

**Function : AZT – Technical Specialty/Skilled Trade**

**Level : M3 – Senior Manager (M3)**

**Total Sample**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	15	125	141.3	116.9	135.0	137.9	148.5	166.1	20	12	20	25	168.8	123.9	151.0	168.3	186.8	205.1

**Discipline**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AZT000 Tech Spclty/Skilled Trade-Multi	7	54	142.8	---	135.0	143.7	146.3	---	20	9	18	26	174.2	---	152.1	168.3	201.4	---

**Revenue**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Greater than \$6B	5	64	145.0	---	136.3	145.1	153.6	---	22	14	20	30	176.4	---	165.4	168.3	191.5	---

**Nuclear/Nonnuclear**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nonnuclear	12	114	136.4	115.5	133.3	136.5	142.0	156.3	20	12	20	26	162.8	121.3	139.6	166.4	182.1	197.0

**Organization Unit**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Noncorporate	9	74	145.1	---	135.7	137.9	155.6	---	21	14	20	27	177.5	---	157.3	178.6	198.7	---

**Region**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Northeast	5	61	148.0	---	138.6	148.5	157.2	---	19	12	20	26	174.4	---	165.4	168.2	186.4	---
Southeast	5	43	135.4	---	116.4	139.4	152.5	---	---	---	---	---	159.8	---	123.0	147.1	202.9	---
North Central	5	6	143.1	---	132.3	140.4	155.3	---	21	14	24	28	172.8	---	167.4	171.5	178.8	---
South Central	5	6	144.2	---	129.7	137.9	162.0	---	25	14	25	36	179.7	---	158.0	178.6	201.9	---

All values in US Dollars

Effective date March 01, 2015

Company weighted statistics

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Function : AZT – Technical Specialty/Skilled Trade  
Level : M4 – Group Manager (M4)

Total Sample

		Base Salary							Bonus as % of Base				Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	6	25	176.4	---	161.0	173.4	193.9	---	24	13	27	34	219.3	---	203.1	220.7	240.3	---

Nuclear/Nonnuclear

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nonnuclear	6	25	176.4	---	161.0	173.4	193.9	---	24	13	27	34	219.3	---	203.1	220.7	240.3	---

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Summary Breakout Table

TOWERS WATSON 

Function : AZT – Technical Specialty/Skilled Trade  
Level : P1 – Entry (P1)

Total Sample

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	40	375	62.1	49.3	53.6	61.7	69.0	75.6	8	5	8	11	66.4	51.1	57.3	67.2	74.3	83.3

Discipline

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AZT000 Tech Spclty/Skilled Trade-Multi	13	67	65.5	52.2	56.1	61.1	75.1	84.2	9	5	8	11	70.1	54.0	58.6	70.1	81.5	88.3
AZT080 CAD/CAE Drafting	10	59	61.2	44.8	50.8	64.4	68.4	72.7	8	5	8	11	66.2	47.0	55.2	70.4	73.4	82.4
AZT505 Geo IS (GIS) Technical Specialty	11	115	54.9	48.2	49.2	55.1	58.0	63.5	7	3	5	12	58.0	50.1	54.5	56.8	63.1	70.2
AZT560 Nuclear Pwr Gen Tech	5	58	68.7	---	59.6	61.2	81.5	---	---	---	---	---	71.9	---	62.1	64.6	85.3	---

Revenue

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Less than \$1B	6	10	65.0	---	56.0	69.1	72.4	---	8	5	8	11	69.9	---	61.0	75.1	78.2	---
\$1B to \$3B	10	70	63.7	50.1	51.4	63.7	70.5	87.9	6	4	5	9	66.7	51.1	55.8	64.6	77.1	90.4
\$3B to \$6B	7	150	58.1	---	50.9	56.1	63.8	---	8	4	8	11	61.4	---	53.3	61.2	66.0	---
Greater than \$6B	17	145	61.7	47.6	54.8	62.1	66.4	75.9	9	5	9	12	67.0	53.2	57.2	67.5	72.6	84.3

Nuclear/Nonnuclear

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nuclear	10	86	67.0	56.4	58.7	64.6	72.4	89.6	8	6	9	11	71.6	58.8	62.5	69.1	78.9	92.5
Nonnuclear	36	289	61.3	48.8	52.1	61.7	68.2	73.8	8	5	8	11	65.7	50.5	55.4	67.4	72.5	79.0

Organization Unit

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	18	81	61.7	50.8	55.1	60.5	68.5	73.1	9	5	9	12	66.5	53.5	58.5	66.5	73.2	79.3
Noncorporate	22	220	60.6	47.0	50.8	61.0	68.9	74.9	8	4	6	11	64.7	48.3	52.2	66.6	74.3	80.7

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Summary Breakout Table



### Organization Unit

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Single Plant	6	25	68.8	---	57.5	66.6	78.6	---	8	5	8	10	73.5	---	61.8	71.2	86.3	---

### Region

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Northeast	9	32	62.0	---	57.7	63.5	68.8	---	8	5	8	9	65.6	---	60.0	67.5	72.8	---
Southeast	9	166	55.6	---	50.1	54.4	61.0	---	8	5	8	12	58.7	---	52.8	57.7	66.3	---
North Central	19	80	59.2	45.6	49.1	56.1	64.7	87.4	8	5	9	11	63.4	48.1	52.1	62.3	72.3	90.4
South Central	12	74	64.8	45.1	61.0	66.8	72.8	76.5	7	5	7	10	69.3	47.2	63.3	71.1	78.1	83.5
West Coast	5	23	69.2	---	62.4	71.3	75.1	---	---	---	---	---	76.0	---	69.8	77.6	81.4	---

### Metropolitan Area

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Houston–Sugar Land–Baytown, TX	5	15	64.0	---	54.4	64.2	73.6	---	7	3	6	12	68.4	---	57.2	72.2	77.7	---

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Summary Breakout Table

TOWERS WATSON 

Function : AZT – Technical Specialty/Skilled Trade  
Level : P2 – Intermediate (P2)

Total Sample

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	66	1316	71.8	56.6	65.3	71.5	78.1	87.3	9	6	9	11	77.4	60.1	69.0	75.9	83.6	97.2

Discipline

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AZT000 Tech Spclty/Skilled Trade-Multi	20	276	77.1	67.4	72.2	74.8	79.1	94.2	10	7	10	11	83.7	73.9	76.0	82.1	86.9	105.1
AZT010 Equipment Maintenance	5	11	73.9	---	66.8	71.2	82.2	---	---	---	---	---	80.9	---	66.8	81.5	94.6	---
AZT080 CAD/CAE Drafting	20	222	70.6	55.1	57.6	73.4	82.8	85.7	10	5	10	13	76.9	57.1	62.6	77.8	88.4	97.9
AZT505 Geo IS (GIS) Technical Specialty	24	241	65.7	54.6	62.3	66.0	70.9	74.1	9	6	9	11	70.8	58.7	65.9	71.3	78.5	80.7
AZT544 Electric Trans/DistTech	13	280	73.1	61.0	64.9	68.5	82.7	91.9	9	7	9	11	78.3	66.3	69.9	74.5	84.5	97.8
AZT550 Fossil Pwr Gen Tech	10	67	83.5	70.8	71.1	79.6	92.4	110.5	9	6	9	12	89.5	75.5	77.4	83.6	95.6	125.0
AZT560 Nuclear Pwr Gen Tech	9	103	82.3	---	72.7	84.5	92.2	---	8	5	8	10	86.5	---	73.7	88.5	97.2	---
AZT571 Gas Trans/Dist Tech	5	22	72.2	---	59.7	73.5	84.2	---	---	---	---	---	78.1	---	62.1	75.1	95.6	---

Revenue

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Less than \$1B	12	63	70.9	54.4	62.4	70.0	82.5	88.1	10	8	9	11	76.5	60.0	63.1	74.4	89.6	100.2
\$1B to \$3B	17	128	72.5	59.4	67.1	71.9	77.4	86.1	9	5	9	12	76.6	62.8	71.2	75.1	81.0	91.6
\$3B to \$6B	14	278	72.2	57.0	64.5	73.8	77.6	87.6	10	5	10	12	78.3	58.4	67.9	82.6	85.0	98.2
Greater than \$6B	23	847	71.6	55.2	62.8	71.0	82.4	90.3	9	6	8	11	77.8	57.6	69.0	75.9	86.6	100.5

Nuclear/Nonnuclear

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nuclear	14	192	77.9	59.5	65.9	78.6	89.9	95.9	9	5	9	10	83.3	63.6	68.9	84.7	95.0	102.5
Nonnuclear	62	1124	71.7	56.4	65.3	71.6	76.4	85.6	9	6	9	11	77.5	59.8	70.2	76.5	83.4	98.0

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Summary Breakout Table

TOWERS WATSON 

**Organization Unit**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	26	254	70.6	54.1	64.4	71.1	75.9	86.2	9	6	9	11	76.4	58.9	67.4	75.9	82.0	97.2
Noncorporate	39	801	70.5	56.7	61.5	70.5	74.9	85.1	9	7	9	11	76.0	60.3	64.5	75.0	83.4	99.9
Single Plant	15	162	77.0	55.5	65.7	79.3	91.0	95.5	8	5	9	10	82.2	58.0	69.0	83.7	99.8	102.1

**Region**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Northeast	23	191	74.1	58.2	66.3	74.2	82.4	88.3	8	7	8	10	79.2	61.2	70.2	79.8	86.6	98.4
Southeast	21	501	69.5	56.9	61.6	69.4	75.0	86.3	8	6	7	9	73.9	59.9	63.4	74.1	79.7	95.7
North Central	30	258	70.7	56.4	61.5	71.6	75.9	88.4	10	8	10	12	76.9	58.6	66.5	77.7	85.0	98.4
South Central	22	181	74.2	58.4	68.3	74.6	80.2	85.5	9	5	8	11	80.4	61.5	74.5	81.2	86.4	97.3
West Coast	16	185	73.4	55.9	62.6	72.1	86.4	90.0	10	8	10	12	78.4	60.2	65.7	80.9	88.6	98.2

**Metropolitan Area**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Boston–Cambridge–Quincy, MA–NH	5	11	79.9	---	70.7	81.8	88.0	---	---	---	---	---	85.9	---	73.1	84.9	99.1	---
Houston–Sugar Land–Baytown, TX	8	40	72.9	---	58.2	75.2	83.2	---	9	5	7	15	79.8	---	61.5	78.7	96.5	---
Pittsburgh, PA	7	20	72.2	---	65.3	71.7	76.8	---	9	6	9	13	77.2	---	69.6	74.5	84.0	---

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Summary Breakout Table

TOWERS WATSON 

Function : AZT – Technical Specialty/Skilled Trade  
Level : P3 – Career (P3)

Total Sample

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	64	2217	88.5	72.3	81.2	85.6	98.0	102.0	11	8	10	15	96.3	75.4	85.8	96.7	107.3	117.5

Discipline

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AZT000 Tech Spclty/Skilled Trade-Multi	28	423	92.2	78.9	86.3	94.1	97.3	101.8	11	10	11	15	101.2	86.0	93.1	99.6	107.6	118.3
AZT010 Equipment Maintenance	10	47	95.7	80.6	83.4	94.0	110.2	115.1	14	9	16	19	109.4	88.4	95.1	101.1	131.7	135.6
AZT080 CAD/CAE Drafting	14	97	81.1	66.7	71.1	81.2	88.5	97.7	9	5	10	11	86.3	71.6	75.0	86.1	96.7	102.4
AZT505 Geo IS (GIS) Technical Specialty	27	161	77.1	66.0	71.5	77.7	81.4	87.5	11	9	10	15	83.7	70.4	72.2	83.8	91.7	98.4
AZT544 Electric Trans/DistTech	17	604	89.2	73.2	82.0	90.9	96.5	103.7	11	9	10	14	97.9	80.1	90.5	95.1	106.3	117.4
AZT550 Fossil Pwr Gen Tech	14	204	91.6	79.4	82.5	91.0	95.3	113.2	12	9	11	16	102.9	88.4	94.7	102.5	105.6	127.8
AZT560 Nuclear Pwr Gen Tech	14	498	99.8	84.2	92.4	102.4	104.1	113.3	10	6	10	14	108.2	88.6	98.7	111.7	117.3	124.2
AZT571 Gas Trans/Dist Tech	6	64	86.4	---	78.3	84.3	92.6	---	11	7	10	16	94.7	---	80.3	90.0	108.1	---

Revenue

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Less than \$1B	10	51	92.1	81.8	83.2	92.7	97.8	108.7	10	7	10	11	100.1	85.2	89.6	98.9	107.7	122.4
\$1B to \$3B	16	95	84.3	71.2	77.4	84.1	88.9	99.2	11	8	10	13	88.4	71.2	79.3	88.9	97.0	101.5
\$3B to \$6B	15	361	85.8	69.6	79.8	85.4	94.8	103.0	12	8	13	16	95.0	72.1	85.7	92.6	108.1	118.5
Greater than \$6B	24	1710	91.1	70.4	79.7	91.9	100.0	112.4	11	7	11	16	100.7	75.4	86.9	100.1	110.5	123.0

Nuclear/Nonnuclear

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nuclear	19	621	94.2	78.7	85.5	96.7	103.6	105.1	11	6	11	15	102.4	82.8	93.8	101.8	114.2	119.6
Nonnuclear	60	1596	87.8	72.1	81.2	85.6	95.8	101.0	11	8	11	16	96.0	74.7	85.9	96.9	104.0	117.5

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Summary Breakout Table



### Organization Unit

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	28	374	89.1	73.8	81.2	86.5	96.4	110.1	11	8	10	13	97.6	76.2	85.0	95.8	107.6	123.5
Noncorporate	40	988	86.2	70.4	79.0	85.0	94.8	99.1	12	9	10	16	94.1	75.5	84.8	94.5	102.0	112.1
Single Plant	21	325	95.0	79.1	82.8	96.1	103.5	110.9	11	6	10	13	103.3	84.6	93.0	104.7	115.4	122.1

### Region

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Northeast	26	412	95.1	77.4	84.8	96.2	104.6	112.4	11	7	10	15	103.1	80.6	87.8	106.4	115.5	121.1
Southeast	21	1013	87.6	72.6	80.0	88.1	95.5	99.4	11	8	10	16	95.6	75.4	86.0	96.0	105.9	108.3
North Central	33	445	89.7	72.5	81.2	89.4	99.8	104.3	12	9	11	15	98.0	74.7	88.7	98.5	107.1	120.5
South Central	20	177	83.9	68.7	76.4	83.3	90.0	98.2	11	8	11	14	92.3	72.4	83.2	94.1	102.2	109.3
West Coast	15	170	90.5	73.5	81.7	84.7	104.8	112.3	11	9	11	13	98.2	80.1	84.8	92.2	119.9	122.5

### Metropolitan Area

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Dallas-Fort Worth-Arlington, TX	5	16	87.0	---	76.3	81.9	100.2	---	13	9	14	17	97.2	---	87.5	96.5	107.2	---
Houston-Sugar Land-Baytown, TX	7	41	85.7	---	73.0	83.0	97.2	---	10	6	9	12	94.0	---	81.7	89.7	108.4	---
New York-Northern New Jersey-Long Island, NY-NJ-PA	6	52	98.2	---	90.1	97.7	107.7	---	11	7	9	15	107.1	---	96.0	110.8	118.8	---
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	6	30	103.8	---	92.8	107.6	114.7	---	15	13	16	17	116.7	---	107.6	117.6	128.1	---
Pittsburgh, PA	5	36	87.9	---	75.8	90.1	99.0	---	---	---	---	---	94.5	---	78.3	96.3	109.8	---

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**Function : AZT – Technical Specialty/Skilled Trade**  
**Level : P4 – Specialist (P4)**

**Total Sample**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	49	1210	107.2	90.9	97.8	108.1	114.9	125.0	14	9	13	18	120.3	94.2	109.0	117.9	130.4	149.9

**Discipline**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AZT000 Tech Spclty/Skilled Trade–Multi	14	392	111.5	92.1	105.6	111.9	120.2	128.2	16	10	13	17	129.1	100.4	114.3	127.7	138.2	171.9
AZT505 Geo IS (GIS) Technical Specialty	9	52	93.2	----	89.4	91.4	100.3	----	16	7	17	22	103.7	----	91.4	98.4	118.1	----
AZT544 Electric Trans/DistTech	8	232	104.3	----	96.1	99.8	105.2	----	10	7	11	13	115.4	----	106.1	109.3	116.0	----
AZT550 Fossil Pwr Gen Tech	8	209	100.5	----	95.6	98.9	108.6	----	14	9	13	20	114.9	----	105.3	114.2	127.1	----
AZT560 Nuclear Pwr Gen Tech	9	168	115.6	----	108.4	114.6	121.3	----	11	6	10	13	126.9	----	117.0	120.3	135.2	----

**Revenue**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Less than \$1B	11	28	111.9	92.9	105.8	112.2	115.2	131.3	13	6	13	21	126.0	98.8	118.5	123.3	132.1	159.2
\$1B to \$3B	7	37	99.1	----	88.6	99.8	114.0	----	----	----	----	----	103.4	----	88.6	107.5	115.4	----
\$3B to \$6B	12	169	104.7	90.1	94.6	108.1	109.7	118.7	16	13	16	20	117.9	90.6	109.1	119.7	130.8	136.6
Greater than \$6B	19	976	109.1	90.9	96.7	107.7	122.8	125.2	14	8	13	17	124.8	97.9	110.9	117.6	139.6	159.4

**Nuclear/Nonnuclear**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nuclear	15	349	113.4	93.5	108.1	114.6	121.3	128.5	13	7	11	16	126.9	102.2	114.5	120.3	137.6	166.6
Nonnuclear	44	861	106.0	90.2	95.8	105.7	113.7	125.2	14	10	13	17	119.3	95.0	107.6	116.6	131.0	149.6

**Organization Unit**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	23	265	109.9	91.7	94.3	109.8	125.2	133.3	13	8	13	16	123.1	94.8	105.8	120.4	134.9	161.3

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### Organization Unit

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Noncorporate	23	629	103.0	89.6	93.7	101.6	111.6	115.8	13	10	13	18	114.7	92.8	106.0	114.5	127.9	134.3
Single Plant	13	243	109.2	91.2	97.9	109.3	120.7	123.0	12	8	11	14	122.0	99.0	116.7	120.3	135.4	139.8

