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Limitation of Liability. The aggregate liability of Towers Watson and its employees, directors, officers, agents and subcontractors (the "related persons") whether in contract, tort (including negligence), breach of statutory duty or otherwise for any losses relating to the surveys provided hereunder shall not exceed in aggregate the greater of (a) \$25,000 USD or (b) the total fees paid to Towers Watson for the particular survey(s) and/or custom report(s) related to such survey(s), unless otherwise agreed in writing. Nothing in these terms shall exclude or limit the liability of Towers Watson or our related persons in the case of: (a) death or personal injury resulting from Towers Watson's or Towers Watson's related person's negligence; (b) willful misconduct; (c) fraud; or (d) other liability to the extent that the same may not be excluded or limited as a matter of law. In no event shall Towers Watson or any of our related persons be liable for any incidental, special, punitive, or consequential damages of any kind (including, without limitation, loss of income, loss of profits, or other pecuniary loss).

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Participation Terms

By participating in Towers Watson's surveys, you will be deemed to have agreed to the following participation terms on behalf of your company and you represent that you have authority to submit data. As a participant in this survey, your company's name will be included on survey participant lists. Survey participants must submit data on a timely basis and provide an accurate and complete data submission, including, if relevant, long-term incentive information and responses to the policies and practices questions. If your company's data submission is late or does not meet the requirements for a particular survey, Towers Watson may, at its discretion, limit/deny access to such survey results. For select surveys, participants must submit executive data to purchase executive products, middle management, professional and support data to purchase non-executive products and industry-specific functions/disciplines/positions to purchase associated industry-specific survey products.

Confidentiality and Use of Data. Participant data submitted to the surveys will be held in confidence. Towers Watson takes reasonable security precautions, including the same precautions Towers Watson takes to protect our own confidential information, to prevent unauthorized access. Participant data will be used by Towers Watson for purposes of creating aggregated survey results which are presented in a manner that protects individual company confidentiality. Towers Watson reserves the right to use participant data in multiple surveys, where relevant, which may be available to participants and non-participants. Participant data and survey results may be used by Towers Watson for training, quality assurance, research and development, compensation and/or benefits consulting services (e.g., market/job pricing) and general promotional activities such as trends analysis that are provided to survey participants and other selected clients of Towers Watson.

Data Protection. Towers Watson may pass participant data, which may include individually identifiable information within its global network of offices and affiliates (including the Towers Watson Global Resource Centre) and to subcontractors and providers of IT outsourcing who will be subject to appropriate data protection standards. The Global Resource Centre is located in Manila, The Philippines, and will be used to analyze such data in connection with the surveys. The Manila corporate entity is a wholly owned subsidiary in the Towers Watson group, and it is governed by the same information security policies and internal controls that govern the Towers Watson group as a whole. Towers Watson confirms that, acting as data processor, Towers Watson will take appropriate technical, physical and organizational/administrative measures to protect such data against accidental or unlawful destruction or accidental loss or unauthorized alteration, disclosure or access. Towers Watson will use such data only for the purposes described above or for other reasonable purposes which are related to the surveys and services, unless a participant instructs Towers Watson otherwise. Participant and Towers Watson shall each comply with applicable data privacy legislation and regulations.

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Introduction

Towers Watson is pleased to present the **2014 Long-Term Incentives Policies and Practices Survey Report - U.S.**

The survey was developed jointly by Towers Watson compensation consultants and Towers Watson Data Services to provide information on long-term practices for use by participating organizations in their individual compensation planning.

The results are based on the responses of 903 organizations. Refer to the Overview of Survey Participants section for more information including a complete list of the participating organizations.

The Towers Watson Long-Term Incentives Policies and Practices Survey is a unique summary of current design and administration aspects of long-term plans in the U.S. In addition, the survey includes grants by salary level.

The following are individual sections of the report:

- Methodology
- Overview of Survey Participants
- Executive Summary
- LTI Prevalence
- LTI Grants
- Grant Process
- LTI Plan Design
- Stock Ownership and Restrictive Covenants

Contact Us

If you have any questions or comments regarding this report or any of our other products, contact us at +1 800 645 5771 or at twusdata@towerswatson.com.

In addition, participants in this U.S. Long-Term Incentives, Policies and Practices study may also be interested in participating in our 2014 International Long-Term Incentives Survey. This report provides detailed information on international LTI policies and grant values.

Methodology

In accordance with our objective to publish only the most accurate and representative information possible, each questionnaire was thoroughly reviewed by survey associates as well as our proprietary data diagnostic programs before it was included in the results. The data was further reviewed using statistical modeling techniques. Survey respondents were contacted to discuss and clarify specific policy and practice responses.

All grants were collected during 2014. For the majority of the organizations, the grants were awarded in calendar year 2014. There is a limited number of organizations with the most recent grants reported from 2013 or prior.

Our publishing guidelines require not only the statistical minimum number of responses, but also a sufficient sample to provide meaningful analysis. Therefore, not all questions are summarized.

As with all the survey references, the confidentiality of individual participant's data is maintained, and individual participant data are never revealed or identifiable.

LTI Grant Values - Valuation Methodology

The LTI grant values in this report represent the LTI award opportunity. Specifically, the values represent the annualized present value of LTI awards at grant date. In the case of equity awards, the values reflect each organization's equity valuations under ASC 718 or IFRS(2). Equity awards include stock options, restricted stocks/units, performance shares and stock appreciation rights (SARs). Long-term cash performance plans are valued at target.

Overview of Survey Participants

Overview of Survey Participants

The findings in this report are based on the responses of 903 organizations. The industry sectors and revenue size of the participants are shown below.

INDUSTRY SECTORS PARTICIPANTS REPRESENT		
	# of Organizations	% of Organizations
Total Sample	903	100.0%
Energy Services	109	12.1%
Financial Services	158	17.5%
High Tech*	164	18.2%
Manufacturing	387	42.9%
Media/Entertainment*	25	2.7%
Pharmaceutical/Biotechnology*	53	5.9%
Retail/Wholesale Trade	64	7.1%
Services	165	18.3%
Health Care	20	2.2%

* Companies included in these industries are also included in Manufacturing or Services as appropriate.

REVENUE (\$MILLIONS)					
	25th	Median	75th	Average	# of Organizations
Total Sample	\$2,104.7	\$5,657.3	\$16,050.10	\$19,308.0	903
Industry Sector					
Energy Services	\$1,293.0	\$3,886.3	\$11,930.0	\$10,338.5	109
Financial Services	\$1,194.2	\$6,023.3	\$19,358.3	\$18,954.0	158
High Tech	\$2,508.7	\$4,874.7	\$17,485.2	\$17,859.1	164
Manufacturing	\$2,612.2	\$5,702.8	\$17,663.0	\$21,843.3	387
Media/Entertainment	\$1,457.7	\$2,800.0	\$9,945.7	\$8,053.0	25
Pharmaceutical/Biotechnology	\$2,509.6	\$6,909.1	\$19,552.0	\$17,152.6	53
Retail/Wholesale Trade	\$2,383.6	\$7,968.5	\$22,093.4	\$23,577.5	64
Services	\$1,895.5	\$5,441.0	\$15,146.5	\$16,714.9	165
Health Care	\$4,921.1	\$9,864.0	\$38,345.7	\$29,662.7	20

REVENUE SIZE OF PARTICIPANTS		
Revenue	# of Organizations	% of Organizations
Under \$500 Million	41	4.5%
\$500 Million - \$1 Billion	52	5.8%
\$1 Billion - \$3 Billion	207	22.9%
\$3 Billion - \$6 Billion	169	18.7%
\$6 Billion - \$10 Billion	95	10.5%
\$10 Billion - \$20 Billion	145	16.1%
\$20 Billion or More	194	21.5%

A complete list of the participants follows.

Overview of Survey Participants**Participant List**

3M	American Electric Power	AXA Group
7-Eleven	American Express	Axiall Corporation
AH Belo	American Family Insurance	Axis Capital Holdings
AO Smith	American Greetings	Babcock & Wilcox
ABB	American Sugar Refining	BAE Systems
AbbVie	American Water Works	Ball
ABM Industries	Americas Styrenics	Bank of America
Accellent LLC	AmeriHealth Caritas	Bank of Montreal
Accenture	Ameriprise Financial	Bank of the West
Access Midstream Partners	AmerisourceBergen	Banner Health
ACE Limited	AMETEK	Bard (CR Bard)
ACES Power Marketing	Amgen	Barrick Gold of North America
ACH Food	AMSTED Industries	Baxter
Acorda Therapeutics	Amway	Bayer Business & Technology Services
Actavis	Anadarko Petroleum	Bayer CropScience
Adecco	Andersons	Bayer Healthcare
Aditya Birla Management Corporation	Anheuser-Busch	Bayer MaterialScience
Aera Energy	ANN, INC.	BB&T
Aeropostale	Ansell	BBA Aviation
AES Corporation	Apache	BBVA
Aetna	Apple	BD (Becton Dickinson)
AFLAC	Appvion	Beam Suntory
AGCO	AptarGroup	bebe stores
Agilent Technologies	ARAMARK	Bechtel Systems & Infrastructure
AGL Resources	Archer Daniels Midland	Beckman Coulter
Agrium	Areva	Belk
AIG	Arkema	Best Buy
Aimia	Armstrong World Industries	BG US Services
Air Products and Chemicals	Arrow Electronics	Big Heart Pet Brands
AK Steel Holding	Arthur J Gallagher & Company	Big Lots
Alcoa	Ashland	Biogen Idec
Alexander & Baldwin	ASM International	BioMarin Pharmaceutical
Alexion Pharmaceuticals	Aspen Specialty	Black Hills
Allegion	Associated Banc-Corp	BlueCross BlueShield of Arizona
Allergan	Astellas Pharma	BlueCross BlueShield of Florida
ALLETE	Astoria Bank	BlueCross BlueShield of Tennessee
Alliance Pipeline	AstraZeneca	Blue Ridge Electric Membership Corporation
Alliant Energy	AT&T	BlueShield of California
Alliant Techsystems	ATC Management	BMC Software
Allianz Life Insurance	Atmos Energy	Bob Evans Farms
Allstate	Aurora Healthcare	Boehringer Ingelheim
Ally Financial	Auto Club Group	Boeing
Altria Group	Automatic Data Processing	Boeing Employees Credit Union
Amazon.com	Avis Budget Group	Boise Cascade
AMC Networks	Avista	BOK Financial
Ameren	Avnet	Booz Allen Hamilton
American Century Services	Avon Products	

Overview of Survey Participants**Participant List (continued)**

BorgWarner	Chemtura	CSL Limited
Boston Scientific	Cheniere Energy	CST Brands
BP	Chesapeake Utilities	CSX
Brembo	Chevron	CTI BioPharma
Bremer Financial	Chevron Phillips Chemical	Cubic
Bristol-Myers Squibb	Chicago Board Options Exchange	Cullen Frost Bankers
Broadridge Financial Solutions	Chico's FAS	CUNA Mutual
Brown-Forman	Children's Place	Curtiss-Wright
Brunswick	Chiquita Brands	CVS Caremark
BT Global Services	CHS	Cytec
Bunge	Chubb	Daiichi Sankyo Inc.
Burberry	Cigna	Dana
Burger King	Cintas	Danaher
Burlington Northern Santa Fe	Cisco Systems	Dannon
C & J Clarks	Citrix Systems	Darden Restaurants
Cablevision Systems	City National Bank	DCP Midstream
Cabot	Clear Channel Communications	De Lage Landen
Calgon Carbon	Clearwater Paper Corporation	Dean Foods
California Independent System Operator	Cleco	Deckers Outdoor
Calpine	Cliffs Natural Resources	Deere & Company
Campbell Soup	CMS Energy	Delhaize America
Canadian National Railway	CNA	Dell
Canandaigua National Bank	CNO Financial	Delta Air Lines
Capital One Financial	Coach	Delta Dental Plan of Michigan
Capital Power	Coca-Cola	Deluxe
Cardinal Health	Coca-Cola Enterprises	Dentsply
Cargill	Colfax Corporation	Devon Energy
Carlson	Columbia Sportswear	Dex Media
CarMax	Comcast	Diageo North America
Carmeuse North America Group	Commerce Bancshares	Dick's Sporting Goods
Carnival	Commercial Metals	Dignity Health
Catamaran	Compass	Direct Energy
Caterpillar Financial Services	ConAgra Foods	DIRECTV Group
CBRE Group	ConocoPhillips	Discovery Communications
CDI	Consolidated Edison	Dollar Financial Group
CEC Educational Services	Constellation Brands	Dominion Resources
Celanese	Continental Automotive Systems	Domino's Pizza
Celestica	Cooper Standard Automotive	Domtar
Celgene	Corning	Donaldson
Centene	Cott Corporation	Dow Chemical
CenterPoint Energy	Covance	Dow Corning
Cepheid	Covidien	Dr Pepper Snapple
CF Industries	Cox Enterprises	DST Systems
CGI Technologies and Solutions	Cracker Barrel Old Country Stores	DSW
CH Energy Group	Crate & Barrel	DTE Energy
CH2M Hill	Crown Castle	Duke Energy
Charter Communications	CSAA Insurance Group	DuPont
	CSC	Dynegy

Overview of Survey Participants**Participant List (continued)**

EW Scripps	Federal Home Loan Bank of	Graco
East West Bank	San Francisco	Graham Holdings
Eastern Bank	FedEx	Granite Construction
Eastman Chemical	Ferrovial	Great-West Financial
Eastman Kodak	Fidelity Investments (FMR)	Green Plains Renewable Energy, Inc.
Eaton	Fifth Third Bancorp	GROWMARK
ebay	Fireman's Fund Insurance	GTECH
Ecolab	First Data	Guardian Life
EDF Renewable Energy	First Financial Bancorp	H&R Block
Edison International	First Horizon National	HB Fuller
Education Management	First National of Nebraska	Halcon Resources
Edwards Lifesciences	First Solar	Hanesbrands
Eisai	FirstEnergy	Harley-Davidson
El Paso Electric	Flowers Foods	Harman
Eli Lilly	Fluor	Harsco
Emblem Health	Follett Corporation	Hartford Financial Services Group
EMC	Ford	Hasbro
EMD Millipore	Forest Laboratories	HBO
Emerson Electric	Fortune Brands Home & Security	HCA Healthcare
Employers Mutual Casualty Company	Franklin Resources	HD Supply
Encana Services Company Limited	Fred's	Health Net
Encompass Digital Media	Freeport-McMoRan Oil & Gas	HealthSouth Corporation
Encore Capital	Frito-Lay North America	Helmerich & Payne
Endo	Frontier Communications	Henry Ford Health Systems
Energen	Fujitsu	Henry Schein
Energy Northwest	Fulton Financial	Hercules Offshore
Energy Transfer Partners	G&K Services	Herman Miller
EnLink Midstream	GAF Materials	Hershey
Entergy	Gannett	Hertz
Enterprise Products Partners	Gap	Hess
EP Energy	GATX	Hexcel
Equifax	Gavilon	Hillshire Brands Company
Erie Insurance	GDF SUEZ Energy North America	Hilton
Essilor of America	GE Capital	Hiscox
Estée Lauder	GE Energy	Hitachi Data Systems
Esterline Technologies	GE Healthcare	HNI
Evraz North America	General Dynamics	HNTB
Exelis	General Electric	Hoffmann-La Roche
Exelon	General Mills	HollyFrontier Corporation
Expedia	Gentiva Health Services	Home Depot
Experian Americas	Genworth Financial	HomeServe USA
Express Scripts	Gibson Energy	Honeywell
Exterran	Gilead Sciences	Horizon BlueCross BlueShield of
ExxonMobil	Glatfelter	New Jersey
Family Dollar Stores	GlaxoSmithKline	Hormel Foods
Farm Credit Foundations	Godiva Chocolatier	Horsehead
Farmers Group	Google	Hospira

Overview of Survey Participants**Participant List (continued)**

HTC Corporation	K. Hovnanian Companies	Lonza
Hubbell	Kaiser Foundation Health Plan	L'Oréal
Hudson City Savings Bank	Kao Brands	Lorillard Tobacco
Humana	Kate Spade & Company	LPL Financial
Hunt Consolidated	KB Home	Lululemon Athletica
Huntington Bancshares	KBR	Luxottica Group
Huntsman	Kellogg	LyondellBasell
Husky Energy	Kelly Services	M&T Bank
Iberdrola USA	Kennametal	Macy's
Iberia Bank	Keurig Green Mountain	Magellan Health Services
IBM	Kewaunee Scientific Corporation	Magellan Midstream Partners
Icon Clinical Research	KeyCorp	Mallinckrodt
Idaho Power	Keystone Foods	Manulife Financial
IDEXX Laboratories	Kimberly-Clark	MAPFRE USA
IMS Health	Kinder Morgan	Marathon Oil
Independence Blue Cross	Kindred Healthcare	Marathon Petroleum
Indianapolis Power & Light Company	Kinross Gold	Markit
Infineum USA	Knowles	Marquette Financial Companies
Ingenico	Kodak Alaris	Marriott International
Ingersoll Rand	Kohl's	Mars North America
Ingram Industries	Kraft Foods	Marsh & McLennan
Inland Bancorp	Kroger	Mary Kay
Integrus Energy Group	LL Bean	Masco Corporation
Intel	L-3 Communications	Massachusetts Mutual
Intercontinental	Laclede Group	MasterCard
International Flavors & Fragrances	Lafarge North America	Mattel
International Game Technology	Land O'Lakes	MB Financial
International Paper	Lands' End	McCain Foods USA
Intuit	Laureate Education	McClatchy
ION Geophysical	Lawson Products	McCormick
ISO New England	LBrands	McDonald's
ITC Holdings	Leggett and Platt	McGraw-Hill Financial
ITT Corporation	Lehigh Hanson	McKesson
J. Crew	Leidos	MDU Resources
JC Penney Company	Leprino Foods	Mead Johnson Nutrition
JM Smucker	Level 3	MeadWestvaco
Jack in the Box	Levi Strauss	Medtronic
Jackson National Life	LG&E and KU Energy	Mercedes-Benz Financial Services
Jacobs Engineering	Liberty Bank	Merck & Co
Janus Capital Group	Liberty Global	Meredith
JetBlue Airways	Liberty Mutual	Meritor
JM Family Enterprises	Lifetouch	MetLife
John Hancock	Lincoln Financial	Micron Technology
John Wiley & Sons	Linde Group	Microsoft
Johns Manville	LinkedIn	Midwest Independent Transmission System Operator
Johnson & Johnson	Littelfuse	MillerCoors
Johnson Controls	Loews	Molson Coors Brewing
Jostens	London Stock Exchange Group	

Overview of Survey Participants**Participant List (continued)**

Momentive Specialty Chemicals	NuStar Energy	Plexus
Mondelez	NuVasive	PNM Resources
Monsanto	NW Natural	Polaris Industries
Moody's	Occidental Chemical	Polymer Group
Morton Salt	Occidental Petroleum	PolyOne
Mosaic	Office Depot	Popular
MTS Systems	OGE Energy	Portfolio Recovery Associates
Munich Re Group	Ohio National Financial Services	Portland General Electric
Murphy Oil	Oil-Dri Corporation of America	Post Holdings
Mutual of Omaha	OM Group	Potash
Mylan	Omnicare	PPL
Nationwide	Oncor Electric Delivery	Praxair
Navient	ONE Gas	Principal Financial Group
Navigant Consulting	OneAmerica Financial Partners	PrivateBancorp
Navistar International	OneBeacon Insurance	Progressive
Navy Federal Credit Union	ONEOK	Protective Life
NCCI Holdings	Osram Sylvania	Prudential Financial
NCR	Outerwall	Public Service Enterprise Group
Nestle Purina PetCare	Owens Corning	Puget Energy
Nestle USA	Oxford Industries	PulteGroup
New Jersey Resources	Oxford Instruments America	Purdue Pharma
New York Independent System Operator	PF Chang's China Bistro	Quad/Graphics
New York Life	Pacific Gas & Electric	Quaker Oats
New York Times	Pacific Life	Qualcomm
Newell Rubbermaid	Pall Corporation	Quest Diagnostics
Newmont Mining	PANDORA	Questar
Newport News Shipbuilding	PAREXEL	Quintiles
NextEra Energy Inc.	Parker Hannifin	QVC
Nike	Parsons Corporation	RR Donnelley
NiSource	Peets Coffee & Tea	Rackspace
Nissan North America	Penn Mutual Life	Radian Group
Nobel Biocare	People's Bank	RadioShack
Noble Corporation	Peoples Natural Gas	Ralph Lauren
Noble Energy	Pepco Holdings	Rayonier
Nokia Corporation	PepsiCo	Realogy
Norfolk Southern	Perrigo	Recreational Equipment
Nortek	PetSmart	Reed Business Information
Northeast Utilities	Pfizer	Regal-Beloit
Northrop Grumman	PHH	Regency Centers
NorthWestern Energy	Phillips 66	Regeneron Pharmaceuticals
Northwestern Mutual	Phillips-Van Heusen	Regions Financial
NOVA Chemicals	Phoenix Companies	Republic Services
Novartis	Pier 1 Imports	Revlon
Novo Nordisk Pharmaceuticals	Pinnacle West Capital	Reynolds American
NRG Energy	Pitney Bowes	RGA Reinsurance Group of America
Nu Skin Enterprises	PJM Interconnection	Rich Products
	PlainsCapital	Ricoh Americas

Overview of Survey Participants**Participant List (continued)**

Ritchie Brothers Auctioneers	Southwest Airlines	Textron
RLI	Southwest Gas	Thermo Fisher Scientific
Rockland Trust Company	Southwestern Energy	Thomson Reuters
Rockwell Automation	SpartanNash	Thrivent Financial for Lutherans
Rockwell Collins	Spectra Energy	TIAA-CREF
Rollins	Spirit AeroSystems	Tiffany & Co.
Rolls-Royce North America	Spirit Airlines	Time Warner
Rowan Companies	Sprint Nextel	TJX Companies
Royal Bank of Canada	SPX	T-Mobile USA
Royal Caribbean Cruises	SSAB	TMX Group Limited
Royal DSM	St. Jude Medical	TomTom
RTI International	Stage Stores	Toro
Ryder System	Stanley Black & Decker	Total Petrochemicals USA
SC Johnson & Son	Staples	Total System Service (TSYS)
Safeway	Starbucks Coffee	TransAlta Corporation
SAIC	Starwood Hotels & Resorts	Transamerica
Saint Gobain	State Farm Insurance	TransCanada
Samson	State Street	Transocean
Sanderson Farms	Statoil	Travelers
Sanofi	Steelcase	Travelport
Saputo Cheese USA	STP Nuclear Operating	Tribune
Saudi Aramco	Stryker	Trinity Industries
SCANA	Sun Life Financial	Tronox
Schlumberger	Sun National Bank	TRW Automotive
Schreiber Foods	SunCoke Energy	Tupperware Brands
Schwan Food Company	Suncor Energy	Tyson Foods
Scripps Networks Interactive	SunGard Data Systems	US Bancorp
Seagate Technology	SuperValu Stores	UBM
Sealed Air	SWIFT	UGI
Sears	Syngenta Crop Protection	UIL Holdings
Securian Financial Group	Synovus Financial Corporation	ULTA Salon, Cosmetics & Fragrances
Sempra Energy	Takeda Pharmaceuticals	UMB Financial Corporation
Sensata Technologies	Target	Under Armour
ServiceMaster Company	Taubman Centers	Underwriters Laboratories
ShawCor	TD Ameritrade	Unilever United States
Shell Oil	TE Connectivity Limited	uniQure
Sherwin-Williams	Tech Data	Unisys
Shire Pharmaceuticals	TECO Energy	United American Insurance
Siemens AG	Tektronix	United Launch Alliance
Sigma-Aldrich	Tenet Healthcare	United Rentals
Sinclair Broadcast Group	Tennant Company	United States Cellular
Smith & Nephew	Tennessee Valley Authority	United States Steel
Snap-on	Teradata	United Technologies
SNC-Lavalin	Terex	United Water
Sonoco Products	Tervita	UnitedHealth Group
Sony	Tesoro	Unitil
Southern Company Services	Teva Pharmaceutical	Universal Studios Orlando

Overview of Survey Participants

Participant List (continued)

University of Texas - MD Anderson Cancer Center	Volkswagen Group of America Inc	Whirlpool
UNS Energy	Voya Financial Services	WhiteWave Foods
Unum	Vulcan Materials	Whole Foods Market
UPS	WR Grace	Williams Companies
URENCO USA	Walmart	Willis North America
URS	Walt Disney	Wisconsin Energy
USAA	Waste Management	Wm. Wrigley Jr.
USG Corporation	Webster Bank	Wolf Creek Nuclear
UTi Worldwide	Wellcare Health Plans	Wolters Kluwer
Utica National Insurance	Wellpoint	Worthington Industries
Valero Energy	Wells' Dairy	WPX Energy
Vectren	Wells Fargo	Xcel Energy
Ventura Foods	Wendy's Group	Xerox
VeriSign	West Pharmaceutical Services	XO Communications
Verizon	Westar Energy	Xylem
Vertex Pharmaceuticals	Western Union	Zales
Viacom	Westinghouse Electric	Zoetis
Visa	Westlake Chemical	Zurich North America
VistaPrint	WEX	
	Weyerhaeuser	

Overview of Survey Participants

Participant List by Revenue

UNDER \$500 MILLION

AH Belo	Encompass Digital Media	Oil-Dri Corporation of America
ACES Power Marketing	Farm Credit Foundations	Peets Coffee & Tea
Acorda Therapeutics	First Financial Bancorp	PJM Interconnection
Alexander & Baldwin	Horsehead	Ritchie Brothers Auctioneers
Alliance Pipeline	Inland Bancorp	Rockland Trust Company
bebe stores	ISO New England	STP Nuclear Operating
Blue Ridge Electric	Kewaunee Scientific Corporation	Sun National Bank
Membership Corporation	Lawson Products	Travelport
Bremer Financial	Liberty Bank	uniQure
California Independent	Marquette Financial Companies	Unitil
System Operator	MB Financial	Utica National Insurance
Canandaigua National Bank	Midwest Independent Transmission	
Cepheid	System Operator	
Cheniere Energy	NCCI Holdings	
Chesapeake Utilities	New York Independent	
CTI BioPharma	System Operator	
Eastern Bank	Ohio National Financial Services	

Overview of Survey Participants**Participant List by Revenue (continued)****\$500 MILLION TO \$1 BILLION**

Accellent LLC	Halcon Resources	Portfolio Recovery Associates
Appvion	Hercules Offshore	PrivateBancorp
ASM International	HNTB	Radian Group
Associated Banc-Corp	HomeServe USA	Regency Centers
Astoria Bank	Iberia Bank	RLI
ATC Management	ION Geophysical	RTI International
BioMarin Pharmaceutical	ITC Holdings	Samson
Boeing Employees Credit Union	Janus Capital Group	SWIFT
Calgon Carbon	Littelfuse	Taubman Centers
Chicago Board Options Exchange	Markit	Tennant Company
Cullen Frost Bankers	MTS Systems	TMX Group Limited
EW Scripps	Navigant Consulting	UMB Financial Corporation
East West Bank	Nobel Biocare	VeriSign
El Paso Electric	NuVasive	Webster Bank
Encore Capital	NW Natural	WEX
Energy Northwest	Oxford Industries	Wolf Creek Nuclear
Fulton Financial	Oxford Instruments America	
G&K Services	Peoples Natural Gas	

Overview of Survey Participants**Participant List by Revenue (continued)****\$1 BILLION TO \$3 BILLION**

AO Smith	Colt Corporation	Herman Miller
Access Midstream Partners	Covance	Hexcel
Aerostale	Cracker Barrel Old Country Stores	Hiscox
Aimia	Crate & Barrel	HNI
Alexion Pharmaceuticals	CSAA Insurance Group	Hudson City Savings Bank
Allegion	Cubic	Huntington Bancshares
ALLETE	Curtiss-Wright	Icon Clinical Research
AMC Networks	Cytec	Idaho Power
American Century Services	Deckers Outdoor	IDEXX Laboratories
American Greetings	Delta Dental Plan of Michigan	IMS Health
American Water Works	Deluxe	Ingenico
Americas Styrenics	Dentsply	Ingram Industries
ANN, INC.	Dex Media	Intercontinental
Ansell	Dollar Financial Group	International Flavors & Fragrances
AptarGroup	Domino's Pizza	International Game Technology
Armstrong World Industries	Donaldson	ITT Corporation
Aspen Specialty	DST Systems	J. Crew
Auto Club Group	DSW	Jack in the Box
Avista	Dynegy	John Wiley & Sons
BBA Aviation	Eastman Kodak	Jostens
Beam Suntory	Education Management	K. Hovnanian Companies
Big Heart Pet Brands	Edwards Lifesciences	Kao Brands
Black Hills	Employers Mutual Casualty Company	Kate Spade & Company
BlueCross BlueShield of Arizona	Endo	KB Home
BMC Software	Energen	Kennametal
Bob Evans Farms	EnLink Midstream	Knowles
BOK Financial	EP Energy	Kodak Alaris
Brembo	Equifax	LL Bean
Broadridge Financial Solutions	Esterline Technologies	Laclede Group
Burger King	Federal Home Loan Bank of San Francisco	Lands' End
C & J Clarks	First Horizon National	Lifetouch
Capital Power	First National of Nebraska	LinkedIn
Carmeuse North America Group	Follett Corporation	London Stock Exchange Group
CDI	Fred's	Lululemon Athletica
CEC Educational Services	GATX	Magellan Midstream Partners
Chemtura	Gentiva Health Services	Mallinckrodt
Chico's FAS	Glatfelter	McClatchy
Children's Place	Godiva Chocolatier	Meredith
Citrix Systems	Graco	Moody's
City National Bank	Granite Construction	New York Times
Clearwater Paper Corporation	H&R Block	Nortek
Cleco	HB Fuller	NorthWestern Energy
Columbia Sportswear	Harsco	OGE Energy
Commerce Bancshares	HealthSouth Corporation	OM Group
Constellation Brands		ONE Gas

Overview of Survey Participants

Participant List by Revenue (continued)

\$1 BILLION TO \$3 BILLION (continued)

OneAmerica Financial Partners	Regeneron Pharmaceuticals	Tronox
OneBeacon Insurance	Revlon	Tupperware Brands
Outerwall	Rollins	UBM
PF Chang's China Bistro	Rowan Companies	UIL Holdings
Pall Corporation	Sanderson Farms	ULTA Salon, Cosmetics & Fragrances
PANDORA	Schwab Food Company	Under Armour
PAREXEL	Scripps Networks Interactive	Underwriters Laboratories
Parsons Corporation	Sensata Technologies	United Launch Alliance
Penn Mutual Life	ShawCor	UNS Energy
People's Bank	Sigma-Aldrich	URENCO USA
PHH	Sinclair Broadcast Group	Vectren
Phoenix Companies	Southwest Gas	Vertex Pharmaceuticals
Pier 1 Imports	Spirit Airlines	VistaPrint
PlainsCapital	Stage Stores	Vulcan Materials
Plexus	Steelcase	Wells' Dairy
PNM Resources	SunCoke Energy	Wendy's Group
Polymer Group	Synovus Financial Corporation	West Pharmaceutical Services
Popular	TD Ameritrade	Westar Energy
Portland General Electric	TECO Energy	WhiteWave Foods
Post Holdings	Teradata	Worthington Industries
Purdue Pharma	TomTom	WPX Energy
Questar	Toro	XO Communications
Rackspace	Total System Service (TSYS)	Zales
Rayonier	TransAlta Corporation	
Recreational Equipment	Tribune	

Overview of Survey Participants**Participant List by Revenue (continued)****\$3 BILLION TO \$6 BILLION**

ABM Industries	Discovery Communications	Lonza
Aditya Birla Management Corporation	Domtar	Lorillard Tobacco
Aera Energy	Dow Corning	LPL Financial
AGL Resources	Dr Pepper Snapple	M&T Bank
AK Steel Holding	Eisai	Magellan Health Services
Alliant Energy	Encana Services Company Limited	Mary Kay
Alliant Techsystems	Exelis	McCormick
Ally Financial	Expedia	McGraw-Hill Financial
Ameren	Experian Americas	MDU Resources
American Sugar Refining	Exterran	Mead Johnson Nutrition
AmeriHealth Caritas	First Solar	MeadWestvaco
AMETEK	Flowers Foods	Meritor
AMSTED Industries	Forest Laboratories	Molson Coors Brewing
Andersons	Fortune Brands Home & Security	Morton Salt
Arthur J Gallagher & Company	Frontier Communications	Murphy Oil
Atmos Energy	GAF Materials	Navient
Axiall Corporation	Gannett	Navy Federal Credit Union
Axis Capital Holdings	Graham Holdings	New Jersey Resources
Babcock & Wilcox	Green Plains Renewable Energy, Inc.	Newell Rubbermaid
Banner Health	GTECH	NiSource
Bard (CR Bard)	Hanesbrands	Noble Corporation
Belk	Harley-Davidson	Noble Energy
Big Lots	Harman	NOVA Chemicals
BlueCross BlueShield of Tennessee	Hasbro	Nu Skin Enterprises
Boise Cascade	Helmerich & Payne	NuStar Energy
Booz Allen Hamilton	Henry Ford Health Systems	Oncor Electric Delivery
Brown-Forman	Hillshire Brands Company	Owens Corning
Brunswick	Hospira	Pepco Holdings
Burberry	Hubbell	Perrigo
Cabot	Hunt Consolidated	Pinnacle West Capital
Carlson	Infineum USA	Pitney Bowes
Celestica	Integrus Energy Group	Polaris Industries
CF Industries	Intuit	PolyOne
CH Energy Group	JM Smucker	Protective Life
CH2M Hill	JetBlue Airways	Puget Energy
Chiquita Brands	Kelly Services	PulteGroup
Cintas	Keurig Green Mountain	Quad/Graphics
Cliffs Natural Resources	KeyCorp	Quintiles
CNO Financial	Kindred Healthcare	RadioShack
Coach	Kinross Gold	Realogy
Colfax Corporation	Laureate Education	Regal-Beloit
Cooper Standard Automotive	Leggett and Platt	Regions Financial
Crown Castle	Leidos	Rich Products
CSL Limited	Leprino Foods	Rockwell Collins
CUNA Mutual	Levi Strauss	SAIC

Overview of Survey Participants

Participant List by Revenue (continued)

\$3 BILLION TO \$6 BILLION (continued)

SCANA	SSAB	UTi Worldwide
Schreiber Foods	St. Jude Medical	WR Grace
Securian Financial Group	SunGard Data Systems	Western Union
ServiceMaster Company	Tervita	Westlake Chemical
Shire Pharmaceuticals	Tiffany & Co.	Willis North America
Smith & Nephew	Trinity Industries	Wisconsin Energy
Snap-on	Unisys	Wolters Kluwer
Sonoco Products	United American Insurance	Xylem
Southwestern Energy	United Rentals	Zoetis
SpartanNash	United States Cellular	
Spectra Energy	University of Texas - MD Anderson Cancer Center	
Spirit AeroSystems	USG Corporation	
SPX		

Overview of Survey Participants**Participant List by Revenue (continued)****\$6 BILLION TO \$10 BILLION**

