

Position Report

Data Effective 4/1/2018		Top HR (HR1)									
		Human Resources									
		# Firms	# Employees	Base Salary	Target Bonus as Pct Salary, Excl \$0	Target Cash Compensation	Actual Bonus as Pct Salary, Excl \$0	Actual Bonus, Incl \$0	Actual Total Cash Compensation	LTI Value, Incl \$0	Actual Total Direct Compensation
Corporate	All Firms	115	115	\$351.5	60.4%	\$576.0	59.6%	\$185.7	\$537.2	\$458.5	\$995.6
Unit	All Firms	9	15	\$340.6	58.1%	\$498.7	51.5%	\$164.1	\$504.7	\$181.8	\$686.4
Corporate and Unit	All Firms	121	130	\$350.2	60.1%	\$567.1	58.5%	\$183.2	\$533.4	\$426.5	\$959.9
Organizational Revenue											
Corporate	Under \$500M	23	23	\$229.3	35.6%	\$299.2	25.8%	\$34.1	\$263.3	\$130.6	\$393.9
	\$500M to < \$2.5B	40	40	\$325.2	49.8%	\$483.4	42.2%	\$104.3	\$429.5	\$237.1	\$666.6
	\$2.5B to < \$10B	29	29	\$380.0	76.0%	\$670.5	77.3%	\$288.2	\$668.2	\$367.4	\$1,035.6
	\$10B and Over	23	23	\$483.4	81.2%	\$894.4	85.6%	\$349.6	\$833.0	\$1,286.1	\$2,119.1
Unit	Under \$500M	2	2								
	\$500M to < \$2.5B	1	2								
	\$2.5B to < \$10B	4	6	\$263.1	59.7%	\$350.1	64.6%	\$128.5	\$391.6	\$105.7	\$497.3
	\$10B and Over	2	4								
Corporate and Unit	Under \$500M	25	25	\$240.3	35.6%	\$317.1	27.6%	\$44.5	\$284.7	\$123.5	\$408.2
	\$500M to < \$2.5B	41	42	\$325.8	48.7%	\$477.6	39.8%	\$100.5	\$426.2	\$225.8	\$652.0
	\$2.5B to < \$10B	32	35	\$357.6	74.7%	\$612.2	77.3%	\$266.7	\$624.4	\$318.4	\$942.7
	\$10B and Over	24	27	\$482.3	79.4%	\$884.0	78.6%	\$332.9	\$815.2	\$1,168.5	\$1,983.7
Levels from CEO											
Corporate	CEO / Chairman		0								
	Direct Report to CEO	63	63	\$387.5	68.5%	\$663.7	72.0%	\$252.6	\$640.1	\$608.7	\$1,248.8
	2 Below CEO	48	48	\$307.9	53.4%	\$472.0	43.2%	\$106.8	\$414.7	\$283.0	\$697.7
	3 Below CEO	4	4	\$306.2	38.8%	\$441.3	28.7%	\$78.9	\$385.1	\$197.2	\$582.3
	4 Below CEO		0								
	5 or More Below CEO		0								
Unit	CEO / Chairman		0								
	Direct Report to CEO	2	2								
	2 Below CEO	5	8	\$321.8	44.1%	\$449.9	32.6%	\$102.5	\$424.3	\$125.2	\$549.4
	3 Below CEO	2	4								
	4 Below CEO	1	1								
	5 or More Below CEO		0								
Corporate and Unit	CEO / Chairman		0								
	Direct Report to CEO	65	65	\$388.6	67.1%	\$661.2	70.6%	\$249.7	\$638.3	\$591.2	\$1,229.6
	2 Below CEO	52	56	\$312.5	52.6%	\$475.0	41.4%	\$107.4	\$419.8	\$262.7	\$682.5
	3 Below CEO	6	8	\$276.8	51.7%	\$375.1	52.4%	\$104.1	\$380.9	\$127.3	\$508.2
	4 Below CEO	1	1								
	5 or More Below CEO		0								