### Region

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Northeast	20	175	111.5	87.8	95.3	115.2	125.1	129.2	14	9	13	19	124.5	88.3	107.5	131.4	139.5	158.0
Southeast	18	590	106.3	88.1	95.4	109.9	115.0	119.6	14	10	12	17	118.6	94.7	106.8	116.9	128.6	136.4
North Central	21	260	106.3	90.8	95.7	108.6	112.5	124.0	12	7	11	13	117.9	93.5	104.1	118.2	125.6	142.5
South Central	15	142	103.2	86.9	97.4	104.1	109.6	116.8	14	10	15	16	115.9	91.6	109.8	114.2	126.4	134.9
West Coast	11	43	107.8	83.1	97.7	105.8	124.2	131.1	12	6	13	14	117.5	87.1	105.8	118.5	125.5	150.1

### Metropolitan Area

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Houston–Sugar Land–Baytown, TX	7	33	105.8	---	95.0	106.0	112.0	---	12	7	13	16	118.3	---	110.1	112.5	126.4	---
New York–Northern New Jersey–Long Island, NY–NJ–PA	6	37	119.2	---	108.1	117.9	130.8	---	15	11	16	19	137.2	---	122.7	133.6	150.4	---
Philadelphia–Camden–Wilmington, PA–NJ–DE–MD	5	26	122.5	---	115.4	125.0	128.2	---	18	10	20	26	145.4	---	127.6	149.9	161.1	---
Pittsburgh, PA	5	61	102.1	---	87.3	96.1	120.0	---	---	---	---	---	110.7	---	90.3	101.1	136.0	---

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**Function : AZT – Technical Specialty/Skilled Trade**  
**Level : P5 – Master (P5)**

### Total Sample

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	10	153	128.0	104.8	121.6	129.1	136.3	141.8	10	6	8	15	141.0	113.9	135.1	142.2	148.4	164.4

### Revenue

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Less than \$1B	5	16	134.3	---	127.0	134.3	141.7	---	9	4	7	15	146.5	---	136.8	144.8	157.2	---

### Nuclear/Nonnuclear

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nuclear	7	118	128.5	---	120.7	134.3	141.5	---	11	5	8	17	142.2	---	139.5	143.4	149.0	---
Nonnuclear	5	35	120.1	---	109.3	123.7	129.1	---	9	7	7	12	131.1	---	119.2	132.5	142.4	---

### Organization Unit

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	5	28	122.3	---	112.9	127.4	129.1	---	10	7	11	13	134.9	---	123.1	136.6	145.8	---
Single Plant	5	115	123.1	---	109.6	120.7	137.9	---	11	4	8	18	135.7	---	121.7	141.1	146.9	---

### Region

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Southeast	5	17	123.1	---	110.9	127.4	133.2	---	12	6	11	18	137.1	---	124.9	143.4	146.2	---
North Central	5	79	123.9	---	113.3	128.1	132.3	---	8	6	7	11	134.0	---	121.5	137.7	144.7	---

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Function : AZT – Technical Specialty/Skilled Trade  
Level : T1 – Entry (T1)

### Total Sample

	Orgs	Incs	Base Salary					Bonus as % of Base				Total Cash Compensation						
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	50	698	50.9	40.1	44.7	48.2	57.2	64.8	7	4	6	9	53.5	42.3	46.6	51.1	60.5	66.1

### Discipline

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AZT000 Tech Spclty/Skilled Trade-Multi	7	48	45.9	---	39.6	44.6	53.4	---	4	3	4	5	47.5	---	41.5	46.7	55.0	----
AZT010 Equipment Maintenance	5	15	54.5	---	40.7	53.4	68.7	---	---	---	---	---	57.6	---	42.8	58.6	71.8	----
AZT040 Facilities	5	10	47.3	---	39.3	43.1	57.3	---	---	---	---	---	50.3	---	42.2	45.0	61.1	----
AZT080 CAD/CAE Drafting	13	49	45.8	36.5	41.6	46.4	48.1	59.0	8	5	6	7	49.0	38.0	42.5	49.1	53.0	64.9
AZT150 Electrical Skilled Trade	8	28	56.5	---	50.5	58.6	65.5	---	---	---	---	---	58.0	---	51.0	61.7	65.9	----
AZT170 Mechanical Skilled Trade	5	131	57.3	---	47.9	60.0	65.4	---	---	---	---	---	59.4	---	50.8	62.7	66.4	----
AZT505 Geo IS (GIS) Technical Specialty	12	85	45.6	39.9	43.8	46.0	47.8	50.4	6	4	6	8	47.7	40.8	45.6	47.9	50.5	52.8
AZT544 Electric Trans/DistTech	6	84	46.5	---	43.1	46.6	50.7	---	5	2	5	6	48.7	---	44.4	49.6	53.2	----
AZT571 Gas Trans/Dist Tech	10	183	52.2	44.2	45.1	47.6	61.6	68.3	8	5	9	11	54.4	44.3	48.0	51.2	61.6	75.3

### Revenue

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Less than \$1B	10	51	55.8	40.4	47.6	55.4	64.3	72.8	11	4	9	11	60.4	41.6	50.6	62.6	67.4	80.0
\$1B to \$3B	13	237	46.9	36.3	41.8	46.4	52.4	59.3	6	4	5	7	48.9	38.0	43.9	47.3	54.4	61.0
\$3B to \$6B	11	153	51.0	40.9	44.7	48.9	53.3	67.8	7	5	6	9	53.9	42.5	46.9	52.2	56.6	74.1
Greater than \$6B	16	257	50.8	39.3	45.0	48.1	59.0	65.8	6	4	5	8	52.9	41.1	46.4	50.2	59.9	67.3

### Nuclear/Nonnuclear

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nonnuclear	49	688	50.5	40.1	44.7	47.8	55.5	64.9	7	5	6	9	53.3	42.1	46.5	50.5	60.2	66.1

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TOWERS WATSON 

**Organization Unit**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	18	84	50.3	38.6	43.2	46.5	59.8	67.5	8	4	6	10	53.2	40.4	44.4	48.5	64.7	71.2
Noncorporate	33	522	50.6	42.2	45.3	48.2	53.3	63.7	6	5	6	9	53.0	44.0	46.8	51.1	57.1	65.1
Single Plant	8	86	59.2	---	53.1	59.7	68.8	---	6	4	5	8	61.8	---	57.6	62.3	70.8	---

**Region**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Northeast	11	184	52.8	43.3	44.7	48.5	63.7	68.2	8	4	9	11	55.9	43.5	47.3	50.7	68.6	74.2
Southeast	15	78	46.7	35.0	40.1	45.9	53.3	60.0	6	4	6	8	49.3	36.3	40.4	49.2	55.4	65.8
North Central	24	234	50.5	35.4	41.2	48.5	59.4	69.0	7	5	7	10	53.1	37.3	43.7	50.6	62.4	75.1
South Central	22	186	48.3	38.9	44.6	47.5	51.6	62.7	7	4	5	8	51.3	40.7	45.8	49.7	55.1	65.6
West Coast	5	16	59.5	---	47.4	65.4	68.6	---	---	---	---	---	59.5	---	47.4	65.4	68.6	---

**Metropolitan Area**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Houston–Sugar Land–Baytown, TX	6	10	49.3	---	41.6	49.0	58.8	---	---	---	---	---	54.2	---	43.2	54.0	68.0	---
Oklahoma City, OK	5	10	47.2	---	41.5	50.0	51.5	---	---	---	---	---	49.2	---	42.3	52.1	54.7	---

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**Function : AZT – Technical Specialty/Skilled Trade**  
**Level : T2 – Intermediate (T2)**

**Total Sample**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	70	1921	60.7	47.0	53.9	59.4	66.2	73.8	7	5	6	9	63.8	49.1	57.1	62.8	69.7	80.9

**Discipline**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AZT000 Tech Spclty/Skilled Trade–Multi	13	157	58.7	45.6	51.7	57.8	67.1	70.8	6	5	5	6	61.4	47.7	54.5	60.9	70.5	76.3
AZT010 Equipment Maintenance	9	74	61.8	----	54.9	60.3	68.0	----	9	7	9	10	65.5	----	58.8	64.1	74.9	----
AZT040 Facilities	8	25	60.8	----	50.0	62.5	71.3	----	9	5	7	12	64.6	----	53.6	63.6	74.4	----
AZT060 Quality Control/Inspection	5	14	49.0	----	42.3	49.1	55.7	----	----	----	----	----	50.1	----	43.3	49.1	57.4	----
AZT080 CAD/CAE Drafting	28	154	56.1	42.4	50.8	55.3	62.2	68.3	8	5	7	10	59.0	44.4	52.5	58.4	66.2	71.5
AZT150 Electrical Skilled Trade	16	224	68.2	54.9	59.3	67.2	73.1	86.3	6	4	6	10	71.1	57.3	62.9	69.4	75.0	93.5
AZT160 Welding Skilled Trade	8	85	64.0	----	55.9	62.6	75.0	----	7	4	7	10	66.3	----	58.8	65.5	76.2	----
AZT170 Mechanical Skilled Trade	8	246	64.1	----	57.4	64.1	71.3	----	8	6	8	10	68.8	----	62.3	69.9	74.3	----
AZT505 Geo IS (GIS) Technical Specialty	24	200	54.0	43.3	47.6	53.2	57.8	69.1	6	5	6	8	56.0	45.0	49.1	55.8	59.9	69.6
AZT544 Electric Trans/DistTech	13	134	65.7	53.3	56.4	59.5	76.1	85.7	7	5	6	9	68.7	57.7	58.7	63.5	80.0	89.8
AZT571 Gas Trans/Dist Tech	13	362	65.6	50.5	55.6	63.5	74.0	82.8	8	5	8	12	68.6	53.2	60.0	67.4	76.9	86.8

**Revenue**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Less than \$1B	18	103	64.1	46.6	53.3	62.7	73.5	81.9	8	5	7	11	67.2	46.8	59.6	66.4	76.6	86.4
\$1B to \$3B	20	521	58.8	44.3	53.7	58.9	64.8	71.1	6	4	6	8	61.4	46.3	56.6	63.1	67.9	71.3
\$3B to \$6B	14	793	62.7	50.1	55.3	60.2	68.5	81.4	7	5	7	10	66.5	53.0	60.6	64.2	72.4	85.9
Greater than \$6B	18	504	58.0	47.3	52.3	56.6	65.2	70.6	7	5	6	9	61.0	49.1	53.0	59.5	67.0	77.4

**Nuclear/Nonnuclear**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nuclear	10	42	65.1	47.4	57.3	67.0	72.7	77.7	6	5	7	8	68.4	47.8	58.3	72.1	76.0	82.8
Nonnuclear	67	1879	60.5	47.3	54.0	59.1	65.9	74.3	7	5	6	10	63.6	49.2	57.4	62.7	68.2	81.4

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**Organization Unit**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	28	306	60.9	45.6	52.8	60.8	67.0	74.8	7	5	6	10	63.7	47.8	54.1	63.2	72.8	84.0
Noncorporate	45	1238	60.8	48.0	54.4	58.8	67.0	76.5	7	5	6	9	63.9	49.2	57.6	62.5	69.5	79.9
Single Plant	15	374	67.3	49.3	61.8	65.5	73.4	86.8	6	4	5	10	70.2	50.7	64.9	70.6	75.2	88.4

**Region**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Northeast	19	343	65.2	55.5	57.8	64.5	71.7	77.7	8	5	6	11	68.8	57.6	61.9	67.4	80.1	84.2
Southeast	19	364	60.2	50.3	53.6	60.7	64.8	72.0	7	5	7	9	64.1	51.1	54.5	64.9	70.6	76.9
North Central	29	655	58.7	45.6	53.3	57.6	61.5	75.9	7	5	7	10	61.8	47.3	53.7	60.3	67.9	77.0
South Central	31	453	59.2	46.8	50.9	58.3	66.7	77.0	7	5	6	10	63.0	49.1	53.3	62.2	70.0	81.0
West Coast	12	106	63.5	45.1	56.0	65.5	72.4	73.7	7	4	8	10	65.3	46.5	58.0	67.8	72.9	78.1

**Metropolitan Area**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Houston–Sugar Land–Baytown, TX	5	15	60.1	---	50.3	59.6	70.1	---	8	3	7	13	64.7	---	54.6	62.7	75.8	---
Pittsburgh, PA	5	20	61.7	---	51.9	60.3	72.1	---	---	---	---	---	64.9	---	52.7	61.6	78.8	---

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**Function : AZT – Technical Specialty/Skilled Trade**  
**Level : T3 – Senior (T3)**

**Total Sample**

Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
		Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
76	3506	71.7	57.8	65.7	72.2	79.0	83.8	8	5	7	11	75.5	61.2	68.1	75.0	82.8	88.6

**Discipline**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AZT000 Tech Spclty/Skilled Trade-Multi	15	276	71.1	54.9	63.2	72.0	80.0	84.0	7	4	6	10	75.1	57.7	66.6	73.3	84.1	96.1
AZT010 Equipment Maintenance	7	47	64.0	---	52.0	68.5	71.7	---	8	6	8	11	67.9	---	52.0	71.7	79.4	---
AZT040 Facilities	9	80	71.3	---	60.3	68.6	81.2	---	8	4	5	14	74.9	---	64.1	71.4	87.8	---
AZT060 Quality Control/Inspection	8	38	71.2	---	58.9	68.2	84.6	---	---	---	---	---	74.0	---	58.9	74.2	85.4	---
AZT080 CAD/CAE Drafting	31	294	66.0	53.2	58.7	66.4	74.0	78.7	8	5	7	10	69.8	54.7	60.4	69.3	76.4	82.9
AZT140 Skilled Trade Generalist/Multidis	8	43	65.9	---	52.2	63.6	80.8	---	9	5	7	11	71.1	---	56.4	67.8	88.6	---
AZT150 Electrical Skilled Trade	19	511	76.6	58.0	66.0	77.3	83.9	93.4	7	5	6	10	79.5	61.0	71.0	78.9	87.2	98.6
AZT160 Welding Skilled Trade	18	222	79.2	64.0	69.4	80.7	88.0	93.3	7	3	8	8	81.2	65.9	71.4	80.9	89.0	97.6
AZT170 Mechanical Skilled Trade	14	798	75.1	63.4	70.3	75.6	81.2	83.8	8	5	7	12	79.1	69.5	71.4	78.8	84.4	91.5
AZT505 Geo IS (GIS) Technical Specialty	23	203	67.1	54.9	61.7	65.9	71.7	81.8	8	5	7	10	70.9	58.7	64.9	68.0	76.1	89.1
AZT544 Electric Trans/DistTech	13	281	78.1	65.4	72.6	80.6	84.8	86.9	8	5	7	11	82.1	67.0	78.3	82.2	87.9	92.6
AZT571 Gas Trans/Dist Tech	13	395	75.8	56.8	68.3	74.4	80.9	100.7	8	3	6	11	80.2	58.1	74.1	74.7	85.1	116.3
AZT999 Tech Spclty/Skilled Trade-No Disc	7	66	65.3	---	56.1	63.6	71.2	---	---	---	---	---	66.6	---	58.4	66.8	71.2	---

**Revenue**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Less than \$1B	19	290	73.2	59.1	66.1	72.9	81.4	83.7	8	5	7	10	76.8	61.7	66.1	80.1	85.4	88.6
\$1B to \$3B	24	1017	69.9	60.7	65.9	69.7	74.4	79.5	7	4	6	9	73.0	63.6	69.0	72.2	78.4	87.1
\$3B to \$6B	14	589	71.6	49.2	57.6	74.4	82.1	92.6	8	6	7	12	76.1	51.6	61.7	78.9	88.2	98.0
Greater than \$6B	19	1610	72.6	57.9	63.7	70.3	81.7	87.6	9	5	9	13	77.0	60.3	68.0	78.0	86.8	95.6

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**Nuclear/Nonnuclear**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nuclear	12	412	74.3	55.8	61.1	74.7	86.4	94.9	8	4	8	13	77.6	57.2	68.5	75.5	90.3	97.6
Nonnuclear	71	3094	71.8	58.0	65.5	72.3	79.2	83.9	8	5	7	11	75.7	61.9	67.8	75.1	83.0	88.6

**Organization Unit**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	32	761	69.6	53.1	62.8	69.5	75.3	90.0	9	5	7	11	73.6	55.7	63.1	73.2	81.2	95.4
Noncorporate	47	1926	70.9	54.7	64.5	71.9	78.3	84.1	7	5	7	10	74.5	56.5	67.4	74.4	80.4	89.6
Single Plant	21	638	76.0	60.4	66.8	77.5	84.6	87.9	7	4	6	11	79.4	63.2	69.9	80.1	87.7	90.6

**Region**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Northeast	20	524	73.5	55.2	69.6	73.6	79.9	86.2	9	5	7	11	77.9	55.3	73.0	78.2	84.4	93.6
Southeast	23	425	68.8	58.5	61.8	66.5	74.8	84.2	9	5	9	13	73.7	60.3	66.3	72.2	81.7	88.7
North Central	40	862	70.1	55.3	63.1	69.9	77.3	86.3	8	6	8	11	74.0	55.6	65.7	74.2	81.4	89.6
South Central	29	1248	70.2	54.6	63.8	69.5	77.8	83.7	8	5	7	12	74.9	58.7	65.5	75.2	83.0	88.8
West Coast	12	436	77.2	56.4	65.3	78.3	83.2	101.0	9	3	10	13	80.4	61.6	66.9	81.3	91.6	102.4

**Metropolitan Area**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Austin–Round Rock–San Marcos, TX	5	15	68.7	---	59.1	67.4	79.0	---	---	---	---	---	72.0	---	62.6	67.4	83.8	---
Houston–Sugar Land–Baytown, TX	5	36	70.2	---	60.8	70.0	79.6	---	7	3	7	12	75.7	---	63.7	73.4	88.9	---
New York–Northern New Jersey–Long Island, NY–NJ–PA	5	31	82.9	---	73.3	76.8	95.6	---	---	---	---	---	86.3	---	79.1	82.2	95.6	---
Pittsburgh, PA	5	33	77.0	---	69.8	79.7	82.9	---	---	---	---	---	81.8	---	71.6	79.7	93.1	---

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**Function : AZT – Technical Specialty/Skilled Trade**  
**Level : T4 – Lead (T4)**

**Total Sample**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	48	1523	79.5	63.8	70.6	79.1	86.8	94.7	9	6	10	11	84.4	68.8	74.9	83.9	90.3	102.3