Actavis	Dick's Sporting Goods	Osram Sylvania
Agilent Technologies	DTE Energy	Pacific Life
Allergan	Eastman Chemical	PetSmart
American Family Insurance	Erie Insurance	Phillips-Van Heusen
Arkema	Essilor of America	Potash
Ashland	Fifth Third Bancorp	Principal Financial Group
Avis Budget Group	Franklin Resources	Public Service Enterprise Group
Avon Products	Genworth Financial	Quest Diagnostics
Ball	Gibson Energy	Ralph Lauren
BD (Becton Dickinson)	HD Supply	Reed Business Information
Biogen Idec	Henry Schein	Republic Services
BlueCross BlueShield of Florida	Hershey	Reynolds American
BorgWarner	Hormel Foods	Rockwell Automation
Boston Scientific	HTC Corporation	Royal Caribbean Cruises
Cablevision Systems	KBR	Ryder System
Calpine	Keystone Foods	SC Johnson & Son
Campbell Soup	Level 3	Saputo Cheese USA
Canadian National Railway	Masco Corporation	Sealed Air
CBRE Group	MasterCard	SNC-Lavalin
Celanese	Mattel	Starwood Hotels & Resorts
Celgene	McCain Foods USA	State Street
CenterPoint Energy	Micron Technology	Stryker
CGI Technologies and Solutions	MillerCoors	Terex
Charter Communications	Momentive Specialty Chemicals	Thrivent Financial for Lutherans
Clear Channel Communications	Mosaic	TransCanada
CMS Energy	Mutual of Omaha	Transocean
Coca-Cola Enterprises	Mylan	UGI
Commercial Metals	NCR	Voya Financial Services
Corning	Newmont Mining	Wellcare Health Plans
Dana	Newport News Shipbuilding	Weyerhaeuser
Darden Restaurants	Northeast Utilities	Williams Companies
Dean Foods	Omnicare	

Overview of Survey Participants**Participant List by Revenue (continued)****\$10 BILLION TO \$20 BILLION**

AbbVie	CST Brands	Kellogg
ACE Limited	CSX	Kinder Morgan
AES Corporation	Daiichi Sankyo, Inc.	Kohl's
AGCO	Danaher	Kraft Foods
Agrium	DCP Midstream	L-3 Communications
Air Products and Chemicals	De Lage Landen	Land O'Lakes
Altria Group	Devon Energy	L Brands
American Electric Power	Diageo North America	Lehigh Hanson
Ameriprise Financial	Dominion Resources	LG&E and KU Energy
Amgen	ebay	Liberty Global
Amway	Ecolab	Lincoln Financial
Anadarko Petroleum	Edison International	Loews
Apache	Emblem Health	Luxottica Group
ARAMARK	EMD Millipore	Manulife Financial
Areva	Energy	Marathon Oil
Astellas Pharma	Estée Lauder	Marriott International
Aurora Healthcare	Evraz North America	Mars North America
Automatic Data Processing	Family Dollar Stores	Marsh & McLennan
Bank of Montreal	Ferrovial	Medtronic
Barrick Gold of North America	Fidelity Investments (FMR)	Monsanto
Baxter	First Data	Navistar International
BB&T	FirstEnergy	NextEra Energy, Inc.
BBVA	Gap	Nokia Corporation
Beckman Coulter	General Mills	Norfolk Southern
BG US Services	Gilead Sciences	Novo Nordisk Pharmaceuticals
BlueShield of California	GROWMARK	NRG Energy
Bristol-Myers Squibb	Guardian Life	Office Depot
Capital One Financial	Health Net	ONEOK
CarMax	Hertz	Pacific Gas & Electric
Carnival	Hilton	Parker Hannifin
Catamaran	Horizon BlueCross BlueShield of New Jersey	PPL
Centene	Huntsman	Praxair
Chevron Phillips Chemical	Independence Blue Cross	Progressive
Chubb	Indianapolis Power & Light Company	QVC
CNA	Ingersoll Rand	RR Donnelley
ConAgra Foods	JC Penney Company	RGA Reinsurance Group of America
Consolidated Edison	Jacobs Engineering	Royal DSM
Covidien	JM Family Enterprises	Seagate Technology
Cox Enterprises	John Hancock	Sempra Energy
CSC		Sherwin-Williams

Overview of Survey Participants

Participant List by Revenue (continued)

\$10 BILLION TO \$20 BILLION (continued)

Southern Company Services	Tektronix	Unum
Southwest Airlines	Tenet Healthcare	URS
Stanley Black & Decker	Tennessee Valley Authority	Viacom
Starbucks Coffee	Textron	Visa
Sun Life Financial	Thermo Fisher Scientific	Waste Management
SuperValu Stores	Thomson Reuters	Whirlpool
Syngenta Crop Protection	TRW Automotive	Whole Foods Market
Takeda Pharmaceuticals	US Bancorp	Xcel Energy
TE Connectivity Limited	United States Steel	

Overview of Survey Participants**Participant List by Revenue (continued)****\$20 BILLION OR MORE**

7-Eleven	Coca-Cola	Hartford Financial Services Group
ABB	Comcast	HBO
Accenture	Compass	HCA Healthcare
ACH Food	ConocoPhillips	Hess
Adecco	Continental Automotive Systems	Hitachi Data Systems
Aetna	CVS Caremark	Hoffmann-La Roche
AFLAC	Dannon	HollyFrontier Corporation
AIG	Deere & Company	Home Depot
Alcoa	Delhaize America	Honeywell
Allianz Life Insurance	Dell	Humana
Allstate	Delta Air Lines	Husky Energy
Amazon.com	Dignity Health	Iberdrola USA
American Express	Direct Energy	IBM
AmerisourceBergen	DIRECTV Group	Intel
Anheuser-Busch	Dow Chemical	International Paper
Apple	Duke Energy	Jackson National Life
Archer Daniels Midland	DuPont	Johns Manville
Arrow Electronics	Eaton	Johnson & Johnson
AstraZeneca	EDF Renewable Energy	Johnson Controls
AT&T	Eli Lilly	Kaiser Foundation Health Plan
Avnet	EMC	Kimberly-Clark
AXA Group	Emerson Electric	Kroger
BAE Systems	Energy Transfer Partners	Lafarge North America
Bank of America	Enterprise Products Partners	Liberty Mutual
Bank of the West	Exelon	Linde Group
Bayer Business & Technology Services	Express Scripts	L'Oréal
Bayer CropScience	ExxonMobil	LyondellBasell
Bayer Healthcare	Farmers Group	Macy's
Bayer MaterialScience	FedEx	MAPFRE USA
Bechtel Systems & Infrastructure	Fireman's Fund Insurance	Marathon Petroleum
Best Buy	Fluor	Massachusetts Mutual
Boehringer Ingelheim	Ford	McDonald's
Boeing	Freeport-McMoRan Oil & Gas	McKesson
BP	Frito-Lay North America	Mercedes-Benz Financial Services
BT Global Services	Fujitsu	Merck & Co
Bunge	Gavilon	MetLife
Burlington Northern Santa Fe	GDF SUEZ Energy North America	Microsoft
Cardinal Health	GE Capital	Mondelez
Cargill	GE Energy	Munich Re Group
Caterpillar Financial Services	GE Healthcare	Nationwide
Chevron	General Dynamics	Nestle Purina PetCare
CHS	General Electric	Nestle USA
Cigna	GlaxoSmithKline	New York Life
Cisco Systems	Google	Nike
	Great-West Financial	

Overview of Survey Participants

Participant List by Revenue (continued)

\$20 BILLION OR MORE (continued)

Nissan North America	Sears	Tyson Foods
Northrop Grumman	Shell Oil	Unilever United States
Northwestern Mutual	Siemens AG	United Technologies
Novartis	Sony	United Water
Occidental Chemical	Sprint Nextel	UnitedHealth Group
Occidental Petroleum	Staples	Universal Studios Orlando
PepsiCo	State Farm Insurance	UPS
Pfizer	Statoil	USAA
Phillips 66	Suncor Energy	Valero Energy
Prudential Financial	Target	Ventura Foods
Quaker Oats	Tech Data	Verizon
Qualcomm	Tesoro	Volkswagen Group of America, Inc.
Ricoh Americas	Teva Pharmaceutical	Walmart
Rolls-Royce North America	TIAA-CREF	Walt Disney
Royal Bank of Canada	Time Warner	Wellpoint
Safeway	TJX Companies	Wells Fargo
Saint Gobain	T-Mobile USA	Westinghouse Electric
Sanofi	Total Petrochemicals USA	Wm. Wrigley Jr.
Saudi Aramco	Transamerica	Xerox
Schlumberger	Travelers	Zurich North America

Overview of Survey Participants**Participant List by Industry****ENERGY SERVICES**

ABB	El Paso Electric	Peoples Natural Gas
Access Midstream Partners	Energen	Pepco Holdings
ACES Power Marketing	Energy Northwest	Pinnacle West Capital
Aera Energy	Energy Transfer Partners	PJM Interconnection
AES Corporation	EnLink Midstream	PNM Resources
AGL Resources	Energry	Portland General Electric
ALLETE	Enterprise Products Partners	PPL
Alliant Energy	Exelon	Public Service Enterprise Group
Ameren	First Solar	Puget Energy
American Electric Power	FirstEnergy	Republic Services
American Water Works	GDF SUEZ Energy North America	Samson
Anadarko Petroleum	Gibson Energy	SCANA
Areva	Husky Energy	Sempra Energy
ATC Management	Iberdrola USA	Southern Company Services
Atmos Energy	Idaho Power	Southwest Gas
Avista	Indianapolis Power & Light Company	Spectra Energy
Babcock & Wilcox	Integrays Energy Group	STP Nuclear Operating
Black Hills	ISO New England	TECO Energy
Blue Ridge Electric	ITC Holdings	Tennessee Valley Authority
Membership Corporation	Kinder Morgan	TMX Group Limited
California Independent	Laclede Group	TransAlta Corporation
System Operator	LG&E and KU Energy	TransCanada
Calpine	Midwest Independent Transmission	UGI
Capital Power	System Operator	UIL Holdings
CenterPoint Energy	New Jersey Resources	United Water
CH Energy Group	New York Independent	Unitil
Cheniere Energy	System Operator	UNS Energy
Chesapeake Utilities	NextEra Energy, Inc.	URENCO USA
Cleco	NiSource	Vectren
CMS Energy	Northeast Utilities	Westar Energy
Consolidated Edison	NorthWestern Energy	Westinghouse Electric
DCP Midstream	NRG Energy	Williams Companies
Direct Energy	NuStar Energy	Wisconsin Energy
Dominion Resources	NW Natural	Wolf Creek Nuclear
DTE Energy	OGE Energy	Xcel Energy
Duke Energy	Oncor Electric Delivery	
Dynegy	ONE Gas	
EDF Renewable Energy	ONEOK	
Edison International	Pacific Gas & Electric	

Overview of Survey Participants**Participant List by Industry (continued)****FINANCIAL SERVICES**

ACE Limited	De Lage Landen	Lincoln Financial
Aetna	Delta Dental Plan of Michigan	Loews
AFLAC	Dollar Financial Group	London Stock Exchange Group
AIG	Dollar Financial Group	LPL Financial
Allianz Life Insurance	East West Bank	M&T Bank
Allstate	Eastern Bank	Manulife Financial
Ally Financial	Employers Mutual Casualty Company	MAPFRE USA
American Century Services	Encore Capital	Marquette Financial Companies
American Express	Erie Insurance	Marsh & McLennan
American Family Insurance	Express Scripts	Massachusetts Mutual
AmeriHealth Caritas	Farm Credit Foundations	MasterCard
Ameriprise Financial	Farmers Group	MB Financial
Arthur J Gallagher & Company	Federal Home Loan Bank of San Francisco	McGraw-Hill Financial
Aspen Specialty	Fidelity Investments (FMR)	Mercedes-Benz Financial Services
Associated Banc-Corp	Fifth Third Bancorp	MetLife
Astoria Bank	Fireman's Fund Insurance	Moody's
Auto Club Group	First Data	Munich Re Group
AXA Group	First Financial Bancorp	Mutual of Omaha
Axis Capital Holdings	First Horizon National	Nationwide
Bank of America	First National of Nebraska	Navient
Bank of Montreal	Franklin Resources	Navy Federal Credit Union
Bank of the West	Fulton Financial	NCCI Holdings
BB&T	GATX	New York Life
BBVA	GE Capital	Northwestern Mutual
BlueCross BlueShield of Arizona	Genworth Financial	Ohio National Financial Services
BlueCross BlueShield of Florida	Great-West Financial	OneAmerica Financial Partners
BlueCross BlueShield of Tennessee	Guardian Life	OneBeacon Insurance
BlueShield of California	H&R Block	Pacific Life
Boeing Employees Credit Union	Hartford Financial Services Group	Penn Mutual Life
BOK Financial	Health Net	People's Bank
Bremer Financial	Hiscox	Phoenix Companies
Canandaigua National Bank	Horizon BlueCross BlueShield of New Jersey	PlainsCapital
Capital One Financial	Hudson City Savings Bank	Popular
Caterpillar Financial Services	Humana	Portfolio Recovery Associates
Centene	Huntington Bancshares	Principal Financial Group
Chicago Board Options Exchange	Iberia Bank	PrivateBancorp
Chubb	Independence Blue Cross	Progressive
Cigna	Inland Bancorp	Protective Life
City National Bank	Jackson National Life	Prudential Financial
CNA	Janus Capital Group	Radian Group
CNO Financial	John Hancock	Regions Financial
Commerce Bancshares	KeyCorp	RGA Reinsurance Group of America
CSAA Insurance Group	Liberty Bank	RLI
Cullen Frost Bankers	Liberty Mutual	Rockland Trust Company
CUNA Mutual		Royal Bank of Canada

Overview of Survey Participants

Participant List by Industry (continued)

FINANCIAL SERVICES (continued)

Securian Financial Group	Transamerica	Voya Financial Services
State Farm Insurance	Travelers	Webster Bank
State Street	US Bancorp	Wellpoint
Sun Life Financial	UMB Financial Corporation	Wells Fargo
Sun National Bank	United American Insurance	Western Union
Synovus Financial Corporation	Unum	Willis North America
TD Ameritrade	USAA	Zurich North America
Thrivent Financial for Lutherans	Utica National Insurance	
TIAA-CREF	Visa	

Overview of Survey Participants**Participant List by Industry (continued)****HIGH TECH**

3M	DST Systems	Mattel
AO Smith	Eastman Kodak	McCain Foods USA
Accellent LLC	Eaton	Mead Johnson Nutrition
Agilent Technologies	Edwards Lifesciences	Medtronic
Allegion	EMC	Micron Technology
AMETEK	Emerson Electric	Microsoft
AMSTED Industries	Encompass Digital Media	Morton Salt
Apple	Essilor of America	MTS Systems
Armstrong World Industries	Flowers Foods	NCR
Arrow Electronics	Fortune Brands Home & Security	Nestle Purina PetCare
ASM International	Frito-Lay North America	Newell Rubbermaid
AT&T	Frontier Communications	Nobel Biocare
Avnet	GAF Materials	Nokia Corporation
Ball	General Electric	Nortek
Bard (CR Bard)	Graco	NuVasive
Beckman Coulter	Green Plains Renewable Energy, Inc.	Osram Sylvania
Big Heart Pet Brands	Harman	Owens Corning
BMC Software	Herman Miller	Oxford Instruments America
BorgWarner	Hillshire Brands Company	Pall Corporation
Boston Scientific	Hitachi Data Systems	Parker Hannifin
Brunswick	HNI	Pitney Bowes
BT Global Services	HTC Corporation	Plexus
Cablevision Systems	Hubbell	Polaris Industries
Calgon Carbon	IBM	Post Holdings
Campbell Soup	IMS Health	Quaker Oats
Cardinal Health	Ingersoll Rand	Qualcomm
Celestica	Intel	Regal-Beloit
Cepheid	Intuit	Rich Products
Charter Communications	ITT Corporation	Ricoh Americas
Chiquita Brands	Johns Manville	Rockwell Automation
Cisco Systems	Johnson Controls	Saint Gobain
Citrix Systems	Jostens	Saputo Cheese USA
Colfax Corporation	Kennametal	Seagate Technology
Comcast	Kewaunee Scientific Corporation	Sensata Technologies
Constellation Brands	Knowles	ShawCor
Continental Automotive Systems	Kodak Alaris	Siemens AG
Corning	Lafarge North America	Smith & Nephew
Covidien	Leggett and Platt	Snap-on
Crown Castle	Leidos	Sonoco Products
Danaher	Level 3	Sony
Deere & Company	Liberty Global	Sprint Nextel
Dell	Lifetouch	SPX
Dentsply	LinkedIn	St. Jude Medical
Donaldson	Mars North America	Stanley Black & Decker
Dr Pepper Snapple	Masco Corporation	Steelcase

Overview of Survey Participants

Participant List by Industry (continued)

HIGH TECH (continued)

Stryker	T-Mobile USA	Verizon
SunGard Data Systems	TomTom	Wells' Dairy
SWIFT	Toro	West Pharmaceutical Services
TE Connectivity Limited	Total System Service (TSYS)	Whirlpool
Tektronix	Travelport	Wm. Wrigley Jr.
Tennant Company	Trinity Industries	Worthington Industries
Teradata	TRW Automotive	Xerox
Terex	United States Cellular	XO Communications
Textron	USG Corporation	Xylem
Thermo Fisher Scientific	VeriSign	

Overview of Survey Participants**Participant List by Industry (continued)****MANUFACTURING**

3M	Bard (CR Bard)	Colfax Corporation
AO Smith	Barrick Gold of North America	Columbia Sportsweat
AbbVie	Baxter	Commercial Metals
Accellent LLC	Bayer Healthcare	ConAgra Foods
ACH Food	Bayer MaterialScience	ConocoPhillips
Acorda Therapeutics	BBA Aviation	Constellation Brands
Actavis	BD (Becton Dickinson)	Continental Automotive Systems
Aditya Birla Management Corporation	Beam Suntory	Cooper Standard Automotive
Aerostale	Bechtel Systems & Infrastructure	Corning
Agilent Technologies	Beckman Coulter	Cott Corporation
Agrium	BG US Services	Covance
Air Products and Chemicals	Big Heart Pet Brands	Covidien
AK Steel Holding	Biogen Idec	CSL Limited
Alcoa	BioMarin Pharmaceutical	CTI BioPharma
Alexion Pharmaceuticals	Bob Evans Farms	Cubic
Allegion	Boehringer Ingelheim	Curtiss-Wright
Allergan	Boeing	Cytec
Alliance Pipeline	Boise Cascade	Daiichi Sankyo, Inc.
Alliant Techsystems	BorgWarner	Dana
Altria Group	Boston Scientific	Danaher
American Greetings	BP	Dannon
American Sugar Refining	Brembo	Dean Foods
Americas Styrenics	Bristol-Myers Squibb	Deckers Outdoor
AMETEK	Brown-Forman	Deere & Company
Amgen	Brunswick	Dell
AMSTED Industries	Burger King	Dentsply
Amway	Cabot	Devon Energy
Anheuser-Busch	Calgon Carbon	Diageo North America
Ansell	Campbell Soup	Domtar
Apache	Cardinal Health	Donaldson
Apple	Carmeuse North America Group	Dow Chemical
Appvion	CBRE Group	Dow Corning
AptarGroup	Celanese	Dr Pepper Snapple
Arkema	Celestica	DuPont
Armstrong World Industries	Celgene	Eastman Chemical
Arrow Electronics	Cepheid	Eastman Kodak
Ashland	CF Industries	Eaton
ASM International	Chemtura	Ecolab
Astellas Pharma	Chevron	Edwards Lifesciences
AstraZeneca	Chevron Phillips Chemical	Eisai
Avnet	Chiquita Brands	Eli Lilly
Avon Products	Clearwater Paper Corporation	EMD Millipore
Axiall Corporation	Cliffs Natural Resources	Emerson Electric
BAE Systems	Coca-Cola	Encana Services Company Limited
Ball	Coca-Cola Enterprises	Endo

Overview of Survey Participants**Participant List by Industry (continued)****MANUFACTURING (continued)**

EP Energy	Hormel Foods	LyondellBasell
Essilor of America	Horsehead	Magellan Midstream Partners
Estée Lauder	Hospira	Mallinckrodt
Esterline Technologies	Hubbell	Marathon Oil
Evraz North America	Hunt Consolidated	Marathon Petroleum
Exelis	Huntsman	Mars North America
Exterran	Icon Clinical Research	Mary Kay
ExxonMobil	IDEXX Laboratories	Masco Corporation
Flowers Foods	Infineum USA	Mattel
Ford	Ingersoll Rand	McCain Foods USA
Forest Laboratories	Intel	McCormick
Fortune Brands Home & Security	International Flavors & Fragrances	MDU Resources
Freeport-McMoRan Oil & Gas	International Paper	Mead Johnson Nutrition
Frito-Lay North America	ION Geophysical	MeadWestvaco
GAF Materials	ITT Corporation	Medtronic
GE Healthcare	JM Smucker	Merck & Co
General Dynamics	Jack in the Box	Meritor
General Electric	Johns Manville	Micron Technology
General Mills	Johnson & Johnson	MillerCoors
Gilead Sciences	Johnson Controls	Molson Coors Brewing
Glatfelter	Jostens	Momentive Specialty Chemicals
GlaxoSmithKline	Kao Brands	Mondelez
Godiva Chocolatier	Kate Spade & Company	Morton Salt
Graco	Kellogg	Mosaic
Green Plains Renewable Energy, Inc.	Kennametal	MTS Systems
GTECH	Keurig Green Mountain	Murphy Oil
HB Fuller	Kewaunee Scientific Corporation	Mylan
Halcon Resources	Keystone Foods	Navistar International
Hanesbrands	Kimberly-Clark	Nestle Purina PetCare
Harley-Davidson	Kinross Gold	Nestle USA
Harman	Knowles	Newell Rubbermaid
Harsco	Kodak Alaris	Newmont Mining
Hasbro	Kraft Foods	Newport News Shipbuilding
Helmerich & Payne	L-3 Communications	Nissan North America
Hercules Offshore	Lafarge North America	Nobel Biocare
Herman Miller	Land O'Lakes	Noble Corporation
Hershey	Leggett and Platt	Noble Energy
Hess	Leprino Foods	Nortek
Hexcel	Lifetouch	Northrop Grumman
Hillshire Brands Company	Linde Group	NOVA Chemicals
Hitachi Data Systems	Littelfuse	Novartis
HNI	Lonza	Novo Nordisk Pharmaceuticals
Hoffmann-La Roche	L'Oréal	Nu Skin Enterprises
HollyFrontier Corporation	Lorillard Tobacco	NuVasive
Honeywell	Lululemon Athletica	Occidental Chemical

Overview of Survey Participants**Participant List by Industry (continued)****MANUFACTURING (continued)**

Occidental Petroleum	Royal DSM	Terex
Oil-Dri Corporation of America	SC Johnson & Son	Tervita
OM Group	SAIC	Tesoro
Osram Sylvania	Saint Gobain	Teva Pharmaceutical
Owens Corning	Sanderson Farms	Textron
Oxford Industries	Saputo Cheese USA	Thermo Fisher Scientific
Oxford Instruments America	Saudi Aramco	Toro
Pall Corporation	Schlumberger	Total Petrochemicals USA
PAREXEL	Schreiber Foods	Transocean
Parker Hannifin	Schwan Food Company	Trinity Industries
Peets Coffee & Tea	Seagate Technology	TRW Automotive
PepsiCo	Sealed Air	Tupperware Brands
Perrigo	Sensata Technologies	Tyson Foods
Pfizer	ShawCor	Unilever United States
Phillips 66	Shell Oil	uniQure
Phillips-Van Heusen	Sherwin-Williams	United Launch Alliance
Pitney Bowes	Shire Pharmaceuticals	United States Steel
Plexus	Siemens AG	United Technologies
Polaris Industries	Sigma-Aldrich	USG Corporation
Polymer Group	Smith & Nephew	Valero Energy
PolyOne	Snap-on	Ventura Foods
Post Holdings	Sonoco Products	Vertex Pharmaceuticals
Potash	Sony	Volkswagen Group of America, Inc.
Praxair	Southwestern Energy	Vulcan Materials
Purdue Pharma	Spirit AeroSystems	WR Grace
Quaker Oats	SPX	Wells' Dairy
Questar	SSAB	West Pharmaceutical Services
Quintiles	St. Jude Medical	Westlake Chemical
Rayonier	Stanley Black & Decker	Weyerhaeuser
Regal-Beloit	Starbucks Coffee	Whirlpool
Regeneron Pharmaceuticals	Statoil	WhiteWave Foods
Revlon	Steelcase	Wm. Wrigley Jr.
Reynolds American	Stryker	Worthington Industries
Rich Products	SunCoke Energy	WPX Energy
Ricoh Americas	Suncor Energy	Xerox
Rockwell Automation	Takeda Pharmaceuticals	Xylem
Rockwell Collins	TE Connectivity Limited	Zoetis
Rolls-Royce North America	Tektronix	
Rowan Companies	Tennant Company	

Overview of Survey Participants

Participant List by Industry (continued)

MEDIA/ENTERTAINMENT

AH Belo	Graham Holdings	Sinclair Broadcast Group
AMC Networks	International Game Technology	Time Warner
Clear Channel Communications	John Wiley & Sons	Tribune
Cox Enterprises	McClatchy	UBM
Dex Media	Meredith	Viacom
DIRECTV Group	New York Times	Walt Disney
Discovery Communications	RR Donnelley	Wolters Kluwer
EW Scripps	Reed Business Information	
Gannett	Scripps Networks Interactive	

Overview of Survey Participants

Participant List by Industry (continued)

PHARMACEUTICAL/BIOTECHNOLOGY

AbbVie	CTI BioPharma	Novartis
Acorda Therapeutics	Daiichi Sankyo, Inc.	Novo Nordisk Pharmaceuticals
Actavis	Eisai	PAREXEL
Alexion Pharmaceuticals	Eli Lilly	Perrigo
Allergan	Endo	Pfizer
Amgen	Forest Laboratories	Purdue Pharma
Astellas Pharma	GE Healthcare	Quintiles
AstraZeneca	Gilead Sciences	Regeneron Pharmaceuticals
Baxter	GlaxoSmithKline	Royal DSM
Bayer Healthcare	Hoffmann-La Roche	Sanofi
BD (Becton Dickinson)	Hospira	Shire Pharmaceuticals
Biogen Idec	Icon Clinical Research	Sigma-Aldrich
BioMarin Pharmaceutical	IDEXX Laboratories	Takeda Pharmaceuticals
Boehringer Ingelheim	Johnson & Johnson	Teva Pharmaceutical
Bristol-Myers Squibb	Lonza	uniQure
Celgene	Mallinckrodt	Vertex Pharmaceuticals
Covance	Merck & Co	Zoetis
CSL Limited	Mylan	

Overview of Survey Participants

Participant List by Industry (continued)

RETAIL/WHOLESALE TRADE		
7-Eleven	Fred's	Pier 1 Imports
Amazon.com	Gap	QVC
AmerisourceBergen	HD Supply	RadioShack
ANN, INC.	Henry Schein	Ralph Lauren
bebe stores	Home Depot	Recreational Equipment
Belk	J. Crew	Safeway
Best Buy	JC Penney Company	Sears
Big Lots	JM Family Enterprises	SpartanNash
Burberry	Kohl's	Stage Stores
C & J Clarks	Kroger	Staples
CarMax	LL Bean	SuperValu Stores
Chico's FAS	Lands' End	Target
Children's Place	Lawson Products	Tech Data
Coach	LBrands	Tiffany & Co.
Crate & Barrel	Levi Strauss	TJX Companies
CST Brands	Luxottica Group	ULTA Salon, Cosmetics & Fragrances
Delhaize America	Macy's	Under Armour
Dick's Sporting Goods	Nike	Walmart
DSW	Office Depot	Whole Foods Market
ebay	Outerwall	Zales
Family Dollar Stores	PANDORA	
Follett Corporation	PetSmart	

Overview of Survey Participants**Participant List by Industry (continued)****SERVICES**

AH Belo	Darden Restaurants	KB Home
ABM Industries	Delta Air Lines	KBR
Accenture	Deluxe	Kelly Services
Adecco	Dex Media	Laureate Education
AGCO	DIRECTV Group	Lehigh Hanson
Aimia	Discovery Communications	Leidos
Alexander & Baldwin	Domino's Pizza	Level 3
AMC Networks	DST Systems	Liberty Global
Andersons	EW Scripps	LinkedIn
ARAMARK	Education Management	Markit
Archer Daniels Midland	EMC	Marriott International
AT&T	Encompass Digital Media	McClatchy
Automatic Data Processing	Equifax	McDonald's
Avis Budget Group	Expedia	Meredith
Bayer Business & Technology Services	Experian Americas	Microsoft
Bayer CropScience	FedEx	Monsanto
BMC Software	Ferrovial	Navigant Consulting
Booz Allen Hamilton	Fluor	NCR
Broadridge Financial Solutions	Frontier Communications	New York Times
BT Global Services	Fujitsu	Nokia Corporation
Bunge	G&K Services	Norfolk Southern
Burlington Northern Santa Fe	Gannett	PF Chang's China Bistro
Cablevision Systems	Gavilon	Parsons Corporation
Canadian National Railway	GE Energy	PHH
Cargill	Google	PulteGroup
Carlson	Graham Holdings	Quad/Graphics
Carnival	Granite Construction	Qualcomm
CDI	GROWMARK	RR Donnelley
CEC Educational Services	HBO	Rackspace
CGI Technologies and Solutions	Hertz	Realogy
CH2M Hill	Hilton	Reed Business Information
Charter Communications	HNTB	Regency Centers
CHS	HomeServe USA	Ritchie Brothers Auctioneers
Cintas	HTC Corporation	Rollins
Cisco Systems	IBM	Royal Caribbean Cruises
Citrix Systems	IMS Health	RTI International
Clear Channel Communications	Ingenico	Ryder System
Comcast	Ingram Industries	Scripps Networks Interactive
Compass	Intercontinental	ServiceMaster Company
Cox Enterprises	International Game Technology	Sinclair Broadcast Group
Cracker Barrel Old Country Stores	Intuit	SNC-Lavalin
Crown Castle	Jacobs Engineering	Southwest Airlines
CSC	JetBlue Airways	Spirit Airlines
CSX	John Wiley & Sons	Sprint Nextel
	K. Hovnanian Companies	Starwood Hotels & Resorts

Overview of Survey Participants

Participant List by Industry (continued)

SERVICES (continued)

SunGard Data Systems	Tribune	Verizon
SWIFT	UBM	Viacom
Syngenta Crop Protection	Underwriters Laboratories	VistaPrint
Taubman Centers	Unisys	Walt Disney
Teradata	United Rentals	Waste Management
Thomson Reuters	United States Cellular	Wendy's Group
Time Warner	Universal Studios Orlando	WEX
T-Mobile USA	UPS	Wolters Kluwer
TomTom	URS	XO Communications
Total System Service (TSYS)	UTi Worldwide	
Travelport	VeriSign	

Overview of Survey Participants

Participant List by Industry (continued)

HEALTH CARE

Aurora Healthcare	HCA Healthcare	Omnicare
Banner Health	HealthSouth Corporation	Quest Diagnostics
Catamaran	Henry Ford Health Systems	Tenet Healthcare
CVS Caremark	Kaiser Foundation Health Plan	UnitedHealth Group
Dignity Health	Kindred Healthcare	University of Texas - MD Anderson Cancer Center
Emblem Health	Magellan Health Services	Wellcare Health Plans
Gentiva Health Services	McKesson	

Executive Summary

Executive Summary

LTI Plans

- Restricted Stock/Units continue to remain the most prevalent form of long-term incentive (67%) of companies. Stock options continue to decline in prevalence but 45% of respondents are still granting stock options.
- Most organizations (67%) are granting two or more forms of long-term incentives - a "portfolio approach." However, middle market companies with less than \$500 Million in revenues are still more likely to grant one long-term incentive.

LTI Grant Values

- Organization size and industry continue to impact the size of individual awards. Typically LTI recipients at larger organizations receive slightly larger LTI grants. For example, participants with a \$225,000 salary receive 42% of salary at a \$2 Billion company versus 48% at an \$8 Billion company.

The industries with the highest grant values were High Tech and Manufacturing. The industries with the lowest grant values were Media/Entertainment and Financial Services.

Plan Design Trends

- The use of TSR as a metric in performance plans continues to increase (40%).

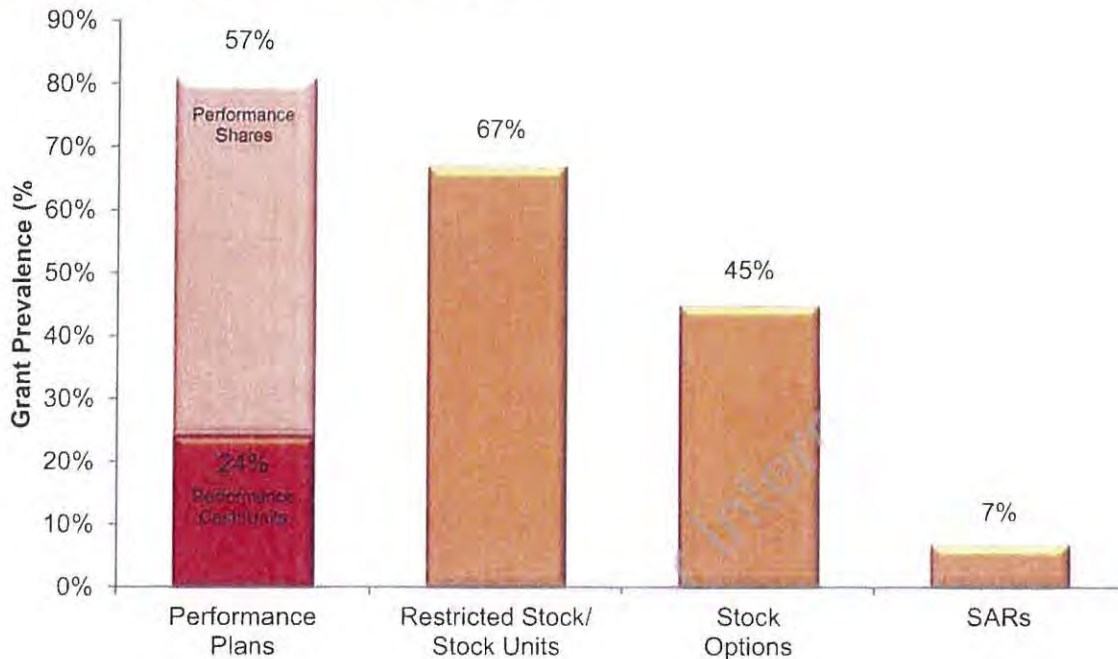
Single-trigger vesting of equity awards upon a change of control continues to decline (29% restricted shares/units and 31% stock options). Companies are moving toward double trigger or simply continue vesting.

Fourteen percent of companies are considering revising the performance measures for future LTI awards.

LTI Prevalence

LTI Prevalence Highlights

PREVALENCE OF LTI GRANT TYPES REPORTED



Stock options remain as part of the long-term package for approximately half of the respondents. Restricted stock/stock units and performance shares continue to be an important part of the long-term package for U.S. companies.

Multiple Forms of LTI

Most companies (67%) are granting more than one form of long-term incentive award.

