

Function : AFC – Credit and Collections

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
	28	183	69.3	54.3	61.2	68.0	75.4	87.3	11	7	9	13	75.1	58.3	65.7	73.5	82.5	93.4

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
AFC010 Credit	12	19	67.6	55.9	61.0	65.8	72.6	84.4	12	7	11	15	75.6	59.2	65.9	76.4	82.5	96.9
AFC020 Collections	5	75	71.0	---	61.3	69.1	81.8	---	---	---	---	---	73.1	---	64.9	72.1	81.8	---
AFC040 Fraud and Revenue Assurance	9	60	72.0	---	57.9	70.2	86.4	---	10	7	10	13	78.6	---	63.8	78.2	90.4	---

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	11	70.4	---	64.0	69.6	77.1	---	---	---	---	---	74.0	---	66.0	74.3	81.9	---
\$3B to \$6B	5	11	65.4	---	52.7	61.5	80.0	---	10	6	8	14	71.8	---	57.5	65.4	89.4	---
Greater than \$6B	15	158	70.7	57.5	61.1	69.9	85.5	87.6	13	8	11	17	77.6	60.8	67.6	75.1	87.4	98.0

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	28	183	69.3	54.3	61.2	68.0	75.4	87.3	11	7	9	13	75.1	58.3	65.7	73.5	82.5	93.4

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	16	59	67.5	53.2	61.2	66.7	72.6	82.4	9	6	8	12	72.1	57.8	65.7	69.8	81.1	84.4
Noncorporate	11	123	70.2	55.4	60.7	69.9	85.5	87.6	12	7	9	17	76.8	59.1	64.7	75.1	87.4	99.3

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

Willis Towers Watson 

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	7	89	74.2	---	64.0	72.7	85.9	---	12	6	11	18	80.8	---	64.4	82.8	92.6	---
North Central	6	21	67.6	---	59.0	63.5	79.1	---	8	6	7	11	72.0	---	62.7	70.7	83.0	---
South Central	12	32	65.7	52.4	59.8	64.7	71.5	83.2	11	7	11	13	72.8	58.2	66.3	67.5	79.9	96.9

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	5	15	72.2	---	65.4	70.2	80.0	---	14	9	12	20	82.3	---	71.3	80.6	94.2	---

All values in US Dollars

Effective date March 01, 2017

Company weighted statistics

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Function : AFC – Credit and Collections

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
	30	129	85.1	69.7	78.9	82.2	89.9	103.4	12	8	10	16	94.8	80.2	86.6	91.6	102.5	115.2

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
AFC000 Credit and Collections Generalist/Multidiscipline	6	40	74.2	---	66.9	73.9	80.8	---	8	5	7	12	79.4	---	72.2	78.0	88.0	---
AFC010 Credit	16	37	88.6	74.2	81.1	83.8	100.1	109.0	13	8	10	19	99.3	82.4	90.6	93.2	104.7	128.7
AFC040 Fraud and Revenue Assurance	11	47	85.0	69.7	80.3	83.2	93.2	101.6	12	9	10	16	95.1	80.4	86.2	92.3	109.4	113.0

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	7	96.3	---	84.0	92.7	110.4	---	---	---	---	---	104.7	---	92.8	97.9	120.0	---
\$3B to \$6B	6	7	84.5	---	77.3	81.7	90.1	---	13	8	12	20	95.7	---	88.9	91.2	100.3	---
Greater than \$6B	15	109	83.1	67.3	79.0	80.9	89.0	101.8	13	9	13	18	94.0	77.0	85.1	92.2	105.5	112.1

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
Nonnuclear	28	114	85.3	69.5	79.4	82.2	91.7	103.7	12	8	10	15	94.5	79.5	85.6	91.6	101.3	116.8

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	18	27	86.1	70.8	77.3	83.8	94.7	105.0	11	8	9	13	94.6	77.4	83.7	91.2	102.7	118.0

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
Noncorporate	13	99	82.3	66.3	79.7	82.1	86.4	98.8	13	9	13	18	93.5	76.3	86.7	92.2	100.1	117.4

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	60	86.6	61.1	80.2	87.2	89.9	115.7	13	8	11	18	98.0	64.6	87.9	96.0	109.3	134.6
Southeast	5	7	79.2	---	74.5	78.3	84.5	---	---	---	---	---	85.8	---	81.0	84.3	91.2	---
North Central	6	17	88.5	---	81.4	87.7	94.7	---	11	8	10	15	98.1	---	91.3	95.1	108.7	---
South Central	13	39	81.8	67.0	75.7	81.0	82.4	104.0	15	8	14	20	92.5	74.3	87.7	91.2	97.4	116.0

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	7	15	81.5	---	76.2	81.0	82.4	---	18	12	20	24	95.4	---	87.0	91.2	99.1	---

All values in US Dollars

Effective date March 01, 2017

Company weighted statistics

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Function : AFC – Credit and Collections

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
	15	26	103.4	78.8	95.3	99.5	119.5	126.1	15	7	14	20	117.1	84.8	103.7	115.7	132.2	159.0

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
AFC010 Credit	11	15	109.1	95.2	97.0	103.2	121.0	127.0	16	9	15	24	124.4	101.5	106.7	121.0	137.4	159.7

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
Greater than \$6B	6	14	99.7	---	90.3	99.0	108.7	---	16	7	16	22	115.9	---	100.6	111.7	132.9	---

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	14	24	101.8	78.5	95.2	99.0	115.5	124.2	13	7	14	18	114.2	84.4	103.0	111.6	126.4	148.7

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	12	16	106.3	84.5	95.7	102.1	120.6	126.8	16	9	15	23	121.0	90.8	103.9	118.3	136.1	159.5

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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	6	16	108.1	---	93.2	110.3	125.8	---	18	11	18	26	125.8	---	96.4	126.6	158.7	---
South Central	6	7	97.8	---	95.2	96.9	100.4	---	12	7	10	18	110.4	---	104.3	107.2	117.8	---

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Function : AFC – Credit and Collections
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
6	54	35.3	---	29.8	36.3	40.3	---		---	---	---	---	36.4	---	30.8	37.6	41.0	---

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	6	54	35.3	---	29.8	36.3	40.3	---	---	---	---	---	36.4	---	30.8	37.6	41.0	---

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Function : AFC – Credit and Collections
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
	19	121	44.2	36.6	39.9	44.2	48.8	53.2	6	5	6	8	46.5	38.5	41.5	45.1	51.6	55.9

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
AFC010 Credit	7	51	45.9	---	39.9	48.0	53.2	---	6	5	5	7	48.6	---	41.5	51.6	55.9	---
AFC020 Collections	8	27	44.1	---	41.5	43.8	47.4	---	8	5	7	10	46.5	---	44.6	45.7	50.0	---

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	15	44.1	---	41.6	42.3	47.6	---	---	---	---	---	45.9	---	44.7	45.0	47.6	---
Greater than \$6B	9	81	44.4	---	39.6	45.1	48.4	---	7	5	6	9	47.0	---	41.9	46.2	52.9	---

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	19	121	44.2	36.6	39.9	44.2	48.8	53.2	6	5	6	8	46.5	38.5	41.5	45.1	51.6	55.9

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	9	54	45.4	---	41.6	42.5	51.1	---	6	4	6	8	47.5	---	44.4	45.0	52.5	---
Noncorporate	11	67	42.9	33.9	36.7	45.1	48.0	49.0	6	4	5	8	45.2	35.7	39.4	45.1	51.6	53.8

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	18	42.4	---	35.8	45.1	47.6	---	---	---	---	---	44.4	---	37.4	46.2	50.5	---
South Central	9	60	45.3	---	40.6	42.5	51.1	---	7	5	7	8	47.6	---	41.4	46.2	53.8	---

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Company weighted statistics
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Function : AFC – Credit and Collections

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
	21	173	53.2	40.2	48.9	51.3	60.9	68.9	7	5	7	8	56.2	41.9	51.1	54.7	62.7	71.9

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
AFC000 Credit and Collections Generalist/Multidiscipline	8	91	54.6	---	49.3	51.6	60.9	---	8	5	8	9	58.4	---	53.1	57.7	64.4	---
AFC010 Credit	5	28	54.2	---	43.3	52.6	65.9	---	6	5	5	7	57.3	---	46.1	56.5	69.0	---

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	14	50.8	---	45.8	49.5	56.3	---	---	---	---	---	52.2	---	47.7	51.8	56.9	---
Greater than \$6B	11	135	54.7	39.6	49.3	52.2	61.5	71.7	7	5	7	9	58.5	41.8	53.0	57.3	64.8	75.2

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	20	148	53.3	39.6	48.7	51.5	60.9	69.6	6	5	7	8	56.1	41.4	50.7	54.1	63.6	72.7

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	85	53.6	45.4	48.1	50.4	61.0	69.4	6	4	6	7	55.9	45.7	51.1	53.0	61.8	72.6
Noncorporate	12	88	52.4	37.7	47.0	51.5	58.8	70.7	8	5	7	9	56.0	39.7	50.1	56.4	63.4	74.0

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	6	73	48.4	---	45.7	50.1	52.0	---	8	5	7	12	51.6	---	47.5	52.4	57.1	---
South Central	7	23	55.4	---	46.5	52.3	61.5	---	7	5	8	10	58.2	---	50.2	56.7	64.5	---

All values in US Dollars
Effective date March 01, 2017
Company weighted statistics
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Function : AFT – Financial Analysis and Tax
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	205	105.9	90.2	98.2	105.5	113.2	121.6	14	10	14	18	119.3	101.6	110.4	117.5	127.4	142.2

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
AFT000 Financial Analysis and Tax Generalist/Multidiscipline	10	45	112.5	92.1	101.4	112.9	119.2	139.5	16	9	12	20	130.9	100.4	114.0	123.8	146.7	175.7
AFT010 Financial Analysis	17	39	107.3	81.0	98.8	110.2	116.1	128.5	15	9	14	18	121.1	90.2	108.0	119.0	134.6	154.3
AFT020 Budget Analysis	16	56	103.8	83.5	94.7	103.5	112.5	123.2	16	11	15	20	117.9	94.7	106.8	120.5	124.9	140.8
AFT030 Treasury Operations	14	23	101.9	81.8	94.0	101.1	110.3	122.9	14	9	15	18	115.0	93.5	101.2	116.6	125.1	138.4
AFT050 Tax Reporting and Compliance	16	31	104.8	90.7	94.4	102.9	111.2	122.3	13	9	12	17	118.1	100.0	108.2	114.6	127.8	143.0
AFT090 Rates	5	7	115.6	---	110.5	116.0	120.6	---	---	---	---	---	122.4	---	117.2	120.4	128.6	---

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	10	16	103.9	78.7	91.0	99.8	119.0	131.1	12	7	14	17	113.9	84.7	103.5	113.6	122.7	149.1
\$1B to \$3B	18	34	109.7	96.5	100.6	109.9	113.7	130.9	12	9	14	16	121.0	103.9	111.1	118.7	128.7	144.1
Greater than \$6B	25	142	103.7	87.9	96.0	102.9	110.7	116.7	15	10	14	20	119.3	100.3	110.4	116.7	128.6	142.2

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	5	14	109.8	---	92.9	107.7	127.8	---	---	---	---	---	128.0	---	105.1	117.9	155.9	---
Nonnuclear	54	191	105.6	91.6	98.3	105.5	113.0	118.6	14	10	14	17	119.0	103.0	110.5	117.4	127.2	141.2

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Summary Breakout Table

WillisTowersWatson 

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	45	143	104.9	89.7	96.7	105.5	112.1	123.1	13	9	12	17	117.4	100.3	109.2	116.7	125.0	141.6
Noncorporate	15	43	107.7	90.5	102.0	106.9	113.2	125.9	17	10	16	23	124.1	104.3	112.0	120.1	139.4	154.3

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	12	25	105.1	79.9	93.6	101.7	114.3	143.2	12	8	11	16	117.9	88.3	101.9	111.7	133.1	165.1
Southeast	9	30	109.5	---	103.0	109.0	115.3	---	14	7	14	18	124.0	---	109.8	123.6	138.1	---
North Central	17	74	103.8	75.7	96.7	105.5	112.4	119.9	13	10	12	16	117.0	85.3	111.0	116.7	122.6	137.7
South Central	23	65	104.8	86.5	96.2	101.7	115.0	124.7	16	12	16	20	119.6	98.3	109.5	119.0	137.7	141.4

Metropolitan Area

	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	
Houston-Sugar Land-Baytown, TX	10	22	107.5	97.2	99.9	106.0	116.2	119.7	19	15	20	23	128.3	110.5	115.8	129.4	140.1	143.6	

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Function : AFT – Financial Analysis and Tax
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
107	922	126.9	108.5	118.0	126.6	135.0	147.1	17	13	16	20	146.9	118.9	131.1	147.7	161.0	174.0

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
AFT000 Financial Analysis and Tax Generalist/Multidiscipline	29	79	125.2	101.9	111.3	124.4	134.2	151.2	17	10	17	22	145.1	108.1	122.5	148.6	158.4	180.1
AFT010 Financial Analysis	56	215	129.0	110.1	116.8	126.4	139.8	151.7	17	12	17	22	151.1	116.6	132.9	151.7	170.3	186.8
AFT020 Budget Analysis	40	176	124.8	101.8	116.1	125.0	133.7	147.6	18	13	16	21	146.3	118.5	130.8	148.2	159.6	180.4
AFT030 Treasury Operations	48	81	124.5	100.1	110.1	122.3	137.6	155.4	18	13	16	19	145.2	108.2	125.9	143.1	163.2	180.7
AFT040 Corporate/Financial Planning	17	62	130.4	108.6	113.1	125.6	149.5	159.3	21	17	21	24	158.2	124.9	131.4	157.0	187.3	197.9
AFT050 Tax Reporting and Compliance	62	186	128.7	106.7	116.2	128.3	139.8	153.3	18	14	16	21	152.4	122.0	137.1	150.1	169.0	182.0
AFT080 Insurance Risk	22	26	134.5	108.7	121.4	136.0	144.0	161.2	18	15	17	21	158.6	122.9	142.1	158.7	173.7	194.3
AFT090 Rates	36	93	127.4	105.0	115.5	128.6	141.1	147.1	18	14	17	24	151.7	119.8	133.4	147.7	168.3	185.6

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
Less than \$1B	26	61	127.7	101.9	115.6	123.5	139.8	155.3	16	11	16	18	144.2	104.3	127.3	144.7	157.5	177.2
\$1B to \$3B	36	142	124.9	108.0	117.2	125.4	130.8	145.0	15	11	14	18	141.3	114.4	124.4	139.6	153.5	168.2
\$3B to \$6B	15	106	125.4	96.8	120.6	127.4	137.1	145.0	17	15	17	21	147.4	102.8	136.6	149.1	160.6	180.5
Greater than \$6B	31	613	129.3	113.0	121.2	128.2	136.7	144.1	20	16	19	24	155.5	130.2	143.6	157.7	164.5	180.0

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	14	93	127.3	116.8	120.8	126.1	132.6	143.1	21	15	20	26	153.3	132.4	144.4	148.7	158.4	185.9
Nonnuclear	101	829	126.9	108.4	118.0	126.6	136.2	148.1	17	13	16	20	146.8	116.7	131.1	147.7	161.2	174.5

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

WillisTowersWatson 

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	89	620	127.4	110.2	117.4	126.2	136.8	147.4	17	13	16	20	147.5	119.7	131.3	147.5	160.8	171.5
Noncorporate	38	268	126.8	107.1	118.6	127.1	135.8	146.3	19	13	17	24	149.5	118.6	133.5	151.1	166.5	180.0
Single Plant	7	17	127.4	---	121.0	122.9	131.6	---	20	17	21	22	153.2	---	148.4	148.8	157.8	---

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	28	172	123.6	99.8	112.6	124.3	135.3	150.6	18	11	18	21	144.7	101.3	123.3	144.9	163.6	183.4
Southeast	26	197	122.9	103.8	114.3	123.4	132.6	137.4	18	14	18	23	143.4	110.8	125.0	148.3	156.0	171.6
North Central	35	210	125.3	106.8	116.2	126.2	132.6	144.7	16	11	17	23	144.8	118.1	131.1	148.1	156.7	168.8
South Central	44	251	126.2	110.7	118.0	123.0	134.6	146.8	18	15	16	22	147.6	125.8	133.2	145.6	163.9	175.0
West Coast	12	92	142.9	128.2	136.1	138.9	145.8	171.2	17	14	15	19	165.4	144.0	156.8	161.9	178.6	195.0

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
Boston-Cambridge-Quincy, MA-NH	6	25	129.8	---	116.2	130.7	140.4	---	20	19	20	21	151.5	---	134.7	156.0	166.4	---
Denver-Aurora, CO	5	17	128.1	---	117.5	131.1	137.1	---	---	---	---	---	145.6	---	128.9	136.3	166.9	---
Houston-Sugar Land-Baytown, TX	21	113	127.8	98.2	122.1	130.0	138.0	147.8	21	15	19	26	153.7	113.3	139.8	155.7	164.2	184.2
New York-Northern New Jersey-Long Island, NY-NJ-PA	6	35	131.5	---	120.2	127.4	144.3	---	23	18	20	29	156.0	---	142.3	154.2	176.1	---
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	5	7	127.3	---	98.6	120.8	159.1	---	---	---	---	---	160.4	---	102.7	163.1	216.8	---
Washington-Arlington-Alexandria, DC-VA-MD-WV	6	11	117.3	---	106.8	116.7	128.8	---	13	9	15	16	130.7	---	109.2	135.4	147.7	---

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Summary Breakout Table

WillisTowersWatson 

Function : AFT – Financial Analysis and Tax
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
	88	432	158.2	138.1	146.4	156.0	171.0	183.3	24	19	23	29	195.2	160.0	169.9	194.4	212.6	245.8

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
AFT000 Financial Analysis and Tax Generalist/Multidiscipline	16	38	159.8	139.2	147.7	161.2	170.2	183.5	25	16	23	32	199.7	168.8	176.2	195.3	215.9	244.5
AFT010 Financial Analysis	45	134	155.1	133.1	139.4	153.0	168.9	181.7	24	17	22	30	193.0	151.3	171.1	185.2	209.8	253.0
AFT020 Budget Analysis	19	46	157.9	128.8	141.8	162.9	171.1	183.1	27	19	27	36	194.6	162.9	167.1	191.7	216.0	244.0
AFT030 Treasury Operations	30	36	153.4	134.4	141.1	149.0	166.5	180.5	24	20	25	30	188.3	147.8	166.9	184.6	210.4	228.2
AFT040 Corporate/Financial Planning	18	28	157.4	129.9	147.6	154.8	168.0	184.7	30	22	32	37	203.5	163.0	180.6	198.3	220.6	263.5
AFT050 Tax Reporting and Compliance	44	76	168.3	139.0	154.6	165.0	186.0	201.5	27	20	25	31	212.7	168.7	188.4	206.7	234.5	268.3
AFT080 Insurance Risk	12	13	140.9	119.4	128.3	140.8	154.0	155.8	26	17	24	35	177.7	128.3	159.4	184.4	190.8	217.6
AFT090 Rates	29	54	166.4	141.0	152.9	162.9	178.9	200.6	26	18	23	34	209.9	164.8	176.0	205.7	234.1	271.0