**Discipline**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AZT000 Tech Spclty/Skilled Trade–Multi	12	195	85.4	63.1	70.9	83.8	100.2	110.5	11	8	10	13	91.7	67.1	71.3	89.0	115.5	124.2
AZT010 Equipment Maintenance	5	84	83.1	---	67.9	84.4	97.7	---	---	---	---	---	88.7	---	70.6	88.5	107.0	---
AZT060 Quality Control/Inspection	5	35	86.8	---	70.9	91.9	100.0	---	---	---	---	---	90.8	---	71.3	94.9	108.3	---
AZT080 CAD/CAE Drafting	18	199	77.1	61.8	66.6	78.2	84.5	91.9	8	5	8	12	81.5	64.1	70.7	83.3	89.4	98.0
AZT150 Electrical Skilled Trade	10	214	83.7	68.9	71.2	84.0	93.3	102.5	---	---	---	---	87.2	71.0	78.1	87.5	94.3	106.4
AZT160 Welding Skilled Trade	6	38	79.0	---	72.7	80.2	83.7	---	---	---	---	---	80.7	---	77.3	81.4	83.8	---
AZT170 Mechanical Skilled Trade	5	147	84.0	---	77.2	83.9	90.8	---	---	---	---	---	87.2	---	81.4	87.9	92.5	---
AZT544 Electric Trans/DistTech	7	39	85.6	---	69.2	92.0	96.1	---	9	6	9	12	92.2	---	77.8	94.7	105.2	---
AZT571 Gas Trans/Dist Tech	7	139	79.5	---	77.1	79.4	80.4	---	---	---	---	---	82.8	---	77.1	80.4	87.4	---

**Revenue**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Less than \$1B	7	129	83.6	---	69.0	85.0	94.6	---	---	---	---	---	86.5	---	69.1	88.5	104.6	---
\$1B to \$3B	15	241	78.9	60.9	69.8	79.7	84.3	97.2	10	8	10	12	84.1	66.9	77.0	83.3	88.7	108.6
\$3B to \$6B	10	604	76.6	61.0	70.6	78.1	83.3	86.6	10	7	10	13	83.4	64.4	78.4	84.4	89.9	97.0
Greater than \$6B	16	549	80.0	62.2	70.6	79.1	90.2	97.0	8	5	8	11	84.5	68.6	71.7	83.1	96.7	103.0

**Nuclear/Nonnuclear**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nuclear	7	124	84.8	---	79.4	82.6	94.1	---	7	5	8	9	88.2	---	81.0	89.2	96.4	---
Nonnuclear	45	1399	79.4	63.4	70.9	78.7	86.6	95.2	9	6	10	12	84.5	68.9	75.1	84.3	90.1	103.3

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**Organization Unit**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	20	390	81.7	60.8	72.5	82.7	88.8	103.1	9	5	9	12	86.4	64.1	76.0	84.0	92.2	121.0
Noncorporate	27	971	79.6	65.2	72.1	80.4	86.5	92.7	9	7	10	12	84.8	70.8	77.0	84.5	90.9	100.5
Single Plant	13	148	84.7	66.0	74.6	86.1	94.9	100.9	9	6	8	12	88.8	67.7	80.7	88.1	98.0	105.1

**Region**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Northeast	13	367	78.9	65.7	74.6	79.3	82.8	89.9	9	7	10	12	84.2	69.6	74.6	88.6	90.8	98.7
Southeast	8	75	76.3	---	64.7	76.4	84.8	---	10	8	10	12	82.9	---	72.4	83.5	90.4	---
North Central	20	758	80.3	65.8	73.0	81.3	85.8	94.5	10	7	10	12	85.1	69.2	78.5	83.9	89.3	103.5
South Central	16	202	78.0	63.6	70.1	76.8	86.4	96.2	9	5	8	12	83.6	67.1	74.4	82.9	94.7	101.6
West Coast	6	121	77.9	---	61.2	77.9	92.7	---	---	---	---	---	78.4	---	61.2	77.9	93.4	---

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Function : AZT – Technical Specialty/Skilled Trade  
Level : W1 – Entry (W1)

Total Sample

		Base Salary							Bonus as % of Base				Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	5	266	46.4	---	34.0	41.9	61.1	---	---	---	---	---	49.2	---	34.7	46.4	65.0	---

Nuclear/Nonnuclear

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nonnuclear	5	266	46.4	---	34.0	41.9	61.1	---	---	---	---	---	49.2	---	34.7	46.4	65.0	---

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**Function : AZT – Technical Specialty/Skilled Trade**  
**Level : W2 – Intermediate (W2)**

**Total Sample**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	8	273	53.6	---	49.1	51.4	63.0	---	8	4	7	11	56.2	---	51.1	53.2	63.5	---

**Nuclear/Nonnuclear**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nonnuclear	8	273	53.6	---	49.1	51.4	63.0	---	8	4	7	11	56.2	---	51.1	53.2	63.5	---

**Organization Unit**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Noncorporate	5	191	54.1	---	49.3	51.0	60.5	---	---	---	---	---	57.1	---	51.0	52.3	65.6	---

**Region**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
North Central	5	43	52.6	---	44.7	51.2	61.3	---	---	---	---	---	56.4	---	47.3	54.2	66.5	---

Function : AZT – Technical Specialty/Skilled Trade  
Level : W3 – Senior (W3)

**Total Sample**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	9	284	66.3	---	57.0	69.0	76.8	---	12	6	7	12	72.7	---	61.3	72.9	81.3	---

**Nuclear/Nonnuclear**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nonnuclear	9	284	66.3	---	57.0	69.0	76.8	---	12	6	7	12	72.7	---	61.3	72.9	81.3	---

**Region**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
South Central	5	79	64.1	---	55.3	66.0	72.0	---	8	6	6	11	69.3	---	59.8	69.9	78.5	---

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**Function : AZT – Technical Specialty/Skilled Trade**  
**Level : W4 – Lead (W4)**

**Total Sample**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	7	165	79.8	---	76.2	77.3	85.7	---	11	9	12	13	85.6	---	83.5	86.1	86.7	---

**Nuclear/Nonnuclear**

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nonnuclear	7	163	79.8	---	76.4	77.3	85.7	---	11	9	12	13	85.6	---	83.5	85.9	86.7	---

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Function : AZU – Manual/Unskilled Labor  
Level : W1 – Entry (W1)

### Total Sample

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	15	256	41.2	26.1	32.2	38.6	48.6	60.7	7	4	6	10	43.2	26.8	32.2	39.3	53.5	62.6

### Discipline

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AZU000 Manual/Unskilled Labor Multi	5	59	45.5	---	39.5	48.2	50.1	---	---	---	---	---	48.4	---	41.2	51.3	54.3	---
AZU010 Maintenance	11	24	41.8	25.5	32.4	38.6	49.9	69.5	6	4	5	9	43.5	27.5	34.0	39.3	53.5	70.0

### Revenue

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
\$1B to \$3B	5	9	35.8	---	26.3	35.8	45.3	---	---	---	---	---	37.5	---	28.3	37.4	46.6	---
\$3B to \$6B	5	60	42.1	---	32.8	46.8	49.0	---	---	---	---	---	45.0	---	34.3	49.9	53.2	---

### Nuclear/Nonnuclear

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nonnuclear	13	248	40.2	25.5	30.3	35.8	49.0	65.1	7	4	6	9	42.0	26.5	31.5	37.4	52.6	66.4

### Organization Unit

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	6	12	40.3	---	27.3	37.2	49.1	---	---	---	---	---	41.6	---	29.5	38.4	50.3	---
Noncorporate	9	236	41.2	---	32.3	46.8	49.4	---	8	4	7	11	43.6	---	33.1	49.9	53.9	---
Single Plant	5	8	50.8	---	40.9	48.3	61.9	---	---	---	---	---	52.3	---	42.3	50.1	63.5	---

All values in US Dollars

Effective date March 01, 2015

Company weighted statistics

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2015 CDB Energy Services Middle Management, Professional and Support Compensation  
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Region

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
North Central	6	45	35.2	---	27.3	30.6	48.1	---	---	---	---	---	36.6	---	28.1	31.5	50.4	---
South Central	6	124	41.0	---	33.6	43.2	48.3	---	---	---	---	---	44.2	---	34.9	45.8	53.9	---

All values in US Dollars  
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 Company weighted statistics  
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Function : AZU – Manual/Unskilled Labor  
Level : W2 – Intermediate (W2)

### Total Sample

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	13	135	49.3	32.8	39.2	51.3	57.7	64.5	7	4	6	10	52.0	33.2	42.4	51.9	61.4	70.2

### Discipline

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AZU000 Manual/Unskilled Labor	7	74	56.4	---	53.2	56.0	59.9	---	8	3	6	13	59.6	---	57.3	59.9	62.7	---
Multi																		
AZU010 Maintenance	7	29	44.6	---	35.4	42.8	55.4	---	6	4	5	9	46.7	---	38.6	43.9	58.5	---

### Revenue

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
\$3B to \$6B	7	78	55.1	---	51.3	55.4	59.4	---	7	4	6	13	58.5	---	51.9	58.5	62.7	---

### Nuclear/Nonnuclear

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nonnuclear	12	133	49.6	32.7	37.3	52.3	58.5	64.6	8	5	6	11	52.3	33.0	40.5	54.6	62.0	71.0

### Organization Unit

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Noncorporate	9	115	50.3	---	40.3	53.2	57.7	---	7	4	5	13	53.1	---	41.2	57.3	61.4	---

### Region

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
South Central	6	41	50.6	---	33.1	54.4	64.3	---	---	---	---	---	54.0	---	33.9	59.0	67.6	---

All values in US Dollars

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Function : AZU – Manual/Unskilled Labor  
Level : W3 – Senior (W3)

Total Sample

	Orgs	Incs	Base Salary					Bonus as % of Base				Total Cash Compensation						
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	11	75	56.1	38.2	46.2	49.1	67.8	78.4	7	4	7	10	59.2	39.4	46.9	53.1	73.4	83.2

Discipline

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AZU010 Maintenance	7	36	51.2	---	40.3	46.2	67.2	---	---	---	---	---	53.3	---	41.9	46.9	73.4	---

Nuclear/Nonnuclear

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nonnuclear	8	44	56.9	---	45.9	52.9	72.0	---	---	---	---	---	59.8	---	47.3	58.7	72.0	---

Organization Unit

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Noncorporate	5	37	61.0	---	46.5	64.4	73.7	---	---	---	---	---	65.2	---	51.0	67.8	78.1	---

Region

	Orgs	Incs	Base Salary						Bonus as % of Base				Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
North Central	5	20	52.6	---	46.0	46.2	62.3	---	---	---	---	---	55.1	---	46.5	50.5	66.0	---

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**Function : AAS – Administrative Services**  
**Level : M1 – Supervisor (M1)**

**Total Sample**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	57	235	82.3	66.1	71.4	80.4	89.2	108.9	11	8	11	14	89.9	67.8	76.2	87.6	101.1	120.0

**Discipline**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AAS000 Administrative Services Generalist/Multidiscipline	24	133	77.6	65.2	69.9	75.5	81.1	98.6	11	7	9	13	84.2	66.3	75.9	84.5	88.4	103.4
AAS010 Office/Location/Post and Messenger Services	20	63	79.0	62.1	68.7	77.8	89.0	102.9	12	8	11	14	87.6	68.1	70.5	89.2	100.6	114.2
AAS013 Print Services	8	9	79.4	---	65.1	81.4	91.8	---	13	9	13	18	87.3	---	71.6	83.2	103.5	---
AAS020 Library/Information Services	14	17	95.3	65.7	76.3	100.2	109.4	122.9	11	8	12	15	103.7	65.7	78.9	112.0	124.7	133.5

**Revenue**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Less than \$1B	12	23	80.4	64.1	66.4	75.1	88.0	123.1	8	3	7	13	83.9	65.3	66.4	76.2	95.0	128.7
\$1B to \$3B	16	37	81.7	59.7	69.3	80.8	85.0	109.8	9	8	9	10	86.6	65.1	75.1	84.4	88.5	120.0
\$3B to \$6B	7	17	93.4	---	73.1	93.8	108.8	---	11	8	11	16	103.8	---	80.0	104.0	120.6	---
Greater than \$6B	23	158	79.9	67.9	70.7	80.1	85.8	92.0	13	10	13	15	90.7	73.5	78.6	93.4	99.6	102.3

**Nuclear/Nonnuclear**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nuclear	8	11	84.6	---	66.9	73.2	103.5	---	14	10	13	18	93.0	---	72.2	77.6	123.0	---
Nonnuclear	52	224	82.8	65.6	71.2	80.6	89.9	109.1	11	8	11	14	90.7	68.9	78.2	87.7	101.7	120.0

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Company weighted statistics

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Summary Breakout Table

WillisTowersWatson 

Organization Unit

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	42	145	84.8	64.1	71.7	81.9	96.9	109.1	11	8	10	14	92.3	66.1	75.8	87.7	109.7	121.6
Noncorporate	21	66	78.9	64.5	69.6	74.5	89.2	93.4	11	8	11	13	86.4	68.0	75.9	82.6	98.4	103.6
Single Plant	8	18	81.6	---	69.1	71.8	89.5	---	16	9	14	27	92.9	---	76.6	87.3	100.3	---

Region

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Northeast	11	53	79.5	64.6	69.7	80.8	88.4	92.6	11	7	12	13	86.9	66.9	74.9	86.5	99.6	101.9
Southeast	14	52	80.4	63.0	68.7	73.7	84.5	120.7	11	6	9	14	87.2	64.8	73.8	82.3	97.6	129.4
North Central	15	57	80.8	67.1	68.6	78.8	85.6	109.3	13	9	13	17	90.9	76.1	79.0	87.1	100.7	122.3
South Central	24	41	78.7	58.5	66.9	75.7	89.1	109.3	11	7	10	12	85.7	64.2	70.6	83.0	97.2	117.4
West Coast	7	32	87.4	---	75.9	93.4	99.9	---	11	8	11	13	94.8	---	75.9	104.0	110.0	---

Metropolitan Area

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Houston-Sugar Land-Baytown, TX	6	7	74.0	---	64.3	73.0	83.7	---	13	7	9	18	83.6	---	69.6	82.9	98.1	---

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**Function : AAS – Administrative Services**  
**Level : M2 – Manager (M2)**

**Total Sample**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	33	103	101.6	81.0	89.5	101.2	111.1	122.2	15	10	15	20	115.1	85.0	99.7	116.6	128.1	143.0

**Discipline**

	Base Salary								Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AAS000 Administrative Services Generalist/Multidiscipline	22	72	100.2	78.1	88.0	100.9	107.6	122.4	12	9	12	17	111.3	82.3	96.7	116.1	122.2	140.3
AAS020 Library/Information Services	7	11	111.4	---	100.3	113.6	120.8	---	18	15	19	22	126.5	---	113.7	132.6	138.1	---

**Revenue**

	Base Salary								Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Less than \$1B	5	9	101.3	---	86.0	98.7	117.8	---	---	---	---	---	110.8	---	89.4	109.6	132.8	---
\$1B to \$3B	10	52	97.6	72.1	85.1	99.3	113.1	122.0	11	6	9	17	105.6	76.2	88.0	106.5	117.3	145.1
\$3B to \$6B	5	8	99.9	---	95.2	101.2	104.0	---	20	16	17	25	119.8	---	115.2	118.7	124.8	---
Greater than \$6B	13	34	105.5	81.0	94.3	108.0	116.3	127.8	16	11	15	20	122.2	92.5	108.2	123.0	133.1	151.0

**Nuclear/Nonnuclear**

			Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nonnuclear	31	100	101.5	80.2	88.0	101.2	112.8	122.6	14	10	15	19	115.0	84.2	100.2	116.6	128.0	143.4

**Organization Unit**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	17	34	102.4	76.2	86.6	104.3	115.9	131.5	13	6	14	20	115.0	77.3	92.1	118.0	135.0	149.7
Noncorporate	19	63	99.2	83.2	88.0	99.3	103.8	121.1	16	12	16	19	113.0	87.6	98.7	115.7	128.2	133.5

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Company weighted statistics

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Summary Breakout Table

WillisTowersWatson 

**Region**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Northeast	9	38	105.8	---	93.8	107.0	117.4	---	14	9	13	19	117.1	---	97.6	121.9	131.0	---
Southeast	13	23	102.3	81.3	91.0	103.7	113.4	119.7	14	8	15	18	113.6	84.9	92.9	115.7	133.1	138.9
North Central	7	19	98.0	---	79.4	100.3	109.3	---	12	9	11	16	109.2	---	87.4	115.7	123.0	---
South Central	9	16	104.1	---	92.7	99.2	116.7	---	19	17	19	22	123.6	---	112.0	116.6	135.9	---

**Metropolitan Area**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Houston-Sugar Land-Baytown, TX	6	6	108.0	---	92.1	95.3	133.0	---	20	15	20	25	128.5	---	113.1	115.1	151.2	---

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WillisTowersWatson 

Function : AAS – Administrative Services  
Level : M3 – Senior Manager (M3)

Total Sample

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	8	24	135.0	---	100.7	144.4	162.1	---	25	15	24	29	168.3	---	107.6	178.3	210.9	---

Discipline

			Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AAS000 Administrative Services Generalist/Multidiscipline	5	20	136.2	---	107.4	149.1	158.5	---	---	---	---	---	169.2	---	109.3	179.6	223.9	---

Revenue

	Base Salary								Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Greater than \$6B	5	6	156.3	---	144.4	151.2	170.8	---	30	19	24	44	204.8	---	178.3	187.1	240.2	---

Nuclear/Nonnuclear

	Orgs		Incs		Base Salary					Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation						
					Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nonnuclear	8	24	135.0	---	100.7	144.4	162.1	---	25	15	24	29	168.3	---	107.6	178.3	210.9	---		

Organization Unit

			Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs																
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	5	6	129.6	---	88.7	143.4	163.5	---	18	9	23	24	155.3	---	100.5	170.6	202.4	---

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**Function : AAS – Administrative Services**

Level : P1 – Entry (P1)

**Total Sample**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	16	54	51.8	40.2	48.7	51.6	55.6	60.5	7	4	6	10	54.3	41.3	49.5	55.4	58.9	65.2

**Discipline**

	Base Salary								Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AAS000 Administrative Services Generalist/Multidiscipline	8	37	49.3	---	43.9	50.9	55.3	---	8	5	10	10	51.7	---	43.9	54.3	57.0	---
AAS020 Library/Information Services	6	9	53.0	---	50.5	53.1	55.4	---	7	4	6	10	55.9	---	53.2	55.5	58.8	---

**Revenue**

	Base Salary								Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
\$1B to \$3B	6	20	52.6	---	50.1	53.1	55.4	---	---	---	---	---	54.2	---	51.6	54.5	56.8	---
Greater than \$6B	5	24	56.3	---	49.5	56.7	62.8	---	---	---	---	---	59.5	---	52.0	59.4	67.1	---

**Nuclear/Nonnuclear**

	Base Salary									Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs								Avg	25th	Median	75th						
			Avg	10th	25th	Median	75th	90th	Avg					10th	25th	Median	75th	90th	
Nonnuclear	16	54	51.8	40.2	48.7	51.6	55.6	60.5	7	4	6	10	54.3	41.3	49.5	55.4	58.9	65.2	