Number of LTI Awards	Prevalence
One LTI Award	33%
Two LTI Awards	37%
Three LTI Awards	30%
Four LTI Awards	<1%

LTI Prevalence

TYPE(S) OF LTI GRANTED IN MOST RECENT ANNUAL GRANT						
	% of Responses					# of Responses
	Stock Options	Restricted Stock/ Stock Units	Performance Shares	Performance Cash/Units	Stock Appreciation Rights (SARs)	
Total Sample	45.0%	67.0%	56.7%	23.5%	6.5%	903
Industry Sector						
Energy Services	21.1%	65.1%	66.1%	20.2%	0.0%	109
Financial Services	35.4%	57.0%	48.1%	32.9%	5.7%	158
High Tech	55.5%	72.0%	57.9%	18.9%	6.1%	164
Manufacturing	53.5%	67.2%	59.2%	20.4%	9.0%	387
Media/Entertainment	48.0%	88.0%	60.0%	24.0%	8.0%	25
Pharmaceutical/Biotechnology	60.4%	67.9%	54.7%	9.4%	11.3%	53
Retail/Wholesale Trade	48.4%	71.9%	54.7%	21.9%	4.7%	64
Services	49.1%	76.4%	55.8%	20.6%	6.1%	165
Health Care	40.0%	60.0%	40.0%	55.0%	10.0%	20
Revenue Size						
Under \$500 Million	31.7%	39.0%	17.1%	39.0%	7.3%	41
\$500 Million - \$1 Billion	48.1%	69.2%	53.8%	13.5%	1.9%	52
\$1 Billion - \$3 Billion	46.9%	70.0%	52.7%	25.6%	6.3%	207
\$3 Billion - \$6 Billion	42.0%	69.2%	59.8%	21.3%	8.9%	169
\$6 Billion - \$10 Billion	42.1%	71.6%	71.6%	18.9%	7.4%	95
\$10 Billion - \$20 Billion	50.3%	74.5%	64.8%	17.9%	8.3%	145
\$20 Billion or More	44.8%	59.3%	54.1%	28.9%	4.1%	194

LTI Prevalence

NUMBER OF LTI VEHICLES USED IN MOST RECENT ANNUAL GRANT					
	% of Responses				# of Responses
	1	2	3	4	
Total Sample	32.6%	36.9%	29.9%	0.7%	903
Industry Sector					
Energy Services	41.3%	45.0%	13.8%	0.0%	109
Financial Services	48.1%	24.7%	27.2%	0.0%	158
High Tech	26.8%	36.6%	36.0%	0.6%	164
Manufacturing	28.9%	33.9%	36.2%	1.0%	387
Media/Entertainment	16.0%	44.0%	36.0%	4.0%	25
Pharmaceutical/Biotechnology	30.2%	37.7%	30.2%	1.9%	53
Retail/Wholesale Trade	26.6%	45.3%	28.1%	0.0%	64
Services	22.4%	47.9%	29.1%	0.6%	165
Health Care	35.0%	30.0%	30.0%	5.0%	20
Revenue Size					
Under \$500 Million	70.7%	24.4%	4.9%	0.0%	41
\$500 Million - \$1 Billion	28.8%	55.8%	15.4%	0.0%	52
\$1 Billion - \$3 Billion	30.0%	39.1%	30.4%	0.5%	207
\$3 Billion - \$6 Billion	30.8%	37.9%	30.8%	0.6%	169
\$6 Billion - \$10 Billion	23.2%	42.1%	34.7%	0.0%	95
\$10 Billion - \$20 Billion	22.1%	40.0%	37.9%	0.0%	145
\$20 Billion or More	42.3%	26.3%	29.4%	2.1%	194

LTI Prevalence

TYPE OF VEHICLE USED IN MOST RECENT ANNUAL GRANT WHEN SINGLE TYPE GRANTED						
	% of Responses					# of Responses
	Stock Options	Restricted Stock/ Stock Units	Performance Shares	Performance Cash/Units	Stock Appreciation Rights (SARs)	
Total Sample	12.2%	18.0%	21.4%	45.9%	2.4%	294
Industry Sector						
Energy Services	4.4%	26.7%	24.4%	44.4%	0.0%	45
Financial Services	5.3%	21.1%	15.8%	55.3%	2.6%	76
High Tech	25.0%	15.9%	15.9%	40.9%	2.3%	44
Manufacturing	17.0%	11.6%	25.9%	42.9%	2.7%	112
Media/Entertainment	0.0%	50.0%	25.0%	25.0%	0.0%	4
Pharmaceutical/Biotechnology	43.8%	0.0%	31.3%	25.0%	0.0%	16
Retail/Wholesale Trade	11.8%	23.5%	23.5%	35.3%	5.9%	17
Services	24.3%	21.6%	18.9%	32.4%	2.7%	37
Health Care	0.0%	0.0%	0.0%	100.0%	0.0%	7
Revenue Size						
Under \$500 Million	20.7%	20.7%	3.4%	51.7%	3.4%	29
\$500 Million - \$1 Billion	40.0%	6.7%	6.7%	46.7%	0.0%	15
\$1 Billion - \$3 Billion	9.7%	19.4%	19.4%	48.4%	3.2%	62
\$3 Billion - \$6 Billion	5.8%	19.2%	25.0%	44.2%	5.8%	52
\$6 Billion - \$10 Billion	18.2%	13.6%	36.4%	31.8%	0.0%	22
\$10 Billion - \$20 Billion	3.1%	18.8%	18.8%	56.3%	3.1%	32
\$20 Billion or More	12.2%	18.3%	26.8%	42.7%	0.0%	82

LTI Prevalence

TYPES OF VEHICLES USED IN MOST RECENT ANNUAL GRANT WHEN TWO TYPES GRANTED						
	% of Responses					# of Responses
	Stock Options	Restricted Stock/ Stock Units	Performance Shares	Performance Cash/Units	Stock Appreciation Rights (SARs)	
Total Sample	33.3%	83.5%	64.3%	11.1%	7.8%	333
Industry Sector						
Energy Services	12.2%	89.8%	93.9%	4.1%	0.0%	49
Financial Services	33.3%	79.5%	61.5%	17.9%	7.7%	39
High Tech	40.0%	88.3%	61.7%	6.7%	3.3%	60
Manufacturing	42.7%	80.2%	57.3%	9.9%	9.9%	131
Media/Entertainment	18.2%	90.9%	54.5%	27.3%	9.1%	11
Pharmaceutical/Biotechnology	50.0%	95.0%	40.0%	0.0%	15.0%	20
Retail/Wholesale Trade	37.9%	82.8%	58.6%	13.8%	6.9%	29
Services	30.4%	87.3%	60.8%	12.7%	8.9%	79
Health Care	16.7%	83.3%	66.7%	16.7%	16.7%	6
Revenue Size						
Under \$500 Million	50.0%	80.0%	40.0%	10.0%	20.0%	10
\$500 Million - \$1 Billion	37.9%	93.1%	65.5%	0.0%	3.4%	29
\$1 Billion - \$3 Billion	35.8%	85.2%	55.6%	13.6%	9.9%	81
\$3 Billion - \$6 Billion	29.7%	85.9%	67.2%	9.4%	7.8%	64
\$6 Billion - \$10 Billion	20.0%	82.5%	85.0%	10.0%	2.5%	40
\$10 Billion - \$20 Billion	36.2%	81.0%	58.6%	12.1%	12.1%	58
\$20 Billion or More	35.3%	76.5%	68.6%	15.7%	3.9%	51

LTI Grants

LTI Grants Highlights

Organization Size

Typically LTI recipients at larger organizations receive slightly larger LTI grants. For example, at a \$2 Billion organization, an employee with a \$225,000 salary receives an annual LTI award equal to approximately 42% of salary. At an \$8 Billion organization, an employee at this salary level receives an annual LTI award equal to approximately 48% of salary. While there is a correlation between organization size and LTI value, the correlation is not as significant as cash compensation. However, size differentials are much greater for Named Executive Officers.

MEDIAN LTI VALUE (% SALARY) BY REVENUE SIZE		
	Base Salary (\$000)	
	\$201 - \$250	\$80 - \$100
\$1B - \$3B	41.8%	11.1%
\$6B - \$10B	47.9%	15.3%

Industry Differences

There can be significant differences in LTI grant values and practices by industry. In addition to organization size, industry is also typically a key consideration when establishing LTI award guidelines.

MEDIAN LTI VALUE (% SALARY) BY INDUSTRY		
	Base Salary (\$000)	
	\$250 - \$300	\$80 - \$100
Energy Services	67.7%	12.1%
Financial Services	49.1%	12.1%
High Tech	74.0%	13.0%
Manufacturing	69.4%	13.3%
Media/Entertainment	52.7%	10.1%
Pharmaceutical/Biotechnology	58.5%	10.4%
Retail/Wholesale Trade	70.5%	13.9%
Services	58.7%	13.5%
Health Care	57.8%	---

LTI Grants

The following LTI grant values represent the LTI dollar value award opportunity. Specifically, the values represent the annualized present value of LTI award guidelines (the typical annual award for an employee at this salary level) at grant date. In the case of equity awards, the values reflect each organization's ASC 718 or IFRS(2) values. Equity awards include stock options, restricted stock/stock units, performance shares and stock appreciation rights (SARs). Long-term cash performance plans are valued at target.

Values for long-term incentive data typically have the greatest dispersion of all compensation elements. The following summary displays a broad range of summary statistics, including 10th and 90th percentiles and averages. However, for purposes of analyzing the value of long-term incentives it is recommended that the median (50th percentile) represents the optimal "market rate." The average reflects valid but extreme values in data that are widely dispersed. The 10th and 90th percentiles provide a check on whether every value in the sample falls within a reasonable range.

DOLLAR VALUE OF 2014 LTI AWARDS							
Salary Ranges (\$000)	Actual Awards by Salary Level						# of Responses
	10th	25th	Median	75th	90th	Average	
TOTAL SAMPLE							
CEO	\$1,094.8	\$2,086.0	\$4,057.6	\$7,000.0	\$10,067.0	\$5,015.5	435
CFO	\$296.4	\$565.0	\$999.9	\$1,626.8	\$2,866.7	\$1,388.6	422
\$901 - \$1,000	\$767.1	\$1,760.5	\$3,103.4	\$4,183.1	\$5,156.2	\$3,028.1	30
\$801 - \$900	\$435.6	\$815.8	\$1,958.9	\$3,425.8	\$4,746.3	\$2,449.6	53
\$701 - \$800	\$443.9	\$829.1	\$2,099.2	\$2,733.4	\$3,534.8	\$2,109.7	88
\$601 - \$700	\$500.0	\$862.5	\$1,431.0	\$1,976.1	\$2,638.8	\$1,544.6	162
\$501 - \$600	\$399.0	\$650.0	\$987.8	\$1,341.1	\$1,704.0	\$1,066.5	267
\$401 - \$500	\$276.3	\$421.0	\$602.1	\$857.4	\$1,232.5	\$719.6	382
\$351 - \$400	\$168.1	\$258.6	\$389.3	\$531.4	\$802.1	\$451.2	433
\$301 - \$350	\$121.7	\$175.9	\$269.2	\$352.4	\$503.2	\$313.2	461
\$251 - \$300	\$78.7	\$117.7	\$174.6	\$249.1	\$347.9	\$214.3	486
\$201 - \$250	\$49.2	\$68.3	\$100.6	\$147.4	\$214.0	\$138.1	483
\$176 - \$200	\$27.5	\$41.0	\$56.2	\$86.1	\$136.9	\$78.4	452
\$151 - \$175	\$18.9	\$27.1	\$39.0	\$56.5	\$88.1	\$54.7	416
\$126 - \$150	\$12.2	\$19.4	\$26.8	\$40.1	\$63.3	\$41.0	355
\$101 - \$125	\$8.0	\$11.9	\$18.4	\$29.7	\$49.7	\$31.2	279
\$80 - \$100	\$4.6	\$8.2	\$11.9	\$20.0	\$29.6	\$19.9	196

Table continues on next page.

LTI Grants

DOLLAR VALUE OF 2014 LTI AWARDS (continued)							
Salary Ranges (\$000)	Actual Awards by Salary Level						# of Responses
	10th	25th	Median	75th	90th	Average	
INDUSTRY SECTOR							
Energy Services							
CEO	\$791.8	\$1,414.7	\$2,642.2	\$5,027.6	\$7,500.0	\$3,564.1	58
CFO	\$153.9	\$430.7	\$845.0	\$1,281.3	\$1,820.1	\$957.4	57
\$901 - \$1,000	---	---	---	---	---	---	0
\$801 - \$900	---	---	---	---	---	---	3
\$701 - \$800	---	\$708.5	\$1,915.8	\$2,444.0	---	\$1,729.0	6
\$601 - \$700	\$1,150.4	\$1,323.4	\$1,500.0	\$2,231.4	\$2,441.4	\$1,726.1	11
\$501 - \$600	\$546.9	\$752.0	\$1,064.8	\$1,205.5	\$2,085.4	\$1,211.0	26
\$401 - \$500	\$338.1	\$505.3	\$736.6	\$991.1	\$1,436.9	\$762.9	41
\$351 - \$400	\$238.4	\$327.7	\$427.9	\$620.3	\$945.6	\$510.5	48
\$301 - \$350	\$152.8	\$206.6	\$287.3	\$437.9	\$685.4	\$368.5	61
\$251 - \$300	\$97.5	\$143.8	\$186.0	\$276.8	\$434.8	\$300.3	68
\$201 - \$250	\$55.8	\$70.5	\$119.4	\$157.3	\$269.9	\$212.1	66
\$176 - \$200	\$35.1	\$47.2	\$67.3	\$105.1	\$160.3	\$91.2	58
\$151 - \$175	\$20.2	\$27.2	\$42.5	\$67.0	\$105.7	\$65.1	53
\$126 - \$150	\$14.0	\$18.3	\$28.2	\$44.5	\$77.0	\$59.0	46
\$101 - \$125	\$11.5	\$12.1	\$19.7	\$30.4	\$49.8	\$63.8	33
\$80 - \$100	\$8.0	\$9.7	\$10.9	\$21.8	\$116.7	\$58.7	18
Financial Services							
CEO	\$1,063.8	\$1,482.5	\$3,333.0	\$6,625.0	\$9,114.7	\$4,374.1	89
CFO	\$218.8	\$471.1	\$818.2	\$1,532.4	\$2,545.0	\$1,127.8	85
\$901 - \$1,000	---	---	---	---	---	---	4
\$801 - \$900	---	\$1,100.0	\$1,958.9	\$3,955.7	---	\$2,414.1	5
\$701 - \$800	\$970.4	\$1,937.6	\$2,469.2	\$3,275.0	\$5,205.7	\$2,705.2	15
\$601 - \$700	\$544.9	\$846.7	\$1,356.8	\$1,763.4	\$2,155.3	\$1,342.4	34
\$501 - \$600	\$349.9	\$510.0	\$829.4	\$1,304.4	\$1,600.0	\$906.2	59
\$401 - \$500	\$203.1	\$313.4	\$471.3	\$701.3	\$1,012.8	\$547.1	84
\$351 - \$400	\$144.9	\$234.0	\$304.4	\$436.6	\$521.9	\$334.8	87
\$301 - \$350	\$96.3	\$145.7	\$212.5	\$275.0	\$329.6	\$219.3	91
\$251 - \$300	\$57.4	\$93.4	\$135.0	\$175.0	\$230.4	\$140.1	95
\$201 - \$250	\$43.4	\$56.1	\$77.6	\$100.1	\$131.2	\$85.6	93
\$176 - \$200	\$24.8	\$38.7	\$47.5	\$67.6	\$96.9	\$53.9	85
\$151 - \$175	\$14.0	\$26.2	\$33.8	\$44.0	\$60.8	\$35.7	78
\$126 - \$150	\$10.9	\$19.3	\$26.0	\$30.4	\$50.0	\$27.2	67
\$101 - \$125	\$6.5	\$11.2	\$15.0	\$25.2	\$38.6	\$19.5	50
\$80 - \$100	\$4.1	\$7.2	\$10.9	\$23.3	\$31.7	\$15.0	36

Table continues on next page.

LTI Grants

DOLLAR VALUE OF 2014 LTI AWARDS (continued)							
Salary Ranges (\$000)	Actual Awards by Salary Level						# of Responses
	10th	25th	Median	75th	90th	Average	
INDUSTRY SECTOR (continued)							
High Tech							
CEO	\$2,400.0	\$3,471.9	\$5,188.5	\$8,370.8	\$12,000.1	\$6,297.7	69
CFO	\$520.0	\$861.0	\$1,290.7	\$2,750.3	\$4,370.0	\$2,209.5	69
\$901 - \$1,000	---	---	---	---	---	---	4
\$801 - \$900	---	\$2,900.6	\$3,351.6	\$4,727.9	---	\$4,491.6	9
\$701 - \$800	\$538.0	\$1,470.6	\$2,794.6	\$4,240.3	\$6,549.0	\$3,045.5	15
\$601 - \$700	\$1,357.1	\$1,745.0	\$2,067.6	\$2,758.9	\$5,049.4	\$2,476.5	24
\$501 - \$600	\$622.6	\$969.4	\$1,324.7	\$1,603.3	\$2,588.9	\$1,466.5	42
\$401 - \$500	\$451.8	\$582.1	\$752.0	\$1,205.0	\$1,556.7	\$980.2	60
\$351 - \$400	\$280.6	\$360.6	\$450.0	\$700.5	\$934.4	\$566.8	70
\$301 - \$350	\$184.5	\$255.7	\$323.6	\$480.2	\$684.9	\$414.9	76
\$251 - \$300	\$109.3	\$154.1	\$203.5	\$285.8	\$410.0	\$253.8	79
\$201 - \$250	\$67.1	\$90.6	\$124.4	\$166.1	\$232.8	\$155.3	82
\$176 - \$200	\$26.9	\$46.4	\$71.1	\$104.8	\$154.8	\$84.6	77
\$151 - \$175	\$22.6	\$30.6	\$42.6	\$64.0	\$100.0	\$51.9	72
\$126 - \$150	\$14.3	\$19.8	\$30.1	\$43.4	\$65.4	\$35.4	58
\$101 - \$125	\$8.2	\$11.7	\$19.9	\$29.5	\$47.1	\$24.1	50
\$80 - \$100	\$3.5	\$7.5	\$11.7	\$19.7	\$23.5	\$13.3	41
Manufacturing							
CEO	\$1,276.5	\$2,605.3	\$4,358.0	\$7,283.2	\$10,267.9	\$5,363.6	168
CFO	\$376.6	\$708.3	\$1,036.1	\$1,602.6	\$2,878.0	\$1,428.1	165
\$901 - \$1,000	\$1,337.0	\$3,020.0	\$3,568.1	\$4,250.0	\$4,552.6	\$3,463.6	11
\$801 - \$900	\$293.6	\$1,744.7	\$2,964.6	\$3,551.0	\$3,969.7	\$2,609.0	20
\$701 - \$800	\$291.4	\$813.7	\$2,335.8	\$2,789.4	\$3,909.3	\$2,121.4	32
\$601 - \$700	\$755.6	\$993.2	\$1,617.7	\$2,044.6	\$2,650.8	\$1,672.7	53
\$501 - \$600	\$497.7	\$804.0	\$1,084.8	\$1,428.7	\$1,938.7	\$1,167.2	95
\$401 - \$500	\$389.1	\$500.0	\$711.4	\$892.8	\$1,361.3	\$843.3	145
\$351 - \$400	\$229.7	\$336.9	\$428.5	\$603.7	\$814.6	\$509.6	173
\$301 - \$350	\$151.5	\$221.0	\$297.5	\$390.9	\$511.3	\$355.0	180
\$251 - \$300	\$96.0	\$142.6	\$190.6	\$260.8	\$400.3	\$233.6	192
\$201 - \$250	\$56.2	\$79.7	\$112.7	\$155.2	\$208.9	\$148.3	196
\$176 - \$200	\$28.7	\$44.0	\$60.9	\$92.1	\$158.6	\$86.8	186
\$151 - \$175	\$19.1	\$28.5	\$40.9	\$59.5	\$98.3	\$62.3	171
\$126 - \$150	\$11.6	\$19.0	\$25.8	\$40.2	\$67.4	\$43.6	139
\$101 - \$125	\$7.5	\$11.4	\$17.6	\$28.7	\$48.6	\$28.6	113
\$80 - \$100	\$5.5	\$7.5	\$11.9	\$18.6	\$25.2	\$16.5	88

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LTI Grants

DOLLAR VALUE OF 2014 LTI AWARDS (continued)							
Salary Ranges (\$000)	Actual Awards by Salary Level						# of Responses
	10th	25th	Median	75th	90th	Average	
INDUSTRY SECTOR (continued)							
Media/Entertainment							
CEO	\$1,314.5	\$3,000.0	\$6,614.6	\$13,534.5	\$17,563.7	\$7,853.5	15
CFO	\$386.8	\$790.0	\$1,275.0	\$1,776.7	\$4,327.3	\$1,699.5	15
\$901 - \$1,000	---	---	---	---	---	---	4
\$801 - \$900	---	\$379.4	\$894.8	\$1,699.3	---	\$1,010.4	5
\$701 - \$800	---	\$431.6	\$968.0	\$2,189.4	---	\$1,164.3	7
\$601 - \$700	---	\$584.9	\$790.0	\$1,389.4	---	\$1,036.2	9
\$501 - \$600	\$358.1	\$394.9	\$517.8	\$1,022.1	\$1,366.1	\$739.1	11
\$401 - \$500	\$111.2	\$270.3	\$394.2	\$510.3	\$606.1	\$378.5	10
\$351 - \$400	\$119.3	\$188.4	\$357.5	\$388.3	\$525.3	\$304.2	13
\$301 - \$350	\$81.9	\$148.8	\$267.1	\$337.3	\$444.6	\$253.1	14
\$251 - \$300	\$76.4	\$96.4	\$145.0	\$308.6	\$353.3	\$194.7	13
\$201 - \$250	\$40.0	\$56.0	\$123.0	\$167.2	\$199.9	\$112.2	13
\$176 - \$200	\$12.5	\$23.4	\$49.8	\$73.7	\$132.8	\$54.0	14
\$151 - \$175	\$6.4	\$13.0	\$37.2	\$48.5	\$111.7	\$38.6	12
\$126 - \$150	\$8.2	\$13.4	\$20.3	\$39.7	\$48.4	\$24.3	12
\$101 - \$125	\$5.1	\$12.0	\$13.4	\$24.1	\$49.0	\$19.1	10
\$80 - \$100	---	\$5.8	\$9.1	\$14.3	---	\$9.8	5
Pharmaceutical/Biotechnology							
CEO	\$1,480.0	\$3,630.9	\$6,000.0	\$9,500.0	\$24,090.5	\$8,213.2	13
CFO	\$514.7	\$900.9	\$1,608.0	\$2,990.9	\$8,769.6	\$2,503.2	12
\$901 - \$1,000	---	---	---	---	---	---	3
\$801 - \$900	---	---	---	---	---	---	4
\$701 - \$800	---	\$422.2	\$2,144.1	\$2,897.2	---	\$1,827.8	6
\$601 - \$700	---	\$640.0	\$900.6	\$1,497.5	---	\$976.9	6
\$501 - \$600	\$161.7	\$591.2	\$833.9	\$1,513.4	\$1,672.7	\$951.4	10
\$401 - \$500	\$241.6	\$383.8	\$574.2	\$878.0	\$3,155.1	\$946.2	15
\$351 - \$400	\$139.5	\$277.3	\$379.7	\$527.2	\$1,461.6	\$521.0	15
\$301 - \$350	\$111.1	\$162.0	\$258.2	\$314.2	\$1,171.3	\$406.7	16
\$251 - \$300	\$85.6	\$131.5	\$160.8	\$234.7	\$509.5	\$212.2	15
\$201 - \$250	\$44.9	\$59.2	\$99.5	\$120.6	\$315.9	\$123.9	16
\$176 - \$200	\$21.0	\$35.4	\$50.7	\$77.8	\$284.8	\$81.6	14
\$151 - \$175	\$16.3	\$27.5	\$39.9	\$48.3	\$163.1	\$51.2	12
\$126 - \$150	\$15.1	\$18.5	\$21.2	\$34.5	\$118.2	\$34.1	11
\$101 - \$125	\$6.4	\$7.3	\$11.4	\$22.0	\$94.6	\$21.9	10
\$80 - \$100	---	\$5.9	\$9.4	\$20.4	---	\$15.5	9

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LTI Grants**DOLLAR VALUE OF 2014 LTI AWARDS (continued)**

Salary Ranges (\$000)	Actual Awards by Salary Level						# of Responses
	10th	25th	Median	75th	90th	Average	
INDUSTRY SECTOR (continued)							
Retail/Wholesale Trade							
CEO	\$1,361.2	\$2,749.9	\$5,000.0	\$10,855.1	\$14,209.0	\$6,424.7	23
CFO	\$185.5	\$719.0	\$1,295.1	\$3,130.5	\$4,552.0	\$1,913.7	20
\$901 - \$1,000	---	---	---	---	---	---	3
\$801 - \$900	---	\$1,175.2	\$1,752.4	\$3,056.5	---	\$2,149.9	6
\$701 - \$800	---	\$782.8	\$1,292.6	\$2,250.8	---	\$1,435.6	8
\$601 - \$700	\$414.5	\$685.2	\$1,237.4	\$2,019.8	\$4,162.8	\$1,643.6	18
\$501 - \$600	\$360.4	\$538.2	\$925.8	\$1,085.3	\$1,677.5	\$946.1	20
\$401 - \$500	\$224.5	\$320.6	\$607.6	\$1,008.2	\$2,259.3	\$802.1	24
\$351 - \$400	\$162.6	\$244.5	\$389.8	\$653.2	\$1,594.9	\$528.3	26
\$301 - \$350	\$80.5	\$140.0	\$276.0	\$487.3	\$720.4	\$337.0	28
\$251 - \$300	\$65.2	\$93.0	\$193.9	\$343.4	\$507.7	\$234.9	30
\$201 - \$250	\$47.0	\$77.6	\$128.2	\$249.2	\$437.6	\$172.5	28
\$176 - \$200	\$26.9	\$44.7	\$70.0	\$185.6	\$324.5	\$119.1	25
\$151 - \$175	\$19.7	\$25.2	\$48.7	\$106.0	\$218.2	\$79.2	22
\$126 - \$150	\$14.1	\$22.9	\$45.0	\$93.2	\$179.4	\$67.1	19
\$101 - \$125	\$5.9	\$12.2	\$22.5	\$63.2	\$125.7	\$44.5	18
\$80 - \$100	---	\$6.1	\$12.6	\$26.2	---	\$17.8	9
Services							
CEO	\$1,314.6	\$2,475.1	\$4,634.0	\$7,073.2	\$12,478.9	\$5,646.0	86
CFO	\$354.6	\$601.0	\$1,112.4	\$1,868.5	\$3,909.9	\$1,728.8	84
\$901 - \$1,000	\$784.7	\$1,720.6	\$2,410.1	\$5,034.4	\$5,266.0	\$2,867.0	10
\$801 - \$900	\$318.2	\$500.0	\$1,659.1	\$3,837.5	\$8,266.4	\$2,595.9	15
\$701 - \$800	\$302.3	\$777.8	\$2,189.4	\$2,668.6	\$4,860.5	\$2,175.4	21
\$601 - \$700	\$403.1	\$759.8	\$1,129.3	\$2,001.3	\$3,452.0	\$1,587.3	40
\$501 - \$600	\$390.6	\$500.0	\$895.0	\$1,286.0	\$2,504.4	\$1,085.8	59
\$401 - \$500	\$280.3	\$375.5	\$534.8	\$773.2	\$1,289.2	\$665.7	76
\$351 - \$400	\$150.2	\$212.8	\$357.1	\$535.8	\$873.0	\$410.9	88
\$301 - \$350	\$105.1	\$158.3	\$250.0	\$353.0	\$497.6	\$286.7	90
\$251 - \$300	\$70.3	\$100.7	\$161.4	\$250.0	\$322.1	\$184.6	91
\$201 - \$250	\$36.3	\$59.7	\$91.0	\$138.4	\$200.0	\$105.7	89
\$176 - \$200	\$25.0	\$37.3	\$52.0	\$83.3	\$120.0	\$65.6	89
\$151 - \$175	\$16.4	\$26.1	\$40.0	\$56.8	\$80.9	\$45.7	82
\$126 - \$150	\$12.0	\$19.5	\$27.5	\$41.4	\$56.8	\$31.7	77
\$101 - \$125	\$8.2	\$12.5	\$19.4	\$34.9	\$49.5	\$24.3	60
\$80 - \$100	\$3.5	\$8.2	\$12.1	\$21.8	\$28.5	\$14.8	41

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LTI Grants

DOLLAR VALUE OF 2014 LTI AWARDS (continued)							
Salary Ranges (\$000)	Actual Awards by Salary Level						# of Responses
	10th	25th	Median	75th	90th	Average	
INDUSTRY SECTOR (continued)							
Health Care							
CEO	\$691.0	\$1,425.0	\$4,000.0	\$7,354.8	\$11,052.9	\$4,667.9	11
CFO	\$168.8	\$552.9	\$958.2	\$1,712.8	\$6,160.1	\$1,495.4	11
\$901 - \$1,000	---	---	---	---	---	---	2
\$801 - \$900	---	---	---	---	---	---	4
\$701 - \$800	---	\$390.7	\$1,130.6	\$2,584.1	---	\$1,608.3	6
\$601 - \$700	---	\$223.9	\$475.0	\$882.5	---	\$643.7	6
\$501 - \$600	---	\$173.9	\$654.1	\$1,252.9	---	\$741.2	8
\$401 - \$500	\$151.7	\$197.0	\$384.6	\$687.7	\$942.1	\$460.5	12
\$351 - \$400	\$109.8	\$150.0	\$248.1	\$529.0	\$843.3	\$335.4	11
\$301 - \$350	\$76.3	\$105.0	\$248.1	\$365.6	\$564.9	\$257.3	11
\$251 - \$300	\$50.7	\$65.6	\$159.0	\$284.4	\$333.5	\$175.1	10
\$201 - \$250	\$29.7	\$57.9	\$81.3	\$220.4	\$327.0	\$131.9	11
\$176 - \$200	---	\$42.3	\$63.0	\$94.3	---	\$65.7	9
\$151 - \$175	\$9.3	\$27.7	\$41.0	\$57.7	\$60.5	\$39.6	10
\$126 - \$150	---	\$18.3	\$36.0	\$50.1	---	\$33.7	7
\$101 - \$125	---	\$19.9	\$25.0	\$30.1	---	\$25.0	5
\$80 - \$100	---	---	---	---	---	---	4
REVENUE SIZE							
Under \$500 Million							
CEO	\$398.5	\$577.5	\$879.9	\$1,078.7	\$3,743.4	\$1,166.0	16
CFO	\$112.9	\$156.8	\$178.5	\$362.3	\$541.4	\$259.8	16
\$901 - \$1,000	---	---	---	---	---	---	0
\$801 - \$900	---	---	---	---	---	---	0
\$701 - \$800	---	---	---	---	---	---	0
\$601 - \$700	---	---	---	---	---	---	1
\$501 - \$600	---	---	---	---	---	---	1
\$401 - \$500	---	\$221.3	\$262.2	\$340.3	---	\$281.7	6
\$351 - \$400	---	\$112.5	\$166.8	\$178.6	---	\$160.6	7
\$301 - \$350	\$82.7	\$115.3	\$154.8	\$194.6	\$289.9	\$163.8	12
\$251 - \$300	\$44.9	\$83.0	\$105.4	\$221.7	\$312.9	\$144.9	18
\$201 - \$250	\$44.5	\$49.5	\$66.5	\$93.5	\$187.4	\$83.2	16
\$176 - \$200	\$12.7	\$20.5	\$31.9	\$56.7	\$199.1	\$54.2	13
\$151 - \$175	\$10.0	\$17.2	\$29.0	\$32.8	\$95.7	\$32.8	10
\$126 - \$150	\$5.9	\$11.7	\$14.1	\$20.6	\$63.1	\$19.7	10
\$101 - \$125	---	\$11.5	\$12.0	\$25.0	---	\$20.5	7
\$80 - \$100	---	\$6.6	\$10.0	\$21.0	---	\$14.2	6

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LTI Grants

DOLLAR VALUE OF 2014 LTI AWARDS (continued)							
Salary Ranges (\$000)	Actual Awards by Salary Level						# of Responses
	10th	25th	Median	75th	90th	Average	
REVENUE SIZE (continued)							
\$500 Million - \$1 Billion							
CEO	\$512.5	\$1,135.3	\$1,759.4	\$2,376.3	\$2,484.0	\$1,708.8	27
CFO	\$158.5	\$281.1	\$482.7	\$793.5	\$1,158.0	\$573.3	26
\$901 - \$1,000	---	---	---	---	---	---	0
\$801 - \$900	---	---	---	---	---	---	1
\$701 - \$800	---	---	---	---	---	---	0
\$601 - \$700	---	---	---	---	---	---	2
\$501 - \$600	---	---	---	---	---	---	4
\$401 - \$500	\$208.1	\$326.3	\$509.0	\$701.2	\$939.3	\$520.9	16
\$351 - \$400	\$150.1	\$237.4	\$409.4	\$563.5	\$689.6	\$409.9	24
\$301 - \$350	\$96.8	\$159.7	\$250.0	\$323.5	\$425.6	\$255.9	25
\$251 - \$300	\$73.6	\$131.7	\$173.0	\$214.0	\$300.5	\$181.0	31
\$201 - \$250	\$38.5	\$68.4	\$105.3	\$132.5	\$165.0	\$106.6	30
\$176 - \$200	\$26.8	\$37.4	\$63.0	\$100.2	\$124.4	\$67.9	29
\$151 - \$175	\$19.4	\$25.7	\$37.8	\$52.3	\$76.5	\$42.2	28
\$126 - \$150	\$11.0	\$17.1	\$26.6	\$32.4	\$63.8	\$30.9	26
\$101 - \$125	\$6.9	\$11.9	\$15.1	\$30.9	\$44.3	\$22.0	24
\$80 - \$100	\$4.9	\$7.4	\$10.5	\$13.8	\$28.1	\$15.0	22
\$1 Billion - \$3 Billion							
CEO	\$1,005.0	\$1,540.7	\$2,783.7	\$3,896.5	\$5,182.4	\$3,275.6	106
CFO	\$262.1	\$446.6	\$698.9	\$956.5	\$1,338.1	\$883.2	107
\$901 - \$1,000	---	---	---	---	---	---	3
\$801 - \$900	---	---	---	---	---	---	4
\$701 - \$800	---	---	---	---	---	---	3
\$601 - \$700	\$250.4	\$565.5	\$1,006.0	\$1,208.1	\$1,499.0	\$910.7	14
\$501 - \$600	\$380.1	\$504.4	\$771.4	\$992.5	\$1,171.3	\$770.2	36
\$401 - \$500	\$276.9	\$425.0	\$549.7	\$757.1	\$1,140.2	\$690.5	75
\$351 - \$400	\$164.4	\$248.0	\$375.3	\$528.1	\$789.1	\$447.1	96
\$301 - \$350	\$110.7	\$179.7	\$271.3	\$379.3	\$514.3	\$325.7	114
\$251 - \$300	\$72.7	\$113.3	\$169.0	\$237.9	\$312.8	\$187.9	116
\$201 - \$250	\$48.7	\$66.1	\$94.1	\$132.3	\$188.0	\$108.9	118
\$176 - \$200	\$27.2	\$40.5	\$50.0	\$78.7	\$116.1	\$67.7	110
\$151 - \$175	\$17.8	\$25.5	\$38.1	\$55.1	\$70.4	\$44.0	98
\$126 - \$150	\$12.7	\$18.7	\$25.7	\$36.9	\$54.4	\$30.7	88
\$101 - \$125	\$7.6	\$11.4	\$18.4	\$25.0	\$41.1	\$21.7	67
\$80 - \$100	\$3.2	\$6.2	\$10.0	\$16.9	\$32.0	\$14.2	39

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LTI Grants

DOLLAR VALUE OF 2014 LTI AWARDS (continued)							
Salary Ranges (\$000)	Actual Awards by Salary Level						# of Responses
	10th	25th	Median	75th	90th	Average	
REVENUE SIZE (continued)							
\$3 Billion - \$6 Billion							
CEO	\$1,311.0	\$2,491.2	\$3,997.0	\$5,498.6	\$8,559.6	\$4,454.0	99
CFO	\$388.6	\$623.3	\$1,029.5	\$1,350.0	\$2,081.1	\$1,145.6	95
\$901 - \$1,000	---	---	---	---	---	---	1
\$801 - \$900	---	\$475.4	\$1,571.1	\$1,744.7	---	\$1,294.7	6
\$701 - \$800	---	\$550.0	\$732.0	\$1,453.5	---	\$968.4	9
\$601 - \$700	\$483.4	\$832.0	\$1,404.4	\$2,441.4	\$3,964.6	\$1,680.8	32
\$501 - \$600	\$412.0	\$538.2	\$959.1	\$1,280.1	\$1,568.1	\$1,022.9	61
\$401 - \$500	\$297.9	\$436.1	\$605.3	\$882.3	\$1,513.8	\$772.2	84
\$351 - \$400	\$199.4	\$281.1	\$391.7	\$545.8	\$915.9	\$472.3	104
\$301 - \$350	\$126.5	\$179.5	\$275.1	\$372.7	\$534.8	\$318.6	102
\$251 - \$300	\$83.7	\$119.7	\$177.7	\$250.7	\$434.8	\$221.4	106
\$201 - \$250	\$52.8	\$70.8	\$99.6	\$151.8	\$232.4	\$149.8	106
\$176 - \$200	\$27.7	\$44.7	\$60.9	\$91.2	\$171.5	\$97.6	104
\$151 - \$175	\$23.3	\$30.8	\$43.0	\$63.1	\$102.3	\$76.3	95
\$126 - \$150	\$10.5	\$19.7	\$33.1	\$50.4	\$77.7	\$56.1	78
\$101 - \$125	\$8.9	\$14.5	\$25.0	\$40.2	\$51.4	\$37.7	64
\$80 - \$100	\$5.7	\$10.0	\$15.5	\$22.0	\$28.3	\$16.9	44
\$6 Billion - \$10 Billion							
CEO	\$2,898.8	\$4,000.0	\$5,000.0	\$7,006.0	\$9,327.9	\$5,585.9	47
CFO	\$710.0	\$915.6	\$1,133.5	\$1,590.0	\$2,760.4	\$1,604.0	47
\$901 - \$1,000	---	---	---	---	---	---	3
\$801 - \$900	---	---	---	---	---	---	4
\$701 - \$800	\$493.7	\$708.5	\$1,613.3	\$2,097.6	\$4,172.2	\$1,759.5	13
\$601 - \$700	\$532.5	\$992.8	\$1,416.0	\$2,015.2	\$2,205.3	\$1,432.9	21
\$501 - \$600	\$422.8	\$761.9	\$1,002.3	\$1,351.4	\$1,785.8	\$1,174.8	38
\$401 - \$500	\$301.8	\$460.6	\$694.4	\$1,000.0	\$1,285.5	\$826.9	50
\$351 - \$400	\$147.5	\$313.4	\$422.2	\$633.6	\$876.8	\$493.5	46
\$301 - \$350	\$123.0	\$170.8	\$271.9	\$349.5	\$555.7	\$352.1	51
\$251 - \$300	\$76.2	\$119.9	\$165.6	\$249.7	\$468.8	\$243.3	51
\$201 - \$250	\$49.1	\$77.5	\$107.9	\$155.0	\$240.4	\$199.8	50
\$176 - \$200	\$26.2	\$45.1	\$60.0	\$80.0	\$127.2	\$80.9	47
\$151 - \$175	\$24.8	\$31.2	\$41.2	\$52.9	\$80.3	\$64.1	45
\$126 - \$150	\$16.3	\$23.0	\$26.5	\$39.4	\$69.5	\$62.3	40
\$101 - \$125	\$8.5	\$14.0	\$20.2	\$27.2	\$51.5	\$60.7	34
\$80 - \$100	\$4.8	\$9.3	\$13.8	\$19.4	\$42.5	\$45.2	27

Table continues on next page.