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	17	30	157.2	138.5	145.9	151.8	165.8	181.6	22	18	22	24	189.8	158.0	170.4	182.4	210.0	242.4
\$1B to \$3B	27	68	156.2	134.4	143.3	153.1	170.1	184.3	21	17	20	25	185.7	141.0	166.9	178.2	206.6	249.5
\$3B to \$6B	14	85	164.4	134.9	146.7	153.0	186.4	209.7	25	20	25	33	206.3	161.7	168.4	199.0	241.7	277.0
Greater than \$6B	31	249	158.5	138.6	148.2	159.0	171.5	179.0	28	21	26	34	203.1	162.2	184.4	201.4	221.2	244.0

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	10	33	159.7	142.3	148.7	162.6	168.4	177.0	32	23	33	35	205.7	163.8	186.5	199.0	220.1	270.5
Nonnuclear	83	399	158.3	136.7	146.3	156.3	171.3	184.0	24	19	23	29	195.2	158.7	169.2	193.7	213.0	246.1

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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	72	284	158.3	136.5	145.6	155.0	171.5	184.1	25	19	24	30	196.3	161.3	171.3	191.7	212.8	244.4
Noncorporate	28	134	159.8	137.8	148.0	159.4	170.4	181.1	27	20	27	33	204.0	159.0	176.2	203.6	224.3	255.2

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	18	73	161.9	133.8	149.9	167.9	173.4	184.8	25	21	25	34	202.6	154.6	181.3	202.1	232.6	246.1
Southeast	22	86	157.1	131.3	142.5	153.9	171.2	188.4	27	18	27	33	198.4	135.7	156.8	192.3	225.3	267.8
North Central	22	75	155.2	140.8	146.6	156.4	160.9	179.2	24	17	22	30	190.9	166.3	173.1	192.3	204.1	226.7
South Central	43	151	157.6	133.8	140.5	152.5	171.6	188.1	26	20	25	29	196.8	155.7	168.9	197.6	219.2	248.6
West Coast	14	47	159.9	144.8	149.5	158.5	164.9	187.3	20	16	20	25	192.7	163.1	177.0	190.3	206.1	232.9

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
Dallas-Fort Worth-Arlington, TX	5	13	159.0	---	140.3	147.0	183.6	---	36	19	36	52	216.6	---	167.8	199.9	273.7	---
Houston-Sugar Land-Baytown, TX	21	67	159.8	129.8	143.6	161.1	173.6	185.8	27	23	26	31	203.4	155.9	175.1	206.4	228.6	247.1
Pittsburgh, PA	5	7	166.4	---	151.3	170.6	179.5	---	26	17	29	35	210.8	---	181.6	213.0	238.9	---
Washington-Arlington-Alexandria, DC-VA-MD-WV	5	7	158.8	---	137.3	163.5	177.9	---	---	---	---	---	185.2	---	150.6	184.5	220.2	---

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Function : AFT – Financial Analysis and Tax
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
	55	266	183.9	156.3	168.4	182.5	201.0	209.3	29	21	29	34	236.1	181.1	205.2	221.1	270.3	292.0

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
AFT000 Financial Analysis and Tax Generalist/Multidiscipline	11	28	179.8	148.6	168.3	183.0	192.2	202.3	28	25	29	32	226.3	185.2	196.3	223.1	261.3	276.3
AFT010 Financial Analysis	16	54	184.6	152.8	169.0	184.9	200.1	216.6	30	17	30	43	242.3	168.9	199.5	245.4	280.2	313.4
AFT020 Budget Analysis	9	18	193.8	---	175.8	188.4	213.3	---	27	20	27	36	247.6	---	211.9	234.9	281.5	---
AFT030 Treasury Operations	14	38	177.0	151.9	158.7	172.3	192.3	214.5	31	21	27	42	225.4	161.5	189.0	216.0	256.0	322.9
AFT040 Corporate/Financial Planning	18	39	186.3	148.9	162.1	194.6	205.5	216.9	31	23	30	34	246.5	182.4	206.1	248.6	272.7	324.6
AFT050 Tax Reporting and Compliance	25	62	198.4	160.7	173.6	201.0	216.9	236.9	31	27	29	39	258.6	206.9	213.3	270.0	290.6	328.7
AFT090 Rates	11	20	186.3	166.5	173.6	176.7	201.7	206.3	29	19	26	37	236.1	181.1	205.2	239.4	264.7	306.4

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	17	176.3	---	169.4	171.2	182.5	---	27	19	27	33	217.1	---	200.2	217.2	223.1	---
\$1B to \$3B	14	22	167.8	146.2	153.1	163.0	175.3	204.7	23	17	22	28	205.7	167.8	182.2	199.0	213.8	281.4
\$3B to \$6B	10	43	195.5	162.9	182.6	200.6	210.8	215.9	24	11	28	33	241.6	177.4	204.2	253.4	275.0	286.8
Greater than \$6B	25	184	191.5	165.9	181.1	194.2	203.2	209.5	34	25	33	44	258.0	208.5	219.9	263.4	283.4	311.1

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	5	13	178.1	---	170.3	174.0	188.0	---	37	27	32	50	245.3	---	218.8	223.1	282.9	---
Nonnuclear	52	253	184.4	155.1	167.7	183.2	202.3	210.7	28	19	28	34	235.4	178.2	204.5	219.9	270.1	290.7

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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	46	163	186.4	156.7	168.8	188.9	203.7	209.4	30	22	29	36	240.9	181.6	205.8	235.4	271.1	298.8
Noncorporate	17	87	181.7	160.9	167.9	174.8	194.6	218.1	29	18	27	37	234.5	190.0	204.7	218.2	273.9	298.6

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	10	76	180.1	148.4	162.0	185.1	197.9	208.0	27	17	27	35	229.9	166.4	198.1	224.5	276.0	283.8
Southeast	10	34	183.3	157.8	164.0	179.9	203.0	215.1	33	24	32	45	245.6	165.1	212.2	234.6	294.3	308.7
North Central	14	22	177.7	151.7	158.9	174.4	200.1	205.3	29	21	27	41	230.6	182.0	199.9	219.1	260.9	300.0
South Central	25	84	186.0	153.7	171.7	182.2	200.5	218.5	29	22	31	35	235.4	180.6	195.0	221.1	269.8	303.7
West Coast	8	50	190.4	---	177.6	189.1	204.9	---	27	18	25	39	238.0	---	217.6	232.3	261.4	---

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	14	43	189.3	163.7	173.8	183.8	205.3	227.7	33	27	32	41	249.9	187.2	217.4	248.2	271.0	336.5

All values in US Dollars
Effective date March 01, 2017
Company weighted statistics

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Function : AFT – Financial Analysis and Tax
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
	65	358	56.7	48.7	51.4	56.0	61.1	67.6	8	6	7	10	60.6	50.3	54.1	59.7	65.7	72.6

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	
AFT000 Financial Analysis and Tax Generalist/Multidiscipline	13	84	58.4	49.3	52.3	56.2	63.0	75.6	10	7	10	13	63.5	53.1	56.3	60.4	67.6	82.9	
AFT010 Financial Analysis	32	132	56.6	48.1	51.3	55.8	60.9	66.1	8	5	8	10	60.5	49.9	53.4	59.7	65.5	71.3	
AFT020 Budget Analysis	22	50	56.8	46.4	51.2	56.5	61.4	68.7	7	4	6	8	59.8	47.2	53.6	59.6	63.7	76.0	
AFT030 Treasury Operations	18	33	56.0	46.2	50.8	54.8	63.8	66.3	9	6	8	12	60.8	48.0	52.8	59.3	67.3	75.2	
AFT050 Tax Reporting and Compliance	15	33	55.4	49.8	52.1	54.1	58.4	64.1	9	7	8	11	60.6	54.6	56.7	59.2	65.6	69.9	
AFT090 Rates	10	23	60.3	51.1	55.3	60.1	67.9	68.8	7	5	8	10	63.9	53.9	58.1	65.0	69.4	73.3	

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
Less than \$1B	11	31	56.0	46.4	47.5	57.0	62.3	68.4	8	6	7	10	59.0	46.5	49.4	57.0	66.9	72.8
\$1B to \$3B	23	68	54.1	45.4	50.1	54.1	57.7	66.3	8	5	7	8	56.9	46.8	52.4	54.1	61.2	71.3
\$3B to \$6B	8	75	57.7	---	52.1	54.6	57.4	---	8	5	9	9	62.2	---	55.4	59.1	62.4	---
Greater than \$6B	24	184	59.2	52.2	54.7	59.5	62.9	67.6	9	6	7	10	64.3	56.9	59.2	63.6	67.7	74.7

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	5	11	51.9	---	47.1	51.1	57.2	---	---	---	---	---	54.6	---	48.5	52.6	61.6	---
Nonnuclear	62	347	57.2	49.3	52.4	56.1	61.6	67.7	8	6	7	10	61.2	52.2	54.6	60.0	66.6	72.8

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

	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	52	256	56.9	48.7	52.3	56.0	61.3	67.7	8	6	7	10	60.9	50.9	54.5	59.5	66.8	72.8
Noncorporate	22	73	56.5	47.8	50.5	53.7	63.5	65.9	10	5	7	11	61.1	48.7	53.7	57.0	67.6	75.8
Single Plant	5	28	55.8	---	51.4	56.3	60.0	---	9	4	5	16	60.5	---	57.5	62.5	62.6	---

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	12	51	59.3	50.3	51.7	59.7	64.5	70.4	10	6	9	13	64.6	52.9	55.8	65.4	72.0	77.2
Southeast	16	64	51.1	42.1	48.2	51.0	54.5	58.3	8	4	8	10	54.4	43.4	50.2	53.6	60.0	65.1
North Central	19	101	55.4	44.6	51.6	54.1	59.4	68.8	7	5	7	8	58.6	46.5	54.1	59.0	62.2	72.4
South Central	23	110	58.0	49.1	52.8	57.6	61.0	66.8	8	6	8	10	62.3	51.0	59.0	61.3	65.5	72.7
West Coast	9	32	62.1	---	56.8	63.1	67.7	---	8	4	6	10	66.0	---	56.8	66.8	74.7	---

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
Houston-Sugar Land-Baytown, TX	9	34	63.4	---	55.0	61.0	67.1	---	10	6	8	13	69.6	---	61.7	65.0	72.0	---
Pittsburgh, PA	5	6	57.9	---	51.3	54.1	66.5	---	---	---	---	---	64.4	---	54.8	63.6	74.4	---

All values in US Dollars

Effective date March 01, 2017

Company weighted statistics

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Function : AFT – Financial Analysis and Tax
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
	102	1193	70.4	60.3	64.1	69.8	74.5	82.5	10	7	9	11	75.8	63.6	68.8	75.4	81.6	89.4

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
AFT000 Financial Analysis and Tax Generalist/Multidiscipline	14	206	68.0	59.4	63.1	67.2	73.0	78.1	10	7	10	11	73.6	62.6	70.1	73.1	76.7	85.0
AFT010 Financial Analysis	65	335	69.8	60.5	63.0	67.8	76.6	84.1	9	7	8	10	75.1	64.6	67.6	74.4	80.6	88.8
AFT020 Budget Analysis	38	243	70.3	57.2	62.2	70.5	76.4	82.4	9	7	9	12	76.0	61.9	67.4	76.4	83.3	89.8
AFT030 Treasury Operations	35	64	68.7	57.4	60.5	65.8	78.2	81.1	10	6	9	12	73.9	60.7	64.1	75.0	84.9	91.1
AFT040 Corporate/Financial Planning	7	123	75.0	---	68.2	75.1	81.8	---	12	7	12	14	84.0	---	73.6	82.0	92.2	---
AFT050 Tax Reporting and Compliance	42	131	71.5	57.9	64.0	71.0	76.6	84.2	10	7	10	13	78.1	62.1	67.2	77.7	84.7	93.6
AFT080 Insurance Risk	9	15	73.0	---	71.4	73.4	76.8	---	12	9	11	17	77.9	---	72.9	77.4	86.5	---
AFT090 Rates	29	70	71.7	59.8	63.3	70.0	77.3	90.7	9	6	9	11	77.1	63.7	66.6	76.1	80.8	99.1

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
Less than \$1B	23	75	70.9	59.3	63.2	72.2	80.1	83.8	10	7	10	12	75.7	62.4	64.7	75.4	85.7	90.2
\$1B to \$3B	34	187	69.6	58.9	63.2	68.1	73.8	86.1	9	6	8	12	73.8	62.9	66.8	72.2	78.0	88.1
\$3B to \$6B	14	114	69.0	59.3	64.9	69.9	73.0	78.4	10	6	10	11	75.5	62.8	68.5	77.8	81.1	84.9
Greater than \$6B	32	817	71.5	61.4	64.8	70.4	75.5	83.3	10	7	9	11	78.2	69.0	71.6	78.0	82.6	90.7

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	15	77	68.7	59.2	63.2	65.5	72.5	83.5	10	6	9	15	74.2	61.0	66.1	74.3	79.2	91.8
Nonnuclear	97	1116	70.7	60.4	64.6	69.9	75.0	82.9	9	7	10	11	76.2	63.7	68.9	75.8	81.7	89.5

All values in US Dollars

Effective date March 01, 2017

Company weighted statistics

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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	87	848	70.6	60.5	64.7	68.6	76.2	82.1	9	7	9	11	75.8	63.8	68.9	75.4	81.9	89.5
Noncorporate	38	286	69.9	57.6	63.1	69.9	74.0	80.4	10	7	10	13	76.1	62.5	68.2	77.1	81.6	87.7
Single Plant	9	39	64.6	---	60.9	63.7	69.0	---	11	7	9	16	71.1	---	66.3	73.3	75.2	---

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	26	171	71.9	59.8	64.8	70.0	78.4	87.7	11	7	10	14	78.7	63.1	69.7	77.7	85.3	92.8
Southeast	25	227	67.5	57.8	62.7	66.0	70.2	81.5	8	6	8	10	72.0	58.9	65.7	70.7	77.3	86.1
North Central	32	355	68.6	59.7	64.2	66.9	72.1	80.6	9	7	8	10	73.2	64.4	67.7	73.4	78.9	85.3
South Central	45	307	70.2	59.9	65.1	70.5	74.1	84.4	10	7	9	12	76.4	63.3	69.7	75.8	81.7	89.8
West Coast	14	133	78.7	67.5	73.2	79.3	82.5	91.3	10	7	10	12	84.4	72.0	76.6	86.3	90.7	97.0

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
Austin–Round Rock–San Marcos, TX	6	12	68.5	---	64.4	66.6	74.5	---	---	---	---	---	72.7	---	66.1	73.5	76.6	---
Dallas–Fort Worth–Arlington, TX	5	34	65.8	---	60.5	64.1	71.9	---	11	7	11	15	73.0	---	65.4	75.5	79.3	---
Denver–Aurora, CO	7	16	69.2	---	66.0	68.0	74.0	---	11	6	10	17	75.8	---	69.8	74.2	86.2	---
Houston–Sugar Land–Baytown, TX	19	90	73.7	65.5	69.5	72.2	75.5	85.2	11	7	10	14	81.4	72.5	76.8	78.2	84.5	96.1
New York–Northern New Jersey–Long Island, NY–NJ–PA	6	26	81.7	---	75.9	81.5	87.9	---	8	6	8	11	87.3	---	81.6	87.9	94.3	---
Oklahoma City, OK	6	20	65.8	---	62.7	66.3	69.1	---	8	6	8	12	71.4	---	65.1	73.7	75.7	---
Pittsburgh, PA	9	45	66.8	---	57.7	68.0	76.0	---	13	10	10	14	73.3	---	60.3	76.6	83.1	---
Tulsa, OK	5	29	71.0	---	65.6	66.6	78.7	---	---	---	---	---	76.9	---	70.5	74.0	84.7	---

All values in US Dollars

Effective date March 01, 2017

Company weighted statistics

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Function : AFT – Financial Analysis and Tax
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
	118	2261	87.1	76.5	81.7	85.8	92.7	100.1	10	8	10	12	94.5	80.1	86.9	93.6	101.4	112.9

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
AFT000 Financial Analysis and Tax Generalist/Multidiscipline	23	315	92.3	76.5	81.9	87.3	102.0	117.4	12	10	11	16	101.2	88.8	91.8	98.2	108.2	124.5
AFT010 Financial Analysis	80	814	88.7	78.1	82.4	87.7	92.7	102.0	10	7	10	12	96.3	82.8	88.1	96.6	101.2	112.7
AFT020 Budget Analysis	52	463	88.9	73.5	77.8	88.7	95.3	106.6	10	8	9	12	96.8	76.8	85.1	95.9	105.4	117.5
AFT030 Treasury Operations	37	80	82.8	64.2	74.0	83.6	92.6	100.5	11	7	9	14	90.5	68.7	78.1	89.5	102.2	112.4
AFT040 Corporate/Financial Planning	19	111	94.2	72.7	87.9	91.5	101.0	118.8	12	8	11	13	103.6	89.8	91.2	104.1	113.4	128.5
AFT050 Tax Reporting and Compliance	57	274	86.3	73.3	78.4	86.0	91.8	103.4	12	9	11	13	95.6	80.1	85.7	93.2	103.3	112.5
AFT080 Insurance Risk	21	33	87.5	72.8	78.0	84.4	94.0	102.6	11	8	11	13	95.9	80.0	84.4	93.8	105.4	116.1
AFT090 Rates	34	155	90.4	76.5	81.6	89.6	101.8	107.9	11	9	10	12	99.1	82.0	85.3	100.0	109.3	119.7

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	30	120	89.0	78.7	83.8	87.1	95.5	103.5	10	8	10	11	94.4	79.1	86.7	93.3	101.3	114.3
\$1B to \$3B	42	295	83.8	71.9	80.7	83.8	89.7	93.7	9	6	8	11	89.6	73.8	84.1	89.7	95.7	102.3
\$3B to \$6B	14	291	86.8	70.4	75.6	85.9	99.1	103.0	11	7	9	13	96.0	75.3	84.8	93.2	107.2	118.0
Greater than \$6B	33	1555	90.0	80.9	84.0	87.4	93.3	105.0	12	9	12	13	100.6	89.4	92.8	100.1	106.0	114.3

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	17	225	90.2	77.1	84.7	89.3	94.9	107.8	12	8	11	17	99.1	77.4	91.7	98.2	108.4	116.8
Nonnuclear	113	2036	86.8	75.9	81.4	85.5	92.2	100.5	10	8	10	12	94.1	80.1	86.9	93.0	100.8	111.7