**Organization Unit**

	Base Salary								Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	9	22	49.3	---	45.0	52.3	54.0	---	7	4	8	11	51.6	---	45.0	54.6	56.6	---
Noncorporate	9	29	54.8	---	50.1	54.0	57.9	---	7	4	6	10	57.8	---	52.5	55.7	62.1	---

All values in US Dollars

Effective date March 01, 2017

Company weighted statistics

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Region

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Southeast	5	9	49.3	---	41.2	50.0	57.0	---	---	---	---	---	51.9	---	43.0	53.0	60.2	---
South Central	8	26	52.1	---	47.7	51.6	54.2	---	7	4	6	10	54.3	---	49.1	53.1	59.3	---

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**Function : AAS – Administrative Services**

Level : P2 – Intermediate (P2)

**Total Sample**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	37	238	63.1	50.6	55.7	62.5	70.5	79.2	9	5	8	12	67.3	51.4	58.2	66.5	75.5	82.8

**Discipline**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AAS000 Administrative Services Generalist/Multidiscipline	22	145	60.9	50.5	55.2	60.7	64.0	78.3	8	4	7	12	65.0	50.6	58.3	63.9	70.0	83.3
AAS020 Library/Information Services	11	32	67.9	51.9	62.5	67.5	74.8	82.6	9	2	9	14	71.9	52.7	66.5	75.5	78.0	88.5

**Revenue**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Less than \$1B	6	70	67.2	---	50.8	69.3	78.3	---	---	---	---	---	71.7	---	51.4	71.5	87.3	---
\$1B to \$3B	13	55	61.3	49.4	56.3	61.4	65.8	74.8	8	4	7	8	64.1	53.3	56.8	64.2	67.7	78.5
\$3B to \$6B	6	33	62.8	---	52.9	61.9	74.6	---	7	4	5	11	66.4	---	55.1	68.8	75.6	---
Greater than \$6B	12	80	63.1	50.5	54.5	62.5	71.1	82.6	11	7	12	13	69.0	52.9	59.7	69.9	75.8	87.9

**Nuclear/Nonnuclear**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nonnuclear	34	234	62.6	50.5	55.2	62.1	67.8	79.8	9	5	8	12	66.8	51.1	57.7	65.8	75.3	83.5

**Organization Unit**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	25	154	63.8	50.6	55.8	61.9	72.2	82.9	7	4	7	10	67.4	51.2	59.2	66.0	72.3	87.4
Noncorporate	17	73	60.3	50.1	50.8	60.4	66.3	73.0	11	6	10	14	65.1	50.9	54.9	64.9	75.4	78.4

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Company weighted statistics

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Region

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Northeast	12	30	67.6	51.9	56.7	65.7	77.2	87.6	10	4	12	14	72.8	53.8	63.0	73.2	78.1	99.2
Southeast	8	27	63.3	---	53.8	64.3	71.5	---	7	2	8	12	66.2	---	57.3	68.4	72.7	---
North Central	14	62	60.3	47.3	56.8	60.5	63.8	71.8	11	6	9	14	65.2	48.0	60.1	66.3	71.8	76.9
South Central	10	107	60.7	48.7	50.6	58.9	69.9	79.9	10	5	8	15	64.9	50.8	55.8	61.3	74.7	84.7

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**Function : AAS – Administrative Services**  
**Level : P3 – Career (P3)**

**Total Sample**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	36	158	80.3	62.2	69.2	82.3	87.3	99.9	10	6	10	13	87.1	66.5	72.7	85.9	95.4	113.2

**Discipline**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AAS000 Administrative Services Generalist/Multidiscipline	16	78	77.6	61.2	67.6	74.1	84.2	103.5	11	7	11	12	84.6	65.0	71.7	83.0	95.6	114.5
AAS020 Library/Information Services	13	34	81.4	61.8	76.0	83.5	87.0	96.4	11	7	11	14	88.1	64.8	77.2	89.9	96.8	108.3
AAS043 Secretarial/Administrative Assistance to the Chief Executive Officer	5	7	99.3	---	81.2	103.1	115.5	---	12	7	8	20	113.2	---	89.3	120.0	133.8	---

**Revenue**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Less than \$1B	5	9	79.7	---	67.5	82.5	90.4	---	---	---	---	---	82.0	---	69.2	89.9	90.8	---
\$1B to \$3B	9	39	77.1	---	66.6	82.7	86.2	---	7	4	6	10	80.1	---	69.6	83.1	91.2	---
\$3B to \$6B	6	26	81.5	---	61.5	81.4	93.5	---	8	6	8	10	87.2	---	67.8	85.9	99.0	---
Greater than \$6B	17	84	80.9	62.9	70.7	78.2	87.2	104.6	13	10	12	17	91.5	65.1	78.5	92.1	103.0	120.2

**Nuclear/Nonnuclear**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nonnuclear	36	153	80.1	62.2	69.2	82.2	87.3	99.9	10	6	10	13	86.9	66.5	72.7	85.9	95.1	113.2

All values in US Dollars

Effective date March 01, 2017

Company weighted statistics

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2017 CDB Energy Services MMPS Compensation Survey – U.S. Report  
Summary Breakout Table

WillisTowersWatson 

Organization Unit

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	21	52	82.3	62.7	70.2	82.5	88.1	109.2	9	6	8	12	88.7	67.2	74.6	88.5	94.6	120.9
Noncorporate	17	95	76.4	58.9	65.4	76.8	84.6	92.4	13	9	12	17	83.7	63.9	70.9	84.3	97.6	104.9

Region

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Northeast	10	38	78.8	67.1	69.3	75.9	87.4	97.4	12	7	11	17	86.4	71.5	73.4	84.0	103.4	109.6
Southeast	13	51	78.1	59.7	65.0	78.2	84.4	106.9	9	4	8	14	83.3	63.7	65.9	83.2	93.2	117.6
North Central	10	42	75.6	54.2	65.7	78.8	85.7	88.7	11	9	12	13	82.4	60.5	71.6	85.4	94.0	95.7
South Central	8	19	80.0	---	64.3	83.9	89.3	---	12	6	12	17	86.3	---	68.8	86.3	99.1	---
West Coast	5	8	90.5	---	82.2	86.4	100.8	---	---	---	---	---	97.8	---	88.2	90.9	110.8	---

All values in US Dollars

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Company weighted statistics

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**Function : AAS – Administrative Services**

Level : P4 – Specialist (P4)

**Total Sample**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	12	54	101.8	79.6	88.4	99.7	110.2	139.7	12	7	13	16	111.4	82.7	93.6	107.5	123.2	151.2

**Revenue**

	Base Salary								Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Greater than \$6B	5	15	101.3	---	90.8	100.9	112.0	---	17	14	16	20	119.0	---	103.8	117.1	135.2	---

**Nuclear/Nonnuclear**

	Base Salary								Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs							Avg	25th	Median	75th						
			Avg	10th	25th	Median	75th	90th					Avg	10th	25th	Median	75th	90th
Nonnuclear	12	54	101.8	79.6	88.4	99.7	110.2	139.7	12	7	13	16	111.4	82.7	93.6	107.5	123.2	151.2

**Organization Unit**

			Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	6	14	101.7	---	86.5	103.3	113.9	---	12	3	13	20	112.2	---	97.2	105.5	132.1	---
Noncorporate	6	39	102.1	---	88.0	97.5	112.5	---	---	---	---	---	110.7	---	89.7	111.7	124.8	---

**Region**

	Base Salary									Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs								Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
			Avg	10th	25th	Median	75th	90th											
Northeast	6	43	90.1	---	80.8	89.3	100.9	---	---	---	---	---	99.0	---	84.6	96.1	117.1	---	

All values in US Dollars

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Company weighted statistics

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**Function : AAS – Administrative Services**

Level : T2 – Intermediate (T2)

**Total Sample**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	6	11	50.1	---	41.1	45.1	54.8	---	---	---	---	---	51.8	---	43.5	45.1	58.4	---

**Nuclear/Nonnuclear**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nonnuclear	6	11	50.1	---	41.1	45.1	54.8	---	---	---	---	---	51.8	---	43.5	45.1	58.4	---

**Organization Unit**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Noncorporate	5	10	51.0	---	41.1	44.7	64.1	---	---	---	---	---	52.4	---	42.7	44.7	65.8	---

All values in US Dollars

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Company weighted statistics

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Function : AAS – Administrative Services  
Level : T3 – Senior (T3)

Total Sample

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	7	21	53.8	---	42.0	50.5	71.2	---	---	---	---	---	56.2	---	44.6	50.5	77.0	---

Nuclear/Nonnuclear

			Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nonnuclear	7	21	53.8	---	42.0	50.5	71.2	---	---	---	---	---	56.2	---	44.6	50.5	77.0	---

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**Function : AAS – Administrative Services**  
**Level : U1 – Entry (U1)**

**Total Sample**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	60	484	40.3	29.0	35.7	39.5	43.7	51.4	7	5	7	8	42.5	30.8	36.8	41.4	46.9	52.2

**Discipline**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AAS000 Administrative Services Generalist/Multidiscipline	12	49	42.5	29.3	37.8	42.3	47.5	55.0	11	6	10	15	46.0	31.0	41.0	44.3	53.2	62.8
AAS010 Office/Location/Post and Messenger Services	11	22	36.4	28.6	29.4	34.0	38.5	55.2	7	4	6	9	37.7	30.1	30.5	35.3	39.8	56.4
AAS011 Clerical	13	82	40.3	29.9	35.9	37.8	46.6	53.9	6	5	6	7	41.9	31.6	37.3	40.0	49.0	54.1
AAS030 Reception/Switchboard	16	22	38.1	27.2	33.2	38.8	43.8	46.1	6	4	7	8	39.7	27.3	34.4	39.8	46.6	49.0
AAS041 Secretarial/Administrative Assistance	29	292	41.6	33.9	37.9	40.8	43.5	48.4	8	5	7	8	44.0	34.5	39.1	42.4	46.1	52.2

**Revenue**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Less than \$1B	15	88	43.1	30.7	38.5	41.1	49.5	58.8	7	4	7	9	44.7	31.7	38.8	42.8	49.5	62.1
\$1B to \$3B	15	80	36.7	28.5	29.0	36.7	39.9	49.5	8	6	6	8	38.5	29.9	31.2	36.8	40.9	54.0
\$3B to \$6B	11	62	40.5	30.3	37.9	40.1	43.8	48.1	6	5	6	8	43.0	31.9	39.6	42.4	47.3	51.6
Greater than \$6B	19	254	40.9	32.2	34.6	39.2	45.1	51.5	8	5	7	9	43.6	34.5	37.0	43.2	48.5	52.1

**Nuclear/Nonnuclear**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nuclear	7	71	40.8	---	38.8	39.9	45.1	---	---	---	---	---	42.6	---	38.8	44.9	48.1	---
Nonnuclear	56	413	40.0	28.9	34.6	39.3	43.6	50.3	7	5	7	8	42.2	30.8	36.7	41.1	46.3	52.1

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2017 CDB Energy Services MMPS Compensation Survey – U.S. Report  
Summary Breakout Table

WillisTowersWatson 

**Organization Unit**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	44	214	40.5	28.9	35.5	40.0	43.6	54.8	7	5	7	8	42.5	30.8	36.7	41.4	46.7	55.3
Noncorporate	19	250	39.6	31.8	35.5	38.7	42.8	48.4	8	5	7	10	42.4	34.1	38.1	41.9	46.4	52.2
Single Plant	6	15	41.2	---	34.5	42.4	46.0	---	5	4	5	7	43.1	---	35.4	44.6	49.1	---

**Region**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Northeast	11	40	44.9	30.7	35.5	41.9	56.3	62.5	9	6	7	10	48.1	31.2	37.2	44.0	56.3	69.8
Southeast	15	134	37.4	28.4	35.1	37.6	41.4	45.0	8	5	6	10	39.8	30.7	36.5	39.4	41.6	51.1
North Central	23	108	37.9	28.9	32.3	38.6	42.5	48.3	7	6	7	8	40.1	30.8	34.1	39.9	45.6	50.4
South Central	29	165	39.8	33.1	37.3	40.0	42.2	47.5	7	5	6	8	42.4	33.1	38.6	41.7	46.3	52.2
West Coast	11	37	43.7	34.9	39.2	43.8	48.8	53.3	6	3	7	9	45.4	35.4	41.5	45.2	49.9	53.9

**Metropolitan Area**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Houston-Sugar Land-Baytown, TX	15	36	44.1	36.9	41.0	43.3	47.5	52.6	10	5	7	13	47.9	38.3	41.0	47.3	54.1	61.2

All values in US Dollars

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Company weighted statistics

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**Function : AAS – Administrative Services**

**Level : U2 – Intermediate (U2)**

**Total Sample**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	102	2383	48.3	37.8	42.2	47.4	52.9	59.5	7	5	7	8	50.7	39.1	44.0	49.7	55.7	64.0

**Discipline**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AAS000 Administrative Services Generalist/Multidiscipline	35	459	49.1	40.2	43.9	48.4	53.3	58.2	7	5	6	8	51.5	41.3	46.6	50.0	55.8	60.9
AAS010 Office/Location/Post and Messenger Services	14	45	38.7	32.3	33.7	39.1	41.5	47.6	8	5	9	11	40.6	32.9	36.7	40.8	43.6	49.8
AAS011 Clerical	22	340	46.0	35.5	37.4	41.9	53.4	63.4	7	5	7	8	48.5	36.4	39.6	45.0	55.8	68.3
AAS013 Print Services	14	41	40.6	34.7	37.1	40.8	43.0	48.1	7	6	8	9	43.0	35.9	40.5	42.6	46.1	50.6
AAS020 Library/Information Services	11	22	46.8	35.0	40.6	45.9	51.4	63.7	8	5	9	9	49.1	35.0	43.4	47.9	55.8	66.4
AAS030 Reception/Switchboard	9	21	40.9	---	35.6	38.4	45.8	---	7	4	7	8	42.9	---	37.6	41.7	47.3	---
AAS041 Secretarial/Administrative Assistance	62	1246	46.3	37.6	41.3	45.3	49.4	55.1	7	5	7	8	48.5	38.4	43.4	47.9	51.7	58.4
AAS042 Secretarial/Executive Administrative Assistance	22	198	59.5	45.9	52.0	60.7	65.9	73.7	9	5	8	11	63.7	47.0	54.6	62.8	73.0	78.7

**Revenue**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Less than \$1B	28	268	48.0	35.3	42.0	46.6	51.9	63.8	7	5	7	8	50.1	37.6	42.5	48.9	54.5	68.9
\$1B to \$3B	34	639	47.4	37.2	41.0	47.2	52.9	61.8	6	5	6	8	49.2	38.5	42.5	48.5	53.6	63.1
\$3B to \$6B	14	381	50.4	37.3	43.2	50.4	53.8	67.0	7	5	6	8	53.5	39.5	45.8	54.5	56.9	70.3
Greater than \$6B	26	1095	48.6	40.5	42.7	47.7	54.1	58.6	8	5	7	9	51.9	43.5	45.2	49.9	57.7	63.7

All values in US Dollars

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Company weighted statistics

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2017 CDB Energy Services MMPS Compensation Survey – U.S. Report  
Summary Breakout Table

WillisTowersWatson 

**Nuclear/Nonnuclear**

	Base Salary								Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nuclear	10	148	44.7	34.6	38.3	44.4	48.2	60.4	7	4	6	11	46.7	34.8	41.5	45.9	50.7	63.1
Nonnuclear	99	2235	48.5	38.1	42.3	47.5	53.1	59.9	7	5	7	8	51.0	39.2	44.1	49.8	55.8	64.3

**Organization Unit**

	Base Salary								Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	78	1124	48.2	37.9	42.9	47.4	53.2	59.0	7	5	6	8	50.5	39.0	44.2	49.7	55.6	61.0
Noncorporate	48	1099	47.6	38.3	41.2	45.9	52.5	59.1	8	5	7	10	50.0	39.5	43.4	48.0	55.3	65.4
Single Plant	16	140	49.7	40.2	44.4	50.5	54.5	57.8	7	5	7	8	52.5	42.6	47.1	53.8	56.9	61.1

**Region**

	Base Salary								Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Northeast	30	249	50.1	38.3	42.8	49.9	54.3	67.7	8	5	7	9	52.9	38.5	45.6	51.5	58.1	69.1
Southeast	30	499	45.7	37.8	40.0	45.7	48.5	51.7	6	5	6	8	47.5	38.8	43.3	47.2	49.0	53.4
North Central	36	475	48.3	39.5	42.5	47.3	53.5	60.0	7	5	6	8	50.9	40.6	44.4	50.4	57.1	65.5
South Central	50	926	49.3	39.4	42.0	48.4	54.2	61.5	7	5	7	8	51.9	39.7	44.6	50.9	57.6	66.1
West Coast	23	234	46.7	32.3	39.5	46.6	52.3	59.8	7	5	6	7	48.7	34.3	39.5	46.8	54.6	66.4

**Metropolitan Area**

	Base Salary								Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Atlanta–Sandy Springs–Marietta, GA	5	11	50.9	---	40.1	42.6	65.8	---	---	---	---	---	53.3	---	41.4	49.2	67.3	---
Austin–Round Rock–San Marcos, TX	7	16	48.8	---	37.5	48.7	60.6	---	---	---	---	---	51.8	---	37.9	48.7	72.8	---
Baton Rouge, LA	5	28	49.1	---	45.4	51.3	51.6	---	---	---	---	---	53.1	---	46.6	51.7	60.2	---
Boston–Cambridge–Quincy, MA–NH	8	13	56.2	---	45.4	51.9	70.2	---	5	3	6	7	58.2	---	48.5	55.0	70.7	---
Corpus Christi, TX	6	25	44.8	---	37.0	43.0	52.3	---	---	---	---	---	48.2	---	41.0	46.4	56.2	---
Dallas–Fort Worth–Arlington, TX	9	25	49.3	---	41.7	49.0	57.8	---	6	4	6	8	51.0	---	43.4	50.3	60.4	---
Denver–Aurora, CO	7	36	49.0	---	45.4	48.2	56.2	---	---	---	---	---	51.5	---	45.4	51.6	58.2	---
Hartford–West Hartford–East Hartford, CT	5	32	57.5	---	49.7	56.6	65.8	---	---	---	---	---	60.9	---	50.9	57.0	72.8	---
Houston–Sugar Land–Baytown, TX	25	203	51.7	39.0	41.0	50.7	59.8	69.1	8	5	7	10	55.2	39.0	43.5	51.3	65.5	76.6