LTI Grants

DOLLAR VALUE OF 2014 LTI AWARDS (continued)

Salary Ranges (\$000)	Actual Awards by Salary Level						# of Responses
	10th	25th	Median	75th	90th	Average	
REVENUE SIZE (continued)							
\$10 Billion - \$20 Billion							
CEO	\$1,889.3	\$4,565.5	\$6,349.9	\$8,669.0	\$10,985.8	\$6,644.5	74
CFO	\$582.4	\$893.0	\$1,358.8	\$1,831.1	\$2,966.2	\$1,544.5	68
\$901 - \$1,000	---	---	---	---	---	---	4
\$801 - \$900	\$327.5	\$1,895.8	\$2,802.2	\$3,600.7	\$4,980.4	\$2,683.6	16
\$701 - \$800	\$767.5	\$1,599.5	\$2,225.8	\$2,799.7	\$3,477.9	\$2,329.1	23
\$601 - \$700	\$519.5	\$822.3	\$1,457.5	\$1,710.5	\$2,376.9	\$1,376.8	41
\$501 - \$600	\$414.3	\$602.4	\$1,035.8	\$1,364.2	\$1,683.0	\$1,074.1	66
\$401 - \$500	\$288.1	\$390.6	\$605.6	\$821.7	\$1,115.1	\$634.6	78
\$351 - \$400	\$162.2	\$258.7	\$364.8	\$458.8	\$648.8	\$422.6	80
\$301 - \$350	\$109.6	\$176.6	\$250.1	\$322.3	\$453.5	\$293.3	81
\$251 - \$300	\$60.7	\$120.0	\$170.1	\$225.5	\$290.4	\$245.0	83
\$201 - \$250	\$48.6	\$67.6	\$107.9	\$149.6	\$214.3	\$154.0	82
\$176 - \$200	\$28.5	\$38.4	\$54.3	\$78.0	\$132.3	\$65.5	73
\$151 - \$175	\$15.1	\$25.4	\$35.2	\$49.9	\$62.3	\$39.9	65
\$126 - \$150	\$11.3	\$17.0	\$23.8	\$37.8	\$51.2	\$28.7	55
\$101 - \$125	\$7.1	\$11.1	\$14.9	\$25.1	\$38.9	\$19.4	44
\$80 - \$100	\$4.9	\$8.5	\$10.4	\$21.1	\$28.4	\$15.2	28
\$20 Billion or More							
CEO	\$1,777.6	\$6,354.2	\$8,399.8	\$11,784.5	\$13,737.2	\$8,705.8	66
CFO	\$726.0	\$1,700.0	\$2,509.7	\$3,568.1	\$4,869.8	\$2,908.0	63
\$901 - \$1,000	\$745.5	\$2,322.7	\$3,300.0	\$4,319.8	\$5,276.2	\$3,397.0	19
\$801 - \$900	\$522.1	\$1,594.3	\$3,145.2	\$3,879.9	\$5,783.9	\$3,198.2	22
\$701 - \$800	\$436.0	\$1,480.7	\$2,437.6	\$3,179.6	\$4,741.7	\$2,472.7	40
\$601 - \$700	\$544.7	\$1,050.0	\$1,682.5	\$2,277.3	\$2,953.9	\$1,870.9	51
\$501 - \$600	\$345.2	\$770.8	\$1,106.8	\$1,625.5	\$2,062.0	\$1,223.4	61
\$401 - \$500	\$259.5	\$431.6	\$650.0	\$1,005.4	\$1,380.0	\$785.7	73
\$351 - \$400	\$180.9	\$278.3	\$427.4	\$611.8	\$869.9	\$472.0	76
\$301 - \$350	\$153.1	\$213.2	\$306.1	\$424.5	\$532.5	\$325.0	76
\$251 - \$300	\$81.4	\$134.3	\$198.2	\$280.7	\$391.5	\$221.3	81
\$201 - \$250	\$45.8	\$69.4	\$108.9	\$181.0	\$237.4	\$133.7	81
\$176 - \$200	\$27.7	\$45.9	\$67.8	\$117.0	\$158.5	\$86.4	76
\$151 - \$175	\$13.3	\$28.1	\$45.2	\$67.7	\$114.9	\$56.3	75
\$126 - \$150	\$14.9	\$20.0	\$27.6	\$45.0	\$79.8	\$41.5	58
\$101 - \$125	\$8.0	\$14.0	\$18.7	\$40.3	\$74.4	\$31.7	39
\$80 - \$100	\$3.6	\$7.4	\$11.9	\$19.3	\$32.2	\$18.1	30

LTI Grants

The following LTI grant values represent the LTI dollar value award opportunity expressed as a percent of salary. Specifically, the values represent the annualized present value of LTI award guidelines (the typical annual award for an employee at this salary level) at grant date. In the case of equity awards, the values reflect each organization's ASC 718 or IFRS(2) values. Equity awards include stock options, restricted stock/stock units, performance shares and stock appreciation rights (SARs). Long-term cash performance plans are valued at target.

Values for long-term incentive data typically have the greatest dispersion of all compensation elements. The following summary displays a broad range of summary statistics, including 10th and 90th percentiles and averages. However, for purposes of analyzing the value of long-term incentives it is recommended that the median (50th percentile) represents the optimal "market rate." The average reflects valid but extreme values in data that are widely dispersed. The 10th and 90th percentiles provide a check on whether every value in the sample falls within a reasonable range.

2014 LTI AWARDS EXPRESSED AS A PERCENT OF SALARY							
Salary Ranges (\$000)	Actual Awards by Salary Level						# of Responses
	10th	25th	Median	75th	90th	Average	
TOTAL SAMPLE							
CEO	132.6%	243.5%	400.0%	594.2%	800.0%	447.3%	435
CFO	67.8%	120.5%	187.5%	280.4%	397.2%	224.8%	422
\$901 - \$1,000	80.8%	185.3%	326.7%	440.4%	542.7%	318.7%	30
\$801 - \$900	51.2%	96.0%	230.5%	403.1%	558.4%	288.2%	53
\$701 - \$800	59.2%	110.5%	279.9%	364.5%	471.3%	281.3%	88
\$601 - \$700	76.9%	132.7%	220.2%	304.0%	406.0%	237.6%	162
\$501 - \$600	72.5%	118.2%	179.6%	243.8%	309.8%	193.9%	267
\$401 - \$500	61.4%	93.5%	133.8%	190.5%	273.9%	159.9%	382
\$351 - \$400	44.8%	69.0%	103.8%	141.7%	213.9%	120.3%	433
\$301 - \$350	37.5%	54.1%	82.8%	108.5%	154.8%	96.4%	461
\$251 - \$300	28.6%	42.8%	63.5%	90.6%	126.5%	77.9%	486
\$201 - \$250	21.9%	30.3%	44.7%	65.5%	95.1%	61.4%	483
\$176 - \$200	14.7%	22.0%	30.1%	46.1%	73.2%	41.9%	452
\$151 - \$175	11.5%	16.4%	23.6%	34.3%	53.4%	33.2%	416
\$126 - \$150	8.9%	14.1%	19.5%	29.3%	46.2%	29.9%	355
\$101 - \$125	7.1%	10.6%	16.4%	26.5%	44.4%	27.8%	279
\$80 - \$100	5.1%	9.1%	13.3%	22.2%	32.8%	22.1%	196

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LTI Grants

2014 LTI AWARDS EXPRESSED AS A PERCENT OF SALARY (continued)							
Salary Ranges (\$000)	Actual Awards by Salary Level						# of Responses
	10th	25th	Median	75th	90th	Average	
INDUSTRY SECTOR							
Energy Services							
CEO	119.5%	175.5%	299.4%	490.2%	607.1%	351.6%	58
CFO	53.2%	112.2%	165.5%	242.7%	311.1%	181.1%	57
\$901 - \$1,000	---	---	---	---	---	---	0
\$801 - \$900	---	---	---	---	---	---	3
\$701 - \$800	---	94.5%	255.5%	325.8%	---	230.5%	6
\$601 - \$700	177.0%	203.6%	230.8%	343.3%	375.6%	265.5%	11
\$501 - \$600	99.4%	136.7%	193.6%	219.2%	379.1%	220.2%	26
\$401 - \$500	75.1%	112.3%	163.7%	220.2%	319.3%	169.5%	41
\$351 - \$400	63.5%	87.4%	114.1%	165.4%	252.1%	136.1%	48
\$301 - \$350	47.0%	63.6%	88.4%	134.8%	210.9%	113.4%	61
\$251 - \$300	35.4%	52.3%	67.7%	100.6%	158.1%	109.2%	68
\$201 - \$250	24.8%	31.3%	53.1%	69.9%	119.9%	94.3%	66
\$176 - \$200	18.8%	25.3%	36.0%	56.2%	85.8%	48.8%	58
\$151 - \$175	12.3%	16.5%	25.7%	40.7%	64.0%	39.4%	53
\$126 - \$150	10.3%	13.4%	20.6%	32.5%	56.2%	43.0%	46
\$101 - \$125	10.3%	10.8%	17.6%	27.2%	44.5%	57.0%	33
\$80 - \$100	8.9%	10.8%	12.1%	24.3%	129.6%	65.2%	18
Financial Services							
CEO	110.0%	171.2%	325.0%	628.6%	850.0%	413.8%	89
CFO	54.3%	96.7%	145.0%	260.0%	350.5%	181.5%	85
\$901 - \$1,000	---	---	---	---	---	---	4
\$801 - \$900	---	129.4%	230.5%	465.4%	---	284.0%	5
\$701 - \$800	129.4%	258.3%	329.2%	436.7%	694.1%	360.7%	15
\$601 - \$700	83.8%	130.3%	208.8%	271.3%	331.6%	206.5%	34
\$501 - \$600	63.6%	92.7%	150.8%	237.2%	290.9%	164.8%	59
\$401 - \$500	45.2%	69.6%	104.8%	155.9%	225.1%	121.6%	84
\$351 - \$400	38.6%	62.4%	81.2%	116.4%	139.2%	89.3%	87
\$301 - \$350	29.6%	44.8%	65.4%	84.6%	101.4%	67.5%	91
\$251 - \$300	20.9%	33.9%	49.1%	63.6%	83.8%	50.9%	95
\$201 - \$250	19.3%	25.0%	34.5%	44.5%	58.3%	38.1%	93
\$176 - \$200	13.3%	20.7%	25.4%	36.2%	51.8%	28.8%	85
\$151 - \$175	8.5%	15.9%	20.5%	26.7%	36.8%	21.6%	78
\$126 - \$150	7.9%	14.1%	18.9%	22.2%	36.5%	19.8%	67
\$101 - \$125	5.8%	10.0%	13.4%	22.5%	34.5%	17.4%	50
\$80 - \$100	4.5%	8.0%	12.1%	25.9%	35.2%	16.7%	36

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LTI Grants

2014 LTI AWARDS EXPRESSED AS A PERCENT OF SALARY (continued)							
Salary Ranges (\$000)	Actual Awards by Salary Level						# of Responses
	10th	25th	Median	75th	90th	Average	
INDUSTRY SECTOR (continued)							
High Tech							
CEO	277.9%	381.5%	541.0%	712.3%	956.8%	561.5%	69
CFO	110.1%	179.8%	250.0%	386.6%	625.0%	331.3%	69
\$901 - \$1,000	---	---	---	---	---	---	4
\$801 - \$900	---	341.3%	394.3%	556.2%	---	528.4%	9
\$701 - \$800	71.7%	196.1%	372.6%	565.4%	873.2%	406.1%	15
\$601 - \$700	208.8%	268.5%	318.1%	424.4%	776.8%	381.0%	24
\$501 - \$600	113.2%	176.3%	240.9%	291.5%	470.7%	266.6%	42
\$401 - \$500	100.4%	129.4%	167.2%	267.8%	346.0%	217.8%	60
\$351 - \$400	74.9%	96.2%	120.0%	186.8%	249.2%	151.1%	70
\$301 - \$350	56.7%	78.6%	99.6%	147.7%	210.7%	127.6%	76
\$251 - \$300	39.7%	56.1%	74.0%	103.9%	149.1%	92.3%	79
\$201 - \$250	29.8%	40.3%	55.3%	73.8%	103.5%	69.0%	82
\$176 - \$200	14.4%	24.8%	38.0%	56.1%	82.8%	45.2%	77
\$151 - \$175	13.7%	18.5%	25.9%	38.8%	60.6%	31.5%	72
\$126 - \$150	10.4%	14.5%	22.0%	31.7%	47.7%	25.9%	58
\$101 - \$125	7.3%	10.5%	17.8%	26.4%	42.1%	21.5%	50
\$80 - \$100	4.0%	8.4%	13.0%	21.9%	26.1%	14.8%	41
Manufacturing							
CEO	153.0%	293.2%	419.3%	598.3%	724.1%	467.3%	168
CFO	79.3%	147.4%	195.5%	282.3%	397.0%	243.2%	165
\$901 - \$1,000	140.7%	317.9%	375.6%	447.4%	479.2%	364.6%	11
\$801 - \$900	34.6%	205.2%	348.8%	417.8%	467.0%	306.9%	20
\$701 - \$800	38.9%	108.5%	311.5%	371.9%	521.3%	282.9%	32
\$601 - \$700	116.3%	152.8%	248.9%	314.6%	407.8%	257.3%	53
\$501 - \$600	90.5%	146.2%	197.2%	259.8%	352.5%	212.2%	95
\$401 - \$500	86.5%	111.1%	158.1%	198.4%	302.5%	187.4%	145
\$351 - \$400	61.3%	89.9%	114.3%	161.0%	217.2%	135.9%	173
\$301 - \$350	46.7%	68.0%	91.6%	120.3%	157.3%	109.2%	180
\$251 - \$300	34.9%	51.8%	69.4%	94.8%	145.6%	84.9%	192
\$201 - \$250	25.0%	35.4%	50.1%	69.0%	92.9%	65.9%	196
\$176 - \$200	15.3%	23.6%	32.6%	49.2%	84.9%	46.4%	186
\$151 - \$175	11.6%	17.3%	24.8%	36.1%	59.5%	37.8%	171
\$126 - \$150	8.4%	13.9%	18.8%	29.3%	49.2%	31.9%	139
\$101 - \$125	6.7%	10.2%	15.7%	25.7%	43.4%	25.6%	113
\$80 - \$100	6.1%	8.3%	13.3%	20.6%	28.0%	18.4%	88

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LTI Grants

2014 LTI AWARDS EXPRESSED AS A PERCENT OF SALARY (continued)							
Salary Ranges (\$000)	Actual Awards by Salary Level						# of Responses
	10th	25th	Median	75th	90th	Average	
INDUSTRY SECTOR (continued)							
Media/Entertainment							
CEO	177.1%	276.0%	441.2%	676.7%	796.4%	463.4%	15
CFO	89.7%	107.7%	194.7%	292.0%	352.9%	198.0%	15
\$901 - \$1,000	---	---	---	---	---	---	4
\$801 - \$900	---	44.7%	105.3%	199.9%	---	118.9%	5
\$701 - \$800	---	57.5%	129.1%	291.9%	---	155.2%	7
\$601 - \$700	---	90.0%	121.5%	213.8%	---	159.4%	9
\$501 - \$600	65.1%	71.8%	94.1%	185.8%	248.4%	134.4%	11
\$401 - \$500	24.7%	60.1%	87.6%	113.4%	134.7%	84.1%	10
\$351 - \$400	31.8%	50.3%	95.3%	103.6%	140.1%	81.1%	13
\$301 - \$350	25.2%	45.8%	82.2%	103.8%	136.9%	77.9%	14
\$251 - \$300	27.8%	35.1%	52.7%	112.2%	128.5%	70.8%	13
\$201 - \$250	17.8%	24.9%	54.7%	74.3%	88.8%	49.9%	13
\$176 - \$200	6.7%	12.5%	26.6%	39.4%	71.1%	28.9%	14
\$151 - \$175	3.9%	7.9%	22.6%	29.4%	67.7%	23.4%	12
\$126 - \$150	6.0%	9.8%	14.8%	29.0%	35.3%	17.7%	12
\$101 - \$125	4.6%	10.8%	12.0%	21.5%	43.7%	17.1%	10
\$80 - \$100	---	6.4%	10.1%	15.9%	---	10.9%	5
Pharmaceutical/Biotechnology							
CEO	94.2%	320.0%	567.4%	634.5%	2,120.7%	656.7%	13
CFO	61.7%	178.1%	218.2%	369.6%	1,652.8%	395.4%	12
\$901 - \$1,000	---	---	---	---	---	---	3
\$801 - \$900	---	---	---	---	---	---	4
\$701 - \$800	---	56.3%	285.9%	386.3%	---	243.7%	6
\$601 - \$700	---	98.5%	138.6%	230.4%	---	150.3%	6
\$501 - \$600	29.4%	107.5%	151.6%	275.2%	304.2%	173.0%	10
\$401 - \$500	53.7%	85.3%	127.6%	195.1%	701.2%	210.3%	15
\$351 - \$400	37.2%	74.0%	101.3%	140.6%	389.8%	138.9%	15
\$301 - \$350	34.2%	49.9%	79.4%	96.7%	360.4%	125.1%	16
\$251 - \$300	31.1%	47.8%	58.5%	85.3%	185.2%	77.2%	15
\$201 - \$250	19.9%	26.3%	44.2%	53.6%	140.4%	55.1%	16
\$176 - \$200	11.2%	18.9%	27.1%	41.6%	152.3%	43.6%	14
\$151 - \$175	9.9%	16.7%	24.2%	29.3%	98.9%	31.0%	12
\$126 - \$150	11.0%	13.5%	15.4%	25.2%	86.3%	24.9%	11
\$101 - \$125	5.7%	6.5%	10.2%	19.6%	84.5%	19.6%	10
\$80 - \$100	---	6.5%	10.4%	22.7%	---	17.2%	9

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LTI Grants

2014 LTI AWARDS EXPRESSED AS A PERCENT OF SALARY (continued)							
Salary Ranges (\$000)	Actual Awards by Salary Level						# of Responses
	10th	25th	Median	75th	90th	Average	
INDUSTRY SECTOR (continued)							
Retail/Wholesale Trade							
CEO	154.4%	266.7%	454.5%	865.3%	1,495.7%	594.4%	23
CFO	48.4%	110.4%	197.9%	464.4%	651.8%	278.9%	20
\$901 - \$1,000	---	---	---	---	---	---	3
\$801 - \$900	---	138.3%	206.2%	359.6%	---	252.9%	6
\$701 - \$800	---	104.4%	172.4%	300.1%	---	191.4%	8
\$601 - \$700	63.7%	105.4%	190.4%	310.7%	640.4%	252.9%	18
\$501 - \$600	65.5%	97.9%	168.3%	197.3%	305.0%	172.0%	20
\$401 - \$500	49.9%	71.2%	135.1%	224.1%	502.1%	178.3%	24
\$351 - \$400	43.4%	65.3%	104.0%	174.2%	425.3%	140.9%	26
\$301 - \$350	24.8%	43.1%	85.0%	150.0%	221.6%	103.7%	28
\$251 - \$300	23.7%	33.8%	70.5%	124.9%	184.6%	85.4%	30
\$201 - \$250	20.9%	34.5%	57.0%	110.8%	194.5%	76.7%	28
\$176 - \$200	14.4%	23.9%	37.4%	99.3%	173.5%	63.7%	25
\$151 - \$175	11.9%	15.3%	29.6%	64.3%	132.3%	48.0%	22
\$126 - \$150	10.3%	16.7%	32.8%	68.0%	130.9%	49.0%	19
\$101 - \$125	5.2%	10.9%	20.1%	56.5%	112.2%	39.7%	18
\$80 - \$100	---	6.8%	13.9%	29.2%	---	19.7%	9
Services							
CEO	181.3%	297.0%	435.7%	642.0%	807.9%	473.6%	86
CFO	81.1%	129.2%	195.4%	289.4%	493.5%	248.7%	84
\$901 - \$1,000	82.6%	181.1%	253.7%	529.9%	554.3%	301.8%	10
\$801 - \$900	37.4%	58.8%	195.2%	451.5%	972.5%	305.4%	15
\$701 - \$800	40.3%	103.7%	291.9%	355.8%	648.0%	290.1%	21
\$601 - \$700	62.1%	116.9%	173.8%	307.9%	531.1%	244.2%	40
\$501 - \$600	71.0%	90.9%	162.7%	233.8%	455.3%	197.4%	59
\$401 - \$500	62.3%	83.5%	118.9%	171.8%	286.5%	147.9%	76
\$351 - \$400	40.1%	56.7%	95.2%	142.9%	232.8%	109.6%	88
\$301 - \$350	32.3%	48.8%	76.9%	108.7%	153.1%	88.2%	90
\$251 - \$300	25.6%	36.6%	58.7%	90.9%	117.1%	67.1%	91
\$201 - \$250	16.1%	26.6%	40.4%	61.5%	88.9%	47.0%	89
\$176 - \$200	13.4%	20.0%	27.8%	44.6%	64.2%	35.1%	89
\$151 - \$175	9.9%	15.9%	24.2%	34.5%	49.0%	27.7%	82
\$126 - \$150	8.8%	14.2%	20.1%	30.3%	41.5%	23.1%	77
\$101 - \$125	7.3%	11.1%	17.3%	31.2%	44.2%	21.7%	60
\$80 - \$100	3.9%	9.1%	13.5%	24.2%	31.6%	16.5%	41

Table continues on next page.

LTI Grants

2014 LTI AWARDS EXPRESSED AS A PERCENT OF SALARY (continued)							
Salary Ranges (\$000)	Actual Awards by Salary Level						# of Responses
	10th	25th	Median	75th	90th	Average	
INDUSTRY SECTOR (continued)							
Health Care							
CEO	52.8%	115.0%	356.2%	638.7%	866.0%	405.9%	11
CFO	27.9%	60.0%	220.3%	285.5%	712.7%	227.1%	11
\$901 - \$1,000	---	---	---	---	---	---	2
\$801 - \$900	---	---	---	---	---	---	4
\$701 - \$800	---	52.1%	150.8%	344.5%	---	214.4%	6
\$601 - \$700	---	34.4%	73.1%	135.8%	---	99.0%	6
\$501 - \$600	---	31.6%	118.9%	227.8%	---	134.8%	8
\$401 - \$500	33.7%	43.8%	85.5%	152.8%	209.4%	102.3%	12
\$351 - \$400	29.3%	40.0%	66.2%	141.1%	224.9%	89.4%	11
\$301 - \$350	23.5%	32.3%	76.3%	112.5%	173.8%	79.1%	11
\$251 - \$300	18.4%	23.8%	57.8%	103.5%	121.3%	63.7%	10
\$201 - \$250	13.2%	25.7%	36.1%	97.9%	145.3%	58.6%	11
\$176 - \$200	---	22.6%	33.7%	50.4%	---	35.1%	9
\$151 - \$175	5.6%	16.8%	24.8%	35.0%	36.7%	24.0%	10
\$126 - \$150	---	13.4%	26.3%	36.5%	---	24.6%	7
\$101 - \$125	---	17.8%	22.3%	26.9%	---	22.3%	5
\$80 - \$100	---	---	---	---	---	---	4
REVENUE SIZE							
Under \$500 Million							
CEO	80.8%	86.7%	122.5%	166.2%	479.0%	165.8%	16
CFO	35.5%	40.9%	50.3%	104.7%	152.7%	73.3%	16
\$901 - \$1,000	---	---	---	---	---	---	0
\$801 - \$900	---	---	---	---	---	---	0
\$701 - \$800	---	---	---	---	---	---	0
\$601 - \$700	---	---	---	---	---	---	1
\$501 - \$600	---	---	---	---	---	---	1
\$401 - \$500	---	49.2%	58.3%	75.6%	---	62.6%	6
\$351 - \$400	---	30.0%	44.5%	47.6%	---	42.8%	7
\$301 - \$350	25.5%	35.5%	47.7%	59.9%	89.2%	50.4%	12
\$251 - \$300	16.3%	30.2%	38.4%	80.6%	113.8%	52.7%	18
\$201 - \$250	19.8%	22.0%	29.6%	41.6%	83.3%	37.0%	16
\$176 - \$200	6.8%	11.0%	17.0%	30.4%	106.5%	29.0%	13
\$151 - \$175	6.1%	10.4%	17.6%	19.9%	58.0%	19.9%	10
\$126 - \$150	4.3%	8.5%	10.4%	15.1%	46.1%	14.4%	10
\$101 - \$125	---	10.2%	10.7%	22.3%	---	18.3%	7
\$80 - \$100	---	7.4%	11.2%	23.4%	---	15.8%	6

Table continues on next page.

LTI Grants

2014 LTI AWARDS EXPRESSED AS A PERCENT OF SALARY (continued)							
Salary Ranges (\$000)	Actual Awards by Salary Level						# of Responses
	10th	25th	Median	75th	90th	Average	
REVENUE SIZE (continued)							
\$500 Million - \$1 Billion							
CEO	95.3%	164.3%	200.0%	263.5%	325.6%	211.8%	27
CFO	51.0%	79.5%	119.9%	187.1%	217.5%	129.0%	26
\$901 - \$1,000	---	---	---	---	---	---	0
\$801 - \$900	---	---	---	---	---	---	1
\$701 - \$800	---	---	---	---	---	---	0
\$601 - \$700	---	---	---	---	---	---	2
\$501 - \$600	---	---	---	---	---	---	4
\$401 - \$500	46.3%	72.5%	113.1%	155.8%	208.7%	115.8%	16
\$351 - \$400	40.1%	63.3%	109.2%	150.3%	183.9%	109.3%	24
\$301 - \$350	29.8%	49.2%	76.9%	99.5%	131.0%	78.7%	25
\$251 - \$300	26.7%	47.9%	62.9%	77.8%	109.3%	65.8%	31
\$201 - \$250	17.1%	30.4%	46.8%	58.9%	73.3%	47.4%	30
\$176 - \$200	14.3%	20.0%	33.7%	53.6%	66.5%	36.3%	29
\$151 - \$175	11.8%	15.5%	22.9%	31.7%	46.3%	25.6%	28
\$126 - \$150	8.1%	12.5%	19.4%	23.7%	46.5%	22.5%	26
\$101 - \$125	6.2%	10.6%	13.5%	27.6%	39.6%	19.6%	24
\$80 - \$100	5.4%	8.3%	11.6%	15.3%	31.2%	16.6%	22
\$1 Billion - \$3 Billion							
CEO	136.1%	200.0%	299.5%	400.2%	492.4%	342.0%	106
CFO	63.4%	100.0%	150.0%	192.3%	264.8%	177.2%	107
\$901 - \$1,000	---	---	---	---	---	---	3
\$801 - \$900	---	---	---	---	---	---	4
\$701 - \$800	---	---	---	---	---	---	3
\$601 - \$700	38.5%	87.0%	154.8%	185.9%	230.7%	140.1%	14
\$501 - \$600	69.1%	91.7%	140.3%	180.5%	213.0%	140.0%	36
\$401 - \$500	61.5%	94.4%	122.1%	168.3%	253.4%	153.4%	75
\$351 - \$400	43.8%	66.2%	100.1%	140.8%	210.4%	119.2%	96
\$301 - \$350	34.0%	55.3%	83.5%	116.7%	158.3%	100.2%	114
\$251 - \$300	26.4%	41.2%	61.5%	86.5%	113.7%	68.3%	116
\$201 - \$250	21.7%	29.4%	41.8%	58.8%	83.6%	48.4%	118
\$176 - \$200	14.5%	21.7%	26.7%	42.1%	62.1%	36.2%	110
\$151 - \$175	10.8%	15.5%	23.1%	33.4%	42.7%	26.6%	98
\$126 - \$150	9.3%	13.7%	18.8%	27.0%	39.8%	22.4%	88
\$101 - \$125	6.9%	10.2%	16.4%	22.3%	36.7%	19.4%	67
\$80 - \$100	3.6%	6.9%	11.1%	18.7%	35.6%	15.7%	39

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LTI Grants

2014 LTI AWARDS EXPRESSED AS A PERCENT OF SALARY (continued)							
Salary Ranges (\$000)	Actual Awards by Salary Level						# of Responses
	10th	25th	Median	75th	90th	Average	
REVENUE SIZE (continued)							
\$3 Billion - \$6 Billion							
CEO	136.4%	266.7%	400.0%	530.5%	718.9%	442.7%	99
CFO	72.6%	130.9%	193.0%	244.4%	395.0%	217.6%	95
\$901 - \$1,000	---	---	---	---	---	---	1
\$801 - \$900	---	55.9%	184.8%	205.2%	---	152.3%	6
\$701 - \$800	---	73.4%	97.6%	193.8%	---	129.1%	9
\$601 - \$700	74.4%	128.0%	216.1%	375.6%	609.9%	258.6%	32
\$501 - \$600	74.9%	97.9%	174.4%	232.7%	285.1%	186.0%	61
\$401 - \$500	66.2%	96.9%	134.5%	196.1%	336.4%	171.6%	84
\$351 - \$400	53.2%	75.0%	104.5%	145.6%	244.3%	125.9%	104
\$301 - \$350	39.0%	55.2%	84.7%	114.7%	164.6%	98.0%	102
\$251 - \$300	30.4%	43.5%	64.6%	91.2%	158.1%	80.5%	106
\$201 - \$250	23.5%	31.5%	44.3%	67.5%	103.3%	66.6%	106
\$176 - \$200	14.9%	24.0%	32.6%	48.8%	91.7%	52.2%	104
\$151 - \$175	14.1%	18.7%	26.1%	38.2%	62.0%	46.2%	95
\$126 - \$150	7.7%	14.4%	24.2%	36.8%	56.7%	40.9%	78
\$101 - \$125	7.9%	13.0%	22.3%	35.9%	45.9%	33.7%	64
\$80 - \$100	6.4%	11.1%	17.3%	24.4%	31.4%	18.8%	44
\$6 Billion - \$10 Billion							
CEO	285.7%	375.8%	478.1%	631.1%	831.0%	518.9%	47
CFO	122.2%	150.0%	192.0%	305.3%	399.3%	268.7%	47
\$901 - \$1,000	---	---	---	---	---	---	3
\$801 - \$900	---	---	---	---	---	---	4
\$701 - \$800	65.8%	94.5%	215.1%	279.7%	556.3%	234.6%	13
\$601 - \$700	82.0%	152.7%	217.9%	310.1%	339.3%	220.4%	21
\$501 - \$600	76.8%	138.5%	182.3%	245.7%	324.7%	213.6%	38
\$401 - \$500	67.1%	102.4%	154.3%	222.2%	285.7%	183.8%	50
\$351 - \$400	39.3%	83.6%	112.6%	169.0%	233.8%	131.6%	46
\$301 - \$350	37.8%	52.6%	83.7%	107.5%	171.0%	108.3%	51
\$251 - \$300	27.7%	43.6%	60.2%	90.8%	170.5%	88.5%	51
\$201 - \$250	21.9%	34.5%	47.9%	68.9%	106.8%	88.8%	50
\$176 - \$200	14.0%	24.1%	32.1%	42.8%	68.0%	43.3%	47
\$151 - \$175	15.0%	18.9%	25.0%	32.1%	48.7%	38.9%	45
\$126 - \$150	11.9%	16.8%	19.4%	28.8%	50.7%	45.4%	40
\$101 - \$125	7.6%	12.5%	18.1%	24.3%	46.0%	54.2%	34
\$80 - \$100	5.3%	10.3%	15.3%	21.5%	47.2%	50.2%	27

Table continues on next page.