Position Report

Data Effective 4/1/2018		Top HR (HR1)								Number Responses
		All Firms								
		Average	10th Ptile	25th Ptile	50th Ptile	60th Ptile	65th Ptile	75th Ptile	90th Ptile	
Corporate	# Firms	115								
	# Employees	115								
	Organizational Revenue (\$M)	\$9,943	\$220	\$788	\$2,227	\$2,984	\$3,358	\$7,209	\$21,535	115
	Base Salary (\$K)	\$351.5	\$212.0	\$265.3	\$330.0	\$347.5	\$362.0	\$400.0	\$540.0	115
	Target Bonus as Pct Salary, Excl \$0	60.4%	15.0%	40.0%	50.0%	60.0%	65.0%	77.5%	100.0%	92
	Target Cash Compensation (\$K)	\$576.0	\$246.1	\$360.0	\$494.0	\$548.3	\$608.0	\$700.0	\$1,092.0	115
	Actual Bonus (\$K), Incl \$0	\$185.7	\$0.0	\$3.1	\$75.0	\$147.4	\$180.0	\$268.0	\$534.6	115
	Actual Bonus (\$K), Excl \$0	\$245.5	\$25.0	\$55.3	\$154.5	\$220.3	\$255.0	\$339.9	\$654.5	87
	Actual Total Cash Compensation (\$K)	\$537.2	\$234.6	\$299.0	\$408.0	\$492.4	\$550.0	\$695.3	\$1,038.6	115
	LTI Value (\$K), Incl \$0	\$458.5	\$0.0	\$0.0	\$230.0	\$309.7	\$382.7	\$600.0	\$1,024.2	115
	LTI Value (\$K), Excl \$0	\$675.9	\$79.0	\$200.0	\$384.1	\$454.8	\$636.9	\$788.7	\$1,727.2	78
Actual Total Direct Compensation (\$K)	\$995.6	\$281.3	\$364.1	\$653.6	\$750.5	\$889.6	\$1,294.0	\$1,949.7	115	
Unit	# Firms	9								
	# Employees	15								
	Organizational Revenue (\$M)	\$14,226	\$52	\$1,427	\$7,437	\$8,194	\$8,792	\$16,348	\$53,070	14
	Base Salary (\$K)	\$340.6	\$198.0	\$267.8	\$294.0	\$320.4	\$343.1	\$435.9	\$500.0	15
	Target Bonus as Pct Salary, Excl \$0	58.1%	12.0%	46.0%	51.0%	60.0%	60.0%	60.0%	100.0%	13
	Target Cash Compensation (\$K)	\$498.7	\$229.7	\$299.9	\$427.5	\$434.4	\$434.6	\$697.5	\$800.0	15
	Actual Bonus (\$K), Incl \$0	\$164.1	\$10.0	\$48.2	\$136.2	\$145.5	\$150.3	\$192.5	\$415.0	15
	Actual Bonus (\$K), Excl \$0	\$175.8	\$35.4	\$68.5	\$138.5	\$150.3	\$162.2	\$192.5	\$415.0	14
	Actual Total Cash Compensation (\$K)	\$504.7	\$304.0	\$322.2	\$442.9	\$497.7	\$535.5	\$568.5	\$745.4	15
	LTI Value (\$K), Incl \$0	\$181.8	\$0.0	\$0.0	\$82.5	\$143.8	\$187.6	\$199.9	\$300.3	15
	LTI Value (\$K), Excl \$0	\$340.8	\$82.5	\$143.8	\$193.7	\$199.9	\$250.3	\$275.3	\$1,418.6	8
Actual Total Direct Compensation (\$K)	\$686.4	\$304.0	\$322.2	\$625.5	\$639.0	\$647.4	\$805.3	\$835.8	15	
Corporate and Unit	# Firms	121								
	# Employees	130								
	Organizational Revenue (\$M)	\$10,408	\$191	\$817	\$2,330	\$3,189	\$4,000	\$8,194	\$24,556	129
	Base Salary (\$K)	\$350.2	\$211.0	\$267.8	\$327.2	\$344.0	\$362.0	\$400.0	\$532.5	130
	Target Bonus as Pct Salary, Excl \$0	60.1%	15.0%	40.0%	51.0%	60.0%	60.0%	75.0%	100.0%	105
	Target Cash Compensation (\$K)	\$567.1	\$244.0	\$354.3	\$463.3	\$542.3	\$600.0	\$700.0	\$1,071.0	130
	Actual Bonus (\$K), Incl \$0	\$183.2	\$0.0	\$10.0	\$89.9	\$147.4	\$167.4	\$255.0	\$530.6	130
	Actual Bonus (\$K), Excl \$0	\$235.8	\$27.0	\$57.2	\$150.0	\$207.0	\$250.7	\$310.4	\$590.9	101
	Actual Total Cash Compensation (\$K)	\$533.4	\$241.0	\$309.7	\$421.0	\$492.4	\$550.0	\$680.0	\$1,014.1	130
	LTI Value (\$K), Incl \$0	\$426.5	\$0.0	\$0.0	\$188.8	\$266.3	\$319.9	\$454.8	\$1,016.5	130
	LTI Value (\$K), Excl \$0	\$644.8	\$82.5	\$190.0	\$353.2	\$445.6	\$583.5	\$742.4	\$1,519.0	86
Actual Total Direct Compensation (\$K)	\$959.9	\$282.3	\$350.0	\$631.0	\$748.8	\$803.6	\$1,178.5	\$1,947.0	130	