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WillisTowersWatson 

Metropolitan Area

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Little Rock–North Little Rock–Conway, AR	6	16	50.5	---	45.6	51.0	53.4	---	7	4	5	11	53.1	---	48.2	52.3	58.9	---
Los Angeles–Long Beach–Santa Ana, CA	5	30	53.4	---	45.3	49.1	63.6	---	---	---	---	---	54.4	---	45.3	50.5	65.4	---
Minneapolis–St. Paul–Bloomington, MN–WI	5	12	61.3	---	50.8	64.7	70.2	---	---	---	---	---	67.7	---	52.0	70.4	81.9	---
New York–Northern New Jersey–Long Island, NY–NJ–PA	7	31	49.7	---	40.0	49.4	53.0	---	9	5	6	14	52.3	---	44.5	49.4	57.0	---
Oklahoma City, OK	8	27	45.3	---	38.9	43.7	50.9	---	8	7	8	9	47.8	---	40.4	45.1	54.5	---
Philadelphia–Camden–Wilmington, PA–NJ–DE–MD	7	14	57.7	---	46.8	53.5	77.1	---	10	7	9	15	62.9	---	52.5	57.8	77.1	---
Phoenix–Mesa–Glendale, AZ	7	125	44.7	---	36.0	47.4	52.2	---	5	4	5	6	46.2	---	38.3	47.5	55.1	---
Pittsburgh, PA	9	46	43.8	---	36.9	41.2	51.3	---	9	7	8	10	47.0	---	39.1	41.4	56.0	---
Riverside–San Bernardino–Ontario, CA	5	12	55.8	---	47.0	56.6	64.2	---	---	---	---	---	58.8	---	47.8	62.1	68.2	---
Shreveport–Bossier City, LA	5	20	51.2	---	41.4	42.8	65.2	---	---	---	---	---	53.0	---	44.8	45.2	65.2	---
Tulsa, OK	6	22	47.0	---	38.4	43.1	55.8	---	7	6	7	8	49.7	---	40.9	44.7	59.0	---
Washington–Arlington–Alexandria, DC–VA–MD–WV	9	44	51.2	---	44.4	51.3	58.4	---	9	5	8	12	53.7	---	45.1	52.7	62.2	---

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Company weighted statistics

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**Function : AAS – Administrative Services**  
**Level : U3 – Senior (U3)**

**Total Sample**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	113	4015	58.4	46.4	50.3	56.8	64.5	71.8	8	5	7	9	61.8	48.1	52.6	60.3	68.9	78.7

**Discipline**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AAS000 Administrative Services Generalist/Multidiscipline	41	682	56.5	45.8	50.3	56.2	63.4	69.2	8	5	6	10	59.9	47.8	53.3	60.1	66.0	69.9
AAS010 Office/Location/Post and Messenger Services	14	31	49.5	35.8	40.8	48.7	56.5	65.6	7	5	7	9	51.7	37.8	43.2	51.0	57.7	69.3
AAS011 Clerical	15	365	49.6	42.3	43.6	45.9	52.7	69.9	6	5	7	8	52.1	44.7	45.6	49.7	53.9	72.3
AAS013 Print Services	16	49	52.8	39.1	46.9	50.5	60.3	69.9	7	5	7	8	55.4	39.1	49.5	52.8	61.1	75.1
AAS020 Library/Information Services	5	13	53.0	---	47.7	51.7	58.8	---	---	---	---	---	56.4	---	50.2	58.7	61.4	---
AAS030 Reception/Switchboard	5	8	42.0	---	37.7	43.9	45.3	---	---	---	---	---	43.3	---	38.5	46.1	46.8	---
AAS041 Secretarial/Administrative Assistance	72	2264	54.2	45.8	49.6	53.8	59.3	62.4	7	5	7	9	57.1	47.3	51.9	57.6	61.3	67.2
AAS042 Secretarial/Executive Administrative Assistance	57	557	65.6	53.2	58.5	65.7	71.6	77.7	9	5	7	10	70.2	55.4	61.3	69.3	77.4	88.8
AAS043 Secretarial/Administrative Assistance to the Chief Executive Officer	20	30	83.5	59.4	73.7	80.4	94.6	112.1	8	6	8	10	89.4	59.9	76.0	86.5	101.6	118.8

**Revenue**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Less than \$1B	32	237	58.5	46.2	49.0	55.7	66.2	82.1	7	5	7	10	61.4	46.8	52.0	57.6	70.5	86.6
\$1B to \$3B	37	850	56.5	45.5	47.5	56.1	63.1	71.8	8	5	7	8	59.4	47.1	49.9	57.8	65.0	77.6
\$3B to \$6B	15	489	61.9	44.9	56.8	61.9	70.2	78.4	7	6	6	9	66.4	47.2	60.8	66.8	78.4	85.0
Greater than \$6B	30	2439	58.6	50.3	53.0	57.8	63.4	68.0	8	5	8	10	62.7	52.1	57.1	62.0	69.5	76.0

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## Nuclear/Nonnuclear

	Base Salary								Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nuclear	20	563	56.4	46.7	52.1	55.0	60.9	68.3	8	5	8	9	59.5	47.0	53.3	58.6	65.6	73.8
Nonnuclear	109	3452	58.3	46.3	49.4	56.8	64.5	72.1	8	5	7	9	61.7	48.0	52.4	60.0	68.9	78.9

## Organization Unit

	Base Salary								Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	92	1816	58.8	45.3	50.3	57.0	66.8	73.3	8	5	7	9	62.2	47.2	52.7	60.5	70.1	79.9
Noncorporate	50	1728	55.0	43.8	49.0	54.0	58.8	67.2	8	5	7	9	58.2	46.2	50.8	56.2	63.0	72.1
Single Plant	22	372	58.0	44.9	51.5	56.1	63.1	72.7	7	5	8	9	61.2	48.6	53.4	59.9	65.8	79.7
Multiple Plant	6	99	56.7	---	48.3	56.1	67.1	---	7	5	7	10	60.8	---	52.4	59.9	71.4	---

## Region

	Base Salary								Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Northeast	30	375	61.7	48.8	53.7	61.0	67.4	82.2	8	5	7	8	65.9	49.8	57.2	63.8	73.1	85.7
Southeast	33	1133	53.8	43.3	45.2	54.4	58.2	67.7	7	5	6	8	56.5	45.6	48.0	56.9	61.7	68.6
North Central	38	785	56.7	47.0	50.9	55.4	62.2	68.8	7	6	7	8	59.6	48.2	53.0	58.1	63.7	74.4
South Central	45	1197	58.4	48.1	50.8	55.6	63.7	76.9	8	5	7	10	62.2	49.9	53.4	60.3	68.3	85.3
West Coast	20	525	59.2	46.0	51.9	58.9	66.7	72.1	9	5	7	10	63.2	47.4	54.2	61.2	70.1	81.1

## Metropolitan Area

	Base Salary								Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Austin–Round Rock–San Marcos, TX	5	24	60.2	---	55.5	62.2	64.0	---	---	---	---	---	64.3	---	59.4	62.3	70.2	---
Boston–Cambridge–Quincy, MA–NH	5	12	66.2	---	53.5	65.1	79.5	---	8	3	5	16	72.0	---	56.6	66.5	90.3	---
Chicago–Naperville–Joliet, IL–IN–WI	5	12	51.4	---	47.4	48.7	56.6	---	---	---	---	---	53.6	---	49.2	50.1	59.7	---
Dallas–Fort Worth–Arlington, TX	8	70	55.0	---	46.4	54.8	61.9	---	7	4	6	9	58.4	---	48.1	59.7	66.2	---
Denver–Aurora, CO	5	42	65.5	---	54.9	62.4	77.6	---	---	---	---	---	67.8	---	56.9	66.3	79.6	---
Houston–Sugar Land–Baytown, TX	23	315	64.2	51.7	54.6	64.8	71.8	79.2	9	6	8	11	69.5	51.7	58.0	70.0	83.4	89.7
New York–Northern New Jersey–Long Island, NY–NJ–PA	9	81	65.8	---	61.2	65.5	72.0	---	9	5	8	13	70.3	---	62.6	69.6	77.9	---
Oklahoma City, OK	5	48	53.2	---	46.3	48.6	62.3	---	---	---	---	---	56.0	---	49.7	52.1	64.3	---

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Summary Breakout Table

WillisTowersWatson 

**Metropolitan Area**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Philadelphia–Camden–Wilmington, PA–NJ–DE–MD	6	43	65.6	---	48.7	66.4	78.1	---	---	---	---	---	69.5	---	49.2	70.2	81.6	---
Phoenix–Mesa–Glendale, AZ	9	195	55.8	---	50.9	58.7	59.7	---	7	5	6	12	58.4	---	54.3	58.7	63.0	---
Pittsburgh, PA	10	57	57.0	48.5	51.9	55.1	59.1	75.2	9	6	8	13	61.1	49.2	56.1	59.1	66.6	76.2
San Francisco–Oakland–Fremont, CA	6	17	66.7	---	55.9	65.5	77.9	---	---	---	---	---	71.6	---	58.8	72.8	81.9	---
Tulsa, OK	6	72	50.9	---	45.8	50.4	56.9	---	8	6	8	10	54.2	---	49.9	54.6	57.6	---
Washington–Arlington–Alexandria, DC–VA–MD–WV	10	104	63.1	42.6	54.6	58.1	81.4	83.6	10	5	8	18	67.6	43.0	55.6	65.7	85.3	87.5

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**Function : AAS – Administrative Services**  
**Level : U4 – Lead/Advanced (U4)**

**Total Sample**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	77	896	70.4	55.6	62.3	68.7	76.0	87.1	9	5	8	12	75.7	58.3	64.3	72.8	83.0	96.5

**Discipline**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AAS000 Administrative Services Generalist/Multidiscipline	15	157	66.0	48.9	59.0	67.7	76.1	80.9	8	6	8	12	71.4	51.9	61.0	72.2	79.7	87.5
AAS010 Office/Location/Post and Messenger Services	10	16	58.1	47.9	53.3	56.9	61.4	74.0	7	4	6	9	60.6	51.5	56.6	59.6	64.4	74.2
AAS011 Clerical	7	104	51.3	---	45.8	51.6	55.9	---	7	5	7	8	54.8	---	48.2	55.7	60.4	---
AAS041 Secretarial/Administrative Assistance	22	279	63.4	50.9	56.5	65.0	69.0	77.7	7	4	7	10	67.1	51.3	59.9	66.8	73.9	85.9
AAS042 Secretarial/Executive Administrative Assistance	39	291	75.9	63.1	65.5	73.7	84.0	87.7	10	6	7	12	82.6	65.0	69.7	78.9	87.2	103.2
AAS043 Secretarial/Administrative Assistance to the Chief Executive Officer	31	39	86.7	68.5	72.3	89.1	95.0	108.6	12	7	12	13	95.1	69.2	78.8	94.6	104.4	121.7

**Revenue**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Less than \$1B	19	71	73.4	60.0	62.5	69.5	74.5	96.0	9	4	6	13	77.3	60.8	65.3	73.1	86.0	101.1
\$1B to \$3B	25	157	66.4	52.2	56.6	67.0	71.9	84.7	9	4	8	9	71.2	54.7	59.4	68.9	76.5	96.8
\$3B to \$6B	12	67	76.9	52.3	70.6	74.0	88.0	105.6	9	6	9	13	84.7	55.3	75.0	82.5	95.2	120.3
Greater than \$6B	22	601	68.4	56.5	61.2	66.8	76.2	83.3	9	6	8	12	74.3	60.9	64.6	72.1	84.9	93.6

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## Nuclear/Nonnuclear

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nuclear	12	60	69.0	50.3	60.7	71.6	75.5	85.9	7	4	4	9	72.0	51.6	61.5	75.3	81.3	89.8
Nonnuclear	74	836	70.5	55.5	62.3	68.8	76.1	88.0	9	5	8	12	76.0	58.2	64.4	72.5	83.8	98.2

## Organization Unit

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	55	437	71.9	55.0	64.2	70.5	78.3	88.2	9	5	7	12	77.4	59.0	68.2	74.1	85.7	97.7
Noncorporate	34	289	67.2	53.0	57.0	64.3	74.2	86.2	8	5	8	10	72.1	57.1	58.8	66.4	79.2	98.9
Single Plant	10	169	63.7	46.8	56.5	64.8	71.9	79.4	5	3	5	7	66.7	48.8	57.3	67.6	76.1	85.2

## Region

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Northeast	20	126	74.7	53.2	65.1	72.9	84.3	95.6	10	5	8	12	82.0	57.2	68.6	78.1	90.5	117.8
Southeast	20	100	65.6	53.4	56.1	62.5	70.6	90.4	6	3	4	9	69.1	55.9	58.4	66.3	72.8	91.1
North Central	17	104	64.9	52.4	60.3	63.6	69.5	77.8	8	6	8	10	69.0	56.6	61.9	68.0	74.3	85.1
South Central	28	280	69.5	55.5	62.3	69.0	74.3	86.6	10	6	8	12	74.8	58.1	65.1	74.3	84.7	95.3
West Coast	16	286	71.2	45.4	62.1	71.2	81.3	97.0	9	5	7	13	76.1	47.3	64.2	74.2	85.9	105.4

## Metropolitan Area

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Houston–Sugar Land–Baytown, TX	12	135	73.5	57.1	64.8	72.2	82.9	94.0	13	5	11	20	81.7	59.4	68.5	77.3	99.6	110.4
Pittsburgh, PA	5	7	69.8	---	56.3	71.8	82.2	---	11	5	7	19	78.5	---	59.7	76.1	98.4	---
Washington–Arlington–Alexandria, DC–VA–MD–WV	6	24	70.7	---	59.5	71.6	78.5	---	---	---	---	---	75.0	---	61.1	71.9	85.7	---

All values in US Dollars

Effective date March 01, 2017

Company weighted statistics

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**Function : AAT – Transportation Services and Administration**  
**Level : M1 – Supervisor (M1)**

**Total Sample**

		Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
48	301	92.6	78.9	86.5	93.3	98.8	105.8	11	8	10	13	101.4	80.3	92.3	101.9	112.7	118.1

**Discipline**

	Base Salary								Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AAT010 Vehicle Fleet Management	36	256	93.9	82.4	89.2	93.8	100.1	103.3	11	9	11	13	103.3	86.5	97.2	102.9	112.7	117.8
AAT015 Vehicle Maintenance	10	35	86.8	40.4	82.7	89.4	99.7	107.5	9	7	9	12	93.2	43.1	83.5	96.4	109.1	118.5

**Revenue**

	Base Salary								Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Less than \$1B	6	15	93.3	---	86.1	87.8	102.6	---	---	---	---	---	97.6	---	90.1	96.5	105.1	---
\$1B to \$3B	14	41	88.2	73.5	82.7	91.1	93.1	100.8	8	5	9	10	94.0	76.6	84.0	94.0	102.5	113.4
\$3B to \$6B	7	42	94.1	---	86.5	91.2	102.4	---	10	8	10	13	104.0	---	95.5	99.9	115.8	---
Greater than \$6B	21	203	94.7	74.3	92.5	97.7	101.4	111.8	13	10	12	15	106.6	81.7	101.9	106.6	117.2	129.5

**Nuclear/Nonnuclear**

	Base Salary									Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs																	
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th	
Nonnuclear	47	259	92.3	78.4	86.1	92.9	98.8	106.4	11	8	10	13	100.9	80.2	91.8	100.8	112.2	118.2	

**Organization Unit**

	Base Salary								Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	25	111	92.6	81.1	84.9	91.6	97.3	105.3	9	5	10	12	99.8	84.6	89.8	98.5	107.5	114.0
Noncorporate	22	179	91.4	71.7	84.9	93.1	102.0	110.9	11	9	10	13	100.8	78.0	93.4	104.2	114.1	118.7

All values in US Dollars

Effective date March 01, 2017

Company weighted statistics

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**2017 CDB Energy Services MMPS Compensation Survey – U.S. Report**  
**Summary Breakout Table**

**WillisTowersWatson** 

**Region**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Northeast	11	84	100.0	87.4	97.7	100.9	103.9	112.2	13	9	12	16	111.3	95.5	102.1	114.0	118.0	123.6
Southeast	12	84	94.3	84.8	85.5	91.3	96.4	119.6	10	6	12	13	103.3	85.0	90.9	101.8	108.5	135.6
North Central	19	94	87.7	72.4	81.6	93.7	96.2	98.7	12	9	11	14	97.0	74.7	90.3	103.6	107.7	116.7
South Central	12	34	89.7	73.8	84.3	90.3	91.5	108.8	9	8	9	11	97.0	81.0	89.2	98.3	100.7	116.5

*All values in US Dollars*

*Effective date March 01, 2017*

*Company weighted statistics*

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**Function : AAT – Transportation Services and Administration**  
**Level : M2 – Manager (M2)**

**Total Sample**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	56	127	121.5	103.6	113.2	119.5	130.3	141.5	16	13	16	19	138.8	116.9	125.4	136.7	150.1	166.8

**Discipline**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AAT000 Transportation Services and Administration Generalist/Multidiscipline	6	12	115.1	---	104.4	117.4	126.9	---	11	6	12	15	127.6	---	116.0	127.0	139.6	---
AAT010 Vehicle Fleet Management	43	93	118.3	101.2	110.9	117.9	125.8	133.7	16	13	16	19	135.3	117.5	122.9	133.9	140.8	156.5
AAT050 Aviation – Pilots	7	11	139.6	---	127.1	141.2	151.9	---	23	15	20	33	164.0	---	141.1	162.4	192.0	---

**Revenue**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Less than \$1B	7	7	117.7	---	113.8	117.9	120.1	---	13	11	15	16	131.3	---	122.4	133.4	137.1	---
\$1B to \$3B	17	23	121.9	107.9	113.8	120.4	129.6	141.3	12	8	13	15	131.9	116.3	119.5	133.2	141.7	148.2
\$3B to \$6B	8	14	125.3	---	112.5	122.8	141.0	---	16	12	16	18	145.8	---	126.2	141.5	164.2	---
Greater than \$6B	24	83	121.0	101.2	112.8	118.7	132.3	139.7	19	14	19	21	143.5	117.5	128.4	138.7	156.5	176.9

**Nuclear/Nonnuclear**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nonnuclear	55	119	121.4	103.6	113.0	119.3	130.1	141.7	16	13	15	19	138.2	116.7	125.2	136.3	147.3	167.0

All values in US Dollars

Effective date March 01, 2017

Company weighted statistics

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2017 CDB Energy Services MMPS Compensation Survey – U.S. Report  
Summary Breakout Table