LTI Grants**2014 LTI AWARDS EXPRESSED AS A PERCENT OF SALARY (continued)**

Salary Ranges (\$000)	Actual Awards by Salary Level						# of Responses
	10th	25th	Median	75th	90th	Average	
REVENUE SIZE (continued)							
\$10 Billion - \$20 Billion							
CEO	211.2%	404.2%	527.8%	636.0%	906.1%	539.3%	74
CFO	102.9%	146.1%	239.9%	284.7%	359.7%	235.4%	68
\$901 - \$1,000	---	---	---	---	---	---	4
\$801 - \$900	38.5%	223.1%	329.7%	423.7%	585.9%	315.7%	16
\$701 - \$800	102.3%	213.3%	296.8%	373.3%	463.7%	310.5%	23
\$601 - \$700	79.9%	126.5%	224.2%	263.2%	365.7%	211.8%	41
\$501 - \$600	75.3%	109.5%	188.4%	248.1%	306.0%	195.3%	66
\$401 - \$500	64.0%	86.8%	134.6%	182.6%	247.8%	141.0%	78
\$351 - \$400	43.2%	69.0%	97.3%	122.3%	173.0%	112.7%	80
\$301 - \$350	33.7%	54.4%	77.0%	99.2%	139.6%	90.2%	81
\$251 - \$300	22.1%	43.6%	61.8%	82.0%	105.6%	89.1%	83
\$201 - \$250	21.6%	30.0%	48.0%	66.5%	95.2%	68.4%	82
\$176 - \$200	15.2%	20.5%	29.0%	41.7%	70.7%	35.0%	73
\$151 - \$175	9.1%	15.4%	21.3%	30.3%	37.8%	24.2%	65
\$126 - \$150	8.2%	12.4%	17.3%	27.6%	37.4%	21.0%	55
\$101 - \$125	6.4%	9.9%	13.3%	22.5%	34.7%	17.3%	44
\$80 - \$100	5.5%	9.4%	11.6%	23.4%	31.5%	16.9%	28
\$20 Billion or More							
CEO	149.9%	488.6%	668.5%	800.0%	880.3%	633.9%	66
CFO	118.5%	245.0%	336.6%	410.1%	521.8%	350.1%	63
\$901 - \$1,000	78.5%	244.5%	347.4%	454.7%	555.4%	357.6%	19
\$801 - \$900	61.4%	187.6%	370.0%	456.5%	680.5%	376.3%	22
\$701 - \$800	58.1%	197.5%	325.0%	424.0%	632.2%	329.7%	40
\$601 - \$700	83.8%	161.5%	258.8%	350.3%	454.4%	287.8%	51
\$501 - \$600	62.8%	140.1%	201.2%	295.6%	374.9%	222.4%	61
\$401 - \$500	57.6%	96.0%	144.4%	223.4%	306.7%	174.6%	73
\$351 - \$400	48.3%	74.3%	114.0%	163.2%	232.0%	125.9%	76
\$301 - \$350	47.1%	65.6%	94.2%	130.7%	163.9%	100.0%	76
\$251 - \$300	29.6%	48.8%	72.1%	102.1%	142.4%	80.5%	81
\$201 - \$250	20.4%	30.8%	48.4%	80.5%	105.5%	59.4%	81
\$176 - \$200	14.8%	24.6%	36.2%	62.6%	84.7%	46.2%	76
\$151 - \$175	8.1%	17.0%	27.4%	41.0%	69.6%	34.2%	75
\$126 - \$150	10.8%	14.6%	20.2%	32.9%	58.2%	30.3%	58
\$101 - \$125	7.1%	12.5%	16.7%	36.0%	66.5%	28.3%	39
\$80 - \$100	4.0%	8.2%	13.3%	21.4%	35.8%	20.2%	30

LTI Grants

LTI AWARDS AS EXPRESSED BY PERCENT PER PLAN						
	% of Responses					# of Responses
	Stock Options	Restricted Stock/ Stock Units	Performance Shares	Performance Cash/Units	Stock Appreciation Rights (SARs)	
TOTAL SAMPLE						
CEO	18.8%	23.4%	40.9%	3.1%	13.8%	435
CFO	19.2%	24.7%	39.2%	3.3%	13.6%	422
\$901 - \$1,000	24.6%	32.0%	33.2%	4.0%	6.2%	30
\$801 - \$900	14.9%	30.2%	40.9%	4.8%	9.2%	53
\$701 - \$800	20.4%	29.2%	34.9%	3.4%	12.2%	88
\$601 - \$700	18.7%	26.0%	41.4%	1.6%	12.3%	162
\$501 - \$600	17.7%	28.4%	39.2%	2.2%	12.5%	267
\$401 - \$500	19.0%	27.5%	38.1%	3.0%	12.4%	382
\$351 - \$400	18.3%	30.3%	35.9%	2.6%	12.9%	433
\$301 - \$350	17.2%	32.3%	33.8%	2.5%	14.2%	461
\$251 - \$300	17.0%	35.3%	30.9%	2.7%	14.1%	486
\$201 - \$250	15.5%	38.4%	29.1%	2.7%	14.3%	483
\$176 - \$200	14.4%	43.5%	25.3%	2.7%	14.1%	452
\$151 - \$175	13.7%	46.7%	23.6%	2.8%	13.2%	416
\$126 - \$150	13.1%	51.2%	22.9%	2.7%	10.1%	355
\$101 - \$125	12.7%	58.0%	20.4%	2.0%	6.9%	279
\$80 - \$100	13.0%	62.3%	14.8%	3.2%	6.7%	196

Table continues on next page.

LTI Grants

LTI AWARDS AS EXPRESSED BY PERCENT PER PLAN (continued)						
	% of Responses					# of Responses
	Stock Options	Restricted Stock/ Stock Units	Performance Shares	Performance Cash/Units	Stock Appreciation Rights (SARs)	
INDUSTRY SECTOR						
Energy services						
CEO	3.9%	30.1%	58.8%	0.0%	7.3%	58
CFO	4.6%	30.9%	58.9%	0.0%	5.6%	57
\$901 - \$1,000	---	---	---	---	---	0
\$801 - \$900	0.0%	48.5%	51.5%	0.0%	0.0%	3
\$701 - \$800	4.0%	35.7%	60.3%	0.0%	0.0%	6
\$601 - \$700	4.4%	35.6%	60.0%	0.0%	0.0%	11
\$501 - \$600	7.3%	37.7%	54.2%	0.0%	0.8%	26
\$401 - \$500	5.8%	34.7%	56.6%	0.0%	3.0%	41
\$351 - \$400	5.4%	30.5%	57.5%	0.0%	6.7%	48
\$301 - \$350	3.7%	31.0%	56.8%	0.0%	8.5%	61
\$251 - \$300	4.2%	31.9%	54.7%	0.0%	9.1%	68
\$201 - \$250	4.2%	33.1%	54.8%	0.0%	7.9%	66
\$176 - \$200	4.5%	38.1%	52.2%	0.0%	5.2%	58
\$151 - \$175	2.6%	39.9%	49.9%	0.0%	7.5%	53
\$126 - \$150	2.9%	47.2%	47.7%	0.0%	2.2%	46
\$101 - \$125	3.5%	56.2%	37.3%	0.0%	3.0%	33
\$80 - \$100	1.3%	70.3%	28.4%	0.0%	0.0%	18
Financial Services						
CEO	16.0%	20.6%	35.6%	3.1%	24.6%	89
CFO	16.1%	20.4%	35.0%	3.1%	25.4%	85
\$901 - \$1,000	27.7%	18.8%	53.5%	0.0%	0.0%	4
\$801 - \$900	12.4%	14.4%	63.2%	0.0%	10.0%	5
\$701 - \$800	16.3%	22.8%	32.5%	1.7%	26.7%	15
\$601 - \$700	20.8%	17.7%	34.3%	1.3%	26.0%	34
\$501 - \$600	17.1%	23.3%	31.6%	1.7%	26.3%	59
\$401 - \$500	15.1%	22.8%	34.4%	3.3%	24.4%	84
\$351 - \$400	14.6%	29.5%	31.4%	2.5%	22.0%	87
\$301 - \$350	13.1%	32.2%	27.5%	2.7%	24.4%	91
\$251 - \$300	11.5%	37.5%	24.5%	2.7%	23.6%	95
\$201 - \$250	10.4%	40.8%	23.4%	2.9%	22.6%	93
\$176 - \$200	10.7%	47.1%	17.4%	2.8%	22.1%	85
\$151 - \$175	11.5%	49.5%	17.0%	3.0%	19.0%	78
\$126 - \$150	11.9%	56.7%	16.9%	2.8%	11.7%	67
\$101 - \$125	11.3%	65.0%	17.9%	3.8%	2.0%	50
\$80 - \$100	10.4%	65.8%	18.4%	5.3%	0.0%	36

Table continues on next page.

LTI Grants

LTI AWARDS AS EXPRESSED BY PERCENT PER PLAN (continued)						
	% of Responses					# of Responses
	Stock Options	Restricted Stock/ Stock Units	Performance Shares	Performance Cash/Units	Stock Appreciation Rights (SARs)	
INDUSTRY SECTOR (continued)						
High Tech						
CEO	24.9%	28.1%	38.7%	2.5%	5.9%	69
CFO	23.5%	29.3%	39.8%	2.5%	4.9%	69
\$901 - \$1,000	7.5%	52.5%	40.0%	0.0%	0.0%	4
\$801 - \$900	6.4%	45.8%	47.8%	0.0%	0.0%	9
\$701 - \$800	18.1%	35.9%	32.6%	0.0%	13.3%	15
\$601 - \$700	17.4%	34.2%	40.6%	0.0%	7.8%	24
\$501 - \$600	20.1%	33.2%	42.2%	0.3%	4.1%	42
\$401 - \$500	23.1%	30.9%	38.1%	1.7%	6.2%	60
\$351 - \$400	21.2%	34.1%	35.5%	2.2%	7.0%	70
\$301 - \$350	22.9%	33.0%	31.8%	1.7%	10.6%	76
\$251 - \$300	26.2%	33.3%	26.4%	2.1%	11.9%	79
\$201 - \$250	23.6%	37.5%	23.4%	2.3%	13.2%	82
\$176 - \$200	23.8%	41.9%	17.8%	2.2%	14.3%	77
\$151 - \$175	20.6%	46.4%	15.6%	2.5%	14.8%	72
\$126 - \$150	18.0%	49.9%	15.2%	2.9%	13.9%	58
\$101 - \$125	20.5%	52.0%	13.2%	0.3%	13.9%	50
\$80 - \$100	20.6%	55.2%	7.1%	2.4%	14.6%	41
Manufacturing						
CEO	25.6%	19.9%	37.7%	4.0%	12.8%	168
CFO	25.3%	20.8%	36.5%	4.5%	12.9%	165
\$901 - \$1,000	25.9%	32.4%	31.6%	7.2%	2.9%	11
\$801 - \$900	16.1%	27.9%	41.0%	6.2%	8.7%	20
\$701 - \$800	27.3%	24.0%	31.8%	4.3%	12.6%	32
\$601 - \$700	21.1%	19.0%	48.3%	2.8%	8.8%	53
\$501 - \$600	22.4%	23.8%	42.0%	3.7%	8.1%	95
\$401 - \$500	25.5%	23.5%	37.0%	4.1%	9.9%	145
\$351 - \$400	24.7%	24.8%	35.6%	4.0%	10.9%	173
\$301 - \$350	23.9%	27.0%	32.2%	3.6%	13.3%	180
\$251 - \$300	24.4%	29.9%	28.7%	4.4%	12.6%	192
\$201 - \$250	22.8%	33.1%	26.2%	4.0%	13.9%	196
\$176 - \$200	21.1%	38.4%	21.8%	3.7%	15.0%	186
\$151 - \$175	19.6%	41.7%	20.7%	4.0%	14.0%	171
\$126 - \$150	17.6%	44.8%	20.7%	4.2%	12.7%	139
\$101 - \$125	16.9%	51.0%	18.5%	2.3%	11.3%	113
\$80 - \$100	18.0%	52.9%	12.1%	3.8%	13.2%	88

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LTI Grants

LTI AWARDS AS EXPRESSED BY PERCENT PER PLAN (continued)						
	% of Responses					# of Responses
	Stock Options	Restricted Stock/ Stock Units	Performance Shares	Performance Cash/Units	Stock Appreciation Rights (SARs)	
INDUSTRY SECTOR (continued)						
Media/Entertainment						
CEO	16.0%	23.5%	48.0%	0.0%	12.5%	15
CFO	15.5%	34.9%	37.7%	0.0%	11.8%	15
\$901 - \$1,000	25.6%	30.2%	32.3%	0.0%	11.9%	4
\$801 - \$900	34.1%	32.3%	33.6%	0.0%	0.0%	5
\$701 - \$800	22.4%	38.9%	24.4%	0.0%	14.3%	7
\$601 - \$700	14.7%	40.2%	30.7%	0.0%	14.4%	9
\$501 - \$600	11.0%	40.5%	32.4%	0.0%	16.1%	11
\$401 - \$500	13.6%	43.3%	25.6%	0.0%	17.5%	10
\$351 - \$400	9.2%	45.2%	29.9%	0.0%	15.8%	13
\$301 - \$350	11.4%	47.1%	25.6%	0.0%	15.8%	14
\$251 - \$300	7.8%	44.1%	24.7%	0.0%	23.5%	13
\$201 - \$250	6.3%	48.7%	24.8%	0.0%	20.2%	13
\$176 - \$200	2.6%	55.5%	24.8%	0.0%	17.0%	14
\$151 - \$175	3.4%	60.1%	16.7%	0.0%	19.8%	12
\$126 - \$150	0.0%	50.0%	25.0%	0.0%	25.0%	12
\$101 - \$125	0.0%	60.0%	20.0%	0.0%	20.0%	10
\$80 - \$100	0.0%	80.0%	0.0%	0.0%	20.0%	5
Pharmaceutical/Biotechnology						
CEO	35.8%	23.4%	28.5%	4.7%	7.7%	13
CFO	42.9%	19.5%	24.2%	5.0%	8.3%	12
\$901 - \$1,000	21.5%	36.3%	22.4%	19.8%	0.0%	3
\$801 - \$900	16.2%	23.9%	35.0%	0.0%	25.0%	4
\$701 - \$800	15.5%	18.6%	37.5%	11.7%	16.7%	6
\$601 - \$700	13.8%	11.0%	56.7%	1.8%	16.7%	6
\$501 - \$600	26.5%	23.2%	33.4%	6.9%	10.0%	10
\$401 - \$500	39.6%	21.5%	27.8%	4.4%	6.7%	15
\$351 - \$400	39.7%	25.2%	24.5%	4.0%	6.7%	15
\$301 - \$350	37.8%	29.4%	22.8%	3.7%	6.3%	16
\$251 - \$300	33.1%	32.2%	23.1%	4.9%	6.7%	15
\$201 - \$250	32.4%	40.6%	16.2%	4.6%	6.3%	16
\$176 - \$200	29.7%	50.6%	12.5%	0.0%	7.1%	14
\$151 - \$175	26.3%	59.1%	14.6%	0.0%	0.0%	12
\$126 - \$150	29.2%	54.9%	15.9%	0.0%	0.0%	11
\$101 - \$125	27.9%	59.7%	12.4%	0.0%	0.0%	10
\$80 - \$100	25.5%	60.7%	13.8%	0.0%	0.0%	9

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LTI Grants

LTI AWARDS AS EXPRESSED BY PERCENT PER PLAN (continued)						
	% of Responses					# of Responses
	Stock Options	Restricted Stock/ Stock Units	Performance Shares	Performance Cash/Units	Stock Appreciation Rights (SARs)	
INDUSTRY SECTOR (continued)						
Retail/Wholesale Trade						
CEO	19.3%	23.3%	46.1%	4.2%	7.1%	23
CFO	27.7%	27.3%	36.4%	4.6%	4.0%	20
\$901 - \$1,000	39.6%	12.0%	34.2%	14.2%	0.0%	3
\$801 - \$900	24.1%	19.3%	41.8%	4.9%	9.9%	6
\$701 - \$800	33.6%	36.5%	20.4%	4.3%	5.3%	8
\$601 - \$700	20.7%	29.8%	42.5%	1.7%	5.3%	18
\$501 - \$600	24.9%	34.9%	31.6%	1.5%	7.1%	20
\$401 - \$500	27.4%	29.3%	35.0%	2.5%	5.8%	24
\$351 - \$400	24.7%	35.1%	32.8%	0.0%	7.4%	26
\$301 - \$350	24.0%	34.1%	32.7%	2.1%	7.2%	28
\$251 - \$300	20.9%	35.7%	32.9%	1.9%	8.5%	30
\$201 - \$250	18.5%	38.4%	34.3%	2.1%	6.6%	28
\$176 - \$200	15.0%	42.3%	32.7%	2.4%	7.6%	25
\$151 - \$175	13.5%	53.0%	30.6%	0.0%	3.0%	22
\$126 - \$150	14.9%	45.5%	35.5%	0.0%	4.1%	19
\$101 - \$125	11.1%	55.5%	33.4%	0.0%	0.0%	18
\$80 - \$100	16.8%	68.4%	14.8%	0.0%	0.0%	9
Services						
CEO	18.6%	30.3%	40.2%	2.0%	8.9%	86
CFO	18.6%	33.0%	37.2%	2.2%	9.0%	84
\$901 - \$1,000	20.7%	44.6%	29.9%	0.0%	4.8%	10
\$801 - \$900	16.2%	44.1%	39.8%	0.0%	0.0%	15
\$701 - \$800	16.4%	41.8%	36.1%	0.0%	5.7%	21
\$601 - \$700	18.7%	40.4%	31.3%	0.8%	8.7%	40
\$501 - \$600	13.6%	36.1%	40.4%	0.6%	9.4%	59
\$401 - \$500	16.1%	37.7%	35.3%	2.0%	8.9%	76
\$351 - \$400	15.4%	41.2%	31.0%	1.6%	10.9%	88
\$301 - \$350	15.5%	43.6%	28.2%	1.5%	11.2%	90
\$251 - \$300	16.0%	47.0%	23.2%	0.9%	12.9%	91
\$201 - \$250	12.7%	52.3%	20.9%	1.4%	12.7%	89
\$176 - \$200	10.4%	53.4%	20.3%	2.5%	13.4%	89
\$151 - \$175	11.0%	57.1%	16.9%	2.7%	12.2%	82
\$126 - \$150	11.2%	61.0%	14.0%	2.6%	11.1%	77
\$101 - \$125	11.0%	66.2%	13.6%	1.7%	7.5%	60
\$80 - \$100	10.1%	72.5%	11.3%	2.4%	3.7%	41

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LTI Grants

LTI AWARDS AS EXPRESSED BY PERCENT PER PLAN (continued)						
	% of Responses					# of Responses
	Stock Options	Restricted Stock/ Stock Units	Performance Shares	Performance Cash/Units	Stock Appreciation Rights (SARs)	
INDUSTRY SECTOR (continued)						
Health Care						
CEO	15.4%	12.8%	34.9%	9.1%	27.8%	11
CFO	15.4%	15.5%	32.1%	9.1%	27.8%	11
\$901 - \$1,000	7.8%	23.4%	15.6%	0.0%	53.1%	2
\$801 - \$900	3.9%	11.6%	7.8%	25.0%	51.7%	4
\$701 - \$800	6.3%	12.0%	47.1%	16.7%	17.9%	6
\$601 - \$700	7.3%	9.3%	50.0%	0.0%	33.3%	6
\$501 - \$600	11.8%	18.1%	25.1%	7.5%	37.5%	8
\$401 - \$500	14.7%	16.7%	38.5%	5.1%	25.0%	12
\$351 - \$400	13.6%	25.2%	28.3%	5.5%	27.3%	11
\$301 - \$350	12.2%	28.9%	33.8%	5.5%	19.6%	11
\$251 - \$300	12.3%	33.0%	35.9%	6.0%	12.8%	10
\$201 - \$250	9.9%	33.3%	30.2%	5.4%	21.2%	11
\$176 - \$200	14.7%	52.5%	28.9%	0.0%	3.8%	9
\$151 - \$175	13.0%	46.7%	26.0%	0.0%	14.3%	10
\$126 - \$150	19.1%	58.0%	22.9%	0.0%	0.0%	7
\$101 - \$125	20.9%	67.0%	12.1%	0.0%	0.0%	5
\$80 - \$100	0.0%	84.9%	15.1%	0.0%	0.0%	4
REVENUE SIZE						
Under \$500 Million						
CEO	9.2%	28.2%	33.8%	10.0%	18.8%	16
CFO	10.3%	29.2%	31.7%	10.0%	18.8%	16
\$901 - \$1,000	---	---	---	---	---	0
\$801 - \$900	---	---	---	---	---	0
\$701 - \$800	---	---	---	---	---	0
\$601 - \$700	0.0%	0.0%	0.0%	0.0%	100.0%	1
\$501 - \$600	0.0%	0.0%	0.0%	0.0%	100.0%	1
\$401 - \$500	11.2%	18.3%	27.3%	26.6%	16.7%	6
\$351 - \$400	7.4%	21.3%	28.5%	14.3%	28.6%	7
\$301 - \$350	11.4%	14.1%	27.9%	13.3%	33.3%	12
\$251 - \$300	14.3%	27.3%	27.5%	8.7%	22.2%	18
\$201 - \$250	6.5%	30.0%	28.5%	10.0%	25.0%	16
\$176 - \$200	11.8%	37.8%	22.7%	12.3%	15.4%	13
\$151 - \$175	6.1%	52.3%	11.6%	10.0%	20.0%	10
\$126 - \$150	5.4%	53.1%	21.6%	10.0%	10.0%	10
\$101 - \$125	6.7%	76.8%	16.5%	0.0%	0.0%	7
\$80 - \$100	6.8%	73.9%	19.3%	0.0%	0.0%	6

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LTI Grants

LTI AWARDS AS EXPRESSED BY PERCENT PER PLAN (continued)						
	% of Responses					# of Responses
	Stock Options	Restricted Stock/ Stock Units	Performance Shares	Performance Cash/Units	Stock Appreciation Rights (SARs)	
REVENUE SIZE (continued)						
\$500 Million - \$ 1 Billion						
CEO	19.8%	28.0%	41.1%	0.0%	11.1%	27
CFO	22.6%	28.2%	41.5%	0.0%	7.7%	26
\$901 - \$1,000	---	---	---	---	---	0
\$801 - \$900	0.0%	31.3%	68.7%	0.0%	0.0%	1
\$701 - \$800	---	---	---	---	---	0
\$601 - \$700	7.5%	38.1%	54.4%	0.0%	0.0%	2
\$501 - \$600	22.6%	24.2%	53.2%	0.0%	0.0%	4
\$401 - \$500	23.9%	23.9%	45.9%	0.0%	6.3%	16
\$351 - \$400	24.1%	35.8%	35.9%	0.0%	4.2%	24
\$301 - \$350	24.3%	35.0%	32.7%	0.0%	8.0%	25
\$251 - \$300	24.0%	40.5%	24.2%	1.7%	9.7%	31
\$201 - \$250	24.9%	43.6%	23.1%	1.7%	6.7%	30
\$176 - \$200	23.8%	49.2%	22.0%	1.5%	3.4%	29
\$151 - \$175	22.5%	53.8%	14.5%	2.0%	7.1%	28
\$126 - \$150	26.0%	56.5%	15.9%	1.6%	0.0%	26
\$101 - \$125	19.5%	62.2%	16.7%	1.6%	0.0%	24
\$80 - \$100	16.9%	65.9%	15.7%	1.5%	0.0%	22
\$1 Billion - \$ 3 Billion						
CEO	20.9%	22.3%	39.2%	3.5%	14.1%	106
CFO	21.1%	24.2%	37.0%	3.5%	14.2%	107
\$901 - \$1,000	34.5%	39.3%	10.3%	0.0%	15.9%	3
\$801 - \$900	9.9%	37.0%	13.4%	0.0%	39.8%	4
\$701 - \$800	22.0%	22.1%	22.6%	0.0%	33.3%	3
\$601 - \$700	25.8%	24.7%	27.8%	0.0%	21.7%	14
\$501 - \$600	15.3%	29.7%	33.5%	2.1%	19.3%	36
\$401 - \$500	21.9%	26.3%	33.0%	4.3%	14.5%	75
\$351 - \$400	21.9%	28.5%	33.2%	3.3%	13.1%	96
\$301 - \$350	20.3%	30.3%	32.3%	3.1%	13.9%	114
\$251 - \$300	20.8%	31.3%	30.0%	2.6%	15.3%	116
\$201 - \$250	18.6%	33.4%	28.0%	3.1%	16.9%	118
\$176 - \$200	14.1%	40.1%	24.0%	4.3%	17.5%	110
\$151 - \$175	14.4%	43.5%	23.6%	4.8%	13.6%	98
\$126 - \$150	15.5%	44.4%	23.7%	4.4%	12.0%	88
\$101 - \$125	17.3%	50.2%	18.2%	3.9%	10.4%	67
\$80 - \$100	18.9%	52.4%	11.8%	6.7%	10.3%	39

Table continues on next page.

LTI Grants

LTI AWARDS AS EXPRESSED BY PERCENT PER PLAN (continued)						
	% of Responses					# of Responses
	Stock Options	Restricted Stock/ Stock Units	Performance Shares	Performance Cash/Units	Stock Appreciation Rights (SARs)	
REVENUE SIZE (continued)						
\$3 Billion - \$ 6 Billion						
CEO	16.8%	26.5%	40.2%	3.3%	13.2%	99
CFO	16.4%	26.0%	40.5%	3.6%	13.5%	95
\$901 - \$1,000	0.0%	80.7%	0.0%	19.4%	0.0%	1
\$801 - \$900	0.0%	31.8%	48.4%	3.2%	16.7%	6
\$701 - \$800	11.9%	31.4%	41.8%	0.0%	14.8%	9
\$601 - \$700	13.6%	30.8%	48.7%	0.0%	6.8%	32
\$501 - \$600	14.7%	29.7%	39.6%	3.1%	13.0%	61
\$401 - \$500	18.9%	26.6%	40.4%	3.3%	10.8%	84
\$351 - \$400	16.2%	30.5%	39.3%	3.2%	10.8%	104
\$301 - \$350	13.6%	34.1%	37.6%	3.0%	11.8%	102
\$251 - \$300	14.9%	36.1%	34.3%	3.2%	11.5%	106
\$201 - \$250	13.4%	39.1%	32.5%	3.2%	11.8%	106
\$176 - \$200	13.5%	42.5%	29.0%	3.0%	11.9%	104
\$151 - \$175	13.2%	46.9%	28.4%	3.1%	8.3%	95
\$126 - \$150	8.2%	53.5%	29.2%	3.7%	5.4%	78
\$101 - \$125	9.4%	53.0%	31.1%	1.8%	4.7%	64
\$80 - \$100	10.3%	58.1%	20.2%	4.6%	6.8%	44
\$6 Billion - \$ 10 Billion						
CEO	16.9%	26.1%	46.1%	2.9%	7.9%	47
CFO	16.9%	29.1%	44.4%	2.5%	7.1%	47
\$901 - \$1,000	56.1%	12.1%	17.7%	14.2%	0.0%	3
\$801 - \$900	23.3%	34.1%	35.3%	7.3%	0.0%	4
\$701 - \$800	15.9%	33.9%	37.1%	5.4%	7.7%	13
\$601 - \$700	19.5%	28.0%	46.1%	4.0%	2.4%	21
\$501 - \$600	16.7%	30.0%	43.8%	2.3%	7.1%	38
\$401 - \$500	15.9%	31.7%	43.4%	2.3%	6.7%	50
\$351 - \$400	17.9%	35.4%	39.4%	2.4%	5.0%	46
\$301 - \$350	13.8%	37.2%	40.7%	1.8%	6.5%	51
\$251 - \$300	12.9%	40.1%	38.5%	2.2%	6.3%	51
\$201 - \$250	12.7%	43.6%	36.0%	1.8%	5.9%	50
\$176 - \$200	12.7%	52.4%	26.4%	1.7%	6.8%	47
\$151 - \$175	11.1%	56.2%	24.4%	1.7%	6.7%	45
\$126 - \$150	11.0%	63.8%	19.4%	0.8%	5.0%	40
\$101 - \$125	9.8%	68.6%	16.2%	3.8%	1.5%	34
\$80 - \$100	9.6%	74.1%	9.6%	4.8%	1.8%	27

Table continues on next page.

LTI Grants

LTI AWARDS AS EXPRESSED BY PERCENT PER PLAN (continued)						
	% of Responses					# of Responses
	Stock Options	Restricted Stock/ Stock Units	Performance Shares	Performance Cash/Units	Stock Appreciation Rights (SARs)	
REVENUE SIZE (continued)						
\$10 Billion - \$ 20 Billion						
CEO	21.1%	24.0%	41.2%	1.1%	12.5%	74
CFO	23.4%	25.9%	36.7%	1.7%	12.3%	68
\$901 - \$1,000	31.6%	43.4%	25.0%	0.0%	0.0%	4
\$801 - \$900	22.3%	28.0%	46.5%	0.0%	3.1%	16
\$701 - \$800	26.4%	30.6%	34.3%	0.0%	8.7%	23
\$601 - \$700	19.1%	21.4%	42.7%	1.6%	15.0%	41
\$501 - \$600	23.6%	28.0%	38.0%	0.9%	9.4%	66
\$401 - \$500	20.9%	29.2%	36.4%	1.3%	12.1%	78
\$351 - \$400	19.5%	29.4%	33.8%	1.3%	15.9%	80
\$301 - \$350	20.2%	33.4%	30.6%	0.8%	15.0%	81
\$251 - \$300	17.5%	38.7%	27.6%	1.8%	14.4%	83
\$201 - \$250	17.1%	43.5%	25.0%	1.2%	13.2%	82
\$176 - \$200	16.7%	48.2%	21.3%	1.0%	12.8%	73
\$151 - \$175	16.3%	50.4%	19.3%	1.1%	12.9%	65
\$126 - \$150	16.7%	54.1%	16.5%	0.9%	11.7%	55
\$101 - \$125	11.8%	66.9%	12.3%	0.0%	9.1%	44
\$80 - \$100	14.0%	68.1%	14.3%	0.0%	3.6%	28
\$20 Billion or More						
CEO	18.8%	15.2%	42.4%	3.9%	19.6%	66
CFO	17.9%	16.6%	41.0%	4.1%	20.3%	63
\$901 - \$1,000	17.9%	29.0%	42.7%	3.1%	7.3%	19
\$801 - \$900	13.5%	29.3%	39.6%	9.3%	8.2%	22
\$701 - \$800	20.1%	26.8%	33.9%	5.6%	13.5%	40
\$601 - \$700	20.2%	26.2%	37.8%	2.1%	13.8%	51
\$501 - \$600	16.1%	26.6%	40.5%	2.7%	14.1%	61
\$401 - \$500	15.9%	26.6%	38.0%	2.3%	17.1%	73
\$351 - \$400	14.9%	29.4%	35.3%	2.1%	18.3%	76
\$301 - \$350	14.9%	30.2%	31.1%	2.1%	21.6%	76
\$251 - \$300	14.5%	33.4%	29.7%	2.3%	20.1%	81
\$201 - \$250	12.1%	36.3%	28.7%	2.3%	20.7%	81
\$176 - \$200	12.0%	38.3%	26.8%	0.9%	22.0%	76
\$151 - \$175	10.7%	38.3%	25.8%	0.9%	24.3%	75
\$126 - \$150	9.6%	44.2%	24.7%	1.3%	20.1%	58
\$101 - \$125	11.0%	54.1%	22.4%	0.0%	12.4%	39
\$80 - \$100	9.8%	60.5%	14.3%	0.0%	15.4%	30

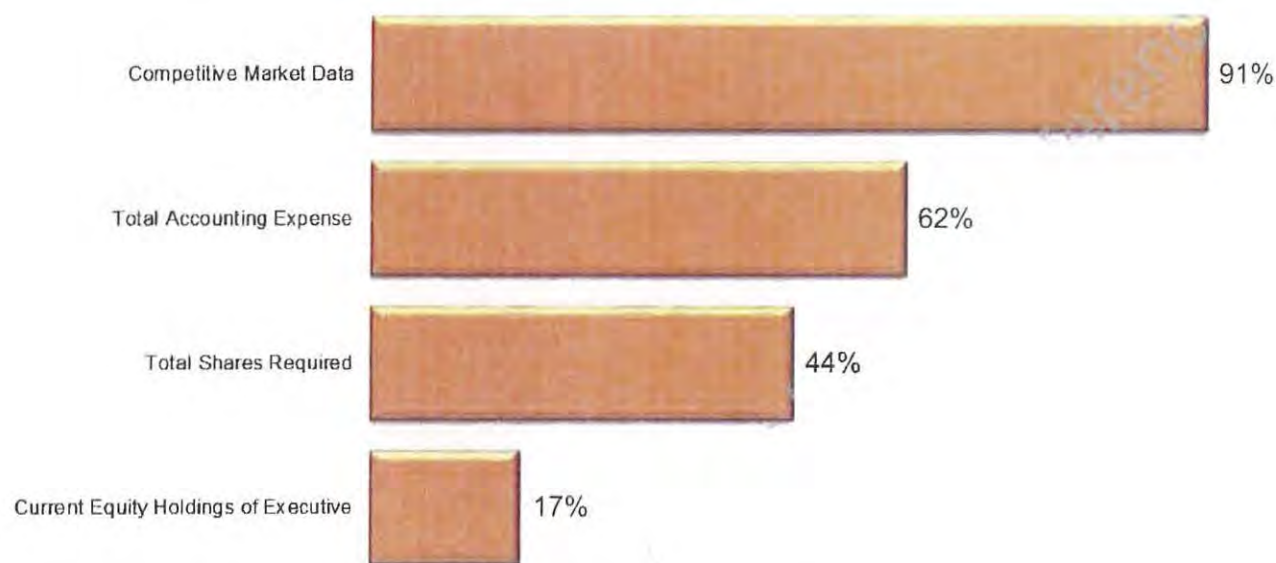
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Grant Process

Grant Process Highlights

Determining Award Size

In determining regularly scheduled LTI awards, most organizations (91%) consider competitive market data on individual award values.



Frequency of Review Competitive Market Data

Most companies (70%) review competitive market data on an annual basis.

Frequency to Review	Prevalence
Annual	70%
Periodic, as needed	3%
Biennial (every 2 years)	24%
Do not review external market data	3%

Approximately half (54%) only periodically adjust/recalibrate LTI grants when there is a significant change in market value.

