.4	288.3	380.3	478.5	566.8	942.8
Total Cash Comp (Target)	29	30	246.9	299.4	381.3	453.4	501.9	873.4
Total Cash Comp (Target) - Rcvs	27	28	256.9	304.0	381.3	462.3	515.6	891.8

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	31	32	205.3	321.5	474.2	675.8	927.9	1,450.1
Total Direct Comp (Actual) - Rcvs	19	19	393.5	477.1	676.0	896.7	1,315.0	1,560.0

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	31	32	100%
Sales Incentive	0	0	0%
Profit Sharing	2	3	18%
Long-term Incentive	23	23	77%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	38%	42%
Share Appreciation Rights (SARs)	5%	5%
Restricted Shares/Share Units	57%	58%
Performance Shares/Share Units	38%	37%
Performance Cash Units	10%	5%
Long-term Cash	38%	32%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	28	28	53.6%	53.6%
Short-term Incentive (Threshold)	6	7	21.6%	21.8%
Short-term Incentive (Target)	27	28	46.6%	46.0%
Short-term Incentive (Maximum)	13	14	95.8%	93.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	3	--%	--%
Long-term Incentive (Black-Scholes)	19	19	90.5%	90.5%

Salary Range (Mean)

Minimum	21	22	198.0	195.5
Midpoint	21	22	267.8	263.8
Maximum	21	22	337.6	332.0

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

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Energy

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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									Short-term Incentive	6	6	86%		
Base Salary - Inc Wtd	8	8	--	217.5	267.5	253.4	286.3	--	Sales Incentive	0	0	--%		
Base Salary - Org Wtd	8	8	--	217.5	267.5	253.4	286.3	--	Profit Sharing	0	0	0%		
Base Salary - Incentive Eligible	6	6	--	--	270.0	258.0	--	--	Long-term Incentive	5	5	63%		
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--						
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving			
Short-term Incentive (Target)	6	6	--	--	151.5	167.8	--	--	Stock/Share Options	20%	20%			
Short-term Incentive (Actual)	5	5	--	--	176.7	193.8	--	--	Share Appreciation Rights (SARs)	0%	0%			
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	80%	80%			
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	80%	80%			
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Performance Cash Units	0%	0%			
Long-term Incentive (Black-Scholes)	5	5	--	--	265.0	338.3	--	--	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	8	--	228.6	340.7	374.5	526.7	--	Short-term Incentive (Actual)	5	5	70.5%	70.5%	
Total Cash Comp (Actual) - Org Wtd	8	8	--	228.6	340.7	374.5	526.7	--	Short-term Incentive (Threshold)	4	4	--%	--%	
Total Cash Comp (Actual) - Rcvrs	5	5	--	--	441.7	454.8	--	--	Short-term Incentive (Target)	6	6	64.2%	64.2%	
Total Cash Comp (Target)	7	7	--	270.0	401.0	394.9	501.5	--	Short-term Incentive (Maximum)	5	5	101.0%	101.0%	
Total Cash Comp (Target) - Rcvrs	6	6	--	--	418.0	425.8	--	--	Sales Incentive (Actual)	0	0	--%	--%	
Total Direct Compensation (Black-Scholes)									Sales Incentive (Target)	0	0	--%	--%	
Total Direct Comp (Actual)	8	8	--	249.8	543.2	585.9	972.7	--	Profit Sharing (Actual)	0	0	--%	--%	
Total Direct Comp (Actual) - Rcvrs	5	5	--	--	706.7	793.1	--	--	Long-term Incentive (Black-Scholes)	5	5	127.9%	127.9%	
*More than 25% of sample supplied by one organization														
Salary Range (Mean)														
Minimum											3	3	--	--
Midpoint											3	3	--	--
Maximum											3	3	--	--