Position Report

		Top HR (HR1)								
Data Effective 4/1/2018		Organization Revenue: Under \$500M								
		Average	10th Ptile	25th Ptile	50th Ptile	60th Ptile	65th Ptile	75th Ptile	90th Ptile	Number Responses
Corporate	# Firms	23								
	# Employees	23								
	Organizational Revenue (\$M)	\$219	\$13	\$82	\$220	\$260	\$273	\$333	\$443	23
	Base Salary (\$K)	\$229.3	\$155.0	\$198.0	\$227.1	\$246.1	\$248.0	\$272.5	\$285.8	23
	Target Bonus as Pct Salary, Excl \$0	35.6%	15.0%	25.0%	40.0%	40.0%	50.0%	50.0%	50.0%	17
	Target Cash Compensation (\$K)	\$299.2	\$189.8	\$205.1	\$280.0	\$295.0	\$340.7	\$386.4	\$428.7	23
	Actual Bonus (\$K), Incl \$0	\$34.1	\$0.0	\$0.0	\$25.0	\$30.5	\$33.8	\$61.7	\$77.6	23
	Actual Bonus (\$K), Excl \$0	\$60.3	\$25.0	\$30.5	\$43.3	\$61.7	\$67.0	\$75.0	\$83.9	13
	Actual Total Cash Compensation (\$K)	\$263.3	\$180.5	\$198.0	\$279.1	\$283.6	\$285.8	\$330.0	\$350.1	23
	LTI Value (\$K), Incl \$0	\$130.6	\$0.0	\$0.0	\$40.3	\$110.7	\$140.8	\$252.5	\$320.6	23
	LTI Value (\$K), Excl \$0	\$214.6	\$23.3	\$79.0	\$209.0	\$252.5	\$262.5	\$270.0	\$420.3	14
	Actual Total Direct Compensation (\$K)	\$393.9	\$194.0	\$210.0	\$319.4	\$438.8	\$451.3	\$470.0	\$700.0	23
Unit	# Firms	2								
	# Employees	2								
	Organizational Revenue (\$M)									0
	Base Salary (\$K)									0
	Target Bonus as Pct Salary, Excl \$0									0
	Target Cash Compensation (\$K)									0
	Actual Bonus (\$K), Incl \$0									0
	Actual Bonus (\$K), Excl \$0									0
	Actual Total Cash Compensation (\$K)									0
	LTI Value (\$K), Incl \$0									0
	LTI Value (\$K), Excl \$0									0
	Actual Total Direct Compensation (\$K)									0
Corporate and Unit	# Firms	25								
	# Employees	25								
	Organizational Revenue (\$M)	\$205	\$13	\$52	\$191	\$256	\$273	\$326	\$443	25
	Base Salary (\$K)	\$240.3	\$155.0	\$200.0	\$240.3	\$248.3	\$249.5	\$272.5	\$330.0	25
	Target Bonus as Pct Salary, Excl \$0	35.6%	12.0%	20.0%	40.0%	40.0%	50.0%	50.0%	60.0%	19
	Target Cash Compensation (\$K)	\$317.1	\$189.8	\$210.0	\$286.9	\$320.3	\$354.3	\$386.4	\$462.0	25
	Actual Bonus (\$K), Incl \$0	\$44.5	\$0.0	\$0.0	\$27.0	\$33.9	\$43.3	\$61.7	\$83.9	25
	Actual Bonus (\$K), Excl \$0	\$74.1	\$25.0	\$30.5	\$48.2	\$64.4	\$67.0	\$77.6	\$220.3	15
	Actual Total Cash Compensation (\$K)	\$284.7	\$180.5	\$200.0	\$283.4	\$287.3	\$295.0	\$330.0	\$359.9	25
	LTI Value (\$K), Incl \$0	\$123.5	\$0.0	\$0.0	\$40.3	\$96.6	\$140.8	\$231.6	\$320.6	25
	LTI Value (\$K), Excl \$0	\$205.8	\$23.3	\$79.0	\$186.3	\$242.1	\$252.5	\$270.0	\$420.3	15
	Actual Total Direct Compensation (\$K)	\$408.2	\$194.0	\$246.1	\$319.4	\$445.1	\$452.7	\$470.0	\$706.1	25