WillisTowersWatson 

Organization Unit

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	34	55	121.8	104.4	113.3	119.5	129.5	142.9	14	12	14	18	136.3	117.5	123.3	134.6	142.9	167.3
Noncorporate	23	60	118.8	102.6	112.5	117.5	130.1	138.3	19	15	18	21	140.5	111.3	127.4	137.9	151.9	174.8

Region

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Northeast	11	24	117.9	99.8	114.4	117.9	122.5	132.5	16	12	15	20	133.4	101.9	122.4	132.3	151.0	157.2
Southeast	10	26	115.6	94.3	102.9	116.0	131.5	134.7	18	10	19	21	137.0	113.2	117.8	134.3	145.5	190.1
North Central	16	37	123.5	112.9	117.0	122.0	129.1	136.4	18	14	17	21	141.8	123.4	131.7	140.7	153.0	161.2
South Central	16	19	120.5	96.7	105.1	116.0	141.2	145.5	17	15	17	18	138.6	111.1	118.8	134.1	158.3	173.6
West Coast	8	21	125.1	---	114.2	122.9	128.3	---	13	8	14	15	139.7	---	128.4	138.3	143.4	---

Metropolitan Area

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Houston-Sugar Land-Baytown, TX	5	7	125.3	---	103.6	127.1	146.1	---	18	16	17	21	148.4	---	121.7	146.2	176.3	---

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Company weighted statistics

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**Function : AAT – Transportation Services and Administration**  
**Level : M3 – Senior Manager (M3)**

**Total Sample**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	20	42	145.4	119.1	131.9	144.1	151.9	174.0	23	14	23	28	178.6	145.5	156.8	169.3	193.8	225.1

**Discipline**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AAT010 Vehicle Fleet Management	15	35	143.6	121.8	130.3	143.7	152.4	167.9	24	14	23	28	177.4	150.9	156.8	168.7	194.8	222.7

**Revenue**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Greater than \$6B	14	36	148.8	129.0	139.3	145.3	151.0	186.0	23	14	22	29	185.8	151.8	156.8	176.3	195.1	262.8

**Nuclear/Nonnuclear**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nonnuclear	18	38	145.0	116.6	129.7	143.7	153.0	178.9	20	14	20	28	175.1	140.6	156.4	168.5	190.9	228.6

**Organization Unit**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	10	28	145.3	100.9	132.1	143.7	152.5	206.9	19	10	17	30	174.2	103.6	147.4	166.4	192.3	289.6
Noncorporate	7	9	143.3	---	127.7	144.5	152.4	---	30	23	28	32	186.9	---	156.8	190.9	220.7	---

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Company weighted statistics

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Region

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
North Central	12	14	143.2	104.8	125.6	143.7	161.7	171.6	19	14	19	26	169.4	112.9	149.9	166.4	195.8	218.1

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**Function : AAT – Transportation Services and Administration**  
**Level : P2 – Intermediate (P2)**

**Total Sample**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	18	93	83.0	60.2	64.2	84.4	95.1	107.2	10	6	10	12	90.8	61.6	72.9	93.8	103.0	123.7

**Discipline**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AAT010 Vehicle Fleet Management	9	23	69.7	---	61.4	68.5	80.6	---	11	8	12	14	76.6	---	62.1	76.4	89.1	---
AAT050 Aviation – Pilots	8	32	100.0	---	88.1	95.4	108.0	---	10	7	10	13	110.9	---	97.2	103.1	123.9	---

**Revenue**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
\$1B to \$3B	5	5	75.6	---	57.2	82.0	90.9	---	9	6	10	12	82.6	---	61.0	89.9	100.6	---
Greater than \$6B	9	45	86.8	---	64.0	86.1	99.0	---	13	10	12	18	96.8	---	74.9	96.7	111.9	---

**Nuclear/Nonnuclear**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nonnuclear	16	85	81.6	58.7	63.7	82.3	94.0	113.6	10	6	10	12	88.6	61.2	70.0	90.4	101.9	120.7

**Organization Unit**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	13	50	84.7	56.8	64.0	87.0	99.0	123.3	11	6	11	14	93.3	60.5	74.9	97.0	105.6	138.0
Noncorporate	5	43	78.6	---	64.8	82.7	90.5	---	---	---	---	---	84.4	---	65.5	90.9	100.1	---

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Region

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Southeast	7	41	85.7	----	70.9	90.4	95.9	----	11	6	10	16	94.3	----	79.1	97.0	102.9	----
North Central	6	11	71.9	----	58.7	67.9	89.0	----	11	9	12	14	78.9	----	62.2	74.7	99.2	----
South Central	6	22	73.7	----	61.6	66.0	88.7	----	----	----	----	----	78.2	----	62.2	72.0	96.6	----

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**Function : AAT – Transportation Services and Administration**  
**Level : P3 – Career (P3)**

**Total Sample**

	Base Salary								Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	26	93	97.6	73.7	91.3	99.1	107.4	115.1	12	8	11	15	107.6	81.2	97.3	109.0	118.9	128.0

**Discipline**

	Base Salary								Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AAT010 Vehicle Fleet Management	13	28	90.3	74.0	80.9	91.7	97.9	108.8	11	7	12	17	100.4	77.3	92.6	101.3	107.8	119.8
AAT050 Aviation – Pilots	16	54	103.9	83.1	98.3	105.8	113.1	119.1	13	9	11	15	114.6	85.5	107.1	115.8	126.5	145.7

**Revenue**

	Base Salary								Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
\$1B to \$3B	9	20	98.2	---	87.9	98.2	110.8	---	7	4	7	11	102.5	---	90.9	105.0	113.5	---
Greater than \$6B	14	70	96.4	71.0	91.1	97.9	107.4	111.1	14	9	15	16	110.3	80.6	101.1	109.2	120.6	137.4

**Nuclear/Nonnuclear**

	Base Salary								Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nonnuclear	25	72	96.6	73.5	86.6	97.5	106.5	115.3	11	8	11	15	105.3	80.1	97.2	106.5	117.1	124.8

**Organization Unit**

	Base Salary								Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	20	69	96.2	72.2	82.3	97.5	109.8	114.4	11	5	10	15	105.3	74.9	90.8	105.7	118.3	127.2
Noncorporate	8	22	98.3	---	88.5	98.3	103.0	---	12	9	11	17	110.3	---	102.5	108.0	118.6	---

All values in US Dollars

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Company weighted statistics

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Region

			Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Southeast	6	31	91.4	---	70.8	96.5	107.1	---	14	7	12	19	105.3	---	73.6	108.0	128.4	---
North Central	8	17	101.7	---	96.1	103.4	114.9	---	14	9	16	18	113.7	---	104.8	116.7	127.9	---
South Central	9	25	100.6	---	89.7	105.1	112.2	---	11	6	11	15	109.8	---	97.6	110.4	119.2	---

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**Function : AAT – Transportation Services and Administration**  
**Level : P4 – Specialist (P4)**

**Total Sample**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	18	46	126.1	92.9	109.3	121.7	141.3	161.6	15	10	12	16	143.1	106.4	120.8	138.6	158.7	205.3

**Discipline**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AAT050 Aviation – Pilots	16	40	123.8	93.1	109.3	121.7	139.8	149.9	14	10	11	14	138.9	105.7	119.6	128.3	156.2	185.1

**Revenue**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Greater than \$6B	9	21	128.6	---	109.3	135.1	144.8	---	17	11	13	18	150.2	---	122.6	153.3	170.1	---

**Nuclear/Nonnuclear**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nonnuclear	17	44	125.3	92.6	109.3	120.7	141.3	162.7	13	10	11	15	139.5	105.6	120.2	132.8	155.2	183.7

**Organization Unit**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	11	31	128.3	107.7	119.1	129.2	140.3	145.1	16	10	13	18	145.9	114.6	122.6	149.8	157.1	196.4
Noncorporate	5	13	121.6	---	101.2	113.3	146.1	---	14	9	11	19	139.0	---	114.2	122.0	172.3	---

All values in US Dollars

Effective date March 01, 2017

Company weighted statistics

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2017 CDB Energy Services MMPS Compensation Survey – U.S. Report  
Summary Breakout Table

WillisTowersWatson 

Region

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
South Central	8	22	122.6	---	107.8	117.0	139.6	---	11	8	10	11	135.1	---	115.4	122.3	151.0	---

*All values in US Dollars*

*Effective date March 01, 2017*

*Company weighted statistics*

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**Function : AAT – Transportation Services and Administration**  
**Level : T1 – Entry (T1)**

**Total Sample**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	15	29	47.4	31.6	36.0	51.3	55.5	59.5	5	4	5	6	49.0	31.6	37.3	53.7	57.3	62.2

**Discipline**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AAT015 Vehicle Maintenance	12	23	48.8	30.9	45.0	51.3	54.9	61.1	4	4	5	5	50.0	30.9	45.0	53.9	56.9	62.0

**Revenue**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Less than \$1B	5	9	39.5	---	31.3	36.0	49.5	---	---	---	---	---	40.1	---	31.3	37.3	50.2	---
\$1B to \$3B	7	12	51.3	---	44.7	53.0	57.3	---	6	4	6	7	53.3	---	44.7	56.0	61.0	---

**Nuclear/Nonnuclear**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nonnuclear	14	28	47.5	31.3	35.5	51.3	55.6	60.0	5	4	5	6	49.3	31.3	37.2	53.9	57.3	62.5

**Organization Unit**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	10	19	49.4	34.3	42.5	52.2	56.3	62.2	5	4	5	7	51.1	36.9	42.9	54.2	58.2	63.6

All values in US Dollars

Effective date March 01, 2017

Company weighted statistics

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2017 CDB Energy Services MMPS Compensation Survey – U.S. Report  
Summary Breakout Table

WillisTowersWatson 

Region

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Southeast	6	9	45.1	---	33.7	45.7	55.9	---	---	---	---	---	46.7	---	35.7	48.3	57.3	---
South Central	8	13	47.4	---	45.0	48.8	52.7	---	5	4	5	7	49.2	---	45.0	51.5	54.6	---

All values in US Dollars

Effective date March 01, 2017

Company weighted statistics

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**Function : AAT – Transportation Services and Administration**  
**Level : T2 – Intermediate (T2)**

**Total Sample**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	16	183	60.3	43.4	51.6	57.2	69.2	83.1	6	4	5	8	62.1	45.8	53.4	58.8	71.3	83.1

**Discipline**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AAT015 Vehicle Maintenance	15	172	61.3	46.9	52.2	58.2	69.9	85.0	5	3	5	8	63.1	47.0	55.0	59.3	71.8	85.0

**Revenue**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Less than \$1B	7	25	57.1	---	51.2	53.0	70.1	---	---	---	---	---	58.2	---	51.3	56.2	71.8	---
\$1B to \$3B	5	30	58.9	---	49.5	58.2	68.6	---	---	---	---	---	61.6	---	53.2	59.3	71.1	---

**Nuclear/Nonnuclear**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nonnuclear	15	172	61.6	48.6	52.2	58.2	69.9	85.0	6	4	5	8	63.6	50.0	55.0	59.3	71.8	85.0

**Organization Unit**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	9	93	63.3	---	48.8	58.2	76.9	---	---	---	---	---	64.9	---	52.1	58.2	78.0	---
Noncorporate	7	86	57.3	---	51.3	54.3	61.4	---	5	4	5	7	59.5	---	52.8	59.3	64.0	---

All values in US Dollars

Effective date March 01, 2017

Company weighted statistics

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Region

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Southeast	5	63	54.3	---	48.0	52.2	61.6	---	---	---	---	---	56.6	---	49.7	55.0	64.4	---
South Central	7	30	60.2	---	51.2	59.7	68.8	---	---	---	---	---	61.6	---	52.8	62.9	72.2	---

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**Function : AAT – Transportation Services and Administration**  
**Level : T3 – Senior (T3)**

**Total Sample**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	24	305	72.7	61.7	64.7	72.9	78.5	87.7	5	4	6	7	75.3	62.9	66.7	75.4	82.5	91.1

**Discipline**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AAT015 Vehicle Maintenance	21	291	72.0	61.5	63.1	69.4	79.2	89.4	5	3	6	7	74.6	62.3	66.3	74.0	82.2	94.8

**Revenue**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Less than \$1B	8	29	65.8	---	62.0	64.1	75.5	---	---	---	---	---	67.3	---	62.4	65.4	76.1	---
\$1B to \$3B	10	74	72.5	64.8	65.9	71.7	78.3	81.6	6	4	6	7	75.3	67.4	68.5	76.1	82.0	83.1

**Nuclear/Nonnuclear**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nonnuclear	20	204	72.0	62.0	64.8	72.9	77.2	81.6	5	4	6	7	74.4	64.8	67.5	75.4	81.1	84.3

**Organization Unit**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	12	75	67.6	51.3	64.7	67.5	73.5	79.8	5	3	6	7	69.7	51.7	65.3	69.7	76.2	81.4
Noncorporate	11	227	76.6	61.5	63.5	76.4	81.7	100.8	5	3	6	7	79.5	62.7	66.5	79.3	84.5	107.1

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Company weighted statistics

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Region

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Southeast	5	27	70.0	---	63.3	64.8	79.2	---	---	---	---	---	72.0	---	63.3	68.2	82.7	---
North Central	7	128	73.9	---	64.8	76.4	82.2	---	---	---	---	---	76.9	---	68.6	77.6	83.2	---
South Central	12	75	71.4	53.2	64.2	72.5	78.1	87.9	6	4	7	7	74.4	54.6	66.7	74.3	81.2	93.4

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**Function : AAT – Transportation Services and Administration**  
**Level : T4 – Lead/Advanced (T4)**

**Total Sample**

			Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	13	138	86.5	71.8	76.9	87.8	91.0	104.7	9	5	9	13	91.4	74.2	84.9	90.9	96.8	110.9

**Discipline**

			Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AAT015 Vehicle Maintenance	11	128	86.7	67.4	77.3	87.8	90.9	106.8	10	4	10	14	92.0	71.2	85.7	90.9	98.3	111.5

**Revenue**

			Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
\$1B to \$3B	5	23	85.7	---	76.5	87.8	93.9	---	---	---	---	---	92.4	---	80.0	91.4	105.2	---

**Nuclear/Nonnuclear**

			Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nonnuclear	13	137	86.5	71.8	76.9	87.8	91.0	104.7	9	5	9	13	91.4	74.2	84.9	90.9	96.8	110.9

**Organization Unit**

			Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	10	107	90.1	75.9	77.1	89.3	100.8	109.0	11	5	10	14	96.7	76.7	88.7	93.0	109.8	122.6
Noncorporate	5	31	82.5	---	73.2	85.7	90.3	---	---	---	---	---	86.5	---	76.8	89.8	94.6	---

All values in US Dollars

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Company weighted statistics

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Region

			Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation				
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
North Central	5	32	77.3	---	71.9	75.8	83.4	---	---	---	---	---	84.4	---	75.0	84.2	94.0	---
South Central	5	26	87.7	---	81.0	87.3	94.6	---	---	---	---	---	95.8	---	87.6	95.3	104.4	---

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**Function : AAT – Transportation Services and Administration**  
**Level : U3 – Senior (U3)**

**Total Sample**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	8	15	64.2	---	56.1	61.6	72.8	---	12	8	12	17	70.3	---	60.8	66.7	83.1	---

**Discipline**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AAT010 Vehicle Fleet Management	7	13	64.6	---	54.9	63.0	71.8	---	13	8	13	17	70.6	---	63.8	69.3	84.1	---

**Nuclear/Nonnuclear**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nonnuclear	7	14	63.1	---	54.9	60.2	73.1	---	11	8	10	15	68.3	---	59.8	64.2	79.9	---

**Organization Unit**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	5	10	64.5	---	55.6	60.2	75.5	---	---	---	---	---	69.8	---	55.6	63.8	86.9	---

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Effective date March 01, 2017  
Company weighted statistics

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**Function : AAT – Transportation Services and Administration**  
**Level : U4 – Lead/Advanced (U4)**

**Total Sample**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	6	10	73.4	---	60.7	75.4	84.1	---	8	7	8	9	78.5	---	61.6	82.0	90.6	---

**Discipline**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AAT010 Vehicle Fleet Management	5	8	76.9	---	67.7	77.7	85.8	---	---	---	---	---	82.3	---	70.4	85.4	92.5	---

**Nuclear/Nonnuclear**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nonnuclear	6	10	73.4	---	60.7	75.4	84.1	---	8	7	8	9	78.5	---	61.6	82.0	90.6	---

All values in US Dollars

Effective date March 01, 2017

Company weighted statistics

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Function : AAY – Security  
Level : M1 – Supervisor (M1)

Total Sample

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	40	800	88.4	67.4	75.9	86.8	99.4	108.8	13	8	11	16	98.4	71.1	86.2	96.5	105.8	123.8

Discipline

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AAY000 Security Generalist/Multidiscipline	21	73	90.7	67.4	75.1	91.8	104.4	114.1	12	8	10	16	101.3	68.9	82.8	99.9	107.4	130.8
AAY500 Nuclear Power Plant Security	23	693	87.5	70.7	76.1	84.5	96.1	110.1	13	10	12	16	98.0	78.3	86.7	93.6	104.6	130.8
AAY510 Nuclear Security Trainer	9	25	98.2	---	95.2	99.1	104.5	---	14	10	14	17	110.2	---	105.4	109.1	119.2	---

Revenue

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Less than \$1B	5	31	94.3	---	80.3	97.7	106.5	---	---	---	---	---	102.4	---	90.2	105.7	113.1	---
\$1B to \$3B	10	43	94.1	67.8	81.3	94.3	101.6	131.7	14	5	9	26	102.7	68.2	82.2	95.6	110.4	182.2
\$3B to \$6B	5	47	95.9	---	83.5	99.9	106.3	---	14	8	13	21	109.6	---	96.0	105.2	125.3	---
Greater than \$6B	20	679	82.2	62.7	71.6	79.8	92.0	106.8	12	9	12	16	92.4	67.9	80.6	90.1	101.2	120.4

Nuclear/Nonnuclear

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nuclear	24	732	86.8	70.7	75.9	84.8	95.7	108.5	12	9	12	16	96.9	78.4	86.2	94.1	104.9	127.3
Nonnuclear	23	68	92.1	64.4	79.5	93.7	104.1	115.8	13	8	10	15	101.9	67.2	86.9	101.6	108.9	129.0

All values in US Dollars

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Company weighted statistics

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2017 CDB Energy Services MMPS Compensation Survey – U.S. Report  
Summary Breakout Table