*More than 25% of sample supplied by one organization

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Financial Services

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	18	18	136.1	182.4	234.3	253.5	310.4	436.1
Base Salary - Org Wtd	18	18	136.1	182.4	234.3	253.5	310.4	436.1
Base Salary - Incentive Eligible	17	17	135.7	179.6	236.5	254.7	320.3	443.2
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	12	12	14.5	34.4	79.9	121.6	215.1	319.7
Short-term Incentive (Actual)	17	17	24.0	56.2	135.1	229.2	225.9	644.8
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	9	9	--	34.5	94.2	124.8	213.9	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	18	18	171.7	227.1	387.2	471.6	547.9	901.2
Total Cash Comp (Actual) - Org Wtd	18	18	171.7	227.1	387.2	471.6	547.9	901.2
Total Cash Comp (Actual) - Rcvs	17	17	169.4	236.6	399.0	485.7	553.4	1,034.4
Total Cash Comp (Target)	14	14	160.7	227.1	281.5	351.5	448.3	707.9
Total Cash Comp (Target) - Rcvs	12	12	158.6	219.2	296.8	365.7	534.8	725.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	18	18	193.4	256.2	403.4	534.0	597.4	1,136.6
Total Direct Comp (Actual) - Rcvs	9	9	--	316.0	566.9	726.2	904.2	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	17	17	94%
Sales Incentive	0	0	0%
Profit Sharing	3	3	33%
Long-term Incentive	10	10	67%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	60%	56%
Share Appreciation Rights (SARs)	10%	11%
Restricted Shares/Share Units	70%	67%
Performance Shares/Share Units	20%	22%
Performance Cash Units	0%	0%
Long-term Cash	20%	11%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	17	17	74.4%	74.4%
Short-term Incentive (Threshold)	5	5	12.2%	12.2%
Short-term Incentive (Target)	12	12	42.6%	42.6%
Short-term Incentive (Maximum)	6	6	47.6%	47.6%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	9	9	44.6%	44.6%

Salary Range (Mean)				
Minimum	9	9	147.9	147.9
Midpoint	9	9	200.2	200.2
Maximum	9	9	252.5	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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High Tech (Services)

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd	
Base Salary									Short-term Incentive	7	7	100%	
Base Salary - Inc Wtd	7	7	--	200.0	282.8	323.9	375.0	--	Sales Incentive	0	0	0%	
Base Salary - Org Wtd	7	7	--	200.0	282.8	323.9	375.0	--	Profit Sharing	1	1	17%	
Base Salary - Incentive Eligible	7	7	--	200.0	282.8	323.9	375.0	--	Long-term Incentive	5	5	83%	
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--					
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving		
Short-term Incentive (Target)	7	7	--	57.7	113.1	190.0	375.0	--	Stock/Share Options	60%	40%		
Short-term Incentive (Actual)	7	7	--	37.0	134.9	196.7	375.0	--	Share Appreciation Rights (SARs)	20%	0%		
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	80%	60%		
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	40%	20%		
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--	Performance Cash Units	0%	0%		
Long-term Incentive (Black-Scholes)	5	5	--	--	110.9	211.3	--	--	Long-term Cash	40%	20%		
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Total Cash Comp (Actual) - Inc Wtd	7	7	--	250.0	417.7	521.2	750.0	--	Short-term Incentive (Actual)	7	7	50.1%	50.1%
Total Cash Comp (Actual) - Org Wtd	7	7	--	250.0	417.7	521.2	750.0	--	Short-term Incentive (Threshold)	0	0	--%	--%
Total Cash Comp (Actual) - Rcvrs	7	7	--	250.0	417.7	521.2	750.0	--	Short-term Incentive (Target)	7	7	50.0%	50.0%
Total Cash Comp (Target)	7	7	--	250.1	396.0	513.9	750.0	--	Short-term Incentive (Maximum)	1	1	--%	--%
Total Cash Comp (Target) - Rcvrs	7	7	--	250.1	396.0	513.9	750.0	--	Sales Incentive (Actual)	0	0	--%	--%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Target)	0	0	--%	--%
Total Direct Comp (Actual)	7	7	--	293.8	547.7	672.2	750.0	--	Profit Sharing (Actual)	1	1	--%	--%
Total Direct Comp (Actual) - Rcvrs	5	5	--	--	547.7	741.0	--	--	Long-term Incentive (Black-Scholes)	5	5	48.1%	48.1%
*More than 25% of sample supplied by one organization													
Salary Range (Mean)													
Minimum										5	5	206.6	206.6
Midpoint										5	5	284.9	284.9
Maximum										5	5	363.2	363.2

*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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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	26	193.8	238.7	293.5	316.5	359.2	507.5
Base Salary - Org Wtd	26	26	193.8	238.7	293.5	316.5	359.2	507.5
Base Salary - Incentive Eligible	24	24	189.7	235.2	293.5	312.6	350.1	512.6
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	21	21	43.3	95.1	126.0	168.9	192.9	454.7
Short-term Incentive (Actual)	21	21	91.4	103.1	179.0	269.9	320.6	554.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	20	20	39.5	86.5	154.5	286.7	364.5	709.2