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 

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	97	1458	87.0	75.1	80.8	86.1	92.7	102.3	10	8	10	13	94.2	80.1	86.6	93.5	101.3	112.9
Noncorporate	42	691	86.4	74.4	81.5	86.6	92.6	99.6	11	8	11	13	94.6	76.2	88.1	93.4	102.9	110.8
Single Plant	14	84	87.8	73.6	79.9	88.3	96.3	98.4	11	7	9	13	96.4	75.9	87.1	97.3	105.6	112.5
Multiple Plant	7	28	82.1	---	69.0	88.5	90.5	---	12	6	13	17	91.0	---	72.9	98.0	101.3	---

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	29	395	92.6	77.7	87.2	91.5	100.6	104.9	12	8	11	16	102.2	83.5	94.4	102.7	111.6	122.2
Southeast	29	533	87.4	66.6	79.4	89.7	94.8	100.1	10	7	11	13	94.5	71.3	82.5	92.5	104.0	111.5
North Central	36	518	86.1	77.0	82.2	85.6	90.1	94.7	11	8	10	12	93.9	81.8	88.7	94.5	97.9	104.4
South Central	50	537	86.7	71.1	80.8	85.5	93.4	100.5	11	8	10	13	94.8	75.3	89.5	93.1	100.5	114.3
West Coast	17	278	87.1	72.2	80.9	88.6	93.1	101.6	10	7	10	13	93.4	78.0	87.4	92.2	99.7	112.7

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	6	31	85.0	---	76.3	80.3	92.6	---	---	---	---	---	91.2	---	76.5	93.9	99.9	---
Boston–Cambridge–Quincy, MA–NH	5	73	87.6	---	79.1	90.6	94.7	---	---	---	---	---	94.6	---	82.2	98.0	105.2	---
Chicago–Naperville–Joliet, IL–IN–WI	5	35	87.3	---	73.8	94.5	97.3	---	14	9	11	19	99.3	---	80.7	105.6	114.8	---
Dallas–Fort Worth–Arlington, TX	6	14	85.9	---	75.4	84.9	94.8	---	12	8	10	16	95.8	---	87.5	93.8	103.5	---
Denver–Aurora, CO	5	29	85.8	---	74.7	89.8	94.8	---	---	---	---	---	92.8	---	79.2	92.0	106.9	---
Houston–Sugar Land–Baytown, TX	22	197	86.9	69.1	81.4	87.0	94.6	98.2	12	9	10	14	96.0	70.6	91.6	94.7	106.7	116.2
New York–Northern New Jersey–Long Island, NY–NJ–PA	6	61	93.8	---	83.1	94.2	104.6	---	11	9	13	13	102.8	---	85.6	106.4	113.0	---
Philadelphia–Camden–Wilmington, PA–NJ–DE–MD	5	26	100.6	---	87.0	99.0	114.9	---	16	9	17	22	116.1	---	99.4	119.3	131.3	---
Phoenix–Mesa–Glendale, AZ	7	61	86.2	---	76.9	83.6	100.0	---	10	6	10	11	94.3	---	84.1	94.3	105.5	---
Pittsburgh, PA	10	49	90.1	68.9	81.8	92.7	100.5	104.0	14	11	14	20	101.4	69.7	94.4	102.9	110.0	125.0
Tulsa, OK	5	51	88.0	---	82.0	83.6	96.3	---	---	---	---	---	96.7	---	90.4	93.6	104.5	---
Washington–Arlington–Alexandria, DC–VA–MD–WV	6	33	98.5	---	90.1	98.5	107.5	---	---	---	---	---	104.3	---	91.0	105.0	115.0	---

All values in US Dollars

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Company weighted statistics

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Function : AFT – Financial Analysis and Tax
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
	96	1570	106.2	92.1	99.6	105.2	110.3	123.9	13	10	12	16	118.7	100.1	108.7	116.1	125.3	138.4

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
AFT000 Financial Analysis and Tax Generalist/Multidiscipline	24	353	106.7	90.5	98.7	104.5	112.9	130.7	13	10	13	18	119.4	99.3	109.6	117.0	125.6	146.9
AFT010 Financial Analysis	55	549	105.9	92.0	97.8	105.5	110.6	122.2	12	9	11	15	117.9	102.4	109.7	117.5	125.1	135.9
AFT020 Budget Analysis	32	215	104.9	92.5	95.8	104.0	109.9	123.3	13	9	12	17	118.3	100.2	106.6	118.4	126.1	139.2
AFT030 Treasury Operations	27	42	99.4	82.5	89.0	98.2	105.5	121.8	14	10	12	17	110.1	89.4	98.2	106.7	119.8	133.3
AFT040 Corporate/Financial Planning	20	72	117.2	100.2	106.1	112.0	126.5	146.7	16	11	16	20	134.6	107.0	119.2	130.1	146.9	181.5
AFT050 Tax Reporting and Compliance	36	156	107.3	89.4	94.3	105.2	114.2	130.2	15	10	15	19	123.3	101.3	108.3	121.2	129.7	150.6
AFT080 Insurance Risk	22	35	106.8	89.1	91.5	103.7	117.9	133.5	13	9	12	16	119.7	97.2	101.4	115.0	132.0	157.7
AFT090 Rates	32	145	107.7	94.4	100.3	106.0	110.8	128.3	12	9	11	16	120.6	101.2	110.3	120.0	128.5	138.7

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	18	50	109.2	89.9	100.2	108.2	118.2	132.5	13	9	11	17	119.8	92.4	106.8	113.3	131.3	160.1
\$1B to \$3B	32	183	103.7	91.9	95.6	102.3	106.3	124.0	12	7	10	15	113.6	97.8	103.8	110.0	114.7	132.3
\$3B to \$6B	16	331	105.1	90.8	100.6	105.8	108.0	117.5	13	10	12	16	118.4	99.9	114.5	118.0	119.7	140.7
Greater than \$6B	31	1006	107.7	96.8	103.3	105.6	114.0	122.3	15	11	15	19	123.4	110.2	115.2	123.2	128.6	138.1

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	11	67	110.2	92.2	99.0	107.1	117.2	134.6	15	8	17	21	125.1	94.6	107.1	125.0	140.3	165.9
Nonnuclear	92	1503	106.1	92.2	99.6	104.8	110.3	123.2	13	9	12	16	118.4	100.5	109.2	115.6	125.0	137.4

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	81	997	105.6	91.0	98.2	104.8	111.1	123.4	13	9	12	16	117.5	99.6	106.7	115.4	124.8	137.3
Noncorporate	35	482	106.9	92.3	99.2	104.9	109.8	126.2	15	10	14	20	122.2	106.0	110.3	116.2	128.8	151.7
Single Plant	8	82	108.7	---	99.3	106.3	113.4	---	12	8	11	17	122.8	---	111.3	119.9	129.4	---

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	21	269	111.0	98.2	101.7	108.5	119.7	126.3	15	12	15	19	126.8	106.4	111.9	127.4	134.5	156.5
Southeast	20	301	103.8	90.2	99.6	105.9	108.1	111.5	13	9	13	18	116.3	100.1	108.3	119.4	124.3	128.3
North Central	34	394	103.2	89.6	93.1	102.8	107.1	122.5	13	10	12	16	115.7	94.8	105.4	115.4	122.9	134.6
South Central	42	331	106.7	94.9	99.6	104.4	109.0	122.7	14	10	13	18	120.3	106.6	110.4	116.8	125.1	139.9
West Coast	15	275	115.6	94.1	100.8	106.4	124.6	162.1	12	9	10	17	127.4	101.2	110.3	116.4	138.3	179.0

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
Chicago–Naperville–Joliet, IL–IN–WI	6	50	108.7	---	93.0	108.9	122.8	---	14	11	11	17	124.7	---	101.9	120.8	144.5	---
Dallas–Fort Worth–Arlington, TX	7	16	105.0	---	93.6	105.4	107.8	---	16	12	17	19	117.9	---	111.8	117.1	123.7	---
Denver–Aurora, CO	6	39	103.2	---	97.9	104.2	109.3	---	16	12	13	22	117.3	---	103.3	116.8	130.2	---
Houston–Sugar Land–Baytown, TX	19	137	110.4	96.5	100.3	105.0	117.5	144.0	15	10	15	20	127.6	108.8	111.6	119.2	137.9	167.7
New York–Northern New Jersey–Long Island, NY–NJ–PA	6	59	113.0	---	108.4	110.6	119.7	---	15	10	16	19	127.2	---	114.9	129.6	138.7	---
Pittsburgh, PA	8	41	110.6	---	102.6	111.0	121.7	---	17	15	16	19	127.3	---	123.4	129.2	142.0	---

All values in US Dollars

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Company weighted statistics

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Function : AFT – Financial Analysis and Tax
Level : P5 – Master (P5)

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
	41	330	134.6	114.8	122.1	132.8	146.7	158.6	17	10	16	22	154.6	125.5	138.3	151.1	169.8	188.4

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
AFT000 Financial Analysis and Tax Generalist/Multidiscipline	11	49	132.3	103.3	120.5	133.4	145.6	161.5	23	8	21	25	162.8	108.9	132.6	154.9	177.4	274.5
AFT010 Financial Analysis	19	148	132.1	114.1	117.8	127.9	145.0	159.2	16	10	17	23	151.1	122.6	134.1	149.6	166.5	174.4
AFT040 Corporate/Financial Planning	6	16	135.2	---	128.0	132.7	140.2	---	15	8	18	21	153.2	---	135.7	147.7	171.3	---
AFT050 Tax Reporting and Compliance	14	59	140.5	119.5	121.8	130.2	148.9	197.2	17	12	16	22	164.7	133.5	145.3	149.6	181.8	234.2
AFT090 Rates	11	16	135.1	108.7	126.8	135.4	146.7	153.9	17	13	16	22	159.1	122.4	146.2	160.2	173.5	188.5

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	5	7	139.0	---	127.4	136.0	152.0	---	---	---	---	---	150.2	---	133.0	146.1	169.5	---
\$1B to \$3B	11	29	135.4	107.1	116.1	138.2	154.7	158.6	14	10	14	18	150.2	107.6	125.1	155.5	170.2	190.6
\$3B to \$6B	7	88	140.6	---	120.9	138.2	159.2	---	16	10	12	22	162.4	---	146.5	157.9	174.4	---
Greater than \$6B	18	206	130.7	117.2	121.7	127.1	140.4	152.2	19	13	20	23	155.5	130.9	139.2	151.2	171.1	186.7

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	39	321	134.4	114.5	122.0	132.6	146.7	159.2	16	11	16	22	153.9	125.1	136.5	151.1	169.4	186.1

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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	33	164	133.8	115.2	122.1	132.6	143.8	155.3	17	12	16	22	153.9	125.8	136.1	151.4	169.8	185.6
Noncorporate	14	142	136.7	109.9	117.9	132.5	155.8	166.6	20	10	20	25	162.6	117.1	139.1	153.7	189.8	223.1

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	12	59	130.9	107.4	120.9	127.7	146.5	157.6	20	10	21	23	155.5	113.2	135.9	150.3	172.5	204.4
Southeast	6	54	138.8	---	118.9	140.6	159.6	---	14	8	15	21	157.6	---	135.1	158.3	178.5	---
North Central	9	24	135.9	---	126.7	132.6	147.2	---	18	10	20	25	158.7	---	144.0	155.8	181.8	---
South Central	14	77	135.8	115.1	124.6	135.1	147.5	162.6	19	11	18	23	157.2	128.8	138.6	151.2	174.2	202.7
West Coast	9	116	133.3	---	120.4	136.0	144.4	---	14	9	13	18	149.0	---	132.6	146.1	166.2	---

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	7	27	140.7	---	118.1	134.1	174.0	---	21	11	21	25	169.5	---	135.8	142.5	217.0	---

All values in US Dollars

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Company weighted statistics

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Function : AFT – Financial Analysis and Tax
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	
7	16	61.8	---	49.6	60.9	74.7	---	6	4	6	9	64.5	---	49.6	63.4	76.9	---	

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	5	11	61.7	---	50.1	60.9	73.7	---	---	---	---	---	65.0	---	53.6	63.4	77.2	---	

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	13	59.7	---	47.6	59.8	69.6	---	---	---	---	---	62.4	---	48.5	62.6	71.3	---

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Company weighted statistics

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Function : AFU – Audit and Financial/Business Controls
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
	16	23	103.6	77.9	94.6	108.7	113.3	118.5	11	8	11	14	114.5	86.7	104.9	114.6	129.3	134.2

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
AFU010 General Audit	13	18	100.8	76.6	92.4	104.1	110.8	116.5	11	8	11	14	110.9	85.7	99.8	110.7	125.0	134.9

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
\$1B to \$3B	7	9	98.1	---	90.5	100.0	110.7	---	10	6	10	14	106.7	---	95.0	106.5	113.2	---
Greater than \$6B	5	10	108.3	---	95.0	114.1	118.7	---	10	7	11	13	119.6	---	105.5	127.2	130.0	---

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	16	22	104.7	85.8	95.5	108.7	113.3	118.5	11	8	11	14	115.7	91.8	105.8	114.6	129.3	134.2

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	15	21	103.5	77.5	94.3	108.5	114.1	118.6	11	8	11	14	114.4	86.4	104.6	116.1	130.0	134.8

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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	8	11	101.9	---	81.9	107.5	118.1	---	11	6	10	16	113.5	---	89.6	120.2	131.9	---

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Function : AFU – Audit and Financial/Business Controls
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
	64	146	126.1	102.5	115.5	127.1	138.5	150.9	16	13	16	20	145.4	111.8	130.2	146.0	164.6	177.8

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
AFU000 Audit and Financial/Business Controls Generalist/Multidiscipline	34	62	125.6	96.2	114.1	125.3	142.7	153.2	17	14	16	20	145.7	107.8	118.3	143.0	166.3	191.7
AFU010 General Audit	29	48	122.0	102.3	108.1	121.3	132.0	147.7	18	13	16	20	143.2	111.6	126.9	136.6	155.3	179.5
AFU020 IS Audit	16	21	128.3	106.7	116.5	126.6	141.0	151.0	15	9	16	19	147.9	117.4	132.4	148.9	164.7	181.0
AFU030 Business Ethics and Compliance	12	15	139.9	102.2	125.6	139.3	158.8	167.4	21	12	19	26	168.2	110.8	154.1	164.7	190.9	229.0

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	9	11	132.3	---	109.7	132.6	148.2	---	16	14	15	20	151.9	---	118.8	154.1	172.4	---
\$1B to \$3B	20	30	123.0	104.3	113.2	117.8	138.2	147.1	13	12	14	16	136.1	107.1	119.1	134.0	154.8	169.6
\$3B to \$6B	11	22	122.0	73.9	104.1	125.5	142.5	155.6	15	10	16	18	139.7	76.8	113.2	141.5	158.1	193.6
Greater than \$6B	24	83	128.2	105.1	120.9	129.6	136.0	152.9	19	15	19	21	153.3	123.6	138.8	149.1	171.0	185.3

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
Nonnuclear	64	135	126.3	102.5	115.5	127.1	140.8	150.9	16	13	16	20	145.7	111.8	130.2	146.0	164.6	177.8

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Summary Breakout Table

WillisTowersWatson 

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	53	113	124.9	102.5	113.2	125.0	137.6	150.2	16	12	15	19	143.2	111.8	128.4	143.6	160.2	171.2
Noncorporate	14	32	130.3	86.9	115.5	133.0	148.8	162.9	23	17	19	26	157.6	91.3	134.3	158.3	198.0	211.4

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	11	23	122.5	73.9	98.0	125.0	146.8	150.4	18	14	16	20	143.5	76.7	114.9	151.0	165.8	187.9
Southeast	12	37	121.2	104.2	106.3	121.4	133.2	141.6	18	9	18	21	142.5	107.5	115.1	148.1	165.5	182.7
North Central	17	32	128.3	106.8	116.6	128.0	142.2	150.7	14	11	15	17	144.7	119.5	131.0	142.0	157.9	168.7
South Central	24	45	128.8	98.5	115.3	127.9	140.9	156.0	17	13	17	20	150.6	110.6	133.5	146.8	169.9	193.4
West Coast	6	9	125.0	---	103.7	124.9	143.6	---	15	13	15	17	141.3	---	115.9	139.7	162.4	---

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
Houston-Sugar Land-Baytown, TX	9	15	135.4	---	117.9	137.7	156.0	---	21	17	20	26	161.4	---	128.0	163.9	193.4	---

All values in US Dollars

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Company weighted statistics

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Function : AFU – Audit and Financial/Business Controls
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
	41	94	156.2	135.9	144.5	154.0	168.0	181.4	26	19	24	29	194.8	152.4	169.3	194.5	212.9	245.8

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
AFU000 Audit and Financial/Business Controls Generalist/Multidiscipline	24	54	156.0	132.3	141.4	153.9	172.4	186.5	25	16	22	31	195.7	151.2	157.9	192.0	225.2	247.0
AFU010 General Audit	18	30	159.4	137.5	147.9	154.4	173.6	183.6	27	23	26	29	198.9	163.5	174.9	194.6	211.6	265.6
AFU030 Business Ethics and Compliance	6	8	149.9	---	128.8	150.3	169.3	---	28	25	28	32	194.2	---	174.2	197.8	211.3	---

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
Less than \$1B	5	5	163.7	---	143.9	155.3	187.6	---	---	---	---	---	197.2	---	152.3	192.9	244.3	---
\$1B to \$3B	14	16	154.9	126.5	137.3	150.1	175.7	188.4	22	17	22	27	189.0	144.3	162.6	180.3	216.3	251.9
\$3B to \$6B	5	24	154.7	---	146.3	155.9	162.5	---	21	14	22	27	184.4	---	164.8	191.1	200.8	---
Greater than \$6B	17	49	155.6	135.4	146.6	154.0	162.8	178.0	29	21	27	33	201.9	163.3	190.5	196.1	213.2	254.0

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	40	89	156.1	135.9	144.2	153.2	169.4	181.7	25	19	24	29	193.4	152.3	168.5	194.1	208.9	237.9

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Company weighted statistics

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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	35	64	153.0	132.6	141.3	150.9	161.5	179.5	25	18	24	29	189.7	151.0	166.1	187.6	209.9	237.5
Noncorporate	11	30	167.8	141.8	154.7	167.3	179.1	191.9	29	22	27	37	215.6	156.7	191.1	221.1	238.7	273.1

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	8	22	160.2	---	145.8	156.2	169.0	---	23	19	22	29	191.8	---	170.9	185.1	202.1	---
Southeast	6	15	152.5	---	139.4	150.9	165.6	---	24	9	24	40	185.0	---	147.6	172.9	228.1	---
North Central	11	22	153.7	124.7	141.3	155.5	160.5	187.0	26	21	27	29	195.5	143.7	184.4	192.4	215.9	237.1
South Central	14	23	150.4	132.3	137.3	149.6	156.3	180.6	28	20	25	35	189.6	153.9	157.4	184.6	197.0	272.4
West Coast	5	12	171.7	---	161.4	173.6	181.0	---	21	16	21	26	207.4	---	195.9	209.9	217.7	---

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	9	18	155.2	---	142.6	152.2	168.4	---	34	26	30	46	199.9	---	157.2	195.7	232.0	---