Position Report

		Top HR (HR1)								
Data Effective 4/1/2018		Organization Revenue: \$500M to < \$2.5B								
		Average	10th Ptile	25th Ptile	50th Ptile	60th Ptile	65th Ptile	75th Ptile	90th Ptile	Number Responses
Corporate	# Firms	40								
	# Employees	40								
	Organizational Revenue (\$M)	\$1,353	\$751	\$862	\$1,105	\$1,363	\$1,648	\$1,876	\$2,294	40
	Base Salary (\$K)	\$325.2	\$253.0	\$275.0	\$313.6	\$330.0	\$333.0	\$350.0	\$400.0	40
	Target Bonus as Pct Salary, Excl \$0	49.8%	15.0%	40.0%	50.0%	50.0%	60.0%	60.0%	75.0%	33
	Target Cash Compensation (\$K)	\$483.4	\$329.2	\$373.2	\$440.2	\$487.5	\$503.1	\$568.8	\$710.0	40
	Actual Bonus (\$K), Incl \$0	\$104.3	\$0.0	\$0.0	\$59.7	\$85.5	\$104.7	\$173.7	\$282.2	40
	Actual Bonus (\$K), Excl \$0	\$143.9	\$24.0	\$53.7	\$98.8	\$160.2	\$167.4	\$206.1	\$329.7	29
	Actual Total Cash Compensation (\$K)	\$429.5	\$279.4	\$315.0	\$358.6	\$388.8	\$405.5	\$490.2	\$687.5	40
	LTI Value (\$K), Incl \$0	\$237.1	\$0.0	\$0.0	\$101.3	\$155.6	\$249.0	\$382.8	\$771.4	40
	LTI Value (\$K), Excl \$0	\$379.3	\$75.0	\$105.2	\$319.3	\$382.8	\$400.0	\$445.6	\$895.2	25
	Actual Total Direct Compensation (\$K)	\$666.6	\$311.0	\$357.0	\$486.6	\$656.0	\$725.8	\$763.0	\$1,438.4	40
Unit	# Firms	1								
	# Employees	2								
	Organizational Revenue (\$M)									0
	Base Salary (\$K)									0
	Target Bonus as Pct Salary, Excl \$0									0
	Target Cash Compensation (\$K)									0
	Actual Bonus (\$K), Incl \$0									0
	Actual Bonus (\$K), Excl \$0									0
	Actual Total Cash Compensation (\$K)									0
	LTI Value (\$K), Incl \$0									0
	LTI Value (\$K), Excl \$0									0
	Actual Total Direct Compensation (\$K)									0
Corporate and Unit	# Firms	41								
	# Employees	42								
	Organizational Revenue (\$M)	\$1,357	\$754	\$864	\$1,161	\$1,427	\$1,609	\$1,838	\$2,278	42
	Base Salary (\$K)	\$325.8	\$255.0	\$275.0	\$313.6	\$330.0	\$334.2	\$350.0	\$400.0	42
	Target Bonus as Pct Salary, Excl \$0	48.7%	10.0%	40.0%	50.0%	50.0%	60.0%	60.0%	75.0%	34
	Target Cash Compensation (\$K)	\$477.6	\$315.1	\$371.4	\$430.0	\$480.0	\$502.2	\$560.0	\$700.0	42
	Actual Bonus (\$K), Incl \$0	\$100.5	\$0.0	\$0.0	\$54.5	\$75.0	\$98.8	\$167.4	\$269.0	42
	Actual Bonus (\$K), Excl \$0	\$136.1	\$24.0	\$52.0	\$96.0	\$154.5	\$167.4	\$206.1	\$295.3	31
	Actual Total Cash Compensation (\$K)	\$426.2	\$280.0	\$315.0	\$358.6	\$392.2	\$411.1	\$478.3	\$679.7	42
	LTI Value (\$K), Incl \$0	\$225.8	\$0.0	\$0.0	\$96.0	\$121.2	\$235.6	\$381.3	\$742.4	42
	LTI Value (\$K), Excl \$0	\$379.3	\$75.0	\$105.2	\$319.3	\$382.8	\$400.0	\$445.6	\$895.2	25
	Actual Total Direct Compensation (\$K)	\$652.0	\$307.1	\$350.0	\$480.0	\$615.6	\$718.5	\$751.0	\$1,422.1	42

Position Report

Data Effective 4/1/2018		Top HR (HR1)								
		Organization Revenue: \$2.5B to < \$10B								
		Average	10th Ptile	25th Ptile	50th Ptile	60th Ptile	65th Ptile	75th Ptile	90th Ptile	Number Responses
Corporate	# Firms	29								
	# Employees	29								
	Organizational Revenue (\$M)	\$4,869	\$2,742	\$3,050	\$4,000	\$5,108	\$5,400	\$6,056	\$8,573	29
	Base Salary (\$K)	\$380.0	\$258.8	\$335.0	\$375.0	\$385.0	\$390.0	\$408.0	\$525.0	29
	Target Bonus as Pct Salary, Excl \$0	76.0%	50.0%	50.0%	75.0%	75.0%	75.0%	85.0%	100.0%	21
	Target Cash Compensation (\$K)	\$670.5	\$297.6	\$506.3	\$652.8	\$675.0	\$680.0	\$796.4	\$1,100.0	29
	Actual Bonus (\$K), Incl \$0	\$288.2	\$22.0	\$120.1	\$221.3	\$310.4	\$339.9	\$418.0	\$702.7	29
	Actual Bonus (\$K), Excl \$0	\$309.6	\$34.3	\$122.6	\$255.0	\$339.9	\$413.1	\$434.4	\$702.7	27
	Actual Total Cash Compensation (\$K)	\$668.2	\$281.3	\$445.0	\$605.0	\$700.4	\$739.9	\$892.7	\$1,161.0	29
	LTI Value (\$K), Incl \$0	\$367.4	\$0.0	\$0.0	\$272.1	\$383.8	\$438.6	\$600.0	\$919.0	29
	LTI Value (\$K), Excl \$0	\$560.8	\$190.6	\$272.1	\$450.0	\$600.0	\$662.0	\$788.7	\$1,185.7	19
Actual Total Direct Compensation (\$K)	\$1,035.6	\$281.3	\$631.6	\$940.2	\$1,116.3	\$1,165.6	\$1,342.7	\$1,949.7	29	
Unit	# Firms	4								
	# Employees	6								
	Organizational Revenue (\$M)	\$5,671	\$3,189	\$3,189	\$3,683	\$7,880	\$7,880	\$7,880	\$8,194	6
	Base Salary (\$K)	\$263.1	\$198.0	\$246.0	\$289.4	\$289.4	\$289.4	\$292.6	\$292.6	6
	Target Bonus as Pct Salary, Excl \$0	59.7%	46.0%	46.0%	50.0%	50.0%	50.0%	51.0%	149.0%	5
	Target Cash Compensation (\$K)	\$350.1	\$229.7	\$246.0	\$427.2	\$427.2	\$427.2	\$434.1	\$434.1	6
	Actual Bonus (\$K), Incl \$0	\$128.5	\$0.0	\$0.0	\$136.2	\$140.8	\$140.8	\$150.3	\$150.3	6
	Actual Bonus (\$K), Excl \$0	\$171.7	\$135.0	\$136.2	\$140.8	\$150.3	\$150.3	\$150.3	\$415.0	5
	Actual Total Cash Compensation (\$K)	\$391.6	\$246.0	\$246.0	\$425.6	\$425.6	\$425.6	\$442.9	\$442.9	6
	LTI Value (\$K), Incl \$0	\$105.7	\$0.0	\$0.0	\$187.6	\$187.6	\$187.6	\$199.9	\$199.9	6
	LTI Value (\$K), Excl \$0	\$180.6	\$100.0	\$187.6	\$187.6	\$199.9	\$199.9	\$199.9	\$199.9	3
Actual Total Direct Compensation (\$K)	\$497.3	\$246.0	\$246.0	\$625.5	\$625.5	\$625.5	\$630.5	\$630.5	6	
Corporate and Unit	# Firms	32								
	# Employees	35								
	Organizational Revenue (\$M)	\$5,141	\$2,807	\$3,063	\$4,200	\$5,472	\$5,832	\$7,209	\$8,573	35
	Base Salary (\$K)	\$357.6	\$235.6	\$289.4	\$360.0	\$375.0	\$385.0	\$400.0	\$500.0	35
	Target Bonus as Pct Salary, Excl \$0	74.7%	46.0%	50.0%	62.5%	75.0%	75.0%	85.0%	100.0%	26
	Target Cash Compensation (\$K)	\$612.2	\$246.0	\$431.3	\$569.6	\$663.3	\$673.8	\$700.0	\$1,050.0	35
	Actual Bonus (\$K), Incl \$0	\$266.7	\$22.0	\$120.1	\$207.0	\$274.5	\$310.4	\$415.7	\$654.5	35
	Actual Bonus (\$K), Excl \$0	\$291.7	\$57.2	\$130.0	\$220.7	\$310.4	\$339.9	\$416.8	\$654.5	32
	Actual Total Cash Compensation (\$K)	\$624.4	\$281.3	\$425.6	\$552.0	\$655.8	\$700.0	\$796.4	\$1,114.6	35
	LTI Value (\$K), Incl \$0	\$318.4	\$0.0	\$0.0	\$199.9	\$296.0	\$382.7	\$454.8	\$852.6	35
	LTI Value (\$K), Excl \$0	\$506.5	\$187.6	\$241.4	\$411.2	\$454.8	\$600.0	\$703.6	\$919.0	22
Actual Total Direct Compensation (\$K)	\$942.7	\$281.3	\$443.5	\$788.1	\$973.5	\$1,076.2	\$1,294.8	\$1,908.1	35	