Grant Process Highlights**Award Timing and Values**

Sixty-nine percent of the companies use target economic value for setting annual awards; 19% use a fixed number of shares and 12% have no set approach. Of the companies using a target economic value 45% use a multiple of pay and 55% use a flat dollar amount.

Global/Local National Employees Outside the United States

For detailed information about international LTI policies and grant values refer to the 2014 General Industry International Long-Term report.

Grant Process

Award Timing and Values

FREQUENCY OF REGULARLY SCHEDULED AWARDS						
	% of Responses					# of Responses
	Two or More Times per Year	Annually	Biennially	Scheduled at Other Frequency	Not Scheduled	
Total Sample	2.6%	93.5%	0.8%	1.4%	1.7%	862
Industry Sector						
Energy Services	0.0%	96.2%	0.0%	1.9%	1.9%	104
Financial Services	1.9%	97.4%	0.0%	0.6%	0.0%	156
High Tech	2.6%	92.8%	1.3%	1.3%	2.0%	153
Manufacturing	2.7%	94.3%	0.5%	0.8%	1.6%	370
Media/Entertainment	8.0%	84.0%	4.0%	4.0%	0.0%	25
Pharmaceutical/Biotechnology	5.9%	92.2%	0.0%	0.0%	2.0%	51
Retail/Wholesale Trade	1.9%	94.4%	0.0%	1.9%	1.9%	54
Services	5.1%	85.4%	3.2%	2.5%	3.8%	158
Health Care	0.0%	95.0%	0.0%	5.0%	0.0%	20
Revenue Size						
Under \$500 Million	0.0%	89.5%	0.0%	2.6%	7.9%	38
\$500 Million - \$1 Billion	2.0%	93.9%	0.0%	4.1%	0.0%	49
\$1 Billion - \$3 Billion	1.5%	92.9%	1.5%	1.5%	2.5%	197
\$3 Billion - \$6 Billion	4.3%	91.5%	0.6%	1.8%	1.8%	164
\$6 Billion - \$10 Billion	2.2%	94.5%	0.0%	1.1%	2.2%	91
\$10 Billion - \$20 Billion	2.8%	95.7%	0.7%	0.0%	0.7%	141
\$20 Billion or More	2.7%	94.5%	1.1%	1.1%	0.5%	182

Grant Process**Award Timing and Values (continued)**

TIMING OF ANNUAL AWARDS				
	% of Responses			# of Responses
	Fixed Date	Fixed Board of Directors/Compensation Committee Meeting	Other	
Total Sample	37.0%	60.1%	3.0%	844
Industry Sector				
Energy Services	32.4%	65.7%	2.0%	102
Financial Services	42.9%	53.9%	3.2%	154
High Tech	38.8%	57.1%	4.1%	147
Manufacturing	34.2%	62.5%	3.3%	363
Media/Entertainment	32.0%	68.0%	0.0%	25
Pharmaceutical/Biotechnology	47.9%	50.0%	2.1%	48
Retail/Wholesale Trade	28.3%	67.9%	3.8%	53
Services	42.5%	54.9%	2.6%	153
Health Care	47.4%	52.6%	0.0%	19
Revenue Size				
Under \$500 Million	48.6%	48.6%	2.9%	35
\$500 Million - \$1 Billion	45.8%	52.1%	2.1%	48
\$1 Billion - \$3 Billion	31.1%	65.8%	3.2%	190
\$3 Billion - \$6 Billion	32.5%	64.4%	3.1%	163
\$6 Billion - \$10 Billion	27.0%	70.8%	2.2%	89
\$10 Billion - \$20 Billion	39.9%	57.2%	2.9%	138
\$20 Billion or More	45.3%	51.4%	3.3%	181

Grant Process**Award Timing and Values (continued)**

QUARTER IN WHICH ANNUAL AWARDS OCCUR						
	% of Responses					# of Responses
	1st quarter	2nd quarter	3rd quarter	4th quarter	Grants in Multiple Quarters	
Total Sample	68.5%	12.5%	6.8%	9.6%	2.7%	857
Industry Sector						
Energy Services	88.6%	2.9%	2.9%	3.8%	1.9%	105
Financial Services	81.8%	8.4%	1.3%	6.5%	1.9%	154
High Tech	57.4%	12.2%	13.5%	13.5%	3.4%	148
Manufacturing	63.3%	11.7%	8.4%	13.9%	2.7%	368
Media/Entertainment	64.0%	20.0%	4.0%	12.0%	0.0%	25
Pharmaceutical/Biotechnology	60.8%	21.6%	3.9%	7.8%	5.9%	51
Retail/Wholesale Trade	59.3%	27.8%	9.3%	3.7%	0.0%	54
Services	56.7%	19.7%	10.2%	8.3%	5.1%	157
Health Care	73.7%	10.5%	5.3%	10.5%	0.0%	19
Revenue Size						
Under \$500 Million	78.4%	5.4%	8.1%	2.7%	5.4%	37
\$500 Million - \$1 Billion	66.7%	12.5%	4.2%	12.5%	4.2%	48
\$1 Billion - \$3 Billion	68.7%	13.3%	6.2%	8.2%	3.6%	195
\$3 Billion - \$6 Billion	71.2%	10.4%	6.7%	9.8%	1.8%	163
\$6 Billion - \$10 Billion	68.1%	9.9%	6.6%	12.1%	3.3%	91
\$10 Billion - \$20 Billion	65.7%	15.0%	5.0%	11.4%	2.9%	140
\$20 Billion or More	66.7%	14.2%	9.3%	8.7%	1.1%	183

Grant Process**Award Timing and Values (continued)**

TYPES OF SPECIAL AWARDS MADE								
	% of Responses							# of Responses
	None (All Grants per Regular Schedule)	New Hires	Executive Hires	Promotions	Retention	Special Recognition	Other	
Total Sample	33.1%	45.9%	46.4%	32.1%	30.9%	22.9%	4.3%	822
Industry Sector								
Energy Services	48.4%	33.3%	30.1%	25.8%	17.2%	15.1%	0.0%	93
Financial Services	32.2%	48.3%	43.6%	27.5%	27.5%	20.8%	4.7%	149
High Tech	28.6%	53.7%	54.4%	38.8%	38.1%	27.2%	6.1%	147
Manufacturing	31.8%	46.0%	48.9%	28.7%	33.8%	25.3%	5.1%	352
Media/Entertainment	24.0%	52.0%	68.0%	56.0%	28.0%	16.0%	4.0%	25
Pharmaceutical/Biotechnology	20.4%	55.1%	69.4%	26.5%	49.0%	32.7%	4.1%	49
Retail/Wholesale Trade	30.2%	45.3%	50.9%	49.1%	32.1%	26.4%	5.7%	53
Services	27.6%	51.3%	51.3%	42.3%	35.9%	22.4%	4.5%	156
Health Care	42.1%	42.1%	47.4%	31.6%	26.3%	26.3%	0.0%	19
Revenue Size								
Under \$500 Million	52.6%	36.8%	36.8%	18.4%	15.8%	2.6%	2.6%	38
\$500 Million - \$1 Billion	34.8%	45.7%	34.8%	19.6%	15.2%	23.9%	6.5%	46
\$1 Billion - \$3 Billion	29.9%	48.7%	47.1%	33.2%	23.0%	25.7%	5.3%	187
\$3 Billion - \$6 Billion	33.5%	43.9%	45.2%	36.8%	32.3%	21.3%	2.6%	155
\$6 Billion - \$10 Billion	24.4%	47.7%	55.8%	34.9%	39.5%	31.4%	4.7%	86
\$10 Billion - \$20 Billion	30.6%	52.2%	47.8%	33.6%	38.1%	23.1%	3.0%	134
\$20 Billion or More	37.5%	40.9%	46.0%	30.7%	35.8%	21.0%	5.1%	176

Grant Process**Award Timing and Values (continued)**

FACTORS CONSIDERED IN DETERMINING REGULARLY SCHEDULED AWARDS					
	% of Responses				# of Responses
	Competitive Market Data on Individual Award Values	Total Accounting Expense/Award Value	Total Shares Required	Current Equity Holdings of Executives	
Total Sample	90.8%	62.4%	44.3%	17.3%	792
Industry Sector					
Energy Services	92.8%	51.5%	33.0%	7.2%	97
Financial Services	86.9%	65.7%	39.4%	18.2%	137
High Tech	88.4%	67.4%	54.3%	29.7%	138
Manufacturing	92.4%	57.6%	43.6%	16.4%	342
Media/Entertainment	88.0%	92.0%	64.0%	24.0%	25
Pharmaceutical/Biotechnology	97.8%	69.6%	39.1%	13.0%	46
Retail/Wholesale Trade	87.8%	81.6%	51.0%	14.3%	49
Services	89.2%	71.6%	56.1%	26.4%	148
Health Care	100.0%	57.9%	42.1%	15.8%	19
Revenue Size					
Under \$500 Million	96.8%	38.7%	38.7%	12.9%	31
\$500 Million - \$1 Billion	86.7%	66.7%	37.8%	15.6%	45
\$1 Billion - \$3 Billion	94.4%	67.8%	45.8%	20.3%	177
\$3 Billion - \$6 Billion	91.1%	68.8%	50.3%	18.5%	157
\$6 Billion - \$10 Billion	91.8%	58.8%	41.2%	15.3%	85
\$10 Billion - \$20 Billion	89.2%	62.3%	43.8%	16.9%	130
\$20 Billion or More	87.4%	55.7%	41.9%	15.6%	167

Grant Process**Award Timing and Values (continued)**

FREQUENCY OF COMPETITIVE MARKET DATA REVIEW					
	% of Responses				# of Responses
	Annually	Biennially	Periodically	Do Not Review External Market Data	
Total Sample	70.0%	3.4%	23.7%	2.9%	826
Industry Sector					
Energy Services	74.7%	1.0%	22.2%	2.0%	99
Financial Services	67.3%	6.1%	23.8%	2.7%	147
High Tech	72.9%	2.1%	21.5%	3.5%	144
Manufacturing	71.5%	3.1%	22.9%	2.5%	354
Media/Entertainment	79.2%	4.2%	12.5%	4.2%	24
Pharmaceutical/Biotechnology	74.0%	4.0%	20.0%	2.0%	50
Retail/Wholesale Trade	65.4%	3.8%	26.9%	3.8%	52
Services	65.8%	3.2%	26.5%	4.5%	155
Health Care	84.2%	0.0%	15.8%	0.0%	19
Revenue Size					
Under \$500 Million	57.6%	6.1%	30.3%	6.1%	33
\$500 Million - \$1 Billion	60.9%	8.7%	26.1%	4.3%	46
\$1 Billion - \$3 Billion	69.1%	4.7%	24.6%	1.6%	191
\$3 Billion - \$6 Billion	72.8%	3.2%	22.2%	1.9%	158
\$6 Billion - \$10 Billion	73.9%	3.4%	19.3%	3.4%	88
\$10 Billion - \$20 Billion	69.6%	1.5%	24.4%	4.4%	135
\$20 Billion or More	71.4%	1.7%	24.0%	2.9%	175

Grant Process**Award Timing and Values (continued)**

FREQUENCY OF ADJUSTMENTS OF AWARDS BASED ON CHANGES IN MARKET DATA				
	% of Responses			# of Responses
	Annually, "Mark-to-Market" Every Year as Market Values Fluctuate	Periodically, When There is a Significant Change in Market Values	Averaging, Market Data is Averaged Over Several Years to Smooth Volatility	
Total Sample	44.7%	53.7%	1.7%	777
Industry Sector				
Energy Services	51.0%	45.8%	3.1%	96
Financial Services	41.7%	57.6%	0.8%	132
High Tech	46.7%	52.6%	0.7%	135
Manufacturing	44.1%	55.0%	0.9%	338
Media/Entertainment	43.5%	52.2%	4.3%	23
Pharmaceutical/Biotechnology	42.9%	55.1%	2.0%	49
Retail/Wholesale Trade	42.9%	55.1%	2.0%	49
Services	45.1%	52.1%	2.8%	144
Health Care	44.4%	50.0%	5.6%	18
Revenue Size				
Under \$500 Million	46.4%	50.0%	3.6%	28
\$500 Million - \$1 Billion	47.7%	50.0%	2.3%	44
\$1 Billion - \$3 Billion	45.8%	52.5%	1.7%	177
\$3 Billion - \$6 Billion	44.7%	54.7%	0.7%	150
\$6 Billion - \$10 Billion	44.0%	54.8%	1.2%	84
\$10 Billion - \$20 Billion	43.4%	55.0%	1.6%	129
\$20 Billion or More	43.6%	53.9%	2.4%	165

Grant Process**Award Timing and Values (continued)**

CALCULATION OF LTI ECONOMIC VALUES WHEN DETERMINING ANNUAL AWARDS				
	% of Responses			# of Responses
	Use ASC 718 or IFRS(2) Values	Use Third Party/ Consultant Valuations	Use Separate Internal Valuations	
Total Sample	33.2%	38.0%	28.8%	705
Industry Sector				
Energy Services	30.3%	51.7%	18.0%	89
Financial Services	28.8%	34.7%	36.4%	118
High Tech	34.7%	34.7%	30.6%	124
Manufacturing	33.1%	38.3%	28.6%	308
Media/Entertainment	31.8%	45.5%	22.7%	22
Pharmaceutical/Biotechnology	33.3%	37.8%	28.9%	45
Retail/Wholesale Trade	47.4%	26.3%	26.3%	38
Services	35.3%	32.4%	32.4%	136
Health Care	31.3%	56.3%	12.5%	16
Revenue Size				
Under \$500 Million	26.1%	47.8%	26.1%	23
\$500 Million - \$1 Billion	31.7%	41.5%	26.8%	41
\$1 Billion - \$3 Billion	42.0%	36.4%	21.6%	162
\$3 Billion - \$6 Billion	25.0%	45.7%	29.3%	140
\$6 Billion - \$10 Billion	31.6%	39.2%	29.1%	79
\$10 Billion - \$20 Billion	35.8%	36.7%	27.5%	120
\$20 Billion or More	31.4%	30.0%	38.6%	140

Grant Process**Award Timing and Values (continued)**

APPROACH TO SETTING ANNUAL AWARDS				
	% of Responses			# of Responses
	Target Economic Values	Fixed Number of Shares	No Set Approach	
Total Sample	69.4%	19.3%	11.3%	732
Industry Sector				
Energy Services	66.3%	22.1%	11.6%	86
Financial Services	69.4%	19.4%	11.3%	124
High Tech	69.9%	20.3%	9.8%	133
Manufacturing	69.6%	18.1%	12.3%	326
Media/Entertainment	63.6%	31.8%	4.5%	22
Pharmaceutical/Biotechnology	61.4%	31.8%	6.8%	44
Retail/Wholesale Trade	73.3%	20.0%	6.7%	45
Services	69.1%	19.9%	11.0%	136
Health Care	73.3%	20.0%	6.7%	15
Revenue Size				
Under \$500 Million	70.8%	12.5%	16.7%	24
\$500 Million - \$1 Billion	64.3%	23.8%	11.9%	42
\$1 Billion - \$3 Billion	67.1%	19.7%	13.3%	173
\$3 Billion - \$6 Billion	69.7%	18.6%	11.7%	145
\$6 Billion - \$10 Billion	74.7%	20.3%	5.1%	79
\$10 Billion - \$20 Billion	73.5%	15.4%	11.1%	117
\$20 Billion or More	67.1%	21.7%	11.2%	152

Grant Process

Award Timing and Values (continued)

HOW ARE AWARDS EXPRESSED WHEN USING TARGET ECONOMIC VALUES			
	Multiplies of Pay	Flat Dollar Amount	# of Responses
Total Sample	44.5%	55.5%	371
Industry Sector			
Energy Services	69.0%	31.0%	42
Financial Services	44.8%	55.2%	58
High Tech	29.4%	70.6%	68
Manufacturing	39.6%	60.4%	164
Media/Entertainment	60.0%	40.0%	10
Pharmaceutical/Biotechnology	45.0%	55.0%	20
Retail/Wholesale Trade	45.5%	54.5%	22
Services	39.5%	60.5%	76
Health Care	55.6%	44.4%	9
Revenue Size			
Under \$500 Million	75.0%	25.0%	12
\$500 Million - \$ 1 Billion	50.0%	50.0%	22
\$1 Billion - \$ 3 Billion	47.3%	52.7%	91
\$3 Billion - \$ 6 Billion	48.6%	51.4%	74
\$6 Billion - \$ 10 Billion	38.9%	61.1%	36
\$10 Billion - \$ 20 Billion	42.4%	57.6%	59
\$20 Billion or More	35.1%	64.9%	77

Grant Process**Individual Participation/Awards**

DETERMINATION OF PARTICIPATION RATES					
	% of Responses				# of Responses
	All (100%) Eligible Employees Automatically Participate	Prescribed Participation Rates at Various Salary Levels	Suggested Participation Guidelines are Provided, but Management Exercises Discretion	No Formal Process in Place -- Management Discretion	
Total Sample	34.1%	28.0%	30.1%	7.7%	803
Industry Sector					
Energy Services	33.3%	29.0%	33.3%	4.3%	93
Financial Services	36.4%	23.8%	30.8%	9.1%	143
High Tech	30.3%	27.5%	35.9%	6.3%	142
Manufacturing	31.3%	30.2%	29.9%	8.5%	351
Media/Entertainment	25.0%	20.8%	33.3%	20.8%	24
Pharmaceutical/Biotechnology	28.6%	38.8%	26.5%	6.1%	49
Retail/Wholesale Trade	58.0%	28.0%	10.0%	4.0%	50
Services	30.5%	27.2%	34.4%	7.9%	151
Health Care	40.0%	20.0%	33.3%	6.7%	15
Revenue Size					
Under \$500 Million	25.0%	43.8%	15.6%	15.6%	32
\$500 Million - \$1 Billion	31.8%	20.5%	40.9%	6.8%	44
\$1 Billion - \$3 Billion	32.8%	22.2%	32.8%	12.2%	180
\$3 Billion - \$6 Billion	35.3%	28.8%	30.1%	5.9%	153
\$6 Billion - \$10 Billion	32.2%	33.3%	24.1%	10.3%	87
\$10 Billion - \$20 Billion	30.5%	29.8%	34.4%	5.3%	131
\$20 Billion or More	40.3%	28.4%	27.3%	4.0%	176

Grant Process**Individual Participation/Awards (continued)**

FLEXIBILITY AND LATITUDE OF LINE MANAGERS TO DETERMINE AWARD SIZE				
	% of Responses			# of Responses
	Corporate Prescribes Awards by Position/Salary Range with No Flexibility	LTI Guideline is a Specific Award Size by Level/Position but Can be Adjusted	LTI Guideline is a Range with a Mid-Point, High and Low, Can be Adjusted	
Total Sample	46.0%	18.4%	35.5%	819
Industry Sector				
Energy Services	60.8%	15.5%	23.7%	97
Financial Services	40.4%	19.2%	40.4%	146
High Tech	41.3%	18.9%	39.9%	143
Manufacturing	43.8%	19.9%	36.2%	356
Media/Entertainment	45.8%	8.3%	45.8%	24
Pharmaceutical/Biotechnology	26.0%	14.0%	60.0%	50
Retail/Wholesale Trade	62.7%	9.8%	27.5%	51
Services	41.7%	19.2%	39.1%	151
Health Care	44.4%	16.7%	38.9%	18
Revenue Size				
Under \$500 Million	72.7%	21.2%	6.1%	33
\$500 Million - \$1 Billion	56.8%	15.9%	27.3%	44
\$1 Billion - \$3 Billion	54.9%	16.3%	28.8%	184
\$3 Billion - \$6 Billion	48.1%	19.6%	32.3%	158
\$6 Billion - \$10 Billion	34.8%	20.2%	44.9%	89
\$10 Billion - \$20 Billion	41.4%	15.0%	43.6%	133
\$20 Billion or More	36.5%	21.3%	42.1%	178

Grant Process**Individual Participation/Awards (continued)**

HOW OFTEN MANAGERS TYPICALLY DEVIATE FROM GRANT GUIDELINE					
	% of Responses				# of Responses
	Almost Never	Sometimes	Frequently	Almost Always	
Total Sample	36.0%	54.0%	8.6%	1.4%	428
Industry Sector					
Energy Services	43.2%	48.6%	5.4%	2.7%	37
Financial Services	29.3%	59.8%	11.0%	0.0%	82
High Tech	38.8%	51.3%	6.3%	3.8%	80
Manufacturing	40.4%	48.2%	9.3%	2.1%	193
Media/Entertainment	23.1%	69.2%	7.7%	0.0%	13
Pharmaceutical/Biotechnology	35.1%	48.6%	16.2%	0.0%	37
Retail/Wholesale Trade	31.6%	68.4%	0.0%	0.0%	19
Services	30.7%	60.2%	8.0%	1.1%	88
Health Care	33.3%	55.6%	11.1%	0.0%	9
Revenue Size					
Under \$500 Million	77.8%	11.1%	11.1%	0.0%	9
\$500 Million - \$1 Billion	15.8%	68.4%	15.8%	0.0%	19
\$1 Billion - \$3 Billion	34.6%	59.3%	4.9%	1.2%	81
\$3 Billion - \$6 Billion	40.7%	51.9%	7.4%	0.0%	81
\$6 Billion - \$10 Billion	36.4%	47.3%	16.4%	0.0%	55
\$10 Billion - \$20 Billion	32.9%	57.9%	5.3%	3.9%	76
\$20 Billion or More	35.5%	53.3%	9.3%	1.9%	107

HOW MANAGERS DETERMINE ADJUSTMENTS WHEN DEVIATING FROM GUIDELINES					
	% of Responses				# of Responses
	Management Discretion	Performance Rating/ Management System	Talent Management Framework	Other	
Total Sample	66.4%	22.5%	5.9%	5.1%	408
Industry Sector					
Energy Services	78.1%	15.6%	3.1%	3.1%	32
Financial Services	73.1%	20.5%	1.3%	5.1%	78
High Tech	70.0%	16.3%	11.3%	2.5%	80
Manufacturing	61.9%	25.4%	6.9%	5.8%	189
Media/Entertainment	76.9%	15.4%	7.7%	0.0%	13
Pharmaceutical/Biotechnology	35.3%	47.1%	11.8%	5.9%	34
Retail/Wholesale Trade	62.5%	18.8%	12.5%	6.3%	16
Services	65.5%	22.6%	7.1%	4.8%	84
Health Care	77.8%	11.1%	11.1%	0.0%	9
Revenue Size					
Under \$500 Million	85.7%	14.3%	0.0%	0.0%	7
\$500 Million - \$1 Billion	68.4%	31.6%	0.0%	0.0%	19
\$1 Billion - \$3 Billion	71.8%	19.2%	3.8%	5.1%	78
\$3 Billion - \$6 Billion	68.8%	18.8%	7.5%	5.0%	80
\$6 Billion - \$10 Billion	61.8%	23.6%	7.3%	7.3%	55
\$10 Billion - \$20 Billion	63.4%	25.4%	7.0%	4.2%	71
\$20 Billion or More	63.3%	24.5%	6.1%	6.1%	98

Grant Process

Individual Participation/Awards (continued)

TYPICAL AWARD ADJUSTMENT VS. GRANT GUIDELINES				
	% of Responses			# of Responses
	Less than +/- 10% From Guidelines	Between +/- 10% - 25% From Guidelines	Greater than +/- 25% From Guidelines	
Total Sample	67.8%	29.0%	3.3%	397
Industry Sector				
Energy Services	57.6%	42.4%	0.0%	33
Financial Services	76.6%	22.1%	1.3%	77
High Tech	69.3%	26.7%	4.0%	75
Manufacturing	67.8%	29.5%	2.7%	183
Media/Entertainment	69.2%	30.8%	0.0%	13
Pharmaceutical/Biotechnology	66.7%	33.3%	0.0%	33
Retail/Wholesale Trade	62.5%	31.3%	6.3%	16
Services	62.0%	30.4%	7.6%	79
Health Care	88.9%	11.1%	0.0%	9
Revenue Size				
Under \$500 Million	100.0%	0.0%	0.0%	6
\$500 Million - \$1 Billion	72.2%	22.2%	5.6%	18
\$1 Billion - \$3 Billion	64.0%	29.3%	6.7%	75
\$3 Billion - \$6 Billion	72.7%	24.7%	2.6%	77
\$6 Billion - \$10 Billion	60.0%	36.0%	4.0%	50
\$10 Billion - \$20 Billion	70.4%	28.2%	1.4%	71
\$20 Billion or More	66.0%	32.0%	2.0%	100

Grant Process**Global/Local National Employees Outside the United States**

PARTICIPATION OF LOCAL NATIONALS - NON-U.S.-BASED EMPLOYEES							
	% of Responses						# of Responses
	Same Plan as U.S.	Same Plan Modified	Separate Plan	Do Not Participate	Other	Do Not Have Employees in this Category	
TOTAL SAMPLE	50.5%	19.7%	2.3%	3.5%	1.4%	22.6%	483
INDUSTRY SECTOR							
Energy Services	17.5%	10.0%	5.0%	5.0%	2.5%	60.0%	40
Financial Services	45.5%	7.6%	0.0%	6.1%	1.5%	39.4%	66
High Tech	63.0%	21.0%	7.0%	0.0%	1.0%	8.0%	100
Manufacturing	56.5%	25.9%	2.9%	1.3%	1.3%	12.1%	239
Media/Entertainment	47.4%	15.8%	0.0%	5.3%	0.0%	31.6%	19
Pharmaceutical and Biotechnology	54.5%	39.4%	0.0%	0.0%	0.0%	6.1%	33
Retail/Wholesale Trade	52.0%	12.0%	0.0%	8.0%	0.0%	28.0%	25
Services	54.7%	19.8%	0.9%	5.7%	1.9%	17.0%	106
Health Care	14.3%	0.0%	14.3%	0.0%	0.0%	71.4%	7
REVENUE SIZE							
Under \$500 Million	5.9%	23.5%	0.0%	5.9%	0.0%	64.7%	17
\$500 Million - \$ 1 Billion	41.7%	20.8%	4.2%	4.2%	0.0%	29.2%	24
\$1 Billion - \$ 3 Billion	49.6%	11.0%	0.8%	3.1%	1.6%	33.9%	127
\$3 Billion - \$ 6 Billion	50.5%	20.4%	4.3%	3.2%	0.0%	21.5%	93
\$6 Billion - \$ 10 Billion	55.1%	22.4%	4.1%	2.0%	2.0%	14.3%	49
\$10 Billion - \$ 20 Billion	56.3%	23.9%	1.4%	1.4%	2.8%	14.1%	71
\$20 Billion or More	54.9%	24.5%	2.0%	5.9%	2.0%	10.8%	102

Grant Process**Global/Local National Employees Outside the United States (continued)**

GRANT GUIDELINES FOR LOCAL NATIONALS UNDER U.S. PLAN			
	% of Responses		# of Responses
	U.S. Guidelines are Utilized	Share Guidelines are Modified	
Total Sample	75.1%	24.9%	421
Industry Sector			
Energy Services	88.9%	11.1%	18
Financial Services	83.3%	16.7%	48
High Tech	70.9%	29.1%	103
Manufacturing	71.6%	28.4%	236
Media/Entertainment	71.4%	28.6%	14
Pharmaceutical/Biotechnology	60.6%	39.4%	33
Retail/Wholesale Trade	76.9%	23.1%	26
Services	76.7%	23.3%	90
Health Care	66.7%	33.3%	3
Revenue Size			
Under \$500 Million	80.0%	20.0%	5
\$500 Million - \$1 Billion	88.9%	11.1%	18
\$1 Billion - \$3 Billion	78.9%	21.1%	90
\$3 Billion - \$6 Billion	80.5%	19.5%	77
\$6 Billion - \$10 Billion	64.3%	35.7%	56
\$10 Billion - \$20 Billion	72.0%	28.0%	75
\$20 Billion or More	73.0%	27.0%	100

Grant Process**Global/Local National Employees Outside the United States (continued)**

MODIFICATION OF U.S. GUIDELINES				
	% of Responses			# of Responses
	Share Guidelines are Recalculated as a Percent of Salary, and the Same United States Percent of Salary is Applied	A Specific Guideline is Developed for Each Region or Country Based on Local Market Analysis/Values	Other	
Total Sample	18.7%	57.9%	23.4%	107
Industry Sector				
Energy Services	100.0%	0.0%	0.0%	2
Financial Services	25.0%	12.5%	62.5%	8
High Tech	20.0%	60.0%	20.0%	30
Manufacturing	15.7%	67.1%	17.1%	70
Media/Entertainment	33.3%	33.3%	33.3%	3
Pharmaceutical/Biotechnology	8.3%	91.7%	0.0%	12
Retail/Wholesale Trade	40.0%	60.0%	0.0%	5
Services	9.5%	52.4%	38.1%	21
Health Care	100.0%	0.0%	0.0%	1
Revenue Size				
Under \$500 Million	0.0%	100.0%	0.0%	1
\$500 Million - \$1 Billion	0.0%	100.0%	0.0%	2
\$1 Billion - \$3 Billion	27.8%	44.4%	27.8%	18
\$3 Billion - \$6 Billion	20.0%	60.0%	20.0%	15
\$6 Billion - \$10 Billion	13.6%	68.2%	18.2%	22
\$10 Billion - \$20 Billion	33.3%	47.6%	19.0%	21
\$20 Billion or More	7.1%	60.7%	32.1%	28

Grant Process**Global/Local National Employees Outside the United States (continued)**

MOST COMMON PLAN DESIGN CHANGES WHEN LTI PLANS ARE EXTENDED OUTSIDE U.S.										
	% of Responses									# of Responses
	Changed to Unit Form Instead of Stock	Changed How Awards are Settled	Changed Vesting	Introduces a Qualified Plan	Changed Termination Provisions	Modified Form of Award Agreement	Require Forced Sales of Shares upon Certain Events	No Modifications	Other	
Total Sample	24.9%	20.2%	6.7%	4.3%	5.9%	15.4%	5.9%	39.5%	17.4%	253
Industry Sector										
Energy Services	0.0%	10.0%	10.0%	0.0%	0.0%	20.0%	0.0%	40.0%	50.0%	10
Financial Services	27.6%	10.3%	3.4%	3.4%	13.8%	13.8%	0.0%	51.7%	13.8%	29
High Tech	17.7%	27.4%	9.7%	6.5%	9.7%	12.9%	14.5%	37.1%	22.6%	62
Manufacturing	25.7%	26.3%	9.2%	5.9%	7.2%	13.8%	7.2%	31.6%	19.1%	152
Media/Entertainment	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	87.5%	12.5%	8
Pharmaceutical/Biotechnology	21.1%	10.5%	10.5%	15.8%	10.5%	26.3%	5.3%	21.1%	31.6%	19
Retail/Wholesale Trade	36.4%	9.1%	9.1%	0.0%	0.0%	36.4%	0.0%	54.5%	0.0%	11
Services	22.4%	10.2%	0.0%	2.0%	0.0%	16.3%	8.2%	53.1%	12.2%	49
Health Care	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	2
Revenue Size										
Under \$500 Million	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	66.7%	16.7%	6
\$500 Million - \$1 Billion	23.1%	7.7%	0.0%	7.7%	0.0%	30.8%	0.0%	38.5%	7.7%	13
\$1 Billion - \$3 Billion	27.1%	11.9%	1.7%	3.4%	5.1%	13.6%	5.1%	50.8%	3.4%	59
\$3 Billion - \$6 Billion	20.0%	34.5%	10.9%	3.6%	3.6%	16.4%	3.6%	32.7%	18.2%	55
\$6 Billion - \$10 Billion	38.5%	19.2%	11.5%	7.7%	7.7%	30.8%	7.7%	26.9%	26.9%	26
\$10 Billion - \$20 Billion	20.0%	22.5%	10.0%	7.5%	12.5%	12.5%	10.0%	37.5%	22.5%	40
\$20 Billion or More	25.9%	18.5%	5.6%	1.9%	5.6%	9.3%	7.4%	38.9%	25.9%	54

only

LTI Plan Design

LTI Plan Design Highlights

Stock Options

Approximately half (45%) of the organizations are granting stock options. This is significantly lower than five years ago, primarily due to mandatory stock option expensing under ASC 718 (formerly FAS123[R]). Stock option grants are the most prevalent in the Pharmaceutical and Biotechnology industry (60%) and the least prevalent (21%) in the energy services industry.

Most organizations (82%) granting stock options made no changes to their plans from the prior year. However, organizations continue to drop stock option plans from their mix (7%) or decrease the weight of options granted (7%).

Stock option grants are most typically granted on an annual basis (99%) with a 10-year term (77%) at 100% of fair market value (99.7%). Most plans (90%) have graded vesting and are 100% vested after three years (54%) or four years (34%).

Restricted Stock/Stock Units

Organizations have typically not made any changes to their restricted stock/stock unit plans with 84% reporting status quo/no change. However, 7% report an increase in the weight of restricted stock granted.

Sixty percent of the grants are restricted stock units, 30% are restricted stock, 9% grant both and the remainder grants phantom units. Annual grants are most common (99%) and proportional or graded vesting is used by 60% of organizations granting restricted stock/stock units.

Performance Plans

Performance plans may be granted in the form of shares (71%) or cash/units (29%). Most companies (84%) utilize a three-year performance period. The most prevalent performance metrics are Total Shareholder Return (TSR) which is used by 40% of companies and Earnings Per Share (EPS) used by 21% of companies. The use of relative performance plans continues to increase with 49% of companies now reporting relative performance plans (versus 48% in 2013). Most of these relative performance plans use Total Shareholder Return (TSR) as the performance metric.

More than half of the plans (57%) provide a maximum award payout equal to 200% of target and some specify a maximum payout equal to 150% of target (22%). For those companies with performance shares, approximately half 51% provide dividends or dividend equivalents. Most of these companies (91%) accrue or reinvest in shares with the ultimate payment contingent on the performance goals.

Stock Appreciation Rights

Only 7% of the sample report granting stock appreciation rights. Most (93%) grant annually and the participant selects exercise/settlement dates in 86% of companies. Graded vesting is used in 70% of the plans.