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Company weighted statistics

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Function : AFU – Audit and Financial/Business Controls
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
	24	41	172.6	148.9	160.7	172.1	181.8	204.2	25	19	24	37	213.8	157.1	172.9	214.7	242.4	258.0

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
AFU000 Audit and Financial/Business Controls Generalist/Multidiscipline	11	15	172.8	147.6	164.0	168.6	177.5	207.7	20	17	22	24	207.2	158.9	181.8	211.7	242.2	249.2
AFU010 General Audit	13	22	167.9	143.5	152.9	170.0	177.8	201.7	26	4	31	40	207.7	145.9	162.6	203.8	240.6	291.9

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
\$1B to \$3B	9	11	169.0	---	152.6	166.6	178.2	---	23	7	22	36	206.5	---	157.1	204.1	238.5	---
Greater than \$6B	10	22	174.3	147.0	157.7	175.9	184.6	208.3	31	22	32	40	228.7	182.9	201.0	237.1	252.9	259.3

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	24	41	172.6	148.9	160.7	172.1	181.8	204.2	25	19	24	37	213.8	157.1	172.9	214.7	242.4	258.0

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	21	30	173.3	147.4	159.0	174.3	182.9	208.1	26	20	24	38	215.9	156.6	175.9	216.8	246.4	259.0

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Company weighted statistics

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Willis Towers Watson 

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	5	10	176.0	---	162.6	177.5	188.5	---	22	11	22	33	215.1	---	179.8	216.8	249.5	---
Southeast	5	9	161.7	---	148.9	154.0	178.4	---	16	3	10	31	186.8	---	157.1	178.5	220.7	---
North Central	5	5	174.7	---	165.3	177.2	182.9	---	29	20	29	39	226.3	---	197.8	237.3	249.3	---
South Central	9	13	171.3	---	155.6	171.8	180.2	---	35	29	33	45	213.7	---	164.7	212.7	241.8	---

All values in US Dollars

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Company weighted statistics

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Function : AFU – Audit and Financial/Business Controls
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
	21	39	57.6	49.0	54.9	56.7	60.7	67.2	9	5	7	10	61.3	52.8	55.7	60.3	65.0	70.4

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
AFU000 Audit and Financial/Business Controls Generalist/Multidiscipline	6	10	61.9	---	54.8	62.7	68.3	---	8	5	6	10	66.8	---	58.2	66.1	73.8	---
AFU010 General Audit	15	28	56.6	49.3	55.0	56.1	59.2	62.7	9	6	8	10	59.8	53.6	55.7	59.3	62.3	67.4

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	13	54.5	---	51.0	55.3	56.8	---	---	---	---	---	56.8	---	55.2	55.9	59.3	---
Greater than \$6B	6	15	58.5	---	54.3	57.0	64.5	---	8	5	6	10	63.1	---	57.9	63.6	68.3	---

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	21	39	57.6	49.0	54.9	56.7	60.7	67.2	9	5	7	10	61.3	52.8	55.7	60.3	65.0	70.4

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	33	56.3	48.5	53.4	55.7	59.4	64.7	9	6	8	10	59.6	52.1	55.7	59.2	62.7	68.5

All values in US Dollars

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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	10	14	55.9	48.9	52.9	55.7	59.3	63.6	7	5	6	10	58.8	51.9	55.7	59.3	61.0	67.5
South Central	8	16	60.4	---	55.5	59.5	66.2	---	10	7	8	16	66.6	---	59.4	63.8	74.5	---

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Company weighted statistics
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Function : AFU – Audit and Financial/Business Controls
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
	63	205	71.4	60.7	65.8	70.9	78.2	82.9	9	6	8	10	76.6	62.6	69.1	75.4	84.6	89.7

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
AFU000 Audit and Financial/Business Controls Generalist/Multidiscipline	23	76	71.2	55.2	61.5	70.9	79.9	88.8	10	7	8	12	77.4	58.2	65.4	76.4	86.7	100.3
AFU010 General Audit	42	114	70.6	61.2	66.1	70.0	76.4	79.9	8	6	8	10	75.3	65.9	69.4	73.5	82.0	85.3
AFU020 IS Audit	9	11	79.3	---	69.7	75.0	92.6	---	9	6	9	12	86.6	---	76.6	81.7	101.5	---

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	9	11	76.1	---	72.4	76.2	80.4	---	8	6	8	12	80.3	---	73.3	81.7	83.6	---
\$1B to \$3B	21	45	68.0	55.6	61.3	68.8	73.7	76.9	7	5	6	10	71.1	59.1	66.0	70.1	77.6	84.0
\$3B to \$6B	9	17	70.5	---	61.5	67.0	80.0	---	9	5	7	9	76.2	---	63.5	71.3	88.5	---
Greater than \$6B	24	132	72.9	62.7	67.5	72.0	78.9	85.5	11	8	10	12	80.2	68.1	73.7	79.7	87.5	90.8

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	61	198	71.4	60.5	65.8	70.9	77.6	82.9	9	6	8	10	76.5	62.2	69.0	75.3	84.7	90.0

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	56	168	70.5	60.9	65.1	69.9	76.4	81.3	9	6	8	10	75.7	63.1	69.0	74.1	82.7	88.2

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

	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	9	37	76.2	---	70.8	76.5	83.2	---	8	5	9	11	81.0	---	71.0	84.2	90.8	---

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	13	39	72.4	58.1	66.5	73.0	79.0	83.7	11	7	10	16	79.1	59.9	68.8	81.0	88.6	97.3
Southeast	13	41	67.8	51.8	59.7	67.5	75.7	81.6	8	6	8	10	72.1	51.8	64.8	73.6	81.4	86.0
North Central	19	65	70.8	61.5	65.4	67.4	76.5	87.8	9	6	10	11	75.3	65.4	66.9	72.5	82.7	98.0
South Central	17	45	71.6	58.6	62.7	70.9	80.0	84.2	9	7	8	10	77.3	60.1	68.1	78.0	85.9	94.4
West Coast	7	15	73.4	---	69.8	75.6	78.7	---	8	4	7	12	78.6	---	69.8	81.7	85.2	---

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	10	72.1	---	60.5	73.4	82.5	---	10	6	8	15	78.4	---	65.0	78.8	94.6	---

All values in US Dollars

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Company weighted statistics

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Function : AFU – Audit and Financial/Business Controls
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
	82	369	88.9	77.0	82.1	88.8	96.2	102.8	11	8	10	13	97.0	82.7	87.2	95.9	104.7	116.0

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
AFU000 Audit and Financial/Business Controls Generalist/Multidiscipline	35	138	90.4	77.6	81.0	91.1	97.0	105.8	11	8	10	14	99.3	83.5	88.6	100.7	104.9	118.3
AFU010 General Audit	51	160	85.5	72.7	80.0	83.8	91.6	99.0	10	8	10	13	92.6	79.6	83.7	90.8	101.8	109.2
AFU020 IS Audit	24	39	97.3	82.0	88.1	97.1	105.0	111.4	11	9	10	14	105.8	85.4	94.7	105.7	118.0	125.4
AFU030 Business Ethics and Compliance	13	32	92.4	78.4	85.7	88.4	102.7	110.5	11	8	9	14	101.9	83.9	92.5	97.4	113.1	126.6

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	24	93.4	78.1	85.6	93.4	102.3	106.2	9	7	10	12	99.6	82.5	88.8	101.8	106.7	118.9
\$1B to \$3B	29	78	85.2	77.0	81.3	84.3	89.4	95.8	9	6	8	12	90.9	79.3	83.9	88.9	102.3	103.8
\$3B to \$6B	12	59	93.1	73.5	85.3	95.4	99.6	106.0	12	8	11	16	103.9	78.9	93.2	106.0	116.1	120.4
Greater than \$6B	28	208	88.8	75.7	80.4	87.6	97.4	103.2	12	9	12	13	99.0	84.3	89.5	95.8	108.4	119.5

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
Nuclear	5	22	95.4	---	87.3	97.0	102.6	---	14	5	19	22	108.8	---	99.6	107.7	118.5	---
Nonnuclear	78	347	88.5	76.9	82.1	88.4	94.9	102.7	10	8	10	13	96.2	82.4	85.9	94.5	104.5	111.6

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 

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	74	265	88.3	77.0	82.1	88.0	95.0	102.3	10	8	10	13	95.9	82.3	85.9	94.5	104.0	111.2
Noncorporate	13	103	93.3	75.2	84.3	93.9	105.0	107.7	13	9	13	17	104.1	83.9	91.9	103.5	116.1	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	17	93	90.3	77.8	84.3	90.7	96.1	100.9	11	8	11	15	99.1	85.3	88.8	100.6	107.3	113.0
Southeast	14	73	86.6	75.4	83.0	84.3	91.6	101.8	8	5	7	12	92.8	79.9	86.1	90.7	96.3	113.1
North Central	22	67	87.6	77.4	80.0	86.8	93.8	104.4	11	8	10	13	95.0	79.5	84.4	95.1	102.8	117.1
South Central	32	88	88.6	74.6	80.6	89.3	96.6	101.3	12	8	11	15	98.3	82.7	86.7	100.1	104.8	116.9
West Coast	10	48	93.6	78.3	80.7	91.5	106.9	115.9	10	8	10	11	100.9	81.7	88.6	98.4	110.8	127.8

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	26	93.9	76.0	85.1	93.3	105.0	112.0	15	11	14	19	106.8	85.9	100.9	108.3	114.5	120.9

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Company weighted statistics

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Function : AFU – Audit and Financial/Business Controls
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
	59	276	105.4	91.0	97.2	105.3	114.1	121.4	12	8	12	16	116.8	101.8	108.3	116.6	126.3	142.8

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
AFU000 Audit and Financial/Business Controls Generalist/Multidiscipline	27	109	108.2	88.2	95.8	110.2	121.4	131.3	12	9	13	15	119.9	97.3	109.8	120.0	132.8	148.6
AFU010 General Audit	35	123	102.6	88.8	94.8	101.2	111.4	120.5	12	9	13	16	114.1	91.3	104.3	111.6	122.7	140.4
AFU020 IS Audit	16	24	115.6	100.1	104.7	113.4	121.2	138.9	12	8	11	15	129.6	109.5	118.6	128.8	138.4	155.8
AFU030 Business Ethics and Compliance	12	20	114.2	87.8	105.1	112.4	124.7	141.7	16	10	12	20	132.8	98.4	117.1	127.3	147.2	176.2

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	7	16	119.1	---	112.2	118.2	131.1	---	11	5	9	17	128.7	---	113.3	122.9	149.7	---
\$1B to \$3B	20	48	99.6	86.9	95.1	98.6	107.8	112.8	9	5	8	12	106.9	89.6	102.8	108.8	116.1	124.3
\$3B to \$6B	8	35	108.2	---	96.0	109.7	117.0	---	11	9	11	14	119.4	---	106.1	118.3	126.5	---
Greater than \$6B	24	177	105.5	92.2	100.8	107.7	113.9	124.2	14	10	15	17	120.7	102.4	112.1	123.4	132.6	142.9

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	57	254	105.4	90.8	97.1	105.3	114.3	126.6	12	9	12	16	117.5	101.0	108.2	115.8	126.2	143.6

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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	49	207	107.0	92.6	97.2	105.9	114.5	129.1	12	8	11	15	118.4	102.5	108.6	116.6	126.7	143.1
Noncorporate	10	62	98.2	56.2	87.9	104.9	112.3	116.9	14	10	16	17	110.6	61.0	100.5	119.0	126.0	135.3

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	8	50	113.7	---	107.7	110.3	126.0	---	16	13	17	19	131.7	---	118.1	126.6	144.1	---
Southeast	12	63	103.8	89.1	96.1	105.6	110.6	118.9	11	5	11	15	115.1	94.0	108.6	115.6	124.6	130.3
North Central	15	39	102.3	76.6	92.6	103.8	112.2	123.8	11	8	12	15	113.4	79.7	104.0	109.5	124.8	142.2
South Central	23	63	103.4	89.9	96.5	101.5	114.1	118.8	13	9	12	16	114.3	99.3	104.3	111.6	128.5	138.3
West Coast	10	61	114.8	101.2	106.7	113.1	123.3	133.1	12	7	10	15	127.1	107.8	117.4	123.1	143.8	149.3

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	9	31	102.0	---	96.7	101.0	113.2	---	13	10	12	16	114.0	---	108.5	112.9	130.8	---

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Function : AFU – Audit and Financial/Business Controls
Level : P5 – Master (P5)

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	72	127.3	104.2	119.7	124.5	132.9	147.9	13	7	13	19	143.0	117.9	124.7	139.9	149.8	171.7

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
AFU000 Audit and Financial/Business Controls Generalist/Multidiscipline	7	26	126.8	---	118.7	124.4	134.0	---	12	5	12	19	141.1	---	129.2	139.3	145.2	---
AFU010 General Audit	13	41	122.3	102.5	115.7	121.7	128.1	142.0	14	9	14	19	137.0	110.0	122.5	138.2	148.6	160.3

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	6	14	122.7	---	114.3	121.0	134.8	---	---	---	---	---	129.5	---	116.2	124.7	148.1	---
Greater than \$6B	7	32	119.9	---	114.4	122.5	125.8	---	17	14	19	20	140.1	---	134.3	141.0	148.9	---

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	17	70	127.5	103.8	119.5	124.9	133.3	152.0	14	9	14	19	143.8	116.3	124.7	140.5	150.7	179.8

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	42	128.2	102.5	120.5	124.0	135.6	168.3	15	9	14	19	145.6	110.0	122.5	141.1	155.8	211.9
Noncorporate	5	23	125.0	---	116.5	125.2	133.3	---	13	7	12	20	139.2	---	131.4	139.3	147.1	---

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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	11	119.5	---	109.3	121.7	128.5	---	---	---	---	---	130.7	---	114.2	138.6	143.3	---
South Central	5	18	121.3	---	109.4	120.8	133.5	---	17	15	17	20	139.2	---	128.9	141.1	148.5	---

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Function : AFY – Risk Management
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
	9	17	104.8	---	93.1	98.9	120.6	---	10	8	9	12	112.8	---	98.1	107.6	131.4	---

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
AFY000 Risk Management Generalist/Multidiscipline	9	17	104.8	---	93.1	98.9	120.6	---	10	8	9	12	112.8	---	98.1	107.6	131.4	---

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	9	17	104.8	---	93.1	98.9	120.6	---	10	8	9	12	112.8	---	98.1	107.6	131.4	---

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	6	11	103.8	---	91.1	96.6	121.6	---	---	---	---	---	110.1	---	96.5	103.3	130.9	---

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Function : AFY – Risk Management
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
	41	66	130.9	106.6	114.9	126.9	139.6	170.7	19	13	16	21	154.9	115.4	131.4	149.8	168.5	207.1

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
AFY000 Risk Management Generalist/Multidiscipline	41	66	130.9	106.6	114.9	126.9	139.6	170.7	19	13	16	21	154.9	115.4	131.4	149.8	168.5	207.1

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	11	13	119.4	101.1	109.2	115.0	127.5	147.4	13	9	13	16	133.9	112.9	118.5	122.3	149.8	175.1
\$3B to \$6B	9	12	146.8	---	118.5	132.3	186.1	---	28	18	26	32	184.8	---	139.7	183.0	244.9	---
Greater than \$6B	17	37	130.8	107.3	118.0	130.1	139.6	160.8	19	14	17	22	155.6	114.9	139.3	152.6	168.5	202.5

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	38	61	131.4	105.9	114.4	127.2	139.1	175.0	18	13	17	19	154.3	114.7	127.3	150.4	168.1	205.3

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	28	43	133.3	108.2	115.6	128.7	145.5	175.0	19	13	16	20	158.1	114.7	130.2	150.4	181.7	212.1
Noncorporate	14	22	125.2	101.3	112.2	121.2	132.6	162.1	18	13	18	22	146.8	106.1	130.5	142.8	157.0	204.2

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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	8	15	127.9	---	116.8	123.1	132.5	---	21	11	21	31	155.4	---	135.8	149.2	161.9	---
Southeast	5	5	126.5	---	114.9	127.5	137.5	---	---	---	---	---	150.0	---	118.1	149.8	182.0	---
North Central	8	15	127.3	---	106.8	128.1	133.7	---	13	8	15	16	142.2	---	119.2	141.7	154.1	---
South Central	17	24	136.2	107.3	116.2	129.9	148.2	188.8	21	15	18	29	164.4	116.1	136.6	152.9	181.6	247.1
West Coast	5	7	128.3	---	114.5	122.5	145.1	---	17	15	16	20	150.5	---	133.5	141.9	171.9	---

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	9	14	135.2	---	119.7	129.9	145.1	---	20	15	18	26	162.7	---	143.4	152.9	169.9	---

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Function : AFY – Risk Management
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
	30	45	165.0	127.0	147.2	163.8	179.8	192.3	26	21	24	34	205.2	148.4	171.1	210.5	233.2	246.3

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
AFY000 Risk Management Generalist/Multidiscipline	30	45	165.0	127.0	147.2	163.8	179.8	192.3	26	21	24	34	205.2	148.4	171.1	210.5	233.2	246.3

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	9	166.2	---	133.3	167.5	186.1	---	26	17	24	36	200.9	---	147.5	173.2	239.7	---
Greater than \$6B	15	27	170.9	145.2	160.9	171.6	180.7	199.9	29	21	29	36	220.9	178.6	210.4	219.8	234.4	264.4

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	27	40	166.3	125.4	145.4	164.8	180.7	196.3	25	20	23	33	204.5	146.7	170.7	210.4	234.4	258.1	

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	31	163.8	125.1	147.2	163.8	180.8	188.5	26	20	24	30	201.9	150.0	169.5	202.2	223.9	251.5
Noncorporate	9	14	170.4	---	139.5	179.5	194.0	---	30	21	29	41	221.6	---	175.0	224.8	254.8	---

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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	7	10	157.0	---	145.4	160.9	164.8	---	28	21	28	35	195.5	---	163.7	195.3	221.0	---
North Central	7	9	173.3	---	150.0	171.6	186.8	---	26	10	28	37	216.5	---	171.2	199.3	237.3	---
South Central	7	10	161.2	---	141.3	162.0	192.7	---	26	20	23	32	200.6	---	170.7	175.3	231.3	---
West Coast	6	9	168.8	---	161.1	168.0	178.1	---	26	18	23	35	205.7	---	182.2	213.9	223.5	---

All values in US Dollars

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Company weighted statistics

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Function : AFY – Risk Management
Level : M4 – Group Manager (M4)

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
	26	39	185.6	150.0	160.8	186.4	204.4	218.6	31	20	33	42	241.0	164.6	192.8	244.8	279.6	327.8

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
AFY000 Risk Management Generalist/Multidiscipline	26	39	185.6	150.0	160.8	186.4	204.4	218.6	31	20	33	42	241.0	164.6	192.8	244.8	279.6	327.8