Position Report

		Top HR (HR1)								
Data Effective 4/1/2018		Organization Revenue: \$10B and Over								
		Average	10th Ptile	25th Ptile	50th Ptile	60th Ptile	65th Ptile	75th Ptile	90th Ptile	Number Responses
Corporate	# Firms	23								
	# Employees	23								
	Organizational Revenue (\$M)	\$41,004	\$11,124	\$14,251	\$21,535	\$26,812	\$32,300	\$42,640	\$79,139	23
	Base Salary (\$K)	\$483.4	\$280.0	\$322.6	\$475.0	\$520.0	\$540.0	\$625.0	\$708.2	23
	Target Bonus as Pct Salary, Excl \$0	81.2%	35.0%	60.0%	85.0%	90.0%	100.0%	100.0%	115.0%	21
	Target Cash Compensation (\$K)	\$894.4	\$371.0	\$450.0	\$855.0	\$978.5	\$1,092.0	\$1,250.0	\$1,350.0	23
	Actual Bonus (\$K), Incl \$0	\$349.6	\$0.0	\$15.9	\$255.0	\$290.4	\$371.3	\$621.0	\$784.3	23
	Actual Bonus (\$K), Excl \$0	\$446.7	\$21.7	\$150.0	\$330.9	\$534.6	\$590.9	\$721.0	\$908.0	18
	Actual Total Cash Compensation (\$K)	\$833.0	\$332.5	\$450.0	\$725.4	\$750.0	\$796.3	\$1,181.5	\$1,360.0	23
	LTI Value (\$K), Incl \$0	\$1,286.1	\$0.0	\$297.6	\$724.6	\$835.3	\$1,024.2	\$2,676.2	\$3,291.5	23
	LTI Value (\$K), Excl \$0	\$1,479.0	\$263.8	\$563.7	\$818.5	\$1,375.7	\$2,088.6	\$2,685.6	\$3,383.2	20
	Actual Total Direct Compensation (\$K)	\$2,119.1	\$518.0	\$750.1	\$1,631.6	\$1,944.4	\$2,013.8	\$3,370.0	\$4,473.0	23
Unit	# Firms	2								
	# Employees	4								
	Organizational Revenue (\$M)									0
	Base Salary (\$K)									0
	Target Bonus as Pct Salary, Excl \$0									0
	Target Cash Compensation (\$K)									0
	Actual Bonus (\$K), Incl \$0									0
	Actual Bonus (\$K), Excl \$0									0
	Actual Total Cash Compensation (\$K)									0
	LTI Value (\$K), Incl \$0									0
	LTI Value (\$K), Excl \$0									0
	Actual Total Direct Compensation (\$K)									0
Corporate and Unit	# Firms	24								
	# Employees	27								
	Organizational Revenue (\$M)	\$40,762	\$11,124	\$16,348	\$21,535	\$32,300	\$34,600	\$53,070	\$79,139	27
	Base Salary (\$K)	\$482.3	\$280.0	\$332.5	\$475.0	\$520.0	\$540.0	\$625.0	\$708.2	27
	Target Bonus as Pct Salary, Excl \$0	79.4%	35.0%	60.0%	80.0%	90.0%	100.0%	100.0%	115.0%	25
	Target Cash Compensation (\$K)	\$884.0	\$371.0	\$532.0	\$800.0	\$978.5	\$1,092.0	\$1,250.0	\$1,350.0	27
	Actual Bonus (\$K), Incl \$0	\$332.9	\$0.0	\$21.7	\$250.7	\$290.4	\$371.3	\$590.9	\$784.3	27
	Actual Bonus (\$K), Excl \$0	\$408.6	\$46.8	\$126.0	\$279.2	\$534.6	\$568.8	\$621.0	\$784.3	22
	Actual Total Cash Compensation (\$K)	\$815.2	\$332.5	\$518.0	\$708.2	\$750.0	\$796.3	\$1,181.5	\$1,360.0	27
	LTI Value (\$K), Incl \$0	\$1,168.5	\$0.0	\$250.3	\$708.4	\$835.3	\$1,024.2	\$2,450.1	\$3,291.5	27
	LTI Value (\$K), Excl \$0	\$1,371.7	\$250.3	\$300.3	\$801.8	\$1,024.2	\$1,418.6	\$2,676.2	\$3,291.5	23
	Actual Total Direct Compensation (\$K)	\$1,983.7	\$518.0	\$750.1	\$1,450.3	\$1,944.4	\$2,013.8	\$3,196.2	\$4,473.0	27