LTI Plan Design

Changes in Most Recent Grants and Future Directions

CHANGES MADE TO PLAN DESIGN						
	% of Responses					# of Responses
	Status Quo/ No Change	Added Plan	Increased Weight	Dropped Plan	Decreased Weight	
TOTAL SAMPLE						
Stock Options	82.2%	3.3%	0.9%	6.8%	6.8%	428
Restricted Stock/Stock Units	84.4%	4.5%	6.5%	0.5%	4.0%	596
Performance Plan Awards	86.9%	6.0%	4.1%	1.1%	1.8%	711
Stock Appreciation Rights	79.7%	5.8%	1.4%	4.3%	8.7%	69
INDUSTRY SECTOR						
Energy Services						
Stock Options	77.4%	3.2%	0.0%	9.7%	9.7%	31
Restricted Stock/Stock Units	86.2%	4.6%	4.6%	0.0%	4.6%	65
Performance Plan Awards	91.2%	3.3%	1.1%	0.0%	4.4%	91
Stock Appreciation Rights	100.0%	0.0%	0.0%	0.0%	0.0%	4
Financial Services						
Stock Options	87.3%	0.0%	1.6%	6.3%	4.8%	63
Restricted Stock/Stock Units	89.2%	0.0%	8.6%	0.0%	2.2%	93
Performance Plan Awards	89.9%	4.7%	3.9%	0.8%	0.8%	129
Stock Appreciation Rights	54.5%	27.3%	0.0%	0.0%	18.2%	11
High Tech						
Stock Options	88.5%	3.4%	0.0%	4.6%	3.4%	87
Restricted Stock/Stock Units	83.5%	5.5%	3.7%	0.9%	6.4%	109
Performance Plan Awards	85.7%	8.4%	5.0%	0.8%	0.0%	119
Stock Appreciation Rights	83.3%	8.3%	0.0%	0.0%	8.3%	12
Manufacturing						
Stock Options	85.2%	2.9%	1.4%	3.3%	7.2%	209
Restricted Stock/Stock Units	83.5%	4.6%	6.5%	0.8%	4.6%	260
Performance Plan Awards	86.2%	7.2%	3.6%	1.6%	1.3%	305
Stock Appreciation Rights	82.5%	0.0%	2.5%	5.0%	10.0%	40
Media/Entertainment						
Stock Options	66.7%	16.7%	0.0%	0.0%	16.7%	12
Restricted Stock/Stock Units	76.2%	14.3%	4.8%	0.0%	4.8%	21
Performance Plan Awards	81.8%	4.5%	9.1%	0.0%	4.5%	22
Stock Appreciation Rights	66.7%	0.0%	0.0%	33.3%	0.0%	3
Pharmaceutical/Biotechnology						
Stock Options	93.5%	3.2%	0.0%	0.0%	3.2%	31
Restricted Stock/Stock Units	86.8%	7.9%	5.3%	0.0%	0.0%	38
Performance Plan Awards	89.7%	5.1%	0.0%	5.1%	0.0%	39
Stock Appreciation Rights	87.5%	0.0%	0.0%	0.0%	12.5%	8

Table continues on next page.

LTI Plan Design**Changes in Most Recent Grants and Future Directions (continued)**

CHANGES MADE TO PLAN DESIGN (continued)						
	% of Responses					# of Responses
	Status Quo/ No Change	Added Plan	Increased Weight	Dropped Plan	Decreased Weight	
INDUSTRY SECTOR (continued)						
Retail/Wholesale Trade						
Stock Options	71.4%	5.7%	0.0%	20.0%	2.9%	35
Restricted Stock/Stock Units	79.5%	6.8%	6.8%	0.0%	6.8%	44
Performance Plan Awards	85.7%	4.8%	9.5%	0.0%	0.0%	42
Stock Appreciation Rights	100.0%	0.0%	0.0%	0.0%	0.0%	2
Services						
Stock Options	79.0%	6.2%	0.0%	8.6%	6.2%	81
Restricted Stock/Stock Units	84.4%	7.4%	4.9%	0.8%	2.5%	122
Performance Plan Awards	83.2%	8.0%	4.8%	1.6%	2.4%	125
Stock Appreciation Rights	80.0%	10.0%	0.0%	10.0%	0.0%	10
Health Care						
Stock Options	66.7%	0.0%	0.0%	11.1%	22.2%	9
Restricted Stock/Stock Units	75.0%	0.0%	16.7%	0.0%	8.3%	12
Performance Plan Awards	84.2%	0.0%	10.5%	0.0%	5.3%	19
Stock Appreciation Rights	100.0%	0.0%	0.0%	0.0%	0.0%	2
REVENUE SIZE						
Under \$500 Million						
Stock Options	81.8%	9.1%	0.0%	0.0%	9.1%	11
Restricted Stock/Stock Units	89.5%	5.3%	5.3%	0.0%	0.0%	19
Performance Plan Awards	96.0%	0.0%	0.0%	4.0%	0.0%	25
Stock Appreciation Rights	100.0%	0.0%	0.0%	0.0%	0.0%	4
\$500 Million - \$1 Billion						
Stock Options	92.3%	0.0%	0.0%	7.7%	0.0%	26
Restricted Stock/Stock Units	84.8%	9.1%	6.1%	0.0%	0.0%	33
Performance Plan Awards	86.7%	6.7%	6.7%	0.0%	0.0%	30
Stock Appreciation Rights	100.0%	0.0%	0.0%	0.0%	0.0%	2
\$1 Billion - \$3 Billion						
Stock Options	81.0%	5.0%	2.0%	5.0%	7.0%	100
Restricted Stock/Stock Units	82.3%	7.1%	6.4%	0.7%	3.5%	141
Performance Plan Awards	84.1%	8.3%	4.5%	0.6%	2.5%	157
Stock Appreciation Rights	68.8%	6.3%	6.3%	12.5%	6.3%	16
\$3 Billion - \$6 Billion						
Stock Options	82.7%	0.0%	1.3%	6.7%	9.3%	75
Restricted Stock/Stock Units	83.5%	3.5%	8.7%	0.0%	4.3%	115
Performance Plan Awards	83.6%	6.4%	5.0%	2.1%	2.9%	140
Stock Appreciation Rights	88.2%	5.9%	0.0%	0.0%	5.9%	17

Table continues on next page.

LTI Plan Design**Changes in Most Recent Grants and Future Directions (continued)**

CHANGES MADE TO PLAN DESIGN (continued)						
	% of Responses					# of Responses
	Status Quo/ No Change	Added Plan	Increased Weight	Dropped Plan	Decreased Weight	
REVENUE SIZE (continued)						
\$6 Billion - \$10 Billion						
Stock Options	72.7%	6.8%	0.0%	11.4%	9.1%	44
Restricted Stock/Stock Units	82.1%	6.0%	10.4%	1.5%	0.0%	67
Performance Plan Awards	89.2%	6.0%	2.4%	0.0%	2.4%	83
Stock Appreciation Rights	57.1%	14.3%	0.0%	0.0%	28.6%	7
\$10 Billion - \$20 Billion						
Stock Options	83.8%	3.8%	0.0%	7.5%	5.0%	80
Restricted Stock/Stock Units	86.4%	4.5%	4.5%	0.9%	3.6%	110
Performance Plan Awards	84.2%	7.9%	4.4%	1.8%	1.8%	114
Stock Appreciation Rights	84.6%	0.0%	0.0%	0.0%	15.4%	13
\$20 Billion or More						
Stock Options	83.7%	2.2%	1.1%	6.5%	6.5%	92
Restricted Stock/Stock Units	86.5%	0.0%	4.5%	0.0%	9.0%	111
Performance Plan Awards	92.0%	3.1%	3.7%	0.6%	0.6%	162
Stock Appreciation Rights	80.0%	10.0%	0.0%	10.0%	0.0%	10

CHANGES IN PARTICIPATION IN MOST RECENT GRANT				
	% of Responses			# of Responses
	About the Same - No Significant Policy Change	Increased Participation	Reduced Participation	
Total Sample	77.4%	16.0%	6.6%	832
Industry Sector				
Energy Services	72.4%	18.4%	9.2%	98
Financial Services	82.4%	12.4%	5.2%	153
High Tech	75.5%	17.0%	7.5%	147
Manufacturing	75.6%	18.3%	6.1%	360
Media/Entertainment	80.0%	8.0%	12.0%	25
Pharmaceutical/Biotechnology	62.0%	30.0%	8.0%	50
Retail/Wholesale Trade	88.2%	7.8%	3.9%	51
Services	76.0%	15.3%	8.7%	150
Health Care	80.0%	15.0%	5.0%	20
Revenue Size				
Under \$500 Million	78.4%	18.9%	2.7%	37
\$500 Million - \$1 Billion	77.8%	15.6%	6.7%	45
\$1 Billion - \$3 Billion	73.7%	20.5%	5.8%	190
\$3 Billion - \$6 Billion	73.9%	18.6%	7.5%	161
\$6 Billion - \$10 Billion	75.0%	19.3%	5.7%	88
\$10 Billion - \$20 Billion	81.2%	10.5%	8.3%	133
\$20 Billion or More	82.6%	10.7%	6.7%	178

LTI Plan Design**Changes in Most Recent Grants and Future Directions (continued)**

CHANGES BEING CONSIDERED FOR FUTURE LTI AWARDS											
	% of Responses										# of Responses
	Status Quo/ No Change	Adding LTI Plan Types	Eliminating LTI Plan Types	Modifying Perfor- mance Measures	Expanding Participa- tion	Reducing Participa- tion	Reviewing Interna- tional Grants	Introducing Stock Ownership Guidelines	Modifying Stock Ownership Guidelines	Other	
Total Sample	69.1%	5.6%	2.5%	13.5%	7.1%	5.0%	7.5%	1.2%	2.9%	4.0%	816
Industry Sector											
Energy Services	73.9%	5.4%	2.2%	10.9%	7.6%	5.4%	4.3%	1.1%	1.1%	5.4%	92
Financial Services	75.8%	3.9%	2.0%	8.5%	7.2%	4.6%	2.6%	1.3%	2.0%	3.9%	153
High Tech	67.6%	6.3%	2.8%	14.1%	6.3%	5.6%	9.2%	1.4%	4.2%	2.8%	142
Manufacturing	66.1%	6.3%	2.6%	13.7%	9.1%	4.8%	12.0%	0.6%	3.1%	3.7%	351
Media/Entertainment	72.0%	4.0%	0.0%	8.0%	4.0%	8.0%	4.0%	0.0%	0.0%	4.0%	25
Pharmaceutical/Biotechnology	58.0%	6.0%	0.0%	14.0%	16.0%	8.0%	10.0%	4.0%	6.0%	8.0%	50
Retail/Wholesale Trade	66.7%	7.8%	2.0%	15.7%	5.9%	2.0%	3.9%	2.0%	2.0%	2.0%	51
Services	66.7%	6.0%	3.3%	18.0%	3.3%	6.7%	6.0%	2.7%	5.3%	5.3%	150
Health Care	73.7%	0.0%	0.0%	21.1%	0.0%	5.3%	0.0%	0.0%	0.0%	0.0%	19
Revenue Size											
Under \$500 Million	78.9%	7.9%	0.0%	7.9%	10.5%	5.3%	2.6%	7.9%	2.6%	5.3%	38
\$500 Million - \$1 Billion	59.1%	6.8%	0.0%	18.2%	4.5%	9.1%	13.6%	0.0%	6.8%	11.4%	44
\$1 Billion - \$3 Billion	67.0%	8.5%	3.7%	13.3%	7.4%	4.3%	5.3%	0.5%	3.2%	3.2%	188
\$3 Billion - \$6 Billion	65.8%	6.6%	2.0%	13.8%	7.9%	7.9%	11.2%	0.7%	2.6%	4.6%	152
\$6 Billion - \$10 Billion	76.7%	4.7%	1.2%	14.0%	3.5%	1.2%	4.7%	2.3%	0.0%	2.3%	86
\$10 Billion - \$20 Billion	68.7%	5.2%	3.0%	12.7%	6.0%	3.7%	9.7%	1.5%	6.0%	3.0%	134
\$20 Billion or More	71.3%	1.7%	2.9%	13.8%	8.6%	5.2%	5.7%	0.6%	1.1%	4.0%	174

LTI Plan Design**Stock Options**

ORGANIZATIONS GRANTING DURING MOST RECENT ANNUAL LTI GRANT			
	# of Organizations	% of Organizations	# of Responses
Total Sample	406	45.0%	903
Industry Sector			
Energy Services	23	21.1%	109
Financial Services	56	35.4%	158
High Tech	91	55.5%	164
Manufacturing	207	53.5%	387
Media/Entertainment	12	48.0%	25
Pharmaceutical/Biotechnology	32	60.4%	53
Retail/Wholesale Trade	31	48.4%	64
Services	81	49.1%	165
Health Care	8	40.0%	20
Revenue Size			
Under \$500 Million	13	31.7%	41
\$500 Million - \$1 Billion	25	48.1%	52
\$1 Billion - \$3 Billion	97	46.9%	207
\$3 Billion - \$6 Billion	71	42.0%	169
\$6 Billion - \$10 Billion	40	42.1%	95
\$10 Billion - \$20 Billion	73	50.3%	145
\$20 Billion or More	87	44.8%	194

TYPE OF GRANT				
	% of Responses			# of Responses
	Incentive Stock Options (ISOs)	Nonqualified Stock Options (NQSOs)	Combination NQSOs and ISOs	
Total Sample	6.0%	85.4%	8.6%	384
Industry Sector				
Energy Services	4.5%	90.9%	4.5%	22
Financial Services	9.3%	75.9%	14.8%	54
High Tech	8.5%	85.4%	6.1%	82
Manufacturing	5.2%	86.1%	8.8%	194
Media/Entertainment	8.3%	91.7%	0.0%	12
Pharmaceutical/Biotechnology	3.3%	70.0%	26.7%	30
Retail/Wholesale Trade	3.3%	93.3%	3.3%	30
Services	7.9%	84.2%	7.9%	76
Health Care	0.0%	100.0%	0.0%	8
Revenue Size				
Under \$500 Million	18.2%	54.5%	27.3%	11
\$500 Million - \$1 Billion	8.7%	78.3%	13.0%	23
\$1 Billion - \$3 Billion	8.5%	87.2%	4.3%	94
\$3 Billion - \$6 Billion	4.3%	88.4%	7.2%	69
\$6 Billion - \$10 Billion	7.7%	79.5%	12.8%	39
\$10 Billion - \$20 Billion	5.7%	88.6%	5.7%	70
\$20 Billion or More	1.3%	87.2%	11.5%	78

LTI Plan Design**Stock Options (continued)**

CRITERIA USED TO DETERMINE ELIGIBILITY						
	% of Responses					# of Responses
	Base/ Midpoint/ Grade	Discretionary Judgment	Position or Title	All Employees	Other	
Total Sample	49.0%	26.5%	59.0%	4.0%	13.3%	400
Industry Sector						
Energy Services	43.5%	13.0%	73.9%	4.3%	30.4%	23
Financial Services	60.7%	33.9%	55.4%	1.8%	8.9%	56
High Tech	44.0%	31.9%	62.6%	5.5%	12.1%	91
Manufacturing	54.4%	23.3%	52.4%	4.9%	13.1%	206
Media/Entertainment	25.0%	25.0%	66.7%	0.0%	0.0%	12
Pharmaceutical/Biotechnology	48.4%	32.3%	51.6%	19.4%	12.9%	31
Retail/Wholesale Trade	37.9%	20.7%	75.9%	0.0%	6.9%	29
Services	29.5%	34.6%	67.9%	5.1%	12.8%	78
Health Care	75.0%	37.5%	62.5%	0.0%	25.0%	8
Revenue Size						
Under \$500 Million	30.8%	46.2%	46.2%	15.4%	7.7%	13
\$500 Million - \$1 Billion	40.0%	32.0%	68.0%	4.0%	16.0%	25
\$1 Billion - \$3 Billion	29.9%	26.8%	76.3%	5.2%	15.5%	97
\$3 Billion - \$6 Billion	44.3%	27.1%	55.7%	1.4%	12.9%	70
\$6 Billion - \$10 Billion	51.3%	28.2%	61.5%	5.1%	10.3%	39
\$10 Billion - \$20 Billion	70.4%	16.9%	50.7%	1.4%	14.1%	71
\$20 Billion or More	61.2%	28.2%	47.1%	4.7%	11.8%	85

LOWEST MIDPOINT ELIGIBLE							
	10th	25th	Median	75th	90th	Average	# of Responses
Total Sample	\$88.7	\$116.9	\$150.0	\$200.0	\$269.5	\$170.9	259
Industry Sector							
Energy Services	\$108.4	\$126.5	\$175.0	\$217.5	\$243.0	\$174.8	17
Financial Services	\$89.7	\$108.0	\$135.2	\$160.2	\$271.7	\$149.5	28
High Tech	\$76.8	\$111.0	\$152.7	\$197.0	\$245.6	\$155.5	54
Manufacturing	\$83.7	\$117.5	\$150.0	\$192.4	\$249.6	\$159.0	144
Media/Entertainment	---	\$128.4	\$254.8	\$451.3	---	\$287.9	8
Pharmaceutical/Biotechnology	\$26.1	\$99.7	\$127.9	\$210.4	\$256.0	\$143.5	18
Retail/Wholesale Trade	\$82.7	\$102.5	\$140.0	\$217.5	\$506.0	\$219.6	17
Services	\$79.4	\$112.4	\$151.9	\$247.0	\$384.5	\$193.2	48
Health Care	---	\$128.5	\$179.6	\$388.0	---	\$242.5	5
Revenue Size							
Under \$500 Million	---	\$53.7	\$84.3	\$116.9	---	\$80.1	8
\$500 Million - \$1 Billion	\$62.1	\$85.6	\$100.0	\$127.0	\$215.9	\$112.4	13
\$1 Billion - \$3 Billion	\$100.0	\$121.3	\$150.0	\$195.8	\$251.9	\$182.6	68
\$3 Billion - \$6 Billion	\$95.0	\$117.5	\$160.0	\$199.8	\$249.7	\$165.3	43
\$6 Billion - \$10 Billion	\$90.0	\$125.6	\$159.0	\$197.5	\$225.0	\$158.1	25
\$10 Billion - \$20 Billion	\$94.8	\$115.3	\$138.5	\$196.3	\$280.0	\$161.2	44
\$20 Billion or More	\$84.0	\$131.6	\$159.3	\$268.8	\$331.0	\$200.2	58

LTI Plan Design**Stock Options (continued)**

MIDPOINT OF 100% PARTICIPATION LEVEL							
	10th	25th	Median	75th	90th	Average	# of Responses
Total Sample	\$125.1	\$148.0	\$192.2	\$250.0	\$318.3	\$212.6	201
Industry Sector							
Energy Services	\$117.0	\$137.3	\$208.6	\$298.8	\$370.9	\$219.0	12
Financial Services	\$108.2	\$161.2	\$205.5	\$250.7	\$292.2	\$203.0	22
High Tech	\$126.6	\$150.0	\$198.3	\$234.0	\$260.3	\$195.6	41
Manufacturing	\$125.9	\$147.1	\$180.0	\$230.0	\$281.4	\$195.5	119
Media/Entertainment	---	---	---	---	---	---	3
Pharmaceutical/Biotechnology	\$89.2	\$150.8	\$162.5	\$208.3	\$289.7	\$175.3	16
Retail/Wholesale Trade	\$90.5	\$132.5	\$200.8	\$405.0	\$834.9	\$297.5	14
Services	\$118.1	\$150.0	\$225.0	\$280.0	\$376.4	\$243.7	31
Health Care	---	---	---	---	---	---	3
Revenue Size							
Under \$500 Million	---	---	---	---	---	---	3
\$500 Million - \$1 Billion	\$96.8	\$102.8	\$133.5	\$240.0	\$273.1	\$166.8	12
\$1 Billion - \$3 Billion	\$125.9	\$148.0	\$185.3	\$258.7	\$361.2	\$230.7	53
\$3 Billion - \$6 Billion	\$133.9	\$159.6	\$200.0	\$244.2	\$310.0	\$210.8	37
\$6 Billion - \$10 Billion	\$130.7	\$148.2	\$175.0	\$225.9	\$290.9	\$187.9	21
\$10 Billion - \$20 Billion	\$112.1	\$137.0	\$195.5	\$233.8	\$298.0	\$210.9	33
\$20 Billion or More	\$122.6	\$150.0	\$196.0	\$274.5	\$344.8	\$218.7	42

NUMBER OF EMPLOYEES ELIGIBLE FOR GRANTS						
	25th	Median	75th	Average	# of Responses	
Total Sample	52	168	656	1,965	337	
Industry Sector						
Energy Services	26	60	146	322	19	
Financial Services	61	155	625	2,917	46	
High Tech	63	189	1,600	3,153	79	
Manufacturing	55	189	796	1,888	177	
Media/Entertainment	11	125	200	217	11	
Pharmaceutical/Biotechnology	105	300	1,400	1,632	27	
Retail/Wholesale Trade	74	185	900	1,640	23	
Services	37	200	603	1,871	65	
Health Care	50	100	12,300	4,042	7	
Revenue Size						
Under \$500 Million	14	90	364	157	11	
\$500 Million - \$1 Billion	75	192	325	230	19	
\$1 Billion - \$3 Billion	30	98	233	351	86	
\$3 Billion - \$6 Billion	42	134	460	928	59	
\$6 Billion - \$10 Billion	89	195	451	2,082	38	
\$10 Billion - \$20 Billion	74	299	1,075	1,346	56	
\$20 Billion or More	74	712	4,266	6,126	68	

LTI Plan Design**Stock Options (continued)**

NUMBER OF EMPLOYEES RECEIVING GRANTS					
	25th	Median	75th	Average	# of Responses
Total Sample	46	137	460	829	337
Industry Sector					
Energy Services	26	60	146	272	19
Financial Services	51	111	477	657	46
High Tech	48	150	575	1,163	79
Manufacturing	50	150	515	891	177
Media/Entertainment	11	125	200	154	11
Pharmaceutical/Biotechnology	100	250	1,350	1,462	27
Retail/Wholesale Trade	31	167	900	1,475	23
Services	29	160	432	511	65
Health Care	46	100	3,120	2,721	7
Revenue Size					
Under \$500 Million	14	50	114	109	11
\$500 Million - \$1 Billion	50	88	226	166	19
\$1 Billion - \$3 Billion	27	85	200	172	86
\$3 Billion - \$6 Billion	34	107	240	303	59
\$6 Billion - \$10 Billion	59	189	415	1,197	38
\$10 Billion - \$20 Billion	69	200	990	699	56
\$20 Billion or More	74	581	3,015	2,319	68

PERCENT OF EMPLOYEES ELIGIBLE FOR GRANTS							
	10th	25th	Median	75th	90th	Average	# of Responses
Total Sample	0.7%	1.2%	2.4%	7.4%	24.6%	9.3%	242
Industry Sector							
Energy Services	0.5%	0.7%	1.3%	3.0%	37.0%	7.3%	15
Financial Services	1.0%	1.8%	4.8%	13.3%	23.3%	9.9%	35
High Tech	0.7%	1.4%	2.9%	9.8%	39.2%	11.2%	55
Manufacturing	0.8%	1.3%	2.1%	6.7%	42.5%	11.3%	129
Media/Entertainment	---	0.9%	4.1%	5.7%	---	5.4%	7
Pharmaceutical/Biotechnology	0.8%	1.5%	5.7%	55.4%	95.9%	26.9%	21
Retail/Wholesale Trade	0.5%	0.9%	1.4%	5.2%	7.9%	2.9%	16
Services	0.6%	0.9%	2.7%	7.4%	19.3%	6.1%	43
Health Care	---	---	---	---	---	---	4
Revenue Size							
Under \$500 Million	---	2.3%	5.0%	19.6%	---	17.9%	9
\$500 Million - \$1 Billion	1.5%	5.7%	11.6%	18.8%	34.0%	13.8%	16
\$1 Billion - \$3 Billion	0.7%	0.9%	1.8%	6.7%	17.6%	7.7%	65
\$3 Billion - \$6 Billion	0.8%	1.3%	2.8%	6.5%	38.8%	9.0%	39
\$6 Billion - \$10 Billion	0.7%	1.0%	1.6%	4.8%	74.9%	13.3%	31
\$10 Billion - \$20 Billion	0.6%	1.0%	1.7%	5.0%	12.8%	5.0%	39
\$20 Billion or More	0.5%	1.4%	2.4%	8.7%	23.7%	9.4%	43

LTI Plan Design**Stock Options (continued)**

PERCENT OF EMPLOYEES RECEIVING GRANTS							
	10th	25th	Median	75th	90th	Average	# of Responses
Total Sample	0.7%	1.0%	2.1%	5.2%	12.1%	6.9%	234
Industry Sector							
Energy Services	0.5%	0.7%	1.3%	3.0%	29.4%	6.0%	15
Financial Services	0.9%	1.7%	2.8%	7.2%	13.7%	5.0%	33
High Tech	0.7%	0.9%	1.7%	5.5%	10.3%	5.5%	56
Manufacturing	0.7%	1.1%	2.0%	5.3%	25.3%	9.1%	128
Media/Entertainment	---	0.8%	4.1%	5.7%	---	3.6%	7
Pharmaceutical/Biotechnology	0.7%	1.5%	5.3%	57.5%	86.9%	28.5%	23
Retail/Wholesale Trade	0.7%	0.9%	2.4%	5.7%	7.2%	3.1%	13
Services	0.5%	0.8%	1.9%	4.4%	7.6%	3.3%	41
Health Care	---	---	---	---	---	---	4
Revenue Size							
Under \$500 Million	1.0%	2.3%	7.2%	65.1%	92.1%	26.9%	10
\$500 Million - \$1 Billion	1.2%	2.6%	9.8%	12.8%	29.9%	11.0%	15
\$1 Billion - \$3 Billion	0.6%	0.9%	1.8%	4.5%	9.6%	6.2%	63
\$3 Billion - \$6 Billion	0.6%	1.0%	2.1%	4.8%	21.4%	6.0%	39
\$6 Billion - \$10 Billion	0.7%	0.8%	1.8%	4.5%	40.6%	9.4%	28
\$10 Billion - \$20 Billion	0.6%	0.9%	1.7%	3.9%	6.3%	2.8%	38
\$20 Billion or More	0.5%	1.4%	2.3%	4.5%	8.8%	4.6%	41

GRANT FREQUENCY				
	% of Responses			# of Responses
	Annual	Biennial	3 Years or More	
Total Sample	98.5%	0.5%	1.0%	409
Industry Sector				
Energy Services	100.0%	0.0%	0.0%	23
Financial Services	100.0%	0.0%	0.0%	56
High Tech	97.8%	0.0%	2.2%	92
Manufacturing	99.0%	0.0%	1.0%	210
Media/Entertainment	100.0%	0.0%	0.0%	12
Pharmaceutical/Biotechnology	100.0%	0.0%	0.0%	32
Retail/Wholesale Trade	96.8%	0.0%	3.2%	31
Services	96.3%	2.5%	1.2%	81
Health Care	100.0%	0.0%	0.0%	8
Revenue Size				
Under \$500 Million	100.0%	0.0%	0.0%	13
\$500 Million - \$1 Billion	100.0%	0.0%	0.0%	25
\$1 Billion - \$3 Billion	96.9%	0.0%	3.1%	98
\$3 Billion - \$6 Billion	98.6%	1.4%	0.0%	73
\$6 Billion - \$10 Billion	100.0%	0.0%	0.0%	40
\$10 Billion - \$20 Billion	100.0%	0.0%	0.0%	73
\$20 Billion or More	97.7%	1.1%	1.1%	87

LTI Plan Design**Stock Options (continued)**

EXERCISE TERM					
	% of Responses				# of Responses
	10 Years	8 Years	7 Years	Less Than 7 Years	
Total Sample	77.3%	2.0%	16.4%	4.4%	409
Industry Sector					
Energy Services	56.5%	0.0%	30.4%	13.0%	23
Financial Services	82.1%	3.6%	12.5%	1.8%	56
High Tech	78.3%	1.1%	16.3%	4.3%	92
Manufacturing	81.9%	1.4%	12.9%	3.8%	210
Media/Entertainment	66.7%	16.7%	16.7%	0.0%	12
Pharmaceutical/Biotechnology	84.4%	6.3%	6.3%	3.1%	32
Retail/Wholesale Trade	64.5%	0.0%	29.0%	6.5%	31
Services	75.3%	3.7%	16.0%	4.9%	81
Health Care	50.0%	0.0%	50.0%	0.0%	8
Revenue Size					
Under \$500 Million	92.3%	0.0%	7.7%	0.0%	13
\$500 Million - \$1 Billion	68.0%	4.0%	24.0%	4.0%	25
\$1 Billion - \$3 Billion	75.5%	3.1%	16.3%	5.1%	98
\$3 Billion - \$6 Billion	63.0%	2.7%	27.4%	6.8%	73
\$6 Billion - \$10 Billion	80.0%	0.0%	17.5%	2.5%	40
\$10 Billion - \$20 Billion	82.2%	2.7%	12.3%	2.7%	73
\$20 Billion or More	86.2%	0.0%	9.2%	4.6%	87

LTI Plan Design**Stock Options (continued)**

DETERMINATION OF EXERCISE PRICE					
	% of Responses				# of Responses
	Fair Market Value on Date of Grant	Premium to Fair Market Value on Grant Date	Discounted to Fair Market Value on Grant Date	Exercise Price Indexed to External Metric	
Total Sample	99.7%	0.3%	0.0%	0.0%	398
Industry Sector					
Energy Services	95.7%	4.3%	0.0%	0.0%	23
Financial Services	100.0%	0.0%	0.0%	0.0%	54
High Tech	100.0%	0.0%	0.0%	0.0%	88
Manufacturing	100.0%	0.0%	0.0%	0.0%	205
Media/Entertainment	100.0%	0.0%	0.0%	0.0%	12
Pharmaceutical/Biotechnology	100.0%	0.0%	0.0%	0.0%	31
Retail/Wholesale Trade	100.0%	0.0%	0.0%	0.0%	29
Services	100.0%	0.0%	0.0%	0.0%	79
Health Care	100.0%	0.0%	0.0%	0.0%	8
Revenue Size					
Under \$500 Million	100.0%	0.0%	0.0%	0.0%	10
\$500 Million - \$1 Billion	100.0%	0.0%	0.0%	0.0%	24
\$1 Billion - \$3 Billion	100.0%	0.0%	0.0%	0.0%	96
\$3 Billion - \$6 Billion	100.0%	0.0%	0.0%	0.0%	71
\$6 Billion - \$10 Billion	97.4%	2.6%	0.0%	0.0%	39
\$10 Billion - \$20 Billion	100.0%	0.0%	0.0%	0.0%	72
\$20 Billion or More	100.0%	0.0%	0.0%	0.0%	86

LTI Plan Design**Stock Options (continued)**

VESTING SCHEDULE				
	% of Responses			# of Responses
	Cliff Vesting	Graded Vesting	Immediate Vesting	
Total Sample	10.5%	89.5%	0.0%	409
Industry Sector				
Energy Services	8.7%	91.3%	0.0%	23
Financial Services	10.7%	89.3%	0.0%	56
High Tech	10.9%	89.1%	0.0%	92
Manufacturing	11.9%	88.1%	0.0%	210
Media/Entertainment	25.0%	75.0%	0.0%	12
Pharmaceutical/Biotechnology	15.6%	84.4%	0.0%	32
Retail/Wholesale Trade	3.2%	96.8%	0.0%	31
Services	11.1%	88.9%	0.0%	81
Health Care	0.0%	100.0%	0.0%	8
Revenue Size				
Under \$500 Million	15.4%	84.6%	0.0%	13
\$500 Million - \$1 Billion	12.0%	88.0%	0.0%	25
\$1 Billion - \$3 Billion	8.2%	91.8%	0.0%	98
\$3 Billion - \$6 Billion	2.7%	97.3%	0.0%	73
\$6 Billion - \$10 Billion	12.5%	87.5%	0.0%	40
\$10 Billion - \$20 Billion	9.6%	90.4%	0.0%	73
\$20 Billion or More	18.4%	81.6%	0.0%	87

GRADED VESTING SCHEDULES						
	% of Responses					# of Responses
	20% Per Year	25% Per Year	33% Per Year	50% Per Year	Other	
Total Sample	9.0%	34.7%	50.0%	4.4%	1.9%	366
Industry Sector						
Energy Services	4.8%	9.5%	85.7%	0.0%	0.0%	21
Financial Services	10.0%	34.0%	48.0%	8.0%	0.0%	50
High Tech	9.8%	34.1%	46.3%	7.3%	2.4%	82
Manufacturing	6.5%	31.9%	55.1%	4.9%	1.6%	185
Media/Entertainment	0.0%	66.7%	22.2%	11.1%	0.0%	9
Pharmaceutical/Biotechnology	11.1%	59.3%	25.9%	3.7%	0.0%	27
Retail/Wholesale Trade	20.0%	46.7%	30.0%	0.0%	3.3%	30
Services	12.5%	43.1%	36.1%	4.2%	4.2%	72
Health Care	0.0%	50.0%	50.0%	0.0%	0.0%	8
Revenue Size						
Under \$500 Million	27.3%	54.5%	0.0%	9.1%	9.1%	11
\$500 Million - \$1 Billion	27.3%	18.2%	40.9%	13.6%	0.0%	22
\$1 Billion - \$3 Billion	10.0%	36.7%	51.1%	2.2%	0.0%	90
\$3 Billion - \$6 Billion	2.8%	33.8%	56.3%	5.6%	1.4%	71
\$6 Billion - \$10 Billion	5.7%	45.7%	42.9%	2.9%	2.9%	35
\$10 Billion - \$20 Billion	3.0%	40.9%	48.5%	4.5%	3.0%	66
\$20 Billion or More	12.7%	23.9%	57.7%	2.8%	2.8%	71

LTI Plan Design

Stock Options (continued)

TOTAL TIME UNTIL 100% VESTED						
	% of Organizations					# of Responses
	1 Year or Less	2 Years	3 Years	4 Years	5 Years or More	
Total Sample	0.0%	1.0%	53.8%	33.7%	11.5%	409
Industry Sector						
Energy Services	0.0%	0.0%	87.0%	8.7%	4.3%	23
Financial Services	0.0%	0.0%	50.0%	35.7%	14.3%	56
High Tech	0.0%	2.2%	50.0%	34.8%	13.0%	92
Manufacturing	0.0%	1.9%	58.1%	31.4%	8.6%	210
Media/Entertainment	0.0%	0.0%	41.7%	50.0%	8.3%	12
Pharmaceutical/Biotechnology	0.0%	3.1%	34.4%	53.1%	9.4%	32
Retail/Wholesale Trade	0.0%	0.0%	32.3%	48.4%	19.4%	31
Services	0.0%	0.0%	44.4%	38.3%	17.3%	81
Health Care	0.0%	0.0%	50.0%	50.0%	0.0%	8
Revenue Size						
Under \$500 Million	0.0%	7.7%	7.7%	53.8%	30.8%	13
\$500 Million - \$1 Billion	0.0%	4.0%	48.0%	20.0%	28.0%	25
\$1 Billion - \$3 Billion	0.0%	1.0%	52.0%	33.7%	13.3%	98
\$3 Billion - \$6 Billion	0.0%	0.0%	60.3%	34.2%	5.5%	73
\$6 Billion - \$10 Billion	0.0%	0.0%	50.0%	42.5%	7.5%	40
\$10 Billion - \$20 Billion	0.0%	0.0%	50.7%	43.8%	5.5%	73
\$20 Billion or More	0.0%	1.1%	63.2%	21.8%	13.8%	87

LTI Plan Design**Stock Options (continued)**

PERFORMANCE FEATURES				
	% of Responses			# of Responses
	No Performance Features Included	Stock Options Will Only Vest if Certain Performance Conditions are Met	Stock Option Vesting is Accelerated if Specified Performance Conditions are Met	
Total Sample	93.5%	6.5%	0.0%	402
Industry Sector				
Energy Services	100.0%	0.0%	0.0%	23
Financial Services	90.6%	9.4%	0.0%	53
High Tech	96.7%	3.3%	0.0%	90
Manufacturing	94.7%	5.3%	0.0%	207
Media/Entertainment	91.7%	8.3%	0.0%	12
Pharmaceutical/Biotechnology	93.8%	6.3%	0.0%	32
Retail/Wholesale Trade	93.5%	6.5%	0.0%	31
Services	90.0%	10.0%	0.0%	80
Health Care	100.0%	0.0%	0.0%	8
Revenue Size				
Under \$500 Million	100.0%	0.0%	0.0%	12
\$500 Million - \$1 Billion	96.0%	4.0%	0.0%	25
\$1 Billion - \$3 Billion	93.8%	6.3%	0.0%	96
\$3 Billion - \$6 Billion	95.8%	4.2%	0.0%	71
\$6 Billion - \$10 Billion	87.5%	12.5%	0.0%	40
\$10 Billion - \$20 Billion	95.9%	4.1%	0.0%	73
\$20 Billion or More	90.6%	9.4%	0.0%	85