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	26	26	239.3	333.2	443.1	534.7	597.4	1,029.1
Total Cash Comp (Actual) - Org Wtd	26	26	239.3	333.2	443.1	534.7	597.4	1,029.1
Total Cash Comp (Actual) - Rcvrs	21	21	329.8	340.6	472.1	590.5	688.9	1,084.0
Total Cash Comp (Target)	23	23	235.2	316.9	427.2	453.2	542.7	788.9
Total Cash Comp (Target) - Rcvrs	21	21	232.5	318.3	427.2	461.8	560.1	854.1

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	26	26	239.3	370.5	609.0	755.3	849.8	2,012.7
Total Direct Comp (Actual) - Rcvrs	20	20	372.8	459.8	685.0	893.9	997.8	2,403.9

*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	1	1	8%
Long-term Incentive	21	21	88%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	30%	30%
Share Appreciation Rights (SARs)	5%	5%
Restricted Shares/Share Units	35%	35%
Performance Shares/Share Units	35%	30%
Performance Cash Units	10%	5%
Long-term Cash	40%	40%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	21	21	75.5%	75.5%
Short-term Incentive (Threshold)	9	9	20.5%	20.5%
Short-term Incentive (Target)	21	21	52.6%	52.6%
Short-term Incentive (Maximum)	13	13	85.0%	85.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	20	20	72.5%	72.5%

Salary Range (Mean)				
Minimum	15	15	205.2	205.2
Midpoint	15	15	288.6	288.6
Maximum	15	15	372.1	372.1

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 Marketing Executive - Corporate 410.000.120

2014

US MBD: Mercer Benchmark Database Executive

410.000.120 Top Marketing Executive - Corporate

This is the top marketing position with responsibility for the direction and management of the marketing and promotion of the organization's products and services. Directs the efforts of marketing and advertising executives and works with them to develop business plans and strategies to attain corporate objectives. Develops policies, programs, and objectives for all product and service marketing activities for the organization. Directs market research, product planning, and advertising functions to accomplish organization objectives. Frequently reports to a Chief Executive Officer or Chief Operating Officer. Note: Reporting entity is Corporate. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported. Do not match this position if employee is responsible for both marketing and sales - see Top Marketing and Sales Executive.

Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	20	21	156.2	182.8	221.7	235.0	269.5	378.6
Base Salary - Org Wtd	20	21	155.1	178.9	216.9	233.6	270.3	387.8
Base Salary - Incentive Eligible	19	20	165.8	191.0	225.9	240.9	270.3	387.8
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	15	16	45.7	58.5	98.6	105.1	128.2	225.2
Short-term Incentive (Actual)	16	17	21.9	36.5	81.1	108.0	185.5	231.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	12	13	16.1	36.1	102.6	179.2	239.9	674.3

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	20	21	176.2	215.4	281.5	322.7	400.0	587.1
Total Cash Comp (Actual) - Org Wtd	20	21	175.4	213.8	276.3	316.4	358.8	601.2
Total Cash Comp (Actual) - Rcvs	16	17	196.6	249.5	329.5	353.0	448.2	628.9
Total Cash Comp (Target)	19	20	174.6	202.5	305.6	317.3	371.8	598.0
Total Cash Comp (Target) - Rcvs	15	16	206.6	264.2	340.2	355.5	394.7	623.6

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	20	21	188.7	261.5	332.4	433.6	505.5	1,052.1
Total Direct Comp (Actual) - Rcvs	12	13	228.8	282.1	385.0	527.9	812.4	1,118.1

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	18	19	90%
Sales Incentive	0	0	0%
Profit Sharing	5	5	29%
Long-term Incentive	13	14	74%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	64%	62%
Share Appreciation Rights (SARs)	7%	8%
Restricted Shares/Share Units	64%	54%
Performance Shares/Share Units	57%	54%
Performance Cash Units	7%	0%
Long-term Cash	14%	15%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	16	17	40.1%	41.9%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	15	16	39.7%	39.7%
Short-term Incentive (Maximum)	9	10	89.9%	88.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	12	13	68.0%	66.3%

Salary Range (Mean)				
Minimum	9	10	169.9	172.6
Midpoint	9	10	224.6	226.8
Maximum	9	10	279.4	281.0

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

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