WillisTowersWatson 

Organization Unit

	Orgs Incs		Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	16	32	97.0	78.5	88.9	94.3	103.6	121.9	15	8	13	19	108.7	88.5	96.9	104.9	108.1	148.2
Noncorporate	8	28	84.4	---	64.2	77.4	110.2	---	10	8	10	14	93.1	---	70.4	82.8	120.5	---
Single Plant	21	689	87.3	67.7	75.6	86.1	99.9	109.7	12	10	12	15	96.9	70.8	84.6	94.5	108.8	126.1

Region

	Orgs Incs		Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Northeast	10	208	82.9	63.0	73.6	85.4	91.5	97.6	11	8	11	14	91.2	67.1	81.2	95.4	100.9	109.4
Southeast	7	243	83.6	---	75.3	86.1	89.8	---	10	5	11	13	92.4	---	79.0	91.3	101.3	---
North Central	13	261	87.1	70.7	74.2	83.3	96.1	112.5	13	9	12	17	95.6	78.3	83.6	91.2	104.4	126.5
South Central	13	43	93.6	66.6	79.7	94.6	104.5	123.8	16	10	16	20	107.3	74.9	91.0	105.2	113.1	165.5

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Company weighted statistics

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Function : AAY – Security  
Level : M2 – Manager (M2)

**Total Sample**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	59	235	121.6	100.0	109.5	120.6	133.4	147.1	15	11	15	18	137.8	109.5	121.5	137.2	152.4	167.5

**Discipline**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AAY000 Security Generalist/Multidiscipline	46	79	121.9	98.8	109.3	122.5	133.5	147.8	17	11	16	18	139.4	108.5	123.1	137.0	156.1	171.7
AAY010 Business Continuation	19	31	128.8	107.5	119.7	127.3	137.8	152.8	16	12	15	20	149.1	122.8	133.7	150.7	160.4	181.9
AAY500 Nuclear Power Plant Security	19	123	117.4	98.8	102.1	110.9	131.0	143.6	15	12	15	17	134.3	112.7	118.6	126.6	154.2	160.6

**Revenue**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Less than \$1B	13	25	125.9	104.4	114.0	124.2	136.5	149.7	18	14	15	19	141.8	113.9	121.1	137.2	155.4	190.4
\$1B to \$3B	14	16	119.5	84.6	97.2	121.7	136.8	154.1	10	5	8	15	126.9	94.0	106.8	127.6	144.5	158.1
\$3B to \$6B	8	22	125.7	---	110.2	121.5	141.0	---	14	9	15	18	143.3	---	124.3	139.5	165.7	---
Greater than \$6B	25	172	119.5	102.6	107.6	119.6	127.4	141.8	17	13	17	20	140.7	121.3	124.0	136.8	153.7	170.2

**Nuclear/Nonnuclear**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nuclear	20	138	119.5	99.0	102.7	115.3	136.3	148.9	15	12	15	16	136.2	114.1	118.9	129.2	157.0	160.5
Nonnuclear	52	97	121.8	98.1	109.7	123.4	133.2	146.2	16	12	16	18	139.3	107.8	123.8	137.0	153.2	174.1

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2017 CDB Energy Services MMPS Compensation Survey – U.S. Report  
Summary Breakout Table

WillisTowersWatson 

Organization Unit

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	42	66	120.6	99.5	109.0	119.7	131.2	145.4	15	11	15	18	136.5	107.8	123.5	135.9	144.9	170.6
Noncorporate	13	40	132.9	115.2	122.2	126.0	145.6	154.2	20	15	19	25	157.1	125.3	148.7	158.3	169.2	178.3
Single Plant	17	118	119.7	96.5	102.5	117.0	134.5	151.3	15	11	15	18	136.9	110.4	118.1	134.4	156.4	169.1

Region

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Northeast	14	51	120.4	103.4	112.5	120.2	126.5	140.9	19	13	17	22	141.8	116.6	126.3	137.9	152.8	178.7
Southeast	13	73	117.6	93.4	100.0	117.8	133.9	146.3	13	7	14	18	132.7	101.3	113.7	125.6	157.5	167.2
North Central	21	43	114.1	96.6	103.4	110.3	119.9	143.5	15	8	15	18	129.0	106.0	117.5	126.5	139.4	158.4
South Central	16	42	124.8	97.4	109.9	125.0	140.7	152.6	17	15	17	18	141.8	114.2	127.3	141.8	156.8	174.2
West Coast	8	26	131.5	---	124.3	130.1	138.9	---	15	12	14	18	147.2	---	131.1	145.6	160.6	---

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Company weighted statistics

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**Function : AAY – Security**  
**Level : M3 – Senior Manager (M3)**

**Total Sample**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	33	94	144.5	128.0	134.1	141.7	152.8	174.4	21	15	19	26	174.8	134.2	160.0	172.7	186.3	232.4

**Discipline**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AAY000 Security Generalist/Multidiscipline	25	33	144.8	118.9	131.3	143.5	153.8	182.6	21	10	19	29	175.2	127.3	147.8	171.3	203.1	239.4
AAY010 Business Continuation	5	14	154.1	---	144.8	154.1	163.5	---	29	10	35	45	200.1	---	159.6	207.2	237.1	---
AAY500 Nuclear Power Plant Security	16	47	142.5	129.6	135.7	140.6	148.5	157.4	22	17	21	25	173.9	160.2	164.8	172.7	185.1	189.1

**Revenue**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
\$1B to \$3B	8	11	141.0	---	127.7	135.0	160.6	---	15	7	10	19	161.2	---	137.4	158.7	172.4	---
\$3B to \$6B	5	11	135.0	---	122.0	138.8	146.0	---	20	13	22	27	161.5	---	133.9	168.2	185.8	---
Greater than \$6B	17	65	150.7	135.0	139.4	149.8	154.7	185.0	25	17	22	29	188.6	163.5	171.9	177.3	207.5	239.0

**Nuclear/Nonnuclear**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nuclear	17	53	143.6	134.3	136.4	141.4	150.7	156.6	22	16	21	25	174.3	160.3	163.7	173.4	184.7	192.5
Nonnuclear	24	41	145.7	118.1	130.6	143.5	161.2	182.9	22	12	19	29	177.5	125.6	148.2	171.2	219.9	240.5

**Organization Unit**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	19	24	147.6	122.2	130.0	144.0	163.0	184.2	23	16	22	32	181.2	134.0	155.1	175.6	224.2	243.0

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2017 CDB Energy Services MMPS Compensation Survey – U.S. Report  
Summary Breakout Table

WillisTowersWatson 

Organization Unit

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Noncorporate	8	15	143.1	---	133.5	146.1	154.6	---	22	8	13	41	174.4	---	145.8	167.0	222.1	---
Single Plant	13	48	142.5	131.3	135.8	141.4	151.0	154.7	22	17	21	25	173.3	159.8	164.9	173.4	181.9	189.2

Region

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Northeast	8	12	135.4	---	130.4	138.6	148.2	---	17	11	18	23	158.9	---	141.6	169.7	174.5	---
Southeast	8	29	137.9	---	123.6	139.7	153.6	---	23	10	21	35	170.6	---	145.7	170.5	201.1	---
North Central	11	26	142.1	130.5	134.9	139.8	151.6	161.5	20	10	19	27	170.0	147.8	161.7	167.3	175.6	205.2
South Central	8	12	157.7	---	132.2	155.9	183.5	---	29	21	27	38	195.6	---	144.7	204.8	241.7	---

Metropolitan Area

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Houston-Sugar Land-Baytown, TX	6	7	163.9	---	142.7	170.0	185.3	---	27	20	29	33	202.0	---	161.4	214.7	243.3	---

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Function : AAY – Security  
Level : M4 – Group Manager (M4)

### Total Sample

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	29	47	181.9	146.1	160.7	183.3	199.2	217.4	26	20	27	35	228.8	165.6	176.4	235.0	262.4	293.7

### Discipline

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AAY000 Security Generalist/Multidiscipline	20	27	178.3	145.9	158.8	180.5	190.5	223.5	27	20	27	37	224.0	166.2	175.0	222.7	262.8	297.5
AAY500 Nuclear Power Plant Security	10	17	203.0	182.9	196.6	205.7	210.4	216.8	30	26	28	34	266.2	235.9	249.2	262.8	288.6	304.6

### Revenue

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
\$1B to \$3B	8	8	172.0	---	151.1	160.7	200.1	---	18	3	24	27	203.8	---	162.2	185.3	254.0	---
\$3B to \$6B	5	7	195.5	---	161.9	188.9	232.4	---	---	---	---	---	249.2	---	181.2	235.1	324.1	---
Greater than \$6B	15	31	181.4	143.2	171.0	183.8	193.7	208.7	28	22	27	32	232.5	171.9	220.5	239.9	251.3	273.4

### Nuclear/Nonnuclear

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nuclear	13	21	199.0	172.0	189.1	204.9	208.9	215.3	32	27	28	38	263.2	235.1	247.5	261.5	277.9	300.9
Nonnuclear	20	26	171.7	137.8	147.3	163.3	187.6	223.0	24	14	25	32	210.7	161.6	172.4	185.7	237.8	297.5

### Organization Unit

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	17	20	172.6	137.5	149.1	165.4	191.3	210.2	24	19	25	32	211.0	157.2	171.8	197.2	245.6	284.0
Noncorporate	6	9	181.2	---	147.8	172.4	216.1	---	27	14	28	42	234.3	---	173.6	220.3	286.1	---

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Summary Breakout Table

WillisTowersWatson 

Organization Unit

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Single Plant	6	16	201.9	---	185.4	206.5	213.5	---	32	26	29	38	270.7	---	234.8	277.9	296.7	---

Region

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Northeast	8	9	172.7	---	141.5	173.6	198.1	---	28	21	31	35	222.4	---	173.9	234.2	263.6	---
Southeast	9	13	180.2	---	166.3	181.9	199.7	---	23	7	27	33	224.2	---	185.5	235.0	256.4	---
North Central	5	12	192.2	---	171.5	198.2	209.9	---	30	25	27	36	249.3	---	214.3	251.0	283.4	---
South Central	8	8	180.5	---	151.1	165.2	216.3	---	24	9	24	42	218.3	---	165.4	181.2	282.6	---

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**Function : AAY – Security**  
**Level : P1 – Entry (P1)**

**Total Sample**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	15	67	58.5	48.0	50.0	57.8	63.3	74.3	7	5	6	9	61.7	50.0	55.7	59.8	71.0	76.6

**Discipline**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AAY000 Security Generalist/Multidiscipline	11	44	58.2	46.4	50.0	55.8	66.0	74.9	8	5	8	10	61.9	50.0	52.7	58.6	71.6	79.5

**Revenue**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
\$1B to \$3B	6	28	57.5	---	48.5	55.0	67.9	---	8	3	8	14	61.5	---	50.0	61.8	72.2	---
Greater than \$6B	7	31	59.5	---	55.1	56.9	60.6	---	6	3	5	10	62.1	---	56.9	59.8	61.7	---

**Nuclear/Nonnuclear**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nonnuclear	11	26	57.6	46.4	50.0	56.9	60.6	74.9	8	5	6	10	61.1	50.0	52.7	59.8	71.6	79.5

**Organization Unit**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	8	9	59.9	---	51.3	57.6	70.5	---	6	4	6	9	62.7	---	54.6	60.9	70.8	---
Noncorporate	6	38	54.9	---	45.5	56.5	61.6	---	9	4	9	12	59.8	---	49.9	58.4	71.1	---

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Region

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
North Central	6	18	58.8	---	49.9	59.6	63.9	---	---	---	---	---	61.3	---	52.0	59.8	72.2	---

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Summary Breakout Table

WillisTowersWatson 

Function : AAY – Security  
Level : P2 – Intermediate (P2)

Total Sample

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	46	195	72.6	64.8	66.3	71.8	76.9	80.1	9	6	9	12	78.0	66.8	69.9	77.5	82.4	90.0

Discipline

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AAY000 Security Generalist/Multidiscipline	34	114	72.4	62.7	65.7	70.4	76.9	87.3	9	6	9	12	78.2	66.0	69.5	77.5	82.9	93.7
AAY010 Business Continuation	9	13	75.9	---	65.9	76.9	80.9	---	9	5	10	13	82.7	---	70.4	80.0	91.2	---
AAY500 Nuclear Power Plant Security	6	41	80.8	---	73.8	78.0	85.5	---	10	7	10	13	88.0	---	79.9	83.4	95.0	---

Revenue

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Less than \$1B	12	17	74.3	65.2	68.1	73.6	80.0	87.1	8	3	8	12	78.3	65.8	69.1	76.9	87.0	96.8
\$1B to \$3B	12	50	70.0	60.4	65.3	67.1	73.2	87.2	9	6	8	9	74.0	64.6	67.0	72.1	78.8	90.5
Greater than \$6B	19	107	72.9	63.0	66.3	71.6	76.9	78.7	10	6	10	13	80.2	67.1	73.5	82.0	82.9	86.6

Nuclear/Nonnuclear

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nuclear	11	102	77.5	66.6	73.3	75.6	79.1	98.8	10	8	9	11	84.5	75.0	78.5	81.9	86.1	111.3
Nonnuclear	41	93	72.2	63.3	65.6	70.0	77.0	83.7	9	6	9	12	77.6	66.7	69.2	76.6	82.7	92.4

Organization Unit

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	32	63	72.3	64.5	65.9	69.6	77.7	83.3	8	5	9	11	77.2	65.5	69.1	76.3	82.2	92.3

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Effective date March 01, 2017  
Company weighted statistics

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**2017 CDB Energy Services MMPS Compensation Survey – U.S. Report**  
**Summary Breakout Table**

**WillisTowersWatson** 

**Organization Unit**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Noncorporate	9	50	71.0	---	65.9	70.8	75.1	---	11	8	10	14	78.7	---	73.4	77.0	85.6	---
Single Plant	10	77	80.5	71.2	74.7	77.9	82.1	102.3	9	8	10	10	87.6	75.5	81.5	83.4	89.7	115.6

**Region**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Northeast	12	42	72.4	62.9	66.4	72.0	79.2	80.4	11	7	11	14	79.3	65.7	74.3	81.0	84.1	90.3
Southeast	10	75	73.4	66.4	68.6	73.9	77.8	78.3	8	6	8	10	78.4	69.3	75.2	78.8	82.3	85.6
North Central	16	45	68.4	61.5	65.3	67.1	72.5	77.4	9	7	9	10	72.9	65.7	67.3	72.1	75.7	83.6
South Central	6	14	77.7	---	68.6	74.8	90.6	---	10	4	10	15	83.8	---	75.5	83.1	94.1	---
West Coast	5	19	78.1	---	66.5	77.1	90.2	---	---	---	---	---	83.9	---	67.2	82.0	101.6	---

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*Company weighted statistics*

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2017 CDB Energy Services MMPS Compensation Survey – U.S. Report  
Summary Breakout Table

WillisTowersWatson 

Function : AAY – Security  
Level : P3 – Career (P3)

Total Sample

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	55	354	88.6	76.2	81.6	87.2	92.8	105.4	11	7	10	13	97.5	81.6	88.4	95.5	102.4	118.0

Discipline

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AAY000 Security Generalist/Multidiscipline	38	115	87.7	75.5	78.3	85.5	92.4	103.5	10	7	10	13	95.9	79.8	85.4	95.1	102.7	114.0
AAY010 Business Continuation	20	51	93.0	80.9	82.9	89.7	103.7	113.5	12	7	10	13	103.0	86.2	90.5	98.8	111.1	128.5
AAY500 Nuclear Power Plant Security	11	95	91.9	72.7	83.9	93.7	102.4	104.7	10	7	10	13	101.5	82.6	90.3	103.9	110.7	118.3
AAY510 Nuclear Security Trainer	8	89	86.3	---	82.8	85.1	91.1	---	12	8	13	15	96.1	---	94.2	95.6	98.2	---

Revenue

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Less than \$1B	7	16	89.6	---	78.3	88.5	103.0	---	8	4	6	14	95.2	---	81.4	88.5	116.0	---
\$1B to \$3B	15	43	87.2	72.1	81.2	84.1	91.6	110.6	9	5	8	11	94.1	75.7	84.7	91.3	100.7	118.4
\$3B to \$6B	8	25	87.3	---	76.0	83.6	92.5	---	9	7	10	11	94.9	---	81.4	93.6	101.0	---
Greater than \$6B	26	270	88.9	79.2	82.7	88.1	93.9	100.8	13	9	12	15	100.3	89.3	91.9	96.6	103.1	118.1

Nuclear/Nonnuclear

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nuclear	16	194	88.5	80.6	83.9	86.4	93.5	98.5	11	7	11	14	97.7	87.4	90.6	97.4	101.3	115.5
Nonnuclear	48	160	88.9	75.6	80.7	87.8	92.8	105.8	11	7	10	13	97.8	81.0	86.3	94.9	104.4	121.6

All values in US Dollars

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Company weighted statistics

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2017 CDB Energy Services MMPS Compensation Survey – U.S. Report  
Summary Breakout Table

WillisTowersWatson 

Organization Unit

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	41	119	90.8	76.2	81.5	89.8	99.0	107.8	11	7	10	12	99.6	81.4	86.8	97.4	111.1	125.9
Noncorporate	14	54	83.3	73.8	77.8	83.7	90.2	91.3	12	7	11	17	92.6	80.0	86.0	93.9	99.2	103.1
Single Plant	12	168	88.9	80.2	81.6	87.7	94.3	102.7	11	9	12	14	99.1	89.0	91.7	97.4	102.8	117.9

Region

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Northeast	14	69	88.8	74.6	79.3	88.5	96.9	106.1	13	9	13	17	98.5	80.5	89.6	94.2	112.9	120.0
Southeast	15	129	85.6	74.1	78.3	83.2	91.6	105.1	8	4	7	12	92.5	79.4	83.2	92.1	100.2	112.8
North Central	21	96	86.5	78.1	82.4	84.8	91.7	96.3	13	9	12	17	97.4	82.5	89.0	97.7	100.3	113.8
South Central	9	37	91.2	---	81.9	84.6	98.7	---	10	6	11	13	99.6	---	86.8	95.3	112.6	---
West Coast	7	23	93.2	---	76.3	92.8	113.9	---	10	7	10	14	101.7	---	90.2	97.4	127.2	---

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Company weighted statistics

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**Function : AAY – Security**  
**Level : P4 – Specialist (P4)**

**Total Sample**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	32	146	108.6	92.0	97.8	109.8	116.8	128.1	15	11	15	19	122.5	100.5	111.8	117.6	133.1	150.2

**Discipline**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AAY000 Security Generalist/Multidiscipline	26	92	103.7	84.3	94.8	102.5	114.4	121.8	15	11	15	18	116.4	95.7	105.1	115.4	127.9	138.1
AAY010 Business Continuation	17	53	117.3	96.9	105.3	119.5	127.8	139.1	16	12	16	19	134.9	109.3	118.3	138.2	150.8	157.3