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
\$3B to \$6B	5	6	166.5	---	153.4	160.5	182.6	---	25	7	20	45	207.7	---	163.6	185.1	263.2	---
Greater than \$6B	14	25	193.5	154.7	175.4	192.9	210.4	237.8	36	28	37	46	265.5	196.3	226.9	267.6	297.1	339.4

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	24	33	186.3	149.9	160.6	190.4	206.2	220.6	30	20	30	39	238.8	163.6	188.9	240.5	279.5	330.3

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	19	31	187.4	150.0	162.0	189.8	207.1	215.6	32	21	34	43	243.0	161.2	205.6	245.5	279.2	324.1
Noncorporate	7	8	180.7	---	160.5	170.0	203.3	---	29	10	31	41	235.5	---	186.9	210.1	280.9	---

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Company weighted statistics

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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	7	12	197.5	---	174.6	190.9	213.1	---	32	22	31	44	260.4	---	218.5	250.9	320.3	---
South Central	9	10	177.9	---	157.1	182.9	197.4	---	33	14	34	50	231.1	---	186.9	237.0	282.4	---
West Coast	6	8	203.1	---	184.8	211.3	221.9	---	36	20	31	55	280.1	---	241.0	268.4	346.0	---

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	5	6	188.4	---	176.4	186.0	201.6	---	37	20	38	53	258.3	---	212.0	280.9	293.4	---

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Function : AFY – Risk Management

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
	12	26	56.9	46.7	50.2	58.5	62.9	66.1	9	8	9	10	62.3	50.5	53.6	63.4	69.9	74.6

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
AFY000 Risk Management Generalist/Multidiscipline	12	26	56.9	46.7	50.2	58.5	62.9	66.1	9	8	9	10	62.3	50.5	53.6	63.4	69.9	74.6

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	5	6	52.1	---	46.8	49.8	58.5	---	8	7	8	9	56.3	---	50.6	52.8	63.6	---
Greater than \$6B	7	20	60.3	---	53.5	62.2	64.1	---	10	9	10	12	66.6	---	58.6	68.6	73.7	---

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	26	56.9	46.7	50.2	58.5	62.9	66.1	9	8	9	10	62.3	50.5	53.6	63.4	69.9	74.6	

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	8	19	56.0	---	50.2	56.5	61.7	---	9	7	9	10	61.2	---	53.6	61.0	68.8	---
Noncorporate	5	7	59.2	---	52.0	61.8	65.1	---	9	8	9	11	64.6	---	56.7	66.1	71.8	---

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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
South Central	6	12	62.3	---	59.0	62.4	65.7	---	12	7	11	15	69.5	---	63.6	67.7	76.2	---

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Function : AFY – Risk Management
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
	28	51	72.5	59.1	65.4	70.1	79.8	91.3	10	7	9	12	78.8	63.9	71.1	77.2	86.9	101.1

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
AFY000 Risk Management Generalist/Multidiscipline	28	51	72.5	59.1	65.4	70.1	79.8	91.3	10	7	9	12	78.8	63.9	71.1	77.2	86.9	101.1

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	6	82.8	---	74.8	80.6	92.0	---	---	---	---	---	88.0	---	79.5	87.2	96.8	---
\$1B to \$3B	10	13	69.1	54.1	62.7	70.4	74.8	79.2	11	5	9	13	75.4	57.3	65.9	76.4	80.9	98.7
Greater than \$6B	9	26	72.5	---	66.1	69.2	78.2	---	11	7	10	13	78.8	---	72.4	76.0	87.0	---

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	24	44	71.8	56.6	64.5	70.0	79.1	91.3	11	8	9	12	78.5	60.6	70.2	76.2	86.9	103.3

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	22	39	73.4	63.1	66.8	70.1	80.2	90.2	10	7	9	12	79.6	67.1	71.4	77.6	87.7	97.7
Noncorporate	8	12	72.0	---	62.0	71.9	79.8	---	10	7	10	13	77.1	---	67.0	78.7	81.7	---

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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	7	7	67.4	---	59.7	64.4	70.0	---	9	6	9	13	72.5	---	64.7	71.8	78.7	---
South Central	12	23	70.8	63.1	67.8	70.4	73.4	80.0	12	8	9	13	78.9	67.1	72.1	77.7	84.3	96.5
West Coast	5	8	77.3	---	69.9	79.3	83.8	---	---	---	---	---	80.3	---	75.9	79.3	85.1	---

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	12	71.4	---	68.4	70.6	74.9	---	16	9	13	24	82.9	---	74.9	79.4	92.7	---

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Function : AFY – Risk Management
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
	37	98	91.1	72.5	82.4	90.4	101.0	107.4	12	8	11	14	100.9	77.8	88.7	98.5	112.2	129.1

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	
AFY000 Risk Management Generalist/Multidiscipline	37	97	91.0	72.5	82.4	90.4	101.0	107.4	12	8	10	14	100.7	77.1	88.7	98.5	112.2	129.1	

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	13	17	87.1	69.5	79.8	90.2	95.6	97.8	10	7	8	11	93.6	74.8	83.1	94.1	102.2	113.0
\$3B to \$6B	5	18	86.7	---	79.6	86.0	94.1	---	9	7	8	10	93.1	---	86.1	88.7	102.4	---
Greater than \$6B	16	59	97.1	78.6	82.3	97.9	105.6	119.9	15	12	14	15	110.8	87.1	95.8	106.7	126.2	137.8

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	35	95	91.3	71.9	82.7	90.4	101.2	109.0	12	9	11	14	101.2	77.5	88.7	99.5	112.8	129.3

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	27	64	91.8	69.9	83.8	90.4	101.2	114.8	12	8	10	13	100.9	76.0	88.2	98.0	111.7	129.9
Noncorporate	12	33	88.6	69.8	77.0	84.8	98.8	118.4	13	9	12	14	100.3	76.6	84.8	96.1	111.1	142.5

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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	16	88.7	---	77.7	82.0	102.1	---	14	10	13	24	99.6	---	80.0	91.0	119.2	---
Southeast	7	16	82.2	---	73.2	83.8	91.2	---	10	8	11	13	90.0	---	82.6	93.9	98.5	---
North Central	8	21	92.9	---	86.1	92.2	103.2	---	---	---	---	---	97.9	---	86.1	96.0	114.4	---
South Central	16	33	94.0	78.1	82.7	88.1	101.9	123.8	14	9	13	17	105.8	82.7	88.8	104.8	115.0	139.8
West Coast	6	12	98.3	---	88.7	101.0	106.0	---	11	10	11	12	109.0	---	97.9	112.7	116.9	---

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	8	20	99.4	---	82.4	96.8	111.6	---	17	11	15	24	116.1	---	97.5	114.3	129.7	---

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Function : AFY – Risk Management

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
	36	97	115.6	96.2	103.3	117.2	124.7	137.1	16	11	15	20	129.9	105.3	114.6	128.1	142.3	159.4

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
AFY000 Risk Management Generalist/Multidiscipline	36	97	115.6	96.2	103.3	117.2	124.7	137.1	16	11	15	20	129.9	105.3	114.6	128.1	142.3	159.4

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	13	18	119.7	93.8	111.2	122.1	127.4	136.4	15	10	12	18	129.2	102.9	111.3	136.3	143.9	152.1
\$3B to \$6B	5	23	116.8	---	97.8	114.4	137.0	---	15	9	16	20	133.8	---	110.2	118.2	165.1	---
Greater than \$6B	16	54	111.5	90.5	102.7	111.6	121.6	128.3	17	12	17	20	129.2	108.1	117.2	128.1	139.5	161.6

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
Nonnuclear	34	92	116.3	95.7	104.8	118.4	125.2	137.5	16	11	15	19	130.7	108.6	115.7	128.1	143.0	159.8

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	24	53	115.7	95.7	107.4	119.7	124.7	132.6	16	11	16	18	129.1	104.8	112.8	133.2	143.0	151.0
Noncorporate	14	43	115.9	91.3	102.4	113.1	126.6	146.7	15	9	15	20	131.6	104.8	116.9	123.6	145.6	177.0

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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	8	17	121.8	---	107.9	115.5	129.7	---	20	15	18	23	143.6	---	121.9	133.4	166.3	---
Southeast	6	19	108.2	---	95.2	110.2	118.4	---	16	9	15	22	120.6	---	115.2	119.4	125.2	---
North Central	9	21	114.9	---	100.6	117.2	131.1	---	12	8	14	16	123.6	---	111.2	117.2	139.6	---
South Central	14	31	119.3	98.9	106.9	117.9	127.9	146.5	18	12	18	23	135.7	108.6	116.9	133.6	147.1	174.7
West Coast	5	9	111.8	---	91.2	121.8	127.3	---	11	7	10	16	123.5	---	100.8	134.2	140.8	---

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	9	20	123.8	---	110.2	120.5	137.5	---	19	12	19	24	144.0	---	131.2	136.6	157.6	---

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Function : AFY – Risk Management
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	13	145.1	---	128.4	134.7	159.1	---	17	10	16	25	165.5	---	145.8	169.8	179.7	---

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	
AFY000 Risk Management Generalist/Multidiscipline	7	13	145.1	---	128.4	134.7	159.1	---	17	10	16	25	165.5	---	145.8	169.8	179.7	---	

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
Nonnuclear	7	13	145.1	---	128.4	134.7	159.1	---	17	10	16	25	165.5	---	145.8	169.8	179.7	---

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WillisTowersWatson 

Function : AHR – Human Resources
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
	64	225	102.3	82.1	92.9	102.8	113.7	120.3	12	9	12	15	113.4	88.1	101.8	113.4	123.7	137.4

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
AHR000 HR Generalist/Consultant Generalist/Multidiscipline	14	40	108.6	82.6	98.5	110.3	119.4	131.2	16	11	15	20	123.6	88.1	107.7	126.2	135.8	161.5
AHR060 Benefits	10	11	106.4	88.8	92.7	109.0	118.0	122.3	12	9	11	14	117.7	96.9	103.1	119.8	126.0	137.2
AHR130 Employee Development/Training Generalist/Multidiscipline	11	18	103.4	85.0	93.0	101.8	116.0	126.0	12	5	12	18	113.6	87.2	102.7	110.2	118.6	146.5
AHR134 Technical Training	32	83	103.2	84.0	92.9	103.3	110.2	126.3	13	9	12	16	114.2	89.7	103.6	115.2	124.3	136.5
AHR140 Recruitment Generalist/Multidiscipline	15	20	94.9	78.8	84.4	94.0	103.6	115.7	12	10	11	15	106.4	85.2	95.1	105.2	118.6	125.3
AHR150 Human Resources Information Systems	11	13	109.0	82.8	93.9	114.0	119.2	129.6	14	8	10	16	124.1	99.1	103.7	120.3	131.7	175.7
AHR160 HR Service Center	15	18	89.5	67.2	77.1	87.8	94.0	117.0	12	10	13	16	99.7	72.2	89.7	100.8	109.2	123.5

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	12	22	108.6	91.5	95.0	112.9	116.8	124.3	11	9	11	15	118.7	97.6	104.2	117.8	133.5	140.2
\$1B to \$3B	24	54	99.9	80.8	87.2	98.4	111.0	120.5	10	8	9	12	107.8	85.1	91.1	109.5	122.4	129.9
\$3B to \$6B	5	18	100.1	---	86.7	94.5	116.3	---	12	8	14	16	112.0	---	98.6	105.3	128.7	---
Greater than \$6B	23	131	102.0	79.0	93.9	103.4	107.2	120.9	14	10	14	18	116.7	89.8	106.5	116.0	122.7	146.8

All values in US Dollars

Effective date March 01, 2017

Company weighted statistics

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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	7	38	103.6	---	83.7	110.1	115.3	---	17	12	18	22	119.9	---	84.9	132.5	145.6	---
Nonnuclear	60	187	102.5	81.6	92.9	102.8	113.7	120.5	12	9	11	14	113.5	89.1	101.8	113.4	123.3	137.8

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	51	144	103.6	83.7	93.1	103.1	114.0	121.0	12	9	12	15	114.9	88.2	103.5	115.9	123.8	139.9
Noncorporate	19	67	96.9	81.5	83.7	93.9	111.4	118.2	12	8	11	17	108.7	83.8	96.5	104.5	121.0	143.5
Single Plant	5	10	103.6	---	96.4	102.7	111.3	---	---	---	---	---	117.7	---	103.0	118.9	131.8	---

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	12	30	105.0	76.0	92.4	109.4	115.1	125.8	12	9	12	17	117.5	82.5	95.3	122.2	136.2	146.5
Southeast	14	62	98.2	81.9	83.6	96.9	109.7	119.7	12	5	14	16	110.3	84.3	90.8	105.1	127.8	146.6
North Central	19	61	103.4	82.6	93.9	102.6	115.3	120.6	13	10	12	16	114.9	88.9	105.3	111.9	123.9	137.9
South Central	22	47	101.1	80.6	88.8	97.5	114.0	121.6	12	10	11	15	111.5	92.5	99.6	109.6	123.6	132.1
West Coast	7	25	104.4	---	93.1	103.4	114.8	---	12	9	11	14	115.1	---	102.5	116.0	122.7	---

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	5	7	98.4	---	76.9	91.9	123.1	---	---	---	---	---	112.6	---	91.2	101.2	139.8	---

All values in US Dollars

Effective date March 01, 2017

Company weighted statistics

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Function : AHR – Human Resources

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
	111	647	125.3	105.9	113.9	124.3	132.7	148.9	16	13	16	20	143.5	110.7	127.3	141.5	156.8	181.7

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
AHR000 HR Generalist/Consultant Generalist/Multidiscipline	52	169	127.0	101.2	113.5	123.4	142.4	149.7	19	13	18	23	147.7	108.9	130.7	147.2	159.3	184.7
AHR010 Compensation and Benefits Generalist/Multidiscipline	16	19	128.6	98.2	114.1	130.9	141.0	153.6	15	13	15	17	144.4	106.1	130.0	144.1	156.4	180.6
AHR020 Compensation Generalist/Multidiscipline	21	27	136.0	106.3	118.1	137.9	149.0	168.3	19	13	17	26	161.3	129.0	142.2	159.7	189.4	201.3
AHR060 Benefits	36	48	124.2	103.7	112.5	120.0	132.4	151.6	18	13	18	21	146.9	114.4	124.6	142.8	163.8	181.2
AHR090 Employee/Labor Relations Generalist/Multidiscipline	7	7	127.1	---	111.0	128.9	141.4	---	16	12	18	19	146.0	---	125.8	149.6	168.0	---
AHR095 Employee Relations	15	25	127.7	99.4	113.8	125.4	141.8	154.0	19	12	18	21	151.2	102.7	133.7	153.0	164.9	200.3
AHR100 Labor Relations	19	26	138.6	113.3	118.3	139.7	157.2	169.3	16	9	16	20	158.9	121.5	127.5	157.7	181.7	192.2
AHR110 Diversity/Equal Employment Opportunity Generalist/Multidiscipline	7	7	122.9	---	116.0	125.2	128.8	---	20	10	20	25	148.2	---	127.7	143.7	174.6	---
AHR120 Organization Development	12	16	122.5	102.1	110.4	118.7	130.7	157.3	20	13	19	29	145.9	109.9	122.3	147.0	160.4	198.6
AHR130 Employee Development/Training Generalist/Multidiscipline	31	56	126.5	107.7	115.6	127.5	135.6	148.5	16	12	15	22	145.4	118.1	127.4	145.5	159.5	179.2
AHR131 Employee Development/Talent Management	5	6	132.1	---	118.8	125.6	148.5	---	14	11	13	17	149.7	---	137.4	146.1	163.9	---
AHR134 Technical Training	34	115	122.1	100.2	110.6	121.2	131.0	146.3	16	12	16	19	142.2	112.2	125.4	141.8	159.1	171.8
AHR140 Recruitment Generalist/Multidiscipline	31	49	121.7	102.6	112.3	116.9	132.1	143.0	17	14	18	21	141.9	105.2	126.0	139.6	156.9	180.6
AHR150 Human Resources Information Systems	30	39	126.3	103.2	112.7	125.6	135.0	156.7	20	14	20	22	152.9	116.3	132.9	152.2	169.1	189.2
AHR160 HR Service Center	8	12	115.0	---	107.7	108.8	125.2	---	19	18	21	22	134.3	---	115.4	134.8	152.0	---

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 

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	24	47	123.8	98.9	108.2	117.8	141.6	156.9	16	13	18	20	138.4	105.5	115.5	138.9	148.0	188.6
\$1B to \$3B	37	109	127.3	101.4	111.5	125.7	141.5	154.4	14	9	14	16	141.8	109.5	119.0	138.9	158.7	181.7
\$3B to \$6B	17	104	122.3	107.7	111.7	120.7	130.8	146.7	16	12	16	19	142.1	116.5	128.1	140.5	151.9	184.9
Greater than \$6B	34	387	125.3	111.6	117.8	126.7	131.1	139.8	19	15	19	22	149.3	126.9	137.3	150.9	159.9	174.5

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	12	62	125.0	99.4	121.1	127.2	135.3	137.4	21	16	20	26	148.5	112.7	138.3	147.5	165.2	177.8
Nonnuclear	107	585	125.6	106.6	113.9	123.7	137.1	150.4	16	13	16	20	143.9	110.9	127.1	141.1	156.8	181.9

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	91	449	124.2	106.8	113.8	122.8	132.1	147.4	16	12	16	20	141.9	114.0	126.8	141.5	155.6	166.5
Noncorporate	40	164	125.5	98.5	111.1	123.6	133.7	153.4	18	13	17	22	146.5	108.9	123.6	140.9	165.5	193.2
Single Plant	10	23	127.4	106.1	117.0	127.4	137.4	155.7	20	16	20	25	147.7	107.9	134.4	146.5	162.8	187.7
Multiple Plant	5	11	120.9	---	105.5	121.1	136.2	---	18	15	18	20	140.7	---	126.6	136.0	157.2	---

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	99	117.2	98.8	105.7	115.4	128.9	138.0	17	11	17	21	135.1	101.0	120.4	133.7	162.6	166.6
Southeast	26	135	118.5	97.3	103.8	119.3	130.9	140.0	16	12	16	21	135.7	103.1	108.7	130.8	158.6	175.4
North Central	38	159	124.8	106.2	114.2	119.8	137.2	148.1	16	12	16	19	143.1	118.1	131.0	139.1	153.8	166.7
South Central	41	200	127.3	106.4	115.4	122.8	139.9	155.9	18	15	18	21	147.4	112.7	133.2	144.8	157.6	191.7
West Coast	13	54	137.9	106.1	121.8	132.1	155.6	178.4	16	11	14	21	159.6	112.8	138.9	152.8	182.4	225.5