Position Report

Data Effective 4/1/2018		Top HR (HR1)								
		Levels from CEO: Direct Report to CEO								
		Average	10th Ptile	25th Ptile	50th Ptile	60th Ptile	65th Ptile	75th Ptile	90th Ptile	Number Responses
Corporate	# Firms	63								
	# Employees	63								
	Organizational Revenue (\$M)	\$15,648	\$671	\$1,283	\$3,063	\$4,200	\$5,832	\$16,372	\$38,524	63
	Base Salary (\$K)	\$387.5	\$235.6	\$300.0	\$345.0	\$385.0	\$400.0	\$432.6	\$600.4	63
	Target Bonus as Pct Salary, Excl \$0	68.5%	20.0%	45.0%	60.0%	75.0%	80.0%	90.0%	100.0%	46
	Target Cash Compensation (\$K)	\$663.7	\$295.0	\$405.0	\$577.6	\$673.8	\$682.5	\$855.0	\$1,161.0	63
	Actual Bonus (\$K), Incl \$0	\$252.6	\$0.0	\$22.0	\$154.5	\$221.3	\$268.0	\$391.7	\$721.0	63
	Actual Bonus (\$K), Excl \$0	\$312.1	\$34.3	\$75.0	\$221.3	\$294.1	\$339.9	\$450.0	\$731.0	51
	Actual Total Cash Compensation (\$K)	\$640.1	\$280.0	\$347.0	\$520.0	\$631.6	\$695.3	\$796.4	\$1,181.5	63
	LTI Value (\$K), Incl \$0	\$608.7	\$0.0	\$0.0	\$230.0	\$382.7	\$438.6	\$788.7	\$2,450.1	63
	LTI Value (\$K), Excl \$0	\$958.7	\$88.8	\$241.7	\$545.9	\$756.7	\$865.2	\$1,104.9	\$2,755.7	40
	Actual Total Direct Compensation (\$K)	\$1,248.8	\$283.4	\$383.8	\$733.2	\$1,006.8	\$1,178.5	\$1,631.6	\$3,196.2	63
Unit	# Firms	2								
	# Employees	2								
	Organizational Revenue (\$M)									0
	Base Salary (\$K)									0
	Target Bonus as Pct Salary, Excl \$0									0
	Target Cash Compensation (\$K)									0
	Actual Bonus (\$K), Incl \$0									0
	Actual Bonus (\$K), Excl \$0									0
	Actual Total Cash Compensation (\$K)									0
	LTI Value (\$K), Incl \$0									0
	LTI Value (\$K), Excl \$0									0
	Actual Total Direct Compensation (\$K)									0
Corporate and Unit	# Firms	65								
	# Employees	65								
	Organizational Revenue (\$M)	\$15,189	\$521	\$1,283	\$3,050	\$4,085	\$5,832	\$9,716	\$38,524	65
	Base Salary (\$K)	\$388.6	\$235.6	\$300.0	\$350.0	\$387.5	\$400.0	\$432.6	\$600.4	65
	Target Bonus as Pct Salary, Excl \$0	67.1%	15.0%	42.5%	60.0%	65.0%	80.0%	90.0%	100.0%	48
	Target Cash Compensation (\$K)	\$661.2	\$295.0	\$406.0	\$577.6	\$674.4	\$701.3	\$824.3	\$1,161.0	65
	Actual Bonus (\$K), Incl \$0	\$249.7	\$0.0	\$33.9	\$154.5	\$236.0	\$269.0	\$371.3	\$721.0	65
	Actual Bonus (\$K), Excl \$0	\$306.2	\$34.3	\$75.0	\$221.3	\$279.5	\$310.4	\$434.4	\$731.0	53
	Actual Total Cash Compensation (\$K)	\$638.3	\$280.0	\$350.0	\$520.0	\$653.3	\$700.4	\$796.3	\$1,181.5	65
	LTI Value (\$K), Incl \$0	\$591.2	\$0.0	\$0.0	\$190.6	\$353.9	\$438.6	\$724.6	\$2,450.1	65
	LTI Value (\$K), Excl \$0	\$937.3	\$82.5	\$241.4	\$454.8	\$724.6	\$835.3	\$1,024.2	\$2,695.0	41
	Actual Total Direct Compensation (\$K)	\$1,229.6	\$283.4	\$400.0	\$733.2	\$973.5	\$1,178.5	\$1,561.6	\$3,196.2	65