**Revenue**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
\$1B to \$3B	8	21	112.4	---	101.3	112.7	119.2	---	---	---	---	---	119.8	---	109.9	116.5	130.0	---
Greater than \$6B	17	113	103.3	88.9	93.9	101.7	113.7	122.5	15	10	16	19	118.7	98.3	105.7	115.7	132.3	141.9

**Nuclear/Nonnuclear**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nonnuclear	32	130	108.1	91.2	97.9	109.8	116.8	128.1	15	11	15	19	122.0	99.0	110.3	118.8	133.1	150.2

**Organization Unit**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	26	80	106.8	85.5	96.3	108.5	116.4	127.6	15	11	16	18	120.2	95.2	109.9	116.5	132.8	145.9
Noncorporate	8	57	103.7	---	93.7	98.0	108.6	---	15	10	15	20	118.2	---	108.6	115.1	122.3	---

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Region

			Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Northeast	9	44	109.0	---	96.6	111.4	119.2	---	16	11	17	19	125.2	---	109.1	124.5	136.8	---
Southeast	7	33	104.3	---	90.1	109.5	116.1	---	15	11	15	19	116.3	---	103.0	115.7	130.2	---
North Central	8	31	101.7	---	98.1	100.2	104.5	---	15	12	14	18	114.8	---	103.9	116.4	122.2	---
South Central	9	18	108.4	---	91.0	107.6	126.0	---	16	12	16	19	123.5	---	103.3	119.9	145.2	---
West Coast	5	20	110.6	---	96.9	115.8	121.6	---	---	---	---	---	121.4	---	108.4	116.0	137.0	---

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**Function : AAY – Security**  
**Level : P5 – Master (P5)**

**Total Sample**

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	7	20	133.5	---	113.2	121.0	151.7	---	24	15	19	35	163.7	---	115.6	143.2	190.8	---

**Discipline**

	Base Salary								Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AAY000 Security Generalist/Multidiscipline	5	17	119.9	---	105.7	115.6	136.3	---	---	---	---	---	134.9	---	115.6	136.2	153.4	---

**Nuclear/Nonnuclear**

			Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs																	
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th	
Nonnuclear	7	20	133.5	----	113.2	121.0	151.7	----	24	15	19	35	163.7	----	115.6	143.2	190.8	----	

**Region**

	Base Salary								Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs							Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
			Avg	10th	25th	Median	75th	90th										
South Central	5	9	134.0	---	106.8	121.0	167.7	---	26	14	19	42	171.5	---	128.1	143.2	229.1	---

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Function : AAY – Security  
Level : U1 – Entry (U1)

Total Sample

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	7	130	48.2	---	38.0	44.5	65.5	---	7	3	7	10	51.7	---	39.0	47.3	72.1	---

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Function : AAY – Security  
Level : U2 – Intermediate (U2)

### Total Sample

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	11	625	48.6	35.9	43.3	46.7	49.6	67.9	5	3	6	8	50.9	38.1	45.5	48.5	51.6	73.0

### Revenue

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Greater than \$6B	6	595	51.2	---	41.6	47.3	66.8	---	6	3	7	10	53.8	---	43.2	50.0	68.5	---

### Nuclear/Nonnuclear

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nuclear	7	608	52.8	---	46.7	47.9	66.4	---	5	2	4	9	55.2	---	48.5	50.6	66.4	---

### Organization Unit

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Single Plant	6	600	53.8	---	46.0	48.7	66.8	---	5	2	3	10	56.2	---	47.7	51.1	68.5	---

### Region

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
North Central	5	118	49.6	---	43.7	44.4	58.2	---	---	---	---	---	50.8	---	45.0	46.1	58.9	---

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Function : AAY – Security  
Level : U3 – Senior (U3)

### Total Sample

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	17	437	59.5	49.2	50.8	55.2	65.7	78.5	7	4	7	10	63.1	51.3	52.5	58.0	67.5	84.8

### Discipline

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
AAY000 Security Generalist/Multidiscipline	10	31	55.6	48.1	49.2	53.1	61.7	73.6	8	5	8	10	59.6	50.2	52.0	56.7	67.1	81.1

### Revenue

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Greater than \$6B	7	185	59.4	---	51.0	55.2	74.9	---	8	5	8	11	64.1	---	54.7	58.0	80.7	---

### Nuclear/Nonnuclear

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nuclear	8	403	58.9	---	51.3	55.8	66.6	---	7	3	5	12	61.8	---	53.0	60.2	67.2	---
Nonnuclear	11	34	59.3	46.4	50.6	55.2	62.0	83.2	7	5	8	10	63.5	47.9	52.6	58.0	67.5	91.6

### Organization Unit

		Base Salary							Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	7	30	56.4	---	49.6	53.4	60.8	---	7	5	7	9	60.0	---	50.3	57.9	66.1	---
Noncorporate	5	6	61.5	---	49.4	61.6	73.6	---	9	6	10	12	67.1	---	53.7	67.0	80.7	---
Single Plant	7	401	60.6	---	52.3	56.4	67.5	---	5	3	5	8	62.9	---	52.4	62.5	67.5	---

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Region

			Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
North Central	6	183	55.4	---	50.4	51.6	63.1	---	---	---	---	---	57.1	---	51.8	52.5	67.5	---

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**Function : ACA – Corporate Affairs/Communications**  
**Level : M1 – Supervisor (M1)**

**Total Sample**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	48	143	108.8	89.3	99.4	110.1	120.4	126.6	14	10	13	19	121.6	94.4	110.5	121.2	136.2	142.4

**Discipline**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
ACA000 Corporate Affairs/Communications Generalist/Multidiscipline	9	15	108.2	---	103.8	108.1	112.2	---	16	9	15	20	124.4	---	116.5	124.2	132.8	---
ACA010 Public Relations	8	12	100.4	---	90.7	98.2	108.7	---	16	12	19	20	112.5	---	93.5	113.7	129.9	---
ACA020 Community Affairs/Relations	7	11	108.8	---	90.7	102.2	128.8	---	14	9	12	18	121.4	---	101.3	128.8	136.9	---
ACA050 Regulatory Affairs and Compliance	16	39	110.1	76.7	100.9	110.0	125.1	134.9	17	12	17	20	127.7	90.4	116.1	126.4	142.3	157.8
ACA060 Environmental Affairs and Compliance	15	33	106.7	84.4	89.6	106.8	119.0	128.9	16	10	13	16	120.2	89.5	102.2	117.6	134.2	168.9
ACA100 Internal/Employee Communications	5	5	94.8	---	78.3	104.4	106.5	---	---	---	---	---	106.1	---	87.0	104.7	125.8	---
ACA120 Creative Design Services	8	14	105.6	---	92.6	109.3	120.8	---	14	5	13	19	120.2	---	96.0	122.5	137.7	---

**Revenue**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Less than \$1B	8	10	115.6	---	112.8	117.1	120.5	---	12	8	13	16	126.0	---	115.0	127.2	136.9	---
\$1B to \$3B	19	44	107.5	84.7	95.6	107.5	120.7	129.2	12	9	12	18	116.6	87.9	100.9	114.7	133.1	137.8
\$3B to \$6B	7	30	101.5	---	89.6	99.3	118.9	---	11	11	12	13	113.1	---	101.3	112.2	124.2	---
Greater than \$6B	15	59	109.4	80.7	103.7	109.8	121.5	131.7	17	13	17	20	128.4	88.7	119.1	126.2	141.6	159.4

All values in US Dollars

Effective date March 01, 2017

Company weighted statistics

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2017 CDB Energy Services MMPS Compensation Survey – U.S. Report  
Summary Breakout Table

WillisTowersWatson 

**Nuclear/Nonnuclear**

	Base Salary								Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nonnuclear	46	126	108.0	88.8	99.1	107.7	119.8	126.2	13	10	13	18	119.9	93.7	109.6	120.8	134.3	139.0

**Organization Unit**

	Base Salary								Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	39	90	109.9	84.0	98.6	115.5	124.1	128.8	13	9	13	17	122.1	91.3	110.0	125.0	136.9	141.6
Noncorporate	13	43	101.2	82.9	90.2	100.3	107.6	127.0	16	11	13	21	115.0	83.9	95.3	113.1	126.9	157.1

**Region**

	Base Salary								Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Northeast	6	14	113.2	---	103.2	110.4	123.0	---	18	13	14	24	130.5	---	109.3	126.7	145.1	---
Southeast	13	50	104.6	85.6	89.1	107.5	114.7	125.8	13	4	12	18	116.3	87.5	99.8	117.2	130.7	144.3
North Central	17	42	109.1	90.0	99.7	111.0	119.2	125.5	14	10	14	19	123.4	98.3	108.4	121.5	136.7	142.3
South Central	12	23	109.0	73.3	96.1	114.8	123.5	131.7	15	11	13	22	121.9	86.4	106.6	122.6	136.7	163.6
West Coast	7	14	104.5	---	94.7	100.3	126.1	---	12	9	12	14	115.4	---	94.7	112.2	137.8	---

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2017 CDB Energy Services MMPS Compensation Survey – U.S. Report  
Summary Breakout Table

WillisTowersWatson 

Function : ACA – Corporate Affairs/Communications  
Level : M2 – Manager (M2)

Total Sample

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	100	768	125.0	99.4	116.0	126.3	134.9	146.7	17	13	16	20	144.6	104.9	128.2	144.8	158.1	171.9

Discipline

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
ACA000 Corporate Affairs/Communications Generalist/Multidiscipline	40	107	120.2	94.9	106.7	120.9	128.4	148.5	19	14	18	24	139.7	98.8	120.0	139.5	151.1	180.4
ACA010 Public Relations	30	58	118.5	94.8	109.4	118.9	128.1	140.5	18	14	18	20	139.9	104.6	127.7	143.6	157.2	172.5
ACA020 Community Affairs/Relations	38	134	119.7	99.9	107.0	119.5	131.3	138.9	17	13	16	18	138.5	108.3	125.0	135.8	155.2	162.4
ACA040 Corporate Giving	10	14	127.9	103.3	108.7	124.3	145.6	156.4	19	13	15	24	153.0	111.9	123.2	145.8	182.0	209.4
ACA050 Regulatory Affairs and Compliance	40	168	132.9	115.9	125.6	130.0	139.7	150.8	18	14	16	22	156.7	133.4	143.8	152.3	171.2	179.7
ACA060 Environmental Affairs and Compliance	28	61	132.6	109.4	121.7	130.2	142.7	157.5	20	12	16	24	156.7	122.1	140.2	153.0	172.1	185.6
ACA070 Government Relations	39	77	136.5	108.8	123.2	137.5	151.8	161.9	21	14	18	28	164.3	127.8	145.2	156.4	183.3	210.3
ACA090 Investor Relations	14	14	127.4	100.7	107.8	130.9	143.9	151.7	19	13	17	24	153.2	113.9	123.1	153.8	172.7	212.5
ACA100 Internal/Employee Communications	28	44	120.8	82.0	110.4	124.6	131.5	145.2	20	14	19	24	142.3	92.0	128.5	142.0	160.2	180.0
ACA120 Creative Design Services	9	14	121.3	---	100.3	125.9	141.3	---	18	13	18	21	145.0	---	107.2	153.7	166.8	---
ACA500 Economic Development	15	27	139.1	122.1	132.0	140.6	147.5	153.9	24	17	23	26	169.6	138.5	156.6	169.4	181.3	198.0
ACA510 ISO/RTO Mkt Part Relations/Svcs/Rsrcs	5	5	141.1	---	128.7	146.3	150.9	---	---	---	---	---	162.2	---	146.2	171.6	173.4	---
ACA540 Regulatory Compliance – Tech Rules Standards	22	34	130.6	102.5	119.8	129.3	140.0	157.8	18	11	16	20	153.8	114.1	131.7	146.4	169.7	216.9

Revenue

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Less than \$1B	21	41	128.1	94.8	109.2	129.8	143.5	168.5	18	15	17	20	144.6	98.0	117.4	139.5	170.7	206.1
\$1B to \$3B	36	123	120.8	97.5	108.8	120.8	132.6	146.3	14	10	14	18	135.4	100.1	118.8	136.9	153.6	164.8

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Company weighted statistics

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## Revenue

	Base Salary								Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
\$3B to \$6B	14	124	125.9	93.9	121.0	125.3	133.3	157.4	18	13	16	17	148.8	100.7	137.7	142.5	151.5	219.0
Greater than \$6B	30	480	127.7	114.0	119.3	129.1	134.6	139.7	20	14	19	23	154.1	131.4	145.1	153.6	163.8	171.0

## Nuclear/Nonnuclear

	Base Salary								Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Nuclear	11	48	132.2	92.6	128.9	136.6	145.0	150.9	22	16	21	27	160.5	97.9	152.4	165.3	176.3	200.1
Nonnuclear	96	720	125.1	101.1	116.0	125.5	134.5	146.5	17	13	16	20	144.6	108.5	128.2	144.2	157.7	173.2

## Organization Unit

	Base Salary								Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Corporate	79	472	126.1	103.7	116.9	126.8	136.2	146.9	17	13	16	20	145.4	111.9	132.5	144.1	158.2	172.0
Noncorporate	37	273	123.2	85.0	113.2	124.2	132.8	150.6	19	14	17	21	146.0	91.4	127.4	145.9	165.3	199.2
Single Plant	7	15	126.4	---	119.3	129.8	145.0	---	15	11	16	20	144.7	---	125.8	152.4	176.5	---

## Region

	Base Salary								Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Northeast	23	139	122.7	91.4	110.4	122.3	129.5	154.5	20	15	18	25	145.7	96.2	125.7	142.2	163.2	207.0
Southeast	28	148	119.1	94.1	100.5	124.7	129.3	143.7	19	14	18	22	138.2	94.9	107.9	144.8	162.7	169.6
North Central	32	172	128.8	109.2	119.3	128.8	136.2	146.5	16	12	16	20	148.3	123.2	137.1	150.0	159.0	171.2
South Central	36	215	123.7	93.7	112.9	125.1	136.9	147.5	19	15	16	22	145.5	111.7	124.3	142.5	164.8	202.0
West Coast	15	94	125.5	96.4	120.3	129.8	133.2	143.1	17	11	15	21	146.3	102.9	134.0	147.0	169.8	179.0

## Metropolitan Area

	Base Salary								Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
	Orgs	Incs	Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Austin–Round Rock–San Marcos, TX	8	14	119.2	---	115.9	124.4	129.4	---	19	11	17	30	137.2	---	124.5	133.4	168.0	---
Boston–Cambridge–Quincy, MA–NH	7	21	126.9	---	107.0	117.8	165.4	---	23	18	20	29	153.4	---	125.8	140.6	218.9	---

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Summary Breakout Table

WillisTowersWatson 

**Metropolitan Area**

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Houston–Sugar Land–Baytown, TX	12	28	123.4	78.6	107.6	122.3	140.8	167.9	22	14	18	32	150.6	83.3	123.9	142.2	165.4	227.2
New York–Northern New Jersey–Long Island, NY–NJ–PA	6	23	128.4	---	120.1	128.7	133.3	---	20	13	19	27	149.9	---	131.8	146.6	163.1	---
Pittsburgh, PA	7	15	118.9	---	112.3	120.5	125.0	---	19	12	16	30	141.9	---	124.3	145.4	150.7	---
Washington–Arlington–Alexandria, DC–VA–MD–WV	8	16	128.6	---	107.8	127.3	148.1	---	14	11	13	18	144.1	---	120.3	145.9	165.4	---

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2017 CDB Energy Services MMPS Compensation Survey – U.S. Report  
Summary Breakout Table

WillisTowersWatson 

Function : ACA – Corporate Affairs/Communications  
Level : M3 – Senior Manager (M3)

Total Sample

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
	82	385	157.6	135.2	144.4	155.8	168.4	187.1	24	17	23	30	192.7	151.2	168.7	191.9	213.2	235.3

Discipline

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
ACA000 Corporate Affairs/Communications Generalist/Multidiscipline	33	62	157.1	125.4	135.1	158.8	173.8	200.2	21	14	20	26	189.1	133.5	158.8	192.3	221.1	232.6
ACA010 Public Relations	14	28	150.1	126.0	136.7	149.8	159.2	172.5	30	25	30	33	192.8	129.0	178.5	197.5	214.3	239.2
ACA020 Community Affairs/Relations	14	19	148.7	117.0	143.7	155.0	157.2	161.6	29	22	29	35	189.5	131.1	165.4	200.5	209.3	237.9
ACA050 Regulatory Affairs and Compliance	46	138	159.5	132.3	147.8	157.8	170.0	186.1	26	18	24	32	200.6	149.5	177.5	198.9	223.3	243.4
ACA060 Environmental Affairs and Compliance	19	29	158.4	129.8	147.8	160.7	174.4	179.4	28	18	28	32	198.8	151.6	175.1	187.0	222.3	270.7
ACA070 Government Relations	29	57	163.5	128.1	154.4	164.0	176.9	191.7	25	17	24	32	202.3	150.5	173.9	206.9	237.4	246.8
ACA090 Investor Relations	13	13	155.3	120.2	139.0	159.0	172.5	190.6	24	21	24	28	192.8	147.9	168.7	186.4	223.4	241.8
ACA100 Internal/Employee Communications	9	9	146.6	---	133.1	139.8	156.0	---	30	19	26	32	187.6	---	149.4	175.2	202.7	---
ACA500 Economic Development	6	12	167.7	---	155.3	169.0	179.2	---	31	22	27	40	219.3	---	199.8	217.6	238.6	---
ACA540 Regulatory Compliance – Tech Rules Standards	6	8	145.1	---	132.8	143.9	159.1	---	15	10	17	18	163.1	---	148.4	161.7	182.9	---

Revenue

	Orgs	Incs	Base Salary						Actual Performance Bonus % of Base Salary				Actual Total Cash Compensation					
			Avg	10th	25th	Median	75th	90th	Avg	25th	Median	75th	Avg	10th	25th	Median	75th	90th
Less than \$1B	16	25	159.4	131.5	139.9	155.9	173.5	197.3	21	16	19	22	188.1	145.9	157.9	178.8	198.0	269.3
\$1B to \$3B	27	83	153.2	125.1	142.8	149.2	163.0	191.8	20	14	19	26	179.8	125.3	154.3	182.6	204.9	223.2
\$3B to \$6B	10	38	153.0	128.6	134.7	148.2	172.0	184.4	23	18	26	28	187.7	155.5	167.8	179.1	216.3	231.1
Greater than \$6B	30	239	161.4	142.3	150.9	161.6	170.2	183.7	28	21	28	35	207.7	170.8	185.4	207.5	225.0	245.9

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