All values in US Dollars

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Company weighted statistics

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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
Chicago–Naperville–Joliet, IL–IN–WI	5	9	115.8	---	101.1	114.2	131.4	---	21	17	22	26	141.1	---	119.4	135.0	165.9	---
Dallas–Fort Worth–Arlington, TX	5	25	120.0	---	114.8	120.7	124.7	---	20	12	14	31	144.0	---	134.8	137.8	156.3	---
Houston–Sugar Land–Baytown, TX	20	73	132.9	98.3	118.9	130.4	146.3	163.1	22	17	20	24	160.4	104.7	140.0	156.3	184.4	217.8
New York–Northern New Jersey–Long Island, NY–NJ–PA	5	16	124.9	---	114.7	124.6	135.3	---	---	---	---	---	145.5	---	126.3	145.2	164.8	---
Philadelphia–Camden–Wilmington, PA–NJ–DE–MD	5	8	114.7	---	99.7	111.6	131.1	---	18	7	21	28	136.5	---	112.7	121.7	167.7	---
Phoenix–Mesa–Glendale, AZ	5	20	120.5	---	109.9	117.5	132.6	---	19	11	18	27	142.1	---	132.1	141.1	152.6	---
Pittsburgh, PA	5	14	117.6	---	101.2	113.8	136.0	---	17	15	17	20	139.6	---	118.7	133.7	163.5	---

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Company weighted statistics

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Function : AHR – Human Resources
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
	80	273	153.1	125.4	140.1	151.0	164.8	185.6	23	16	23	29	187.2	132.7	160.8	182.2	207.8	243.7

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
AHR000 HR Generalist/Consultant Generalist/Multidiscipline	43	98	153.5	126.0	138.8	151.1	162.0	186.1	23	15	25	28	189.8	133.3	160.5	182.8	210.7	244.7
AHR010 Compensation and Benefits Generalist/Multidiscipline	18	18	158.3	119.9	146.2	156.0	180.4	192.4	20	13	19	29	191.1	134.1	168.0	183.1	221.5	246.8
AHR020 Compensation Generalist/Multidiscipline	16	17	157.2	130.0	140.8	162.4	170.4	178.5	30	21	27	38	198.2	150.0	174.5	201.3	217.0	242.1
AHR060 Benefits	20	21	153.6	120.6	139.3	155.0	171.6	184.1	24	17	24	29	188.6	153.8	169.1	188.5	211.1	237.3
AHR090 Employee/Labor Relations Generalist/Multidiscipline	6	10	152.7	---	143.8	153.5	163.0	---	22	19	20	24	185.7	---	174.0	188.2	199.1	---
AHR095 Employee Relations	7	11	143.9	---	138.2	140.4	155.2	---	22	15	19	32	171.1	---	157.0	169.3	181.6	---
AHR100 Labor Relations	12	18	156.6	133.2	141.4	156.0	169.1	191.1	26	15	21	30	197.6	148.1	158.2	195.8	212.7	291.4
AHR120 Organization Development	13	14	154.2	128.4	136.5	159.4	170.6	178.7	21	12	19	36	187.6	144.9	152.5	192.0	216.0	230.4
AHR130 Employee Development/Training Generalist/Multidiscipline	9	11	140.0	---	111.5	141.0	162.1	---	19	7	16	33	165.1	---	117.4	164.0	216.3	---
AHR134 Technical Training	13	15	147.7	112.5	129.8	142.0	170.4	187.8	28	20	23	30	189.9	138.7	156.4	177.4	214.2	280.2
AHR140 Recruitment Generalist/Multidiscipline	8	13	160.5	---	147.8	159.6	174.9	---	20	15	20	27	191.4	---	155.0	189.5	218.7	---
AHR150 Human Resources Information Systems	10	10	149.8	118.0	130.1	149.5	168.0	180.8	28	22	25	31	189.1	120.2	152.8	190.4	214.1	258.4

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	14	20	157.2	127.6	143.2	151.2	172.1	198.1	21	17	22	24	190.2	129.0	153.5	180.9	207.4	294.2
\$1B to \$3B	28	72	151.4	116.7	140.0	146.5	174.6	189.3	18	12	18	24	179.1	126.0	147.5	170.1	210.5	248.4

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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 

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	10	35	147.5	132.2	137.2	147.4	153.3	173.6	21	12	21	29	176.4	147.1	153.0	176.8	189.8	233.4
Greater than \$6B	28	146	154.7	120.0	144.8	156.8	167.9	186.9	27	22	28	34	197.6	152.5	172.0	200.6	210.9	252.8

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
Nuclear	7	19	156.7	---	148.7	152.4	164.2	---	26	17	27	36	199.0	---	175.1	193.2	218.2	---
Nonnuclear	76	254	153.0	123.8	140.0	151.5	164.8	186.2	23	16	23	29	187.5	132.2	160.8	183.4	209.6	243.7

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	67	199	152.7	126.8	140.0	150.9	165.2	182.3	23	16	22	29	187.1	131.8	160.9	183.6	208.0	243.4
Noncorporate	16	57	148.7	107.5	123.5	147.2	173.2	188.5	24	12	24	30	182.6	116.6	149.4	176.0	221.7	256.9

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	15	34	153.2	110.1	131.5	158.0	175.3	186.4	20	11	20	31	185.6	118.7	139.9	195.2	212.8	246.9
Southeast	21	57	151.1	119.2	138.0	151.3	162.2	188.9	24	10	25	31	183.6	127.7	149.3	175.1	211.8	254.8
North Central	26	68	153.0	138.0	140.2	149.8	157.9	180.4	23	17	23	28	187.8	147.7	166.8	183.1	203.5	242.7
South Central	30	78	151.8	119.6	134.6	149.3	171.8	186.6	26	20	24	32	189.4	130.5	153.7	182.4	212.1	248.8
West Coast	12	36	156.4	118.8	147.5	155.6	169.1	188.1	19	14	19	28	187.2	128.9	170.6	185.5	208.6	237.8

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
Houston–Sugar Land–Baytown, TX	13	34	160.7	121.4	137.4	165.7	179.1	204.6	33	24	32	38	211.2	128.4	168.9	210.8	242.6	320.5
Tulsa, OK	6	12	140.4	---	124.6	141.0	151.7	---	23	18	23	28	167.5	---	146.1	176.4	183.9	---

All values in US Dollars

Effective date March 01, 2017

Company weighted statistics

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Function : AHR – Human Resources
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
	53	179	180.6	158.2	168.5	180.8	193.6	205.7	28	20	29	34	230.2	171.5	201.0	232.6	262.2	282.2

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
AHR000 HR Generalist/Consultant Generalist/Multidiscipline	33	73	178.7	149.3	161.8	177.1	187.4	221.3	29	21	29	37	229.4	160.6	200.5	234.5	259.9	284.1
AHR010 Compensation and Benefits Generalist/Multidiscipline	15	16	194.1	153.7	171.1	182.0	220.2	243.5	23	11	23	32	236.7	155.1	198.2	230.8	262.1	333.0
AHR020 Compensation Generalist/Multidiscipline	8	9	181.9	---	170.8	177.4	196.5	---	26	4	27	38	224.3	---	179.5	218.2	261.8	---
AHR060 Benefits	6	6	177.3	---	161.3	174.8	195.4	---	22	8	24	35	217.8	---	176.8	212.4	262.2	---
AHR100 Labor Relations	8	11	190.8	---	168.7	192.4	208.8	---	29	23	29	39	241.1	---	201.3	244.1	279.0	---
AHR120 Organization Development	7	7	181.0	---	167.8	185.0	195.7	---	30	27	30	32	236.0	---	217.4	224.7	252.7	---
AHR130 Employee Development/Training Generalist/Multidiscipline	14	16	178.0	140.1	161.2	181.3	198.9	212.2	33	20	33	42	234.1	156.0	191.0	239.1	269.8	315.8
AHR140 Recruitment Generalist/Multidiscipline	8	9	191.0	---	163.6	188.8	217.9	---	35	21	33	54	258.8	---	214.8	252.1	299.7	---
AHR150 Human Resources Information Systems	6	6	188.7	---	163.3	184.1	211.5	---	33	19	40	44	254.4	---	194.5	258.3	317.0	---

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	6	188.4	---	164.4	180.8	216.2	---	---	---	---	---	214.6	---	169.1	216.6	259.0	---
\$1B to \$3B	14	38	168.8	123.6	161.0	173.0	184.4	193.4	26	14	23	36	210.6	136.5	177.2	212.5	240.3	288.4
\$3B to \$6B	11	32	180.3	148.6	170.6	178.0	196.0	202.3	23	12	27	31	221.8	160.4	190.4	223.8	250.8	270.2
Greater than \$6B	23	103	186.2	159.8	176.9	188.5	198.7	215.1	33	26	32	39	249.5	201.5	229.1	251.3	274.4	299.2

All values in US Dollars

Effective date March 01, 2017

Company weighted statistics

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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
Nonnuclear	51	175	180.5	157.8	166.4	180.8	192.3	205.8	28	20	29	34	229.0	168.5	200.9	232.6	260.1	278.6

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	43	118	180.0	148.9	165.4	183.6	194.8	208.2	28	20	28	34	229.3	160.7	193.4	232.9	260.1	289.3
Noncorporate	12	51	184.0	164.6	170.9	177.6	198.4	224.5	27	14	30	34	232.9	188.8	193.1	227.5	274.0	276.7

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	40	185.9	---	167.4	188.5	203.8	---	23	10	23	29	228.9	---	195.8	212.9	257.2	---
Southeast	9	41	180.2	---	164.5	186.9	196.7	---	29	11	31	47	236.6	---	184.4	260.6	298.4	---
North Central	11	17	191.4	157.6	171.8	187.0	218.5	230.3	29	21	31	34	245.4	221.1	222.3	232.9	251.0	313.9
South Central	27	57	179.1	143.3	165.4	177.2	196.6	208.4	31	24	30	38	227.2	156.6	181.0	234.4	262.2	278.7
West Coast	7	24	180.7	---	171.4	182.5	190.9	---	21	11	20	29	220.0	---	212.4	223.8	251.3	---

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
Dallas-Fort Worth-Arlington, TX	5	6	174.2	---	138.2	177.0	208.7	---	---	---	---	---	207.9	---	174.5	225.1	232.7	---
Houston-Sugar Land-Baytown, TX	11	24	179.8	127.0	160.9	181.0	198.4	224.8	35	26	33	45	237.5	151.7	192.2	260.1	274.4	284.0

All values in US Dollars

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Company weighted statistics

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Function : AHR – Human Resources
Level : P1 – Entry (P1)

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
	78	294	58.3	50.3	53.4	56.4	62.0	68.2	8	6	7	10	62.2	53.6	56.3	59.6	65.0	73.1

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
AHR000 HR Generalist/Consultant	30	67	57.7	48.8	52.7	55.9	62.0	74.3	8	5	7	9	61.6	51.7	54.7	60.5	63.0	79.8
Generalist/Multidiscipline																		
AHR020 Compensation	12	12	57.7	49.1	52.3	54.0	63.8	74.9	8	3	7	9	61.1	49.4	54.3	56.7	67.7	87.5
Generalist/Multidiscipline																		
AHR060 Benefits	19	27	57.0	48.9	51.8	55.7	62.0	67.2	8	5	7	10	61.0	51.8	55.6	59.2	67.3	73.8
AHR100 Labor Relations	5	5	60.7	---	57.2	61.8	63.7	---	---	---	---	---	64.1	---	61.4	64.6	66.6	---
AHR130 Employee	14	48	55.4	48.5	51.3	55.2	59.5	62.7	8	6	7	10	59.8	52.3	56.6	59.2	62.6	70.1
Development/Training																		
Generalist/Multidiscipline																		
AHR134 Technical Training	15	27	58.0	49.0	51.5	57.5	63.0	72.0	9	6	8	11	62.8	52.8	56.0	60.5	67.7	81.6
AHR140 Recruitment	21	48	58.9	49.0	53.1	57.3	63.5	68.8	8	5	7	10	62.9	51.7	58.0	62.7	67.6	76.9
Generalist/Multidiscipline																		
AHR150 Human Resources	10	14	61.2	52.1	55.2	62.5	64.0	71.7	8	7	7	10	65.6	52.7	59.5	66.3	71.0	77.0
Information Systems																		
AHR160 HR Service Center	8	12	58.1	---	51.8	53.5	65.0	---	5	4	5	7	60.3	---	53.6	55.3	66.0	---

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	13	17	57.7	46.3	52.8	57.5	61.8	72.6	8	6	8	10	60.1	48.1	52.9	57.5	64.0	80.1
\$1B to \$3B	28	74	58.6	50.9	53.8	55.8	61.7	69.1	7	4	6	9	62.1	53.8	56.6	59.0	65.3	72.7
\$3B to \$6B	14	58	58.0	49.0	53.8	56.8	60.8	72.5	8	6	7	10	62.5	52.9	57.4	61.1	65.1	79.9
Greater than \$6B	24	145	58.2	50.1	53.1	56.0	63.1	70.1	9	6	7	11	63.0	53.9	56.4	60.6	66.1	79.9

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

	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	6	8	58.8	---	54.5	60.3	62.2	---	---	---	---	---	62.0	---	58.2	61.3	67.4	---
Nonnuclear	75	286	58.3	50.1	53.4	56.1	62.0	68.6	8	6	7	10	62.4	53.7	56.2	59.4	65.2	76.3

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	64	223	57.7	49.6	53.1	56.4	61.5	65.8	8	6	7	10	61.6	53.4	55.5	59.1	64.8	71.2
Noncorporate	26	64	58.9	51.2	53.0	58.1	62.4	71.9	9	6	7	12	63.1	53.4	56.9	61.4	67.5	78.6

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	15	40	57.7	48.3	51.4	57.5	61.8	68.4	8	5	7	10	61.4	51.3	55.8	59.7	64.9	75.3
Southeast	19	53	56.8	48.9	52.0	55.7	58.7	63.4	7	5	7	9	60.2	51.4	54.9	59.2	61.5	72.6
North Central	25	78	55.8	48.2	49.9	55.8	60.9	64.3	8	6	8	10	59.7	52.5	54.1	58.7	63.2	69.4
South Central	30	110	59.3	51.5	53.3	56.8	63.8	74.7	8	6	7	9	63.9	54.5	56.2	61.1	66.7	80.6
West Coast	7	13	62.1	---	56.0	59.3	64.9	---	8	4	8	12	66.0	---	56.3	62.2	70.2	---

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	7	24	63.8	---	54.2	62.6	75.3	---	11	7	8	16	70.7	---	59.7	66.0	80.8	---

All values in US Dollars

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Company weighted statistics

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Function : AHR – Human Resources
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
	107	989	70.3	59.3	65.0	69.8	76.0	81.4	9	6	8	11	75.2	61.0	68.8	75.3	80.7	91.3

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
AHR000 HR Generalist/Consultant	55	172	69.1	56.7	62.5	68.4	75.2	79.9	9	6	9	11	74.1	60.0	65.7	75.2	81.6	89.4
Generalist/Multidiscipline																		
AHR010 Compensation and Benefits	5	5	67.9	---	57.4	69.5	77.6	---	---	---	---	---	71.4	---	58.1	75.4	82.6	---
Generalist/Multidiscipline																		
AHR020 Compensation	20	23	68.7	56.8	61.7	68.4	76.4	84.7	8	6	8	10	73.0	57.2	65.0	70.5	82.5	87.6
Generalist/Multidiscipline																		
AHR060 Benefits	45	84	67.9	56.4	61.7	68.8	74.3	80.0	8	6	8	10	72.4	59.4	65.3	71.3	81.8	88.1
AHR070 Pension Plan Administration	6	7	65.9	---	57.8	64.3	77.6	---	10	7	10	13	72.1	---	62.7	71.9	84.0	---
AHR090 Employee/Labor Relations	5	5	80.3	---	69.1	74.8	94.4	---	---	---	---	---	84.6	---	73.4	75.1	100.6	---
Generalist/Multidiscipline																		
AHR095 Employee Relations	6	12	64.2	---	56.5	62.5	72.5	---	8	5	7	12	68.9	---	57.8	67.3	82.5	---
AHR100 Labor Relations	9	13	72.5	---	64.8	73.3	77.7	---	14	9	13	18	79.3	---	67.2	78.9	87.5	---
AHR120 Organization Development	12	15	73.1	61.0	65.6	72.0	76.5	94.0	9	6	9	12	79.7	64.6	68.7	74.9	91.7	104.7
AHR130 Employee	30	121	69.4	57.7	64.6	68.8	75.5	81.6	9	5	9	11	74.8	62.2	68.3	74.9	80.7	87.6
Development/Training																		
Generalist/Multidiscipline																		
AHR134 Technical Training	38	283	76.6	59.2	73.2	75.9	83.5	91.9	10	8	10	12	83.6	64.2	78.2	82.8	93.1	101.7
AHR136 Nontechnical Training	7	11	64.7	---	52.7	67.0	73.9	---	8	4	7	13	68.4	---	58.4	71.6	76.5	---
AHR140 Recruitment	47	126	68.1	54.9	62.4	68.9	75.2	80.1	8	6	8	10	72.5	58.6	66.3	73.2	81.1	84.9
Generalist/Multidiscipline																		
AHR150 Human Resources	20	55	69.1	54.7	61.1	70.3	76.4	81.8	8	6	8	10	74.7	59.1	65.6	74.7	83.1	88.9
Information Systems																		
AHR160 HR Service Center	6	23	69.8	---	63.1	69.8	79.1	---	---	---	---	---	73.4	---	66.6	74.7	80.4	---

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 

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	26	84	67.6	54.5	58.6	68.4	75.8	81.3	7	4	8	9	70.6	54.7	60.9	70.8	79.1	87.8
\$1B to \$3B	37	240	69.1	62.7	64.8	68.2	72.8	76.4	8	5	7	11	73.1	63.8	67.2	71.9	78.5	81.0
\$3B to \$6B	16	124	72.1	59.4	65.9	69.6	79.5	85.7	10	7	9	11	78.3	63.7	70.9	75.3	88.2	92.6
Greater than \$6B	29	541	73.5	63.0	68.4	72.0	79.5	85.9	10	8	10	11	80.6	71.5	74.3	79.7	88.0	93.7

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	12	71	67.1	53.4	61.3	68.3	72.3	80.1	8	3	8	14	70.9	56.6	62.1	71.8	78.5	86.7	
Nonnuclear	101	918	70.7	60.1	65.1	69.9	76.2	81.6	9	6	8	10	75.7	62.2	69.3	75.3	81.8	91.4	

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	92	688	69.7	59.2	65.0	69.3	74.7	81.5	9	6	8	11	74.6	60.9	68.6	74.7	80.4	88.2
Noncorporate	40	250	71.2	56.0	62.2	73.3	78.5	81.9	10	7	10	12	77.2	58.6	65.3	77.6	88.3	94.8
Single Plant	5	30	69.6	---	63.2	67.8	76.8	---	---	---	---	---	74.0	---	63.2	73.3	85.1	---
Multiple Plant	5	21	80.6	---	73.1	76.8	89.9	---	9	6	7	13	87.8	---	77.9	88.1	97.5	---