Position Report

		Top HR (HR1)								
Data Effective 4/1/2018		Levels from CEO: 2 Below CEO								
		Average	10th Ptile	25th Ptile	50th Ptile	60th Ptile	65th Ptile	75th Ptile	90th Ptile	Number Responses
Corporate	# Firms	48								
	# Employees	48								
	Organizational Revenue (\$M)	\$3,014	\$51	\$312	\$925	\$1,401	\$2,018	\$2,621	\$11,124	48
	Base Salary (\$K)	\$307.9	\$200.0	\$247.1	\$278.0	\$300.0	\$330.0	\$353.0	\$435.0	48
	Target Bonus as Pct Salary, Excl \$0	53.4%	20.0%	40.0%	50.0%	60.0%	60.0%	65.0%	85.0%	42
	Target Cash Compensation (\$K)	\$472.0	\$205.1	\$309.8	\$401.4	\$440.0	\$480.0	\$552.3	\$723.0	48
	Actual Bonus (\$K), Incl \$0	\$106.8	\$0.0	\$0.0	\$47.9	\$67.0	\$96.0	\$150.0	\$329.7	48
	Actual Bonus (\$K), Excl \$0	\$155.3	\$24.0	\$43.3	\$96.0	\$126.0	\$150.0	\$180.0	\$413.1	33
	Actual Total Cash Compensation (\$K)	\$414.7	\$200.0	\$280.2	\$350.6	\$364.1	\$406.0	\$472.2	\$750.0	48
	LTI Value (\$K), Incl \$0	\$283.0	\$0.0	\$0.0	\$215.8	\$262.5	\$319.3	\$435.1	\$742.4	48
	LTI Value (\$K), Excl \$0	\$388.2	\$92.0	\$186.3	\$300.1	\$390.6	\$420.3	\$600.0	\$800.3	35
	Actual Total Direct Compensation (\$K)	\$697.7	\$246.1	\$352.0	\$535.3	\$615.6	\$706.1	\$895.3	\$1,425.4	48
Unit	# Firms	5								
	# Employees	8								
	Organizational Revenue (\$M)	\$11,805	\$52	\$1,427	\$3,189	\$7,880	\$7,880	\$16,348	\$16,348	7
	Base Salary (\$K)	\$321.8	\$267.8	\$289.4	\$294.0	\$294.0	\$297.7	\$297.7	\$435.9	8
	Target Bonus as Pct Salary, Excl \$0	44.1%	12.0%	46.0%	50.0%	50.0%	50.0%	60.0%	60.0%	7
	Target Cash Compensation (\$K)	\$449.9	\$299.9	\$304.0	\$434.1	\$434.1	\$434.6	\$434.6	\$697.5	8
	Actual Bonus (\$K), Incl \$0	\$102.5	\$10.0	\$48.2	\$119.1	\$136.2	\$136.2	\$150.3	\$162.2	8
	Actual Bonus (\$K), Excl \$0	\$102.5	\$10.0	\$48.2	\$119.1	\$136.2	\$136.2	\$150.3	\$162.2	8
	Actual Total Cash Compensation (\$K)	\$424.3	\$304.0	\$315.9	\$425.6	\$442.9	\$459.9	\$459.9	\$555.0	8
	LTI Value (\$K), Incl \$0	\$125.2	\$0.0	\$0.0	\$187.6	\$187.6	\$187.6	\$199.9	\$250.3	8
	LTI Value (\$K), Excl \$0	\$216.1	\$187.6	\$187.6	\$199.9	\$199.9	\$199.9	\$250.3	\$300.3	5
	Actual Total Direct Compensation (\$K)	\$549.4	\$304.0	\$315.9	\$625.5	\$630.5	\$630.5	\$647.4	\$805.3	8
Corporate and Unit	# Firms	52								
	# Employees	56								
	Organizational Revenue (\$M)	\$4,757	\$52	\$326	\$1,118	\$1,916	\$2,227	\$5,400	\$12,462	55
	Base Salary (\$K)	\$312.5	\$200.1	\$249.8	\$289.7	\$300.0	\$330.0	\$353.0	\$435.9	56
	Target Bonus as Pct Salary, Excl \$0	52.6%	15.0%	40.0%	50.0%	60.0%	60.0%	60.0%	85.0%	49
	Target Cash Compensation (\$K)	\$475.0	\$210.0	\$309.8	\$419.8	\$440.0	\$480.0	\$554.5	\$723.0	56
	Actual Bonus (\$K), Incl \$0	\$107.4	\$0.0	\$0.0	\$59.5	\$83.9	\$119.1	\$150.2	\$290.4	56
	Actual Bonus (\$K), Excl \$0	\$146.7	\$24.0	\$48.2	\$98.8	\$136.2	\$150.0	\$167.4	\$329.7	41
	Actual Total Cash Compensation (\$K)	\$419.8	\$205.1	\$284.7	\$352.8	\$406.0	\$442.2	\$489.2	\$725.4	56
	LTI Value (\$K), Incl \$0	\$262.7	\$0.0	\$0.0	\$194.9	\$252.5	\$270.0	\$390.6	\$703.6	56
	LTI Value (\$K), Excl \$0	\$367.8	\$96.0	\$187.6	\$266.3	\$319.9	\$390.6	\$563.7	\$771.4	40
	Actual Total Direct Compensation (\$K)	\$682.5	\$281.3	\$352.0	\$578.3	\$630.5	\$700.0	\$796.7	\$1,422.1	56

Position Report

Data Effective 4/1/2018		Top HR (HR1)								
		Levels from CEO: 3 Below CEO								
		Average	10th Ptile	25th Ptile	50th Ptile	60th Ptile	65th Ptile	75th Ptile	90th Ptile	Number Responses
Corporate	# Firms	4								
	# Employees	4								
	Organizational Revenue (\$M)	\$3,234	\$864	\$920	\$1,024	\$1,072	\$1,072	\$5,548	\$10,023	4
	Base Salary (\$K)	\$306.2	\$204.0	\$248.8	\$302.8	\$312.1	\$312.1	\$363.6	\$415.0	4
	Target Bonus as Pct Salary, Excl \$0	38.8%	10.0%	12.5%	32.5%	50.0%	50.0%	65.0%	80.0%	4
	Target Cash Compensation (\$K)	\$441.3	\$234.6	\$288.9	\$391.8	\$440.3	\$440.3	\$593.7	\$747.0	4
	Actual Bonus (\$K), Incl \$0	\$78.9	\$0.0	\$15.0	\$30.3	\$30.6	\$30.6	\$142.8	\$255.0	4
	Actual Bonus (\$K), Excl \$0	\$105.2	\$30.0	\$30.0	\$30.6	\$30.6	\$30.6	\$255.0	\$255.0	3
	Actual Total Cash Compensation (\$K)	\$385.1	\$234.6	\$264.1	\$317.8	\$342.1	\$342.1	\$506.0	\$670.0	4
	LTI Value (\$K), Incl \$0	\$197.2	\$0.0	\$25.5	\$174.3	\$297.6	\$297.6	\$369.0	\$440.3	4
	LTI Value (\$K), Excl \$0	\$263.0	\$51.0	\$51.0	\$297.6	\$297.6	\$297.6	\$440.3	\$440.3	3
	Actual Total Direct Compensation (\$K)	\$582.3	\$285.6	\$313.8	\$538.0	\$733.9	\$733.9	\$850.7	\$967.6	4
Unit	# Firms	2								
	# Employees	4								
	Organizational Revenue (\$M)									0
	Base Salary (\$K)									0
	Target Bonus as Pct Salary, Excl \$0									0
	Target Cash Compensation (\$K)									0
	Actual Bonus (\$K), Incl \$0									0
	Actual Bonus (\$K), Excl \$0									0
	Actual Total Cash Compensation (\$K)									0
	LTI Value (\$K), Incl \$0									0
	LTI Value (\$K), Excl \$0									0
	Actual Total Direct Compensation (\$K)									0
Corporate and Unit	# Firms	6								
	# Employees	8								
	Organizational Revenue (\$M)	\$4,468	\$864	\$977	\$3,683	\$3,683	\$6,995	\$8,194	\$10,023	8
	Base Salary (\$K)	\$276.8	\$198.0	\$204.0	\$285.0	\$293.6	\$293.6	\$312.1	\$415.0	8
	Target Bonus as Pct Salary, Excl \$0	51.7%	10.0%	15.0%	50.0%	51.0%	51.0%	80.0%	80.0%	7
	Target Cash Compensation (\$K)	\$375.1	\$229.7	\$234.6	\$343.3	\$343.3	\$427.5	\$440.3	\$747.0	8
	Actual Bonus (\$K), Incl \$0	\$104.1	\$0.0	\$0.0	\$30.6	\$30.6	\$135.0	\$140.8	\$255.0	8
	Actual Bonus (\$K), Excl \$0	\$149.1	\$30.0	\$30.6	\$135.0	\$140.8	\$140.8	\$255.0	\$415.0	6
	Actual Total Cash Compensation (\$K)	\$380.9	\$234.6	\$246.0	\$322.2	\$338.8	\$342.1	\$342.1	\$670.0	8
	LTI Value (\$K), Incl \$0	\$127.3	\$0.0	\$0.0	\$51.0	\$51.0	\$100.0	\$297.6	\$440.3	8
	LTI Value (\$K), Excl \$0	\$238.1	\$51.0	\$51.0	\$297.6	\$297.6	\$297.6	\$440.3	\$440.3	4
	Actual Total Direct Compensation (\$K)	\$508.2	\$246.0	\$285.6	\$342.1	\$342.1	\$733.9	\$733.9	\$967.6	8