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	117	71.4	55.5	61.7	74.8	79.7	84.4	9	7	9	12	77.0	57.4	63.8	78.4	88.1	92.9
Southeast	29	196	67.2	57.7	62.3	68.6	71.4	76.2	7	4	7	10	71.1	59.3	63.1	70.9	77.7	81.7
North Central	37	302	70.7	56.8	64.9	69.7	76.8	83.4	9	6	9	11	75.8	59.5	69.4	77.3	82.9	91.2
South Central	42	260	69.9	55.9	65.1	69.4	74.5	79.6	10	7	9	11	75.4	59.7	71.5	75.7	80.6	89.6
West Coast	13	114	72.5	62.2	66.2	71.6	78.7	83.4	8	5	7	11	77.0	65.7	67.4	71.6	88.5	94.2

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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 

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
Dallas-Fort Worth-Arlington, TX	5	32	63.1	---	58.2	65.0	66.9	---	---	---	---	---	67.7	---	61.5	71.2	72.3	---
Houston-Sugar Land-Baytown, TX	17	52	70.2	54.3	58.7	73.9	77.9	83.0	11	7	11	15	76.1	56.7	62.0	78.1	86.1	92.6
Knoxville, TN	5	26	61.4	---	53.0	62.7	69.3	---	---	---	---	---	63.5	---	53.0	69.3	71.1	---
New York-Northern New Jersey-Long Island, NY-NJ-PA	6	26	71.4	---	58.8	73.6	80.2	---	13	8	9	20	77.4	---	61.8	78.8	88.5	---
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	5	8	77.4	---	68.5	81.7	84.0	---	---	---	---	---	85.8	---	77.7	81.8	95.8	---
Pittsburgh, PA	7	12	72.2	---	56.7	77.7	79.9	---	9	5	9	12	77.1	---	60.2	78.4	88.7	---
Tulsa, OK	5	34	67.5	---	61.8	66.9	73.5	---	---	---	---	---	71.7	---	66.6	72.3	76.5	---

All values in US Dollars

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Company weighted statistics

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Function : AHR – Human Resources

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
117	2232	89.9	77.4	83.2	88.2	97.4	104.4	10	8	10	13	97.7	84.0	88.9	95.6	107.1	116.7

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
AHR000 HR Generalist/Consultant	74	341	87.8	72.0	82.0	87.3	94.9	102.1	11	8	10	13	95.7	77.8	88.3	95.2	103.9	110.4
Generalist/Multidiscipline																		
AHR010 Compensation and Benefits	5	11	92.4	---	82.9	91.3	102.4	---	---	---	---	---	97.1	---	87.0	91.3	110.0	---
Generalist/Multidiscipline																		
AHR020 Compensation	42	78	89.1	74.5	82.0	87.9	96.3	101.8	11	9	10	13	97.0	82.8	89.7	95.6	106.8	114.5
Generalist/Multidiscipline																		
AHR030 Compensation – Executive	6	10	98.4	---	85.4	90.6	120.0	---	12	9	11	15	107.6	---	92.3	104.4	123.4	---
Compensation																		
AHR060 Benefits	60	141	88.7	74.7	80.2	87.6	94.3	102.3	10	8	10	13	96.1	80.8	87.6	92.3	102.9	113.6
AHR070 Pension Plan Administration	13	17	88.2	69.1	77.0	84.6	101.8	109.2	10	8	9	13	96.4	75.5	84.3	93.3	110.3	121.5
AHR090 Employee/Labor Relations	13	18	94.2	81.0	84.5	98.4	101.9	106.7	10	9	10	11	102.1	89.9	92.4	104.8	110.2	117.6
Generalist/Multidiscipline																		
AHR095 Employee Relations	22	85	95.2	80.0	83.7	94.8	103.2	117.1	12	9	10	13	104.8	83.8	91.3	102.9	116.8	128.5
AHR100 Labor Relations	19	45	100.3	82.4	89.2	100.4	111.2	124.9	12	8	11	14	112.6	89.3	100.4	103.6	123.5	144.5
AHR110 Diversity/Equal Employment	14	15	90.4	68.6	77.9	91.5	103.8	109.8	10	7	10	13	99.0	71.6	83.9	100.7	113.2	121.0
Opportunity Generalist/Multidiscipline																		
AHR120 Organization Development	12	23	93.7	74.9	89.1	92.4	99.0	112.9	9	6	9	12	101.3	76.5	93.2	101.3	110.5	122.4
AHR130 Employee	37	250	87.1	72.5	78.0	85.0	97.4	110.0	11	7	10	12	95.2	77.8	84.8	92.8	106.8	113.3
Development/Training																		
Generalist/Multidiscipline																		
AHR134 Technical Training	57	753	93.0	80.0	85.8	92.4	100.0	108.2	11	8	11	13	101.5	84.0	93.2	100.7	111.5	121.7
AHR136 Nontechnical Training	9	20	82.8	---	75.5	81.7	87.1	---	7	2	7	9	87.1	---	79.4	86.8	91.7	---
AHR138 E-Learning Development	13	20	79.7	56.5	69.6	82.4	89.3	99.2	8	8	9	9	85.5	60.6	75.8	84.8	100.1	107.3
AHR140 Recruitment	62	228	87.3	75.4	79.3	85.2	93.3	105.1	10	7	10	12	94.5	77.2	84.0	93.2	100.9	114.8
Generalist/Multidiscipline																		
AHR150 Human Resources	48	97	90.5	74.3	83.8	88.4	95.7	102.5	11	8	10	13	99.0	80.8	89.2	96.7	107.2	113.3
Information Systems																		
AHR160 HR Service Center	9	38	84.8	---	76.3	82.9	95.4	---	10	7	10	12	89.9	---	81.6	92.0	97.8	---

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 

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	29	137	90.1	74.1	83.9	89.5	99.3	106.2	10	7	10	12	96.3	76.2	88.7	93.4	108.2	119.3
\$1B to \$3B	40	375	89.1	79.2	82.9	87.2	94.2	104.0	9	6	8	11	95.3	83.4	87.3	92.4	99.8	110.6
\$3B to \$6B	17	257	87.6	74.0	79.1	87.7	97.9	100.3	10	8	10	13	96.5	83.3	86.4	97.5	104.6	112.5
Greater than \$6B	32	1463	92.1	80.7	84.7	92.0	98.4	107.1	12	9	12	14	103.0	89.6	94.3	103.3	109.7	118.4

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	18	311	90.0	74.4	80.6	90.6	98.2	108.5	12	7	12	16	98.7	80.8	86.3	95.9	111.2	120.2
Nonnuclear	111	1921	89.7	77.0	83.2	88.2	97.4	104.3	10	8	10	13	97.5	84.1	89.1	95.6	106.6	115.6

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	97	1364	89.2	76.2	82.2	87.8	96.1	103.7	10	8	9	13	96.9	82.5	87.8	94.6	106.7	114.6
Noncorporate	45	761	91.0	78.2	85.7	89.9	96.5	104.5	11	9	11	13	99.8	84.6	91.0	99.7	109.1	117.9
Single Plant	13	88	94.1	84.4	85.8	94.2	100.1	108.5	12	10	11	13	104.3	88.7	93.9	104.1	112.2	125.2

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	31	413	93.1	79.3	85.0	94.6	101.7	110.0	11	7	10	14	102.6	87.1	90.1	103.9	115.0	123.7
Southeast	33	592	87.4	78.1	80.9	87.7	92.9	98.6	9	6	9	12	94.6	82.3	87.8	93.1	101.2	110.8
North Central	42	533	90.3	79.9	83.9	87.4	94.8	105.1	10	8	10	13	98.0	83.5	89.1	95.4	104.7	114.7
South Central	48	464	89.1	74.7	82.3	88.3	98.0	104.7	11	8	10	14	98.0	83.9	89.2	96.2	109.0	117.0
West Coast	18	230	90.7	73.6	78.4	91.6	98.2	109.8	10	7	9	12	98.7	75.9	84.7	101.4	108.9	127.5

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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 

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
Albany–Schenectady–Troy, NY	5	22	91.7	---	78.3	90.1	106.0	---	---	---	---	---	99.5	---	79.6	91.6	123.4	---
Atlanta–Sandy Springs–Marietta, GA	6	57	87.7	---	81.7	86.1	92.7	---	11	9	11	14	96.9	---	89.2	96.8	104.7	---
Austin–Round Rock–San Marcos, TX	7	22	86.5	---	77.2	86.0	94.0	---	13	7	12	21	94.8	---	88.8	91.5	101.4	---
Charlotte–Gastonia–Rock Hill, NC–SC	5	56	93.7	---	85.8	91.1	102.8	---	---	---	---	---	98.6	---	88.3	93.7	111.5	---
Chicago–Naperville–Joliet, IL–IN–WI	6	60	96.0	---	72.3	93.1	112.9	---	12	7	12	16	106.6	---	76.7	103.6	130.7	---
Dallas–Fort Worth–Arlington, TX	7	35	82.8	---	74.8	78.8	85.3	---	13	9	12	18	91.9	---	84.3	87.4	98.9	---
Houston–Sugar Land–Baytown, TX	21	91	91.0	74.6	81.4	94.1	100.3	104.5	12	8	13	15	101.6	82.6	88.1	100.2	117.1	119.1
Minneapolis–St. Paul–Bloomington, MN–WI	5	51	90.5	---	82.6	90.0	98.7	---	---	---	---	---	95.1	---	88.1	96.1	101.6	---
New York–Northern New Jersey–Long Island, NY–NJ–PA	6	89	89.2	---	82.2	89.6	99.0	---	14	12	12	18	99.3	---	86.1	100.1	111.1	---
Philadelphia–Camden–Wilmington, PA–NJ–DE–MD	6	36	94.8	---	88.2	97.3	103.6	---	13	8	13	19	107.2	---	97.8	107.9	117.8	---
Phoenix–Mesa–Glendale, AZ	6	76	93.1	---	80.5	89.6	105.2	---	10	7	9	12	102.2	---	88.0	101.6	111.5	---
Pittsburgh, PA	14	38	88.4	69.2	79.6	86.6	99.5	103.6	13	9	12	18	99.1	70.9	87.7	99.9	108.2	128.9
Tulsa, OK	6	56	87.0	---	81.5	85.6	94.1	---	12	9	10	16	95.8	---	88.2	91.9	105.9	---

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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 : AHR – Human Resources
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
100	1052	107.5	93.2	99.1	105.3	115.4	124.8	13	9	13	16	119.3	97.9	108.2	116.2	130.8	140.9

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
AHR000 HR Generalist/Consultant Generalist/Multidiscipline	59	323	107.9	90.2	97.7	103.8	118.5	127.6	13	8	13	16	119.1	93.1	106.0	117.0	133.7	147.9
AHR010 Compensation and Benefits Generalist/Multidiscipline	9	15	118.4	---	109.0	117.2	129.4	---	13	9	10	18	132.7	---	115.2	123.5	152.2	---
AHR020 Compensation Generalist/Multidiscipline	35	47	106.3	94.7	99.2	106.0	113.0	123.4	14	10	15	18	120.0	99.4	106.7	119.5	128.4	142.1
AHR030 Compensation – Executive Compensation	5	6	116.0	---	100.3	121.0	129.3	---	---	---	---	---	130.1	---	103.9	139.4	151.6	---
AHR060 Benefits	28	52	103.4	90.0	96.3	102.1	108.0	117.8	14	11	13	18	116.5	96.0	108.0	115.4	126.2	134.2
AHR070 Pension Plan Administration	5	6	114.4	---	100.9	111.7	129.1	---	---	---	---	---	124.9	---	107.7	113.5	147.8	---
AHR095 Employee Relations	11	67	106.5	94.3	100.8	104.9	114.2	119.3	17	9	14	22	122.2	98.9	105.9	121.0	130.4	165.4
AHR100 Labor Relations	18	41	116.2	95.5	109.6	119.5	127.1	130.0	16	9	16	19	133.2	96.3	114.7	137.7	143.9	162.2
AHR110 Diversity/Equal Employment Opportunity Generalist/Multidiscipline	6	6	111.5	---	104.3	110.6	118.5	---	18	8	14	27	132.2	---	116.9	122.9	151.3	---
AHR120 Organization Development	19	52	114.5	101.8	106.0	110.8	120.0	140.0	14	10	15	19	128.3	105.8	116.9	130.5	138.0	156.2
AHR122 Workforce Analytics	6	7	113.6	---	100.2	104.5	136.8	---	15	11	15	20	128.5	---	111.7	125.4	153.3	---
AHR130 Employee Development/Training Generalist/Multidiscipline	25	93	105.5	88.3	95.7	104.1	112.6	125.8	12	8	11	16	117.5	96.4	105.8	114.7	129.6	139.9
AHR132 Management Development	5	12	112.5	---	99.7	107.0	128.2	---	14	12	15	17	128.4	---	114.7	124.5	144.1	---
AHR134 Technical Training	37	179	108.7	93.2	98.7	107.8	115.8	132.3	14	9	14	17	121.6	101.7	109.9	118.3	134.3	149.3
AHR138 E-Learning Development	7	11	100.9	---	94.8	102.8	109.7	---	---	---	---	---	107.7	---	94.9	102.8	124.1	---
AHR140 Recruitment Generalist/Multidiscipline	22	44	105.6	88.4	94.0	105.5	113.8	124.6	14	10	13	18	118.7	100.4	103.1	116.3	129.6	147.4
AHR150 Human Resources Information Systems	30	58	110.7	91.1	101.6	108.0	118.4	137.4	16	10	16	20	127.2	100.6	113.5	121.3	138.2	175.5

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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
Less than \$1B	21	71	110.4	86.3	99.2	109.2	123.0	130.3	12	9	13	13	119.1	89.6	107.5	114.2	135.4	155.9
\$1B to \$3B	34	227	106.2	89.0	96.6	103.6	113.4	129.7	12	8	10	15	116.4	92.0	99.9	111.3	124.7	154.6
\$3B to \$6B	15	189	105.6	94.8	97.5	103.2	115.4	120.8	13	9	11	19	118.3	103.1	108.8	114.7	125.0	142.6
Greater than \$6B	30	565	108.0	97.6	101.3	106.5	115.2	120.4	14	10	15	17	123.3	110.5	114.0	121.4	134.0	138.8

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
Nuclear	12	105	109.0	94.1	103.1	109.1	117.2	121.4	14	7	15	19	122.4	101.6	108.6	124.3	135.2	136.7
Nonnuclear	95	947	107.4	93.2	99.0	105.2	115.2	125.9	13	9	14	16	119.3	97.5	108.5	115.6	127.7	143.6

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	80	676	107.2	94.4	98.6	105.4	115.1	124.8	13	9	14	16	119.0	97.9	108.2	117.0	127.7	140.9
Noncorporate	31	317	108.6	91.1	98.8	105.3	117.1	124.5	13	9	14	18	121.3	92.5	110.9	115.7	135.7	147.3
Single Plant	8	55	105.2	---	100.1	105.0	112.7	---	13	9	10	17	117.0	---	108.4	113.2	129.4	---

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	27	177	111.2	92.5	100.7	106.4	119.8	131.0	15	11	14	16	126.6	102.3	109.7	124.9	139.3	153.5
Southeast	26	235	102.5	89.0	94.9	101.0	110.7	116.8	13	9	13	16	113.3	91.5	101.4	111.9	127.4	134.7
North Central	28	235	104.6	91.0	99.4	103.0	110.9	117.5	12	9	11	15	114.5	99.9	106.1	113.1	124.2	134.0
South Central	38	255	109.0	94.0	97.4	105.5	117.4	129.3	14	9	15	19	121.3	96.8	107.8	117.9	130.5	158.8
West Coast	14	150	107.1	87.7	102.1	106.0	115.2	124.6	10	7	9	12	117.1	91.8	104.9	119.5	127.6	140.2

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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
Chicago–Naperville–Joliet, IL–IN–WI	5	14	112.7	---	103.0	112.2	122.7	---	---	---	---	---	122.6	---	115.8	120.2	130.7	---
Dallas–Fort Worth–Arlington, TX	6	18	107.0	---	95.6	100.7	117.4	---	21	11	19	32	126.2	---	107.0	114.9	157.9	---
Houston–Sugar Land–Baytown, TX	17	90	106.1	75.2	97.7	104.4	118.8	126.1	15	9	15	19	119.2	84.2	102.1	119.1	137.0	151.2
Pittsburgh, PA	9	26	108.1	---	96.6	101.3	121.3	---	16	12	15	17	123.9	---	109.0	118.2	141.6	---

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Function : AHR – Human Resources

Level : P5 – Master (P5)

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
	22	116	130.2	108.4	115.7	130.0	143.9	153.7	18	12	15	24	149.6	117.0	131.6	143.3	160.0	202.0

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
AHR000 HR Generalist/Consultant Generalist/Multidiscipline	9	38	131.5	---	116.9	131.2	147.5	---	17	10	15	23	148.9	---	125.9	146.6	166.2	---
AHR060 Benefits	5	5	122.9	---	100.6	121.7	145.7	---	---	---	---	---	140.4	---	120.2	139.5	160.9	---
AHR130 Employee Development/Training Generalist/Multidiscipline	7	13	138.5	---	121.0	138.3	154.6	---	13	6	11	20	154.8	---	132.8	142.8	165.9	---
AHR150 Human Resources Information Systems	5	5	126.6	---	117.7	124.0	136.8	---	22	14	21	30	154.6	---	134.3	158.3	173.2	---

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
\$1B to \$3B	6	28	129.3	---	114.1	124.9	146.5	---	---	---	---	---	130.9	---	115.7	126.7	147.4	---
Greater than \$6B	9	40	127.3	---	115.7	127.2	139.2	---	19	14	20	23	151.1	---	138.6	156.5	160.2	---

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	21	112	131.2	107.9	117.0	132.8	144.1	154.0	19	12	19	26	151.7	117.3	133.4	143.8	164.3	203.9

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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	14	58	134.1	109.3	122.0	133.3	146.9	157.5	20	13	20	28	155.5	124.1	136.1	152.1	162.4	211.0
Noncorporate	8	54	119.5	---	110.0	116.1	132.9	---	15	10	12	23	134.5	---	114.6	127.1	146.0	---

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	7	30	133.7	---	119.5	127.6	151.7	---	21	11	18	35	158.4	---	140.3	143.9	207.9	---
Southeast	8	35	129.7	---	116.5	129.8	142.6	---	12	3	12	20	140.1	---	131.1	137.7	155.8	---
North Central	5	12	121.2	---	108.0	124.0	132.9	---	---	---	---	---	135.3	---	112.1	135.1	158.6	---
South Central	5	20	128.8	---	109.4	140.1	142.5	---	18	10	15	26	150.0	---	128.6	144.0	174.4	---

All values in US Dollars

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Company weighted statistics

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Function : AHR – Human Resources
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
	9	23	45.6	---	38.6	46.0	52.4	---	7	5	6	11	47.6	---	39.3	46.8	53.5	---

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	9	23	45.6	---	38.6	46.0	52.4	---	7	5	6	11	47.6	---	39.3	46.8	53.5	---

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	20	45.6	---	37.1	45.8	53.6	---	7	5	6	11	47.9	---	38.2	48.8	54.2	---

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
South Central	5	13	47.7	---	41.7	49.3	53.0	---	---	---	---	---	50.7	---	43.2	50.7	58.1	---

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Function : AHR – Human Resources

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
	29	112	49.3	41.5	43.4	49.1	54.2	59.1	8	5	6	9	52.4	43.6	45.5	50.8	57.5	64.8

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
AHR000 HR Generalist/Consultant Generalist/Multidiscipline	10	22	51.1	40.1	44.3	50.4	58.2	61.5	10	4	6	21	55.0	40.7	45.8	51.7	65.1	74.0
AHR140 Recruitment Generalist/Multidiscipline	6	19	49.3	---	41.9	46.3	59.6	---	---	---	---	---	51.7	---	43.4	48.0	63.9	---
AHR160 HR Service Center	13	33	48.4	39.4	41.7	45.8	53.3	64.7	6	5	5	9	51.4	41.5	44.8	52.1	56.3	66.6

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
Less than \$1B	5	9	51.6	---	47.5	50.8	56.0	---	---	---	---	---	53.1	---	49.2	51.6	57.8	---
\$1B to \$3B	11	34	47.1	41.0	42.8	45.5	50.6	56.9	7	3	6	9	50.0	41.5	45.2	47.4	54.1	67.7
Greater than \$6B	9	54	50.6	---	42.0	49.1	59.3	---	9	6	8	14	54.9	---	44.8	52.8	64.8	---

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	28	100	49.3	41.4	43.1	49.5	54.3	58.9	7	5	6	9	52.3	43.4	45.3	50.7	57.9	65.1

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	24	90	49.8	41.1	43.3	50.4	55.5	58.4	8	5	7	9	53.1	41.9	46.0	52.8	60.6	63.7

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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	18	47.6	---	42.0	46.9	50.5	---	7	5	5	7	50.4	---	44.1	47.6	52.4	---

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	28	48.5	---	43.7	45.1	55.7	---	---	---	---	---	51.3	---	44.9	49.7	56.9	---
North Central	9	30	47.5	---	41.5	45.8	54.1	---	7	5	7	9	50.2	---	44.3	48.0	57.7	---
South Central	11	32	51.1	40.5	47.6	51.1	55.5	58.6	8	4	6	14	54.4	42.7	47.6	52.7	56.8	70.1

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Function : AHR – Human Resources
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
	45	142	58.3	45.4	50.7	56.1	62.6	75.1	8	5	6	9	61.3	47.3	52.9	59.1	67.9	77.8

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
AHR000 HR Generalist/Consultant Generalist/Multidiscipline	13	50	56.3	44.4	49.2	56.1	64.1	66.6	8	5	7	8	59.2	46.6	51.3	60.8	68.7	71.0
AHR060 Benefits	12	16	62.4	44.2	55.5	62.5	70.6	78.8	7	5	6	9	65.1	44.3	55.5	67.5	74.8	83.2
AHR140 Recruitment Generalist/Multidiscipline	15	29	56.7	45.1	51.8	54.1	56.5	78.5	7	5	6	9	60.0	45.1	53.4	58.7	62.3	84.1
AHR160 HR Service Center	8	26	56.3	---	48.1	51.6	67.9	---	7	5	6	9	58.6	---	49.1	55.6	71.0	---

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	6	9	54.6	---	44.7	57.0	62.0	---	---	---	---	---	55.3	---	44.9	57.0	63.0	---
\$1B to \$3B	18	50	56.6	44.4	50.7	55.6	61.0	75.6	9	6	7	10	59.3	47.1	52.1	56.0	63.2	77.5
\$3B to \$6B	5	26	58.3	---	50.7	61.7	64.2	---	6	4	5	7	61.6	---	53.1	65.0	68.5	---
Greater than \$6B	16	57	61.6	48.2	51.1	56.5	70.8	85.0	8	6	6	10	65.7	51.1	53.3	63.2	75.9	90.1

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	6	13	58.1	---	48.2	52.9	68.6	---	---	---	---	---	62.0	---	49.6	58.1	74.1	---
Nonnuclear	42	129	58.0	46.0	50.6	56.1	62.3	74.1	8	5	6	9	60.9	47.8	53.0	58.9	67.5	76.5

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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	41	127	57.3	45.1	50.3	55.3	61.4	74.6	8	5	6	9	60.2	46.9	52.4	58.7	65.3	78.5
Noncorporate	5	10	59.8	---	49.6	61.7	69.1	---	---	---	---	---	62.9	---	52.0	67.2	71.7	---

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	8	11	69.2	---	55.2	71.6	81.9	---	6	5	6	8	72.7	---	56.5	74.2	87.3	---
Southeast	11	37	53.5	42.7	49.4	53.9	60.0	62.6	7	4	6	8	56.3	43.0	52.3	56.0	62.3	67.9
North Central	13	46	56.4	46.0	49.7	58.9	61.2	65.2	9	7	9	11	58.8	47.8	52.4	59.1	65.8	70.3
South Central	13	34	58.4	44.0	51.9	56.1	63.5	78.5	10	5	6	16	62.1	45.5	53.3	59.5	66.8	90.0

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Function : AHR – Human Resources

Level : U4 – Lead/Advanced (U4)

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	42	63.3	46.8	55.2	66.6	70.5	75.2	7	5	6	9	66.0	48.2	57.8	67.4	75.6	78.0

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
\$1B to \$3B	5	13	54.5	---	47.7	54.2	61.3	---	---	---	---	---	56.2	---	50.1	57.5	61.8	---

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	12	42	63.3	46.8	55.2	66.6	70.5	75.2	7	5	6	9	66.0	48.2	57.8	67.4	75.6	78.0

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	12	41	64.5	51.2	58.6	66.6	70.5	75.2	7	5	6	9	67.2	55.5	58.7	67.4	75.6	78.0

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Function : AHS – Environmental Health and Safety
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
	60	217	107.2	89.4	94.7	109.6	117.6	126.3	14	10	12	17	120.4	93.5	105.0	121.3	135.5	146.0

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
AHS000 Environmental Health and Safety Generalist/Multidiscipline	17	49	109.4	91.0	102.1	106.1	118.1	139.5	15	10	13	21	125.4	98.0	111.8	116.0	141.7	158.2
AHS010 Environmental Science	25	93	108.8	83.6	97.3	111.1	122.8	127.5	15	10	15	18	123.8	86.8	105.9	126.9	140.6	146.2
AHS030 Health and Safety	13	22	111.9	92.7	99.3	108.7	127.3	130.6	14	11	14	16	124.3	96.0	109.6	124.2	138.8	152.4
AHS050 Safety	12	41	107.8	92.4	102.0	109.6	113.4	118.9	13	9	11	17	120.4	100.4	108.4	122.9	131.8	134.7

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	15	117.4	---	103.4	122.2	128.3	---	11	3	12	15	126.2	---	107.3	129.4	142.4	---
\$1B to \$3B	19	42	100.7	75.0	89.4	97.2	112.6	128.2	12	8	11	16	110.3	78.8	93.3	106.4	125.7	142.6
\$3B to \$6B	10	54	109.4	90.5	102.4	109.9	117.5	122.8	14	10	13	19	125.2	105.4	111.2	125.8	136.3	150.2
Greater than \$6B	24	106	107.9	91.1	102.0	111.0	116.3	122.4	16	11	13	18	124.6	99.8	114.3	124.0	138.1	147.5

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
Nuclear	8	32	113.3	---	97.3	115.4	126.7	---	18	11	14	26	132.2	---	107.8	137.1	148.0	---
Nonnuclear	56	185	106.8	87.2	94.7	107.9	117.3	126.6	14	10	12	16	120.0	92.9	105.0	119.3	135.5	147.0

All values in US Dollars
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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
Corporate	41	120	106.1	79.1	93.4	107.4	117.5	127.5	12	9	12	16	117.4	85.8	101.6	117.2	133.8	143.4
Noncorporate	20	72	108.8	92.2	95.8	111.0	121.6	124.0	16	10	12	20	124.6	93.5	111.1	124.8	139.8	150.7
Single Plant	5	20	107.6	---	88.6	112.8	124.0	---	17	13	15	23	126.7	---	101.0	138.5	146.5	---

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
Northeast	13	36	110.4	87.0	102.7	111.1	120.4	127.8	13	10	13	18	125.2	99.8	114.0	128.3	137.1	148.2
Southeast	13	54	104.5	73.7	89.6	104.0	120.7	126.0	12	7	11	14	117.7	79.5	95.9	110.5	139.9	158.3
North Central	17	54	104.4	91.1	96.9	106.4	109.4	114.5	15	11	13	17	117.9	103.7	108.4	116.0	124.9	138.8
South Central	22	60	114.5	93.3	103.4	114.5	124.6	136.3	16	11	15	20	129.9	98.7	112.3	133.2	146.2	155.1
West Coast	6	13	96.5	---	75.7	98.5	117.7	---	12	8	12	17	107.1	---	81.4	109.3	133.4	---

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
Houston-Sugar Land-Baytown, TX	7	13	116.1	---	113.6	114.0	125.5	---	18	9	15	26	137.2	---	124.2	143.5	151.8	---	

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Willis Towers Watson

Function : AHS – Environmental Health and Safety
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
	91	517	128.2	111.3	118.1	127.5	135.5	147.8	17	13	17	20	148.1	119.1	136.6	147.8	158.6	175.9

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
AHS000 Environmental Health and Safety Generalist/Multidiscipline	35	112	129.7	108.3	118.7	127.5	138.9	158.9	18	12	18	23	151.0	120.2	134.7	148.1	162.9	186.9
AHS010 Environmental Science	40	164	129.3	113.9	119.7	128.7	137.9	145.9	18	14	18	20	151.4	119.7	140.9	153.8	162.1	177.9
AHS020 Environmental Remediation	9	20	135.5	---	123.6	131.3	148.1	---	16	10	15	15	154.6	---	137.5	151.1	172.4	---
AHS030 Health and Safety	34	119	125.2	104.9	114.7	126.7	134.0	148.8	17	12	17	21	146.8	127.2	133.3	144.9	162.3	176.2
AHS050 Safety	40	92	120.8	93.8	111.7	121.0	129.6	143.0	15	11	16	19	138.2	107.6	128.2	141.6	152.9	162.9

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	15	38	129.2	101.9	117.0	130.9	144.5	159.9	17	13	18	20	145.0	108.1	132.9	145.1	153.9	180.8
\$1B to \$3B	29	71	129.6	109.8	116.5	128.0	140.9	153.5	14	8	14	16	144.8	112.3	127.2	144.7	159.6	170.7
\$3B to \$6B	17	99	124.9	102.8	114.2	127.4	135.1	144.9	16	12	16	21	145.5	113.9	133.7	144.0	159.6	179.8
Greater than \$6B	30	309	128.3	114.7	123.5	127.5	130.9	146.4	20	16	19	22	154.2	137.2	145.0	153.6	162.2	176.1

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	10	46	126.6	110.5	119.7	127.1	135.1	142.0	17	9	15	25	147.2	130.7	135.7	146.3	158.5	162.8
Nonnuclear	88	471	128.6	112.5	118.3	127.5	136.0	147.9	17	13	17	20	148.5	117.9	136.7	148.1	159.3	178.2

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Summary Breakout Table

WillisTowersWatson 

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	64	297	128.9	111.7	118.6	128.0	137.2	148.2	17	13	16	21	148.5	117.0	134.0	149.2	158.6	177.7
Noncorporate	38	171	123.1	99.1	113.7	126.0	131.5	143.1	18	12	17	21	144.7	105.9	135.0	146.8	158.7	178.5
Single Plant	10	39	130.8	113.7	119.9	128.1	137.2	166.1	18	14	16	22	152.5	130.6	135.2	150.1	161.6	198.2
Multiple Plant	5	10	127.8	---	112.0	135.3	140.0	---	13	8	12	18	144.1	---	123.5	147.9	162.8	---

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	25	83	127.1	110.3	116.0	128.6	135.2	148.2	17	10	18	21	145.2	118.6	135.7	147.8	156.9	167.1
Southeast	23	129	123.9	110.2	117.0	123.1	132.9	137.3	16	11	17	20	142.9	118.2	132.8	141.1	158.3	162.9
North Central	27	95	124.4	100.5	112.9	128.0	137.3	147.7	17	15	17	21	144.5	108.3	130.5	148.4	162.7	172.4
South Central	38	164	128.5	109.1	120.3	129.2	138.1	146.3	18	13	18	21	149.6	121.8	138.0	146.1	162.1	178.7
West Coast	12	46	128.9	108.0	116.0	125.2	146.8	156.2	17	13	15	20	151.5	116.9	134.0	144.8	176.7	186.6

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
Chicago–Naperville–Joliet, IL–IN–WI	5	12	127.3	---	111.3	128.7	142.7	---	22	15	18	32	156.3	---	130.1	164.9	178.2	---
Houston–Sugar Land–Baytown, TX	17	61	133.1	107.6	121.3	132.5	143.2	164.0	23	18	21	25	158.9	108.0	140.8	154.3	174.9	203.8
New York–Northern New Jersey–Long Island, NY–NJ–PA	6	22	123.3	---	102.0	127.2	140.5	---	---	---	---	---	135.4	---	108.3	144.9	156.2	---
Philadelphia–Camden–Wilmington, PA–NJ–DE–MD	5	11	129.8	---	127.0	129.7	132.6	---	15	10	13	23	149.5	---	142.4	147.8	157.3	---
Pittsburgh, PA	5	6	132.2	---	123.9	133.5	139.9	---	20	12	21	27	158.4	---	149.1	152.3	170.8	---

All values in US Dollars
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Company weighted statistics
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Function : AHS – Environmental Health and Safety
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
	56	180	157.2	132.0	142.7	155.9	171.1	183.7	23	17	24	29	191.4	148.0	165.3	189.1	208.9	237.6

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
AHS000 Environmental Health and Safety Generalist/Multidiscipline	25	69	159.0	130.6	144.8	160.7	173.8	187.2	25	22	25	34	195.4	137.2	167.2	194.0	218.9	252.0
AHS010 Environmental Science	22	55	155.1	131.0	141.7	153.2	168.9	181.7	26	20	25	32	196.4	154.5	164.3	199.0	214.2	240.2
AHS030 Health and Safety	15	25	154.1	128.7	145.5	153.4	164.0	180.6	24	15	24	29	188.8	157.0	165.4	184.0	219.1	231.9
AHS050 Safety	21	27	154.4	126.0	143.7	153.1	172.5	181.4	23	17	24	31	188.8	151.3	173.6	185.6	204.0	232.3

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
Less than \$1B	8	10	146.1	---	129.8	137.7	165.2	---	20	18	21	23	164.5	---	140.4	160.5	193.4	---
\$1B to \$3B	19	33	157.8	128.3	142.8	154.3	172.8	182.5	20	11	21	25	186.6	150.1	160.6	184.1	204.4	228.3
Greater than \$6B	25	111	160.9	140.3	149.7	162.0	172.5	184.6	27	22	26	32	204.3	180.1	183.8	203.0	219.8	241.5

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	6	26	150.1	---	130.0	156.1	164.9	---	25	13	20	40	188.4	---	154.7	181.6	228.0	---
Nonnuclear	52	154	158.3	132.3	143.6	158.4	172.6	184.1	24	18	24	29	193.1	150.5	169.3	191.3	208.9	238.2

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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	43	111	157.8	132.6	142.8	153.6	172.9	184.0	24	17	24	31	191.6	150.7	165.2	191.3	216.9	235.4
Noncorporate	17	63	154.6	128.8	144.3	151.0	167.0	174.4	26	20	24	33	195.1	155.4	173.0	194.0	207.9	259.4

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	8	23	149.6	---	146.5	154.0	161.2	---	27	21	27	35	189.4	---	158.1	199.1	217.0	---
Southeast	15	50	150.6	123.5	132.4	149.9	165.2	179.0	23	8	24	32	180.7	129.0	151.6	176.9	207.2	238.5
North Central	19	37	153.9	122.6	141.7	150.9	172.1	183.4	22	16	20	33	187.2	143.3	165.4	187.9	203.1	245.8
South Central	24	55	159.4	130.9	148.7	158.1	171.6	187.5	26	21	24	29	198.5	160.7	180.6	194.0	217.1	249.2
West Coast	8	15	156.0	---	134.9	151.3	182.1	---	20	15	21	27	184.4	---	147.1	182.1	226.5	---

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
Houston–Sugar Land–Baytown, TX	12	24	164.8	137.2	150.8	162.2	180.3	202.0	29	21	27	36	210.5	147.4	182.3	204.2	243.8	275.7
Philadelphia–Camden–Wilmington, PA–NJ–DE–MD	5	11	147.2	---	120.5	150.8	172.0	---	---	---	---	---	182.0	---	133.5	195.8	223.7	---

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WillisTowersWatson 

Function : AHS – Environmental Health and Safety
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
	31	88	181.6	141.7	167.0	179.4	192.6	228.2	25	20	25	32	225.9	168.5	196.5	230.8	248.5	285.1

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
AHS000 Environmental Health and Safety Generalist/Multidiscipline	25	55	180.3	129.8	159.1	183.6	198.0	217.7	25	20	24	31	226.0	162.0	194.6	230.8	255.8	291.0
AHS030 Health and Safety	8	16	168.5	---	152.6	170.6	182.2	---	29	22	28	40	218.4	---	190.9	213.8	246.6	---

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	20	187.1	---	173.3	192.2	198.9	---	17	6	22	25	221.3	---	198.2	221.8	248.3	---
\$3B to \$6B	6	19	174.0	---	154.6	166.8	190.0	---	23	12	24	31	214.1	---	184.0	198.0	255.0	---
Greater than \$6B	14	46	176.5	134.7	163.4	178.8	184.9	217.8	31	24	31	41	232.0	154.8	213.9	235.9	249.9	298.0

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	6	7	180.8	---	174.8	182.3	188.2	---	28	15	29	42	230.5	---	210.6	224.2	256.4	---
Nonnuclear	28	81	181.3	138.1	164.3	179.1	196.0	230.6	25	20	25	30	225.9	166.6	191.7	228.8	249.8	289.1

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	44	187.0	152.9	174.5	185.4	198.8	228.9	27	21	29	36	234.9	180.4	203.0	233.3	258.3	287.6
Noncorporate	13	39	173.9	133.8	157.0	170.2	189.2	228.5	23	11	23	34	216.9	149.0	181.5	205.9	251.2	289.8

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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	8	15	156.4	---	133.9	151.4	183.8	---	23	11	24	33	193.6	---	153.4	181.5	241.3	---
Southeast	7	21	188.9	---	168.5	191.9	196.1	---	23	6	23	41	238.0	---	196.5	241.1	274.4	---
North Central	8	17	172.6	---	153.2	170.5	181.1	---	25	12	24	39	214.7	---	191.5	212.9	249.5	---
South Central	13	29	181.2	138.8	168.0	179.4	198.9	217.1	29	23	29	36	226.7	156.1	196.1	240.5	251.3	280.6

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	189.9	---	164.8	183.8	217.9	---	35	28	36	41	255.3	---	229.6	245.9	285.6	---

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