LTI Plan Design**Stock Options (continued)**

VESTED STOCK OPTIONS - POST-TERMINATION EXERCISE PERIODS							
	% of Responses						# of Responses
	0 Months	1 - 3 Months	4 - 23 Months	2 - 3 Years	4 - 5 Years	Full Remaining Term	
TOTAL SAMPLE							
Normal Retirement	1.6%	15.2%	12.9%	19.4%	18.6%	32.3%	381
Early Retirement	3.4%	31.5%	11.5%	15.2%	14.6%	23.9%	356
Death	1.8%	6.6%	43.7%	19.7%	8.9%	19.2%	380
Disability	1.8%	7.7%	36.9%	19.0%	10.0%	24.5%	379
Resignation	23.1%	66.1%	9.1%	1.3%	0.0%	0.3%	372
Termination for Cause	68.8%	26.4%	4.3%	0.3%	0.0%	0.3%	368
Involuntary Termination	7.6%	61.4%	20.5%	5.4%	1.1%	4.1%	370
INDUSTRY SECTOR							
Energy Services							
Normal Retirement	0.0%	14.3%	19.0%	14.3%	14.3%	38.1%	21
Early Retirement	0.0%	19.0%	23.8%	14.3%	14.3%	28.6%	21
Death	0.0%	4.8%	47.6%	14.3%	4.8%	28.6%	21
Disability	0.0%	4.8%	28.6%	19.0%	4.8%	42.9%	21
Resignation	5.0%	65.0%	30.0%	0.0%	0.0%	0.0%	20
Termination for Cause	60.0%	30.0%	10.0%	0.0%	0.0%	0.0%	20
Involuntary Termination	0.0%	42.9%	47.6%	4.8%	0.0%	4.8%	21
Financial Services							
Normal Retirement	0.0%	16.7%	9.3%	13.0%	22.2%	38.9%	54
Early Retirement	4.0%	22.0%	10.0%	14.0%	20.0%	30.0%	50
Death	1.9%	7.5%	49.1%	15.1%	11.3%	15.1%	53
Disability	0.0%	9.3%	37.0%	14.8%	13.0%	25.9%	54
Resignation	38.9%	51.9%	9.3%	0.0%	0.0%	0.0%	54
Termination for Cause	79.2%	18.9%	1.9%	0.0%	0.0%	0.0%	53
Involuntary Termination	7.7%	65.4%	15.4%	5.8%	1.9%	3.8%	52
High Tech							
Normal Retirement	3.5%	19.8%	10.5%	18.6%	24.4%	23.3%	86
Early Retirement	2.5%	34.6%	7.4%	14.8%	17.3%	23.5%	81
Death	2.3%	5.8%	41.9%	24.4%	4.7%	20.9%	86
Disability	2.4%	7.1%	36.9%	23.8%	9.5%	20.2%	84
Resignation	16.0%	76.5%	4.9%	1.2%	0.0%	1.2%	81
Termination for Cause	62.5%	32.5%	3.8%	0.0%	0.0%	1.3%	80
Involuntary Termination	6.3%	74.7%	12.7%	3.8%	0.0%	2.5%	79

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LTI Plan Design**Stock Options (continued)**

VESTED STOCK OPTIONS - POST-TERMINATION EXERCISE PERIODS (continued)							
	% of Responses						# of Responses
	0 Months	1 - 3 Months	4 - 23 Months	2 - 3 Years	4 - 5 Years	Full Remaining Term	
INDUSTRY SECTOR (continued)							
Manufacturing							
Normal Retirement	2.0%	11.7%	10.7%	19.9%	23.5%	32.1%	196
Early Retirement	3.3%	31.1%	6.7%	16.7%	17.2%	25.0%	180
Death	1.5%	6.7%	39.2%	22.7%	10.3%	19.6%	194
Disability	1.6%	7.3%	33.9%	21.4%	11.5%	24.5%	192
Resignation	20.9%	70.1%	8.0%	1.1%	0.0%	0.0%	187
Termination for Cause	65.1%	31.2%	3.8%	0.0%	0.0%	0.0%	186
Involuntary Termination	7.4%	61.4%	20.6%	5.3%	1.1%	4.2%	189
Media/Entertainment							
Normal Retirement	0.0%	16.7%	8.3%	41.7%	8.3%	25.0%	12
Early Retirement	0.0%	25.0%	8.3%	33.3%	8.3%	25.0%	12
Death	0.0%	8.3%	33.3%	33.3%	0.0%	25.0%	12
Disability	0.0%	8.3%	33.3%	33.3%	0.0%	25.0%	12
Resignation	33.3%	50.0%	8.3%	8.3%	0.0%	0.0%	12
Termination for Cause	72.7%	27.3%	0.0%	0.0%	0.0%	0.0%	11
Involuntary Termination	8.3%	41.7%	25.0%	16.7%	0.0%	8.3%	12
Pharmaceutical/Biotechnology							
Normal Retirement	0.0%	16.7%	13.3%	16.7%	10.0%	43.3%	30
Early Retirement	3.6%	39.3%	7.1%	14.3%	10.7%	25.0%	28
Death	0.0%	13.8%	51.7%	6.9%	3.4%	24.1%	29
Disability	0.0%	10.3%	34.5%	13.8%	6.9%	34.5%	29
Resignation	10.3%	86.2%	3.4%	0.0%	0.0%	0.0%	29
Termination for Cause	58.6%	37.9%	3.4%	0.0%	0.0%	0.0%	29
Involuntary Termination	0.0%	69.0%	20.7%	3.4%	0.0%	6.9%	29
Retail/Wholesale Trade							
Normal Retirement	0.0%	14.3%	25.0%	17.9%	10.7%	32.1%	28
Early Retirement	7.7%	38.5%	15.4%	7.7%	7.7%	23.1%	26
Death	3.6%	7.1%	42.9%	21.4%	7.1%	17.9%	28
Disability	7.1%	3.6%	46.4%	17.9%	7.1%	17.9%	28
Resignation	21.4%	67.9%	7.1%	3.6%	0.0%	0.0%	28
Termination for Cause	70.4%	22.2%	3.7%	3.7%	0.0%	0.0%	27
Involuntary Termination	7.1%	64.3%	17.9%	7.1%	0.0%	3.6%	28

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LTI Plan Design**Stock Options (continued)**

	% of Responses						# of Responses
	0 Months	1 - 3 Months	4 - 23 Months	2 - 3 Years	4 - 5 Years	Full Remaining Term	
VESTED STOCK OPTIONS - POST-TERMINATION EXERCISE PERIODS (continued)							
INDUSTRY SECTOR (continued)							
Services							
Normal Retirement	2.7%	25.7%	13.5%	24.3%	8.1%	25.7%	74
Early Retirement	2.8%	38.0%	18.3%	15.5%	8.5%	16.9%	71
Death	2.6%	6.6%	50.0%	17.1%	5.3%	18.4%	76
Disability	2.6%	10.5%	42.1%	17.1%	6.6%	21.1%	76
Resignation	23.7%	65.8%	6.6%	2.6%	0.0%	1.3%	76
Termination for Cause	70.7%	22.7%	5.3%	0.0%	0.0%	1.3%	75
Involuntary Termination	11.1%	62.5%	16.7%	5.6%	1.4%	2.8%	72
Health Care							
Normal Retirement	0.0%	0.0%	25.0%	25.0%	12.5%	37.5%	8
Early Retirement	0.0%	50.0%	25.0%	12.5%	0.0%	12.5%	8
Death	0.0%	0.0%	50.0%	12.5%	12.5%	25.0%	8
Disability	0.0%	0.0%	50.0%	12.5%	12.5%	25.0%	8
Resignation	14.3%	71.4%	14.3%	0.0%	0.0%	0.0%	7
Termination for Cause	85.7%	0.0%	14.3%	0.0%	0.0%	0.0%	7
Involuntary Termination	0.0%	62.5%	25.0%	0.0%	0.0%	12.5%	8
REVENUE SIZE							
Under \$500 Million							
Normal Retirement	0.0%	54.5%	18.2%	9.1%	0.0%	18.2%	11
Early Retirement	0.0%	54.5%	27.3%	9.1%	0.0%	9.1%	11
Death	10.0%	30.0%	50.0%	0.0%	0.0%	10.0%	10
Disability	0.0%	30.0%	50.0%	0.0%	0.0%	20.0%	10
Resignation	10.0%	70.0%	20.0%	0.0%	0.0%	0.0%	10
Termination for Cause	10.0%	80.0%	10.0%	0.0%	0.0%	0.0%	10
Involuntary Termination	0.0%	70.0%	20.0%	0.0%	0.0%	10.0%	10
\$500 Million - \$1 Billion							
Normal Retirement	4.5%	31.8%	22.7%	18.2%	0.0%	22.7%	22
Early Retirement	4.8%	57.1%	9.5%	19.0%	0.0%	9.5%	21
Death	4.5%	18.2%	63.6%	0.0%	0.0%	13.6%	22
Disability	4.5%	18.2%	54.5%	4.5%	0.0%	18.2%	22
Resignation	31.8%	68.2%	0.0%	0.0%	0.0%	0.0%	22
Termination for Cause	71.4%	28.6%	0.0%	0.0%	0.0%	0.0%	21
Involuntary Termination	14.3%	66.7%	14.3%	0.0%	0.0%	4.8%	21

Table continues on next page.

LTI Plan Design**Stock Options (continued)**

	% of Responses						# of Responses
	0 Months	1 - 3 Months	4 - 23 Months	2 - 3 Years	4 - 5 Years	Full Remaining Term	
VESTED STOCK OPTIONS - POST-TERMINATION EXERCISE PERIODS (continued)							
REVENUE SIZE (continued)							
\$1 Billion - \$3 Billion							
Normal Retirement	3.3%	17.8%	14.4%	20.0%	18.9%	25.6%	90
Early Retirement	4.7%	38.8%	10.6%	12.9%	16.5%	16.5%	85
Death	3.3%	8.8%	45.1%	20.9%	7.7%	14.3%	91
Disability	3.3%	9.9%	40.7%	19.8%	9.9%	16.5%	91
Resignation	25.3%	69.2%	3.3%	1.1%	0.0%	1.1%	91
Termination for Cause	69.0%	27.6%	2.3%	0.0%	0.0%	1.1%	87
Involuntary Termination	9.0%	70.8%	14.6%	4.5%	0.0%	1.1%	89
\$3 Billion - \$6 Billion							
Normal Retirement	0.0%	20.6%	13.2%	22.1%	14.7%	29.4%	68
Early Retirement	3.3%	39.3%	11.5%	18.0%	8.2%	19.7%	61
Death	0.0%	5.9%	47.1%	23.5%	7.4%	16.2%	68
Disability	0.0%	9.0%	43.3%	14.9%	9.0%	23.9%	67
Resignation	6.1%	77.3%	13.6%	3.0%	0.0%	0.0%	66
Termination for Cause	63.1%	30.8%	6.2%	0.0%	0.0%	0.0%	65
Involuntary Termination	1.5%	67.7%	20.0%	7.7%	0.0%	3.1%	65
\$6 Billion - \$10 Billion							
Normal Retirement	0.0%	10.3%	7.7%	20.5%	20.5%	41.0%	39
Early Retirement	2.8%	30.6%	8.3%	13.9%	16.7%	27.8%	36
Death	0.0%	2.6%	41.0%	23.1%	15.4%	17.9%	39
Disability	0.0%	7.9%	23.7%	31.6%	15.8%	21.1%	38
Resignation	28.9%	57.9%	10.5%	2.6%	0.0%	0.0%	38
Termination for Cause	60.5%	34.2%	5.3%	0.0%	0.0%	0.0%	38
Involuntary Termination	2.6%	55.3%	28.9%	5.3%	5.3%	2.6%	38
\$10 Billion - \$20 Billion							
Normal Retirement	2.8%	8.3%	13.9%	23.6%	23.6%	27.8%	72
Early Retirement	4.5%	25.4%	11.9%	19.4%	14.9%	23.9%	67
Death	2.8%	2.8%	42.3%	23.9%	8.5%	19.7%	71
Disability	2.8%	1.4%	40.3%	23.6%	8.3%	23.6%	72
Resignation	20.9%	68.7%	10.4%	0.0%	0.0%	0.0%	67
Termination for Cause	77.9%	14.7%	5.9%	1.5%	0.0%	0.0%	68
Involuntary Termination	8.6%	58.6%	18.6%	8.6%	0.0%	5.7%	70

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LTI Plan Design**Stock Options (continued)**

VESTED STOCK OPTIONS - POST-TERMINATION EXERCISE PERIODS (continued)							# of Responses
% of Responses							
REVENUE SIZE (continued)	0 Months	1 - 3 Months	4 - 23 Months	2 - 3 Years	4 - 5 Years	Full Remaining Term	
\$20 Billion or More							
Normal Retirement	0.0%	6.3%	8.9%	13.9%	24.1%	46.8%	79
Early Retirement	1.3%	12.0%	12.0%	12.0%	22.7%	40.0%	75
Death	0.0%	3.8%	35.4%	17.7%	12.7%	30.4%	79
Disability	1.3%	3.8%	24.1%	17.7%	13.9%	39.2%	79
Resignation	33.3%	53.8%	11.5%	1.3%	0.0%	0.0%	78
Termination for Cause	75.9%	20.3%	3.8%	0.0%	0.0%	0.0%	79
Involuntary Termination	11.7%	48.1%	27.3%	3.9%	2.6%	6.5%	77

UNVESTED STOCK OPTIONS - TREATMENT UPON TERMINATION							# of Responses
% of Responses							
TOTAL SAMPLE	Vesting Accelerated	Normal Vested Continued During Term	Prorated Vesting	Forfeited	Discretion		
Normal Retirement	33.7%	32.4%	11.2%	21.2%	1.5%		392
Early Retirement	19.6%	24.2%	10.3%	43.5%	2.4%		368
Death	64.7%	11.0%	6.9%	15.9%	1.5%		391
Disability	53.8%	19.2%	7.2%	17.7%	2.1%		390
Resignation	2.1%	0.8%	2.3%	93.8%	1.0%		386
Termination for Cause	0.5%	0.0%	0.8%	98.2%	0.5%		388
Involuntary Termination	9.8%	6.1%	12.4%	66.8%	5.0%		379
INDUSTRY SECTOR							
Energy Services							
Normal Retirement	33.3%	23.8%	14.3%	23.8%	4.8%		21
Early Retirement	33.3%	9.5%	9.5%	38.1%	9.5%		21
Death	61.9%	14.3%	9.5%	14.3%	0.0%		21
Disability	57.1%	23.8%	14.3%	4.8%	0.0%		21
Resignation	9.5%	0.0%	4.8%	85.7%	0.0%		21
Termination for Cause	0.0%	0.0%	0.0%	100.0%	0.0%		21
Involuntary Termination	19.0%	4.8%	9.5%	66.7%	0.0%		21

Table continues on next page.

LTI Plan Design**Stock Options (continued)**

UNVESTED STOCK OPTIONS - TREATMENT UPON TERMINATION (continued)						
INDUSTRY SECTOR (continued)	% of Responses					# of Responses
	Vesting Accelerated	Normal Vested Continued During Term	Prorated Vesting	Forfeited	Discretion	
Financial Services						
Normal Retirement	35.7%	39.3%	10.7%	14.3%	0.0%	56
Early Retirement	15.4%	32.7%	7.7%	44.2%	0.0%	52
Death	80.4%	8.9%	3.6%	3.6%	3.6%	56
Disability	67.9%	23.2%	1.8%	3.6%	3.6%	56
Resignation	3.6%	0.0%	0.0%	96.4%	0.0%	55
Termination for Cause	0.0%	0.0%	0.0%	100.0%	0.0%	56
Involuntary Termination	7.5%	5.7%	7.5%	73.6%	5.7%	53
High Tech						
Normal Retirement	38.4%	23.3%	10.5%	26.7%	1.2%	86
Early Retirement	25.6%	19.5%	13.4%	41.5%	0.0%	82
Death	60.9%	9.2%	9.2%	19.5%	1.1%	87
Disability	50.0%	17.4%	9.3%	22.1%	1.2%	86
Resignation	2.4%	1.2%	4.8%	91.6%	0.0%	83
Termination for Cause	1.2%	0.0%	1.2%	97.6%	0.0%	85
Involuntary Termination	11.3%	2.5%	11.3%	71.3%	3.8%	80
Manufacturing						
Normal Retirement	33.2%	34.7%	11.9%	19.8%	0.5%	202
Early Retirement	19.7%	27.1%	12.2%	38.8%	2.1%	188
Death	64.7%	12.4%	7.5%	14.9%	0.5%	201
Disability	51.5%	21.0%	8.0%	19.0%	0.5%	200
Resignation	1.0%	1.0%	3.0%	94.4%	0.5%	197
Termination for Cause	0.5%	0.0%	1.0%	98.5%	0.0%	200
Involuntary Termination	7.2%	6.2%	14.9%	66.0%	5.7%	194
Media/Entertainment						
Normal Retirement	33.3%	25.0%	25.0%	16.7%	0.0%	12
Early Retirement	25.0%	25.0%	25.0%	25.0%	0.0%	12
Death	50.0%	8.3%	16.7%	25.0%	0.0%	12
Disability	41.7%	16.7%	16.7%	16.7%	8.3%	12
Resignation	0.0%	0.0%	8.3%	83.3%	8.3%	12
Termination for Cause	0.0%	0.0%	0.0%	100.0%	0.0%	11
Involuntary Termination	18.2%	27.3%	18.2%	36.4%	0.0%	11

Table continues on next page.

LTI Plan Design**Stock Options (continued)**

UNVESTED STOCK OPTIONS - TREATMENT UPON TERMINATION (continued)						
INDUSTRY SECTOR (continued)	% of Responses					# of Responses
	Vesting Accelerated	Normal Vested Continued During Term	Prorated Vesting	Forfeited	Discretion	
Pharmaceutical/Biotechnology						
Normal Retirement	23.3%	40.0%	10.0%	26.7%	0.0%	30
Early Retirement	22.2%	14.8%	11.1%	51.9%	0.0%	27
Death	65.5%	10.3%	6.9%	17.2%	0.0%	29
Disability	44.8%	24.1%	6.9%	24.1%	0.0%	29
Resignation	0.0%	0.0%	0.0%	100.0%	0.0%	29
Termination for Cause	0.0%	0.0%	0.0%	100.0%	0.0%	29
Involuntary Termination	10.3%	3.4%	10.3%	69.0%	6.9%	29
Retail/Wholesale Trade						
Normal Retirement	31.0%	27.6%	6.9%	34.5%	0.0%	29
Early Retirement	14.8%	14.8%	7.4%	63.0%	0.0%	27
Death	65.5%	6.9%	10.3%	17.2%	0.0%	29
Disability	58.6%	10.3%	6.9%	20.7%	3.4%	29
Resignation	0.0%	0.0%	0.0%	100.0%	0.0%	29
Termination for Cause	0.0%	0.0%	0.0%	96.6%	3.4%	29
Involuntary Termination	13.8%	3.4%	6.9%	72.4%	3.4%	29
Services						
Normal Retirement	35.5%	26.3%	10.5%	23.7%	3.9%	76
Early Retirement	22.2%	20.8%	9.7%	44.4%	2.8%	72
Death	53.9%	10.5%	6.6%	26.3%	2.6%	76
Disability	48.7%	15.8%	6.6%	25.0%	3.9%	76
Resignation	2.6%	1.3%	2.6%	90.8%	2.6%	76
Termination for Cause	1.4%	0.0%	1.4%	97.3%	0.0%	74
Involuntary Termination	14.9%	6.8%	12.2%	62.2%	4.1%	74
Health Care						
Normal Retirement	25.0%	25.0%	12.5%	25.0%	12.5%	8
Early Retirement	0.0%	0.0%	0.0%	87.5%	12.5%	8
Death	62.5%	0.0%	0.0%	25.0%	12.5%	8
Disability	37.5%	0.0%	12.5%	37.5%	12.5%	8
Resignation	0.0%	0.0%	0.0%	87.5%	12.5%	8
Termination for Cause	0.0%	0.0%	0.0%	87.5%	12.5%	8
Involuntary Termination	0.0%	12.5%	12.5%	62.5%	12.5%	8

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LTI Plan Design**Stock Options (continued)**

UNVESTED STOCK OPTIONS - TREATMENT UPON TERMINATION (continued)						
	% of Responses					# of Responses
	Vesting Accelerated	Normal Vested Continued During Term	Prorated Vesting	Forfeited	Discretion	
REVENUE SIZE						
Under \$500 Million						
Normal Retirement	18.2%	0.0%	27.3%	54.5%	0.0%	11
Early Retirement	0.0%	10.0%	20.0%	70.0%	0.0%	10
Death	40.0%	0.0%	20.0%	40.0%	0.0%	10
Disability	30.0%	10.0%	10.0%	50.0%	0.0%	10
Resignation	0.0%	0.0%	0.0%	100.0%	0.0%	10
Termination for Cause	0.0%	0.0%	0.0%	100.0%	0.0%	10
Involuntary Termination	0.0%	0.0%	20.0%	70.0%	10.0%	10
\$500 Million - \$1 Billion						
Normal Retirement	36.4%	18.2%	4.5%	36.4%	4.5%	22
Early Retirement	18.2%	13.6%	4.5%	59.1%	4.5%	22
Death	50.0%	13.6%	0.0%	31.8%	4.5%	22
Disability	54.5%	18.2%	0.0%	22.7%	4.5%	22
Resignation	4.3%	0.0%	0.0%	95.7%	0.0%	23
Termination for Cause	0.0%	0.0%	0.0%	100.0%	0.0%	23
Involuntary Termination	4.5%	4.5%	4.5%	86.4%	0.0%	22
\$1 Billion - \$3 Billion						
Normal Retirement	33.7%	30.4%	8.7%	26.1%	1.1%	92
Early Retirement	19.0%	23.8%	10.7%	44.0%	2.4%	84
Death	56.5%	9.8%	10.9%	21.7%	1.1%	92
Disability	47.8%	16.3%	9.8%	25.0%	1.1%	92
Resignation	1.1%	1.1%	3.3%	94.4%	0.0%	90
Termination for Cause	1.1%	0.0%	0.0%	98.9%	0.0%	90
Involuntary Termination	12.5%	1.1%	11.4%	72.7%	2.3%	88
\$3 Billion - \$6 Billion						
Normal Retirement	28.2%	31.0%	12.7%	28.2%	0.0%	71
Early Retirement	14.3%	19.0%	6.3%	60.3%	0.0%	63
Death	63.4%	8.5%	1.4%	26.8%	0.0%	71
Disability	54.9%	16.9%	2.8%	25.4%	0.0%	71
Resignation	0.0%	1.4%	1.4%	97.1%	0.0%	70
Termination for Cause	0.0%	0.0%	2.9%	97.1%	0.0%	70
Involuntary Termination	2.9%	5.8%	14.5%	73.9%	2.9%	69

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LTI Plan Design**Stock Options (continued)**

	% of Responses					# of Responses
	Vesting Accelerated	Normal Vested Continued During Term	Prorated Vesting	Forfeited	Discretion	
UNVESTED STOCK OPTIONS - TREATMENT UPON TERMINATION (continued)						
REVENUE SIZE (continued)						
\$6 Billion - \$10 Billion						
Normal Retirement	33.3%	43.6%	5.1%	17.9%	0.0%	39
Early Retirement	15.8%	31.6%	7.9%	44.7%	0.0%	38
Death	64.1%	23.1%	5.1%	7.7%	0.0%	39
Disability	46.2%	38.5%	7.7%	7.7%	0.0%	39
Resignation	2.6%	2.6%	2.6%	92.3%	0.0%	39
Termination for Cause	2.6%	0.0%	0.0%	97.4%	0.0%	39
Involuntary Termination	13.2%	13.2%	18.4%	52.6%	2.6%	38
\$10 Billion - \$20 Billion						
Normal Retirement	38.4%	31.5%	8.2%	17.8%	4.1%	73
Early Retirement	24.3%	21.4%	8.6%	41.4%	4.3%	70
Death	74.0%	6.8%	8.2%	8.2%	2.7%	73
Disability	59.7%	13.9%	6.9%	16.7%	2.8%	72
Resignation	4.2%	0.0%	4.2%	90.3%	1.4%	72
Termination for Cause	0.0%	0.0%	1.4%	97.3%	1.4%	73
Involuntary Termination	15.3%	4.2%	9.7%	63.9%	6.9%	72
\$20 Billion or More						
Normal Retirement	35.7%	39.3%	17.9%	6.0%	1.2%	84
Early Retirement	24.7%	32.1%	16.0%	23.5%	3.7%	81
Death	73.8%	13.1%	7.1%	3.6%	2.4%	84
Disability	60.7%	21.4%	9.5%	3.6%	4.8%	84
Resignation	2.4%	0.0%	1.2%	92.7%	3.7%	82
Termination for Cause	0.0%	0.0%	0.0%	98.8%	1.2%	83
Involuntary Termination	8.8%	11.3%	12.5%	57.5%	10.0%	80

LTI Plan Design**Stock Options (continued)**

TREATMENT OF OUTSTANDING UNVESTED AWARDS UPON CHANGE-IN-CONTROL					
	% of Responses				# of Responses
	"Single Trigger" Vesting	"Double Trigger" Vesting	No Impact	Other	
Total Sample	31.1%	49.2%	9.6%	10.2%	354
Industry Sector					
Energy Services	45.0%	45.0%	5.0%	5.0%	20
Financial Services	31.1%	51.1%	8.9%	8.9%	45
High Tech	27.7%	56.6%	9.6%	6.0%	83
Manufacturing	29.1%	50.3%	7.9%	12.7%	189
Media/Entertainment	45.5%	27.3%	18.2%	9.1%	11
Pharmaceutical/Biotechnology	29.6%	48.1%	11.1%	11.1%	27
Retail/Wholesale Trade	29.2%	54.2%	12.5%	4.2%	24
Services	35.3%	41.2%	16.2%	7.4%	68
Health Care	12.5%	75.0%	0.0%	12.5%	8
Revenue Size					
Under \$500 Million	66.7%	33.3%	0.0%	0.0%	9
\$500 Million - \$1 Billion	57.1%	23.8%	19.0%	0.0%	21
\$1 Billion - \$3 Billion	32.6%	55.1%	5.6%	6.7%	89
\$3 Billion - \$6 Billion	30.8%	40.0%	9.2%	20.0%	65
\$6 Billion - \$10 Billion	30.6%	52.8%	8.3%	8.3%	36
\$10 Billion - \$20 Billion	17.7%	61.3%	11.3%	9.7%	62
\$20 Billion or More	29.2%	47.2%	12.5%	11.1%	72

LTI Plan Design**Stock Options (continued)**

OPTIONEES PERMITTED TO TRANSFER OPTIONS TO FAMILY MEMBERS OR CHARITIES				
	% of Responses			# of Responses
	Yes, Only Certain Employees	Yes, All Employees	No	
Total Sample	5.9%	8.6%	85.4%	370
Industry Sector				
Energy Services	10.0%	15.0%	75.0%	20
Financial Services	3.6%	9.1%	87.3%	55
High Tech	5.2%	7.8%	87.0%	77
Manufacturing	7.4%	9.5%	83.1%	189
Media/Entertainment	8.3%	0.0%	91.7%	12
Pharmaceutical/Biotechnology	14.3%	10.7%	75.0%	28
Retail/Wholesale Trade	7.7%	11.5%	80.8%	26
Services	1.4%	4.2%	94.4%	72
Health Care	12.5%	0.0%	87.5%	8
Revenue Size				
Under \$500 Million	0.0%	0.0%	100.0%	12
\$500 Million - \$1 Billion	4.5%	9.1%	86.4%	22
\$1 Billion - \$3 Billion	3.4%	10.2%	86.4%	88
\$3 Billion - \$6 Billion	3.0%	10.6%	86.4%	66
\$6 Billion - \$10 Billion	5.4%	13.5%	81.1%	37
\$10 Billion - \$20 Billion	10.4%	7.5%	82.1%	67
\$20 Billion or More	9.0%	5.1%	85.9%	78

TYPES OF OPTION TRANSFERS PERMITTED					
	% of Responses				# of Responses
	Family Members	Family Trusts	Family Entities	Charities	
Total Sample	74.5%	90.2%	54.9%	33.3%	51
Industry Sector					
Energy Services	66.7%	66.7%	66.7%	33.3%	3
Financial Services	85.7%	85.7%	71.4%	42.9%	7
High Tech	44.4%	88.9%	55.6%	33.3%	9
Manufacturing	67.7%	90.3%	41.9%	29.0%	31
Media/Entertainment	100.0%	100.0%	100.0%	0.0%	1
Pharmaceutical/Biotechnology	75.0%	100.0%	25.0%	12.5%	8
Retail/Wholesale Trade	75.0%	100.0%	75.0%	25.0%	4
Services	100.0%	100.0%	100.0%	75.0%	4
Health Care	100.0%	100.0%	50.0%	0.0%	2
Revenue Size					
Under \$500 Million	---	---	---	---	0
\$500 Million - \$1 Billion	50.0%	100.0%	50.0%	25.0%	4
\$1 Billion - \$3 Billion	53.8%	92.3%	53.8%	7.7%	13
\$3 Billion - \$6 Billion	90.0%	80.0%	40.0%	50.0%	10
\$6 Billion - \$10 Billion	80.0%	80.0%	60.0%	60.0%	5
\$10 Billion - \$20 Billion	88.9%	100.0%	77.8%	33.3%	9
\$20 Billion or More	80.0%	90.0%	50.0%	40.0%	10

LTI Plan Design**Stock Options (continued)**

ORGANIZATIONS HAVING A MANDATORY SHARE RETENTION RATIO			
	No	Yes	# of Responses
Total Sample	72.7%	27.3%	341
Industry Sector			
Energy Services	65.0%	35.0%	20
Financial Services	70.2%	29.8%	47
High Tech	80.6%	19.4%	72
Manufacturing	75.1%	24.9%	173
Media/Entertainment	90.0%	10.0%	10
Pharmaceutical/Biotechnology	92.0%	8.0%	25
Retail/Wholesale Trade	80.8%	19.2%	26
Services	67.6%	32.4%	68
Health Care	71.4%	28.6%	7
Revenue Size			
Under \$500 Million	100.0%	0.0%	11
\$500 Million - \$1 Billion	77.3%	22.7%	22
\$1 Billion - \$3 Billion	80.5%	19.5%	87
\$3 Billion - \$6 Billion	78.1%	21.9%	64
\$6 Billion - \$10 Billion	78.8%	21.2%	33
\$10 Billion - \$20 Billion	62.1%	37.9%	58
\$20 Billion or More	57.6%	42.4%	66

SHARES WHICH MUST BE RETAINED IF SHARE RETENTION IS REQUIRED			
	All shares after taxes are paid must be retained	Only a percentage of share profit must be retained	# of Responses
Total Sample	27.7%	72.3%	94
Industry Sector			
Energy Services	0.0%	100.0%	7
Financial Services	26.7%	73.3%	15
High Tech	28.6%	71.4%	14
Manufacturing	32.6%	67.4%	43
Media/Entertainment	0.0%	100.0%	1
Pharmaceutical/Biotechnology	50.0%	50.0%	2
Retail/Wholesale Trade	20.0%	80.0%	5
Services	31.8%	68.2%	22
Health Care	0.0%	100.0%	2
Revenue Size			
Under \$500 Million	---	---	0
\$500 Million - \$1 Billion	40.0%	60.0%	5
\$1 Billion - \$3 Billion	27.8%	72.2%	18
\$3 Billion - \$6 Billion	28.6%	71.4%	14
\$6 Billion - \$10 Billion	42.9%	57.1%	7
\$10 Billion - \$20 Billion	13.6%	86.4%	22
\$20 Billion or More	32.1%	67.9%	28

LTI Plan Design**Stock Options (continued)**

TIME PERIOD SHARES MUST BE RETAINED				
	% of Responses			# of Responses
	Until Ownership Guideline is Met	Specified Period of Time	Until Retirement	
Total Sample	81.3%	13.5%	5.2%	96
Industry Sector				
Energy Services	87.5%	12.5%	0.0%	8
Financial Services	73.3%	13.3%	13.3%	15
High Tech	71.4%	21.4%	7.1%	14
Manufacturing	74.4%	18.6%	7.0%	43
Media/Entertainment	100.0%	0.0%	0.0%	1
Pharmaceutical/Biotechnology	100.0%	0.0%	0.0%	2
Retail/Wholesale Trade	100.0%	0.0%	0.0%	5
Services	95.5%	4.5%	0.0%	22
Health Care	66.7%	33.3%	0.0%	3
Revenue Size				
Under \$500 Million	---	---	---	0
\$500 Million - \$1 Billion	100.0%	0.0%	0.0%	5
\$1 Billion - \$3 Billion	78.9%	5.3%	15.8%	19
\$3 Billion - \$6 Billion	86.7%	6.7%	6.7%	15
\$6 Billion - \$10 Billion	100.0%	0.0%	0.0%	7
\$10 Billion - \$20 Billion	77.3%	18.2%	4.5%	22
\$20 Billion or More	75.0%	25.0%	0.0%	28

LTI Plan Design**Restricted Stock/Stock Units**

ORGANIZATIONS GRANTING DURING MOST RECENT ANNUAL LTI GRANT					
	# of Organizations	% of Organizations	# of Responses		
Total Sample	605	67.0%	903		
Industry Sector					
Energy Services	71	65.1%	109		
Financial Services	90	57.0%	158		
High Tech	118	72.0%	164		
Manufacturing	260	67.2%	387		
Media/Entertainment	22	88.0%	25		
Pharmaceutical/Biotechnology	36	67.9%	53		
Retail/Wholesale Trade	46	71.9%	64		
Services	126	76.4%	165		
Health Care	12	60.0%	20		
Revenue Size					
Under \$500 Million	16	39.0%	41		
\$500 Million - \$1 Billion	36	69.2%	52		
\$1 Billion - \$3 Billion	145	70.0%	207		
\$3 Billion - \$6 Billion	117	69.2%	169		
\$6 Billion - \$10 Billion	68	71.6%	95		
\$10 Billion - \$20 Billion	108	74.5%	145		
\$20 Billion or More	115	59.3%	194		
TYPE OF GRANT					
	% of Responses				# of Responses
	Restricted Stock Only	Restricted Stock Units Only	Both Restricted Stock and Restricted Stock Units	Phantom Stock Only	
Total Sample	30.5%	60.4%	8.6%	0.5%	606
Industry Sector					
Energy Services	35.2%	60.6%	2.8%	1.4%	71
Financial Services	34.4%	51.1%	14.4%	0.0%	90
High Tech	23.7%	71.2%	4.2%	0.8%	118
Manufacturing	24.9%	65.9%	8.8%	0.4%	261
Media/Entertainment	36.4%	59.1%	0.0%	4.5%	22
Pharmaceutical/Biotechnology	11.1%	80.6%	8.3%	0.0%	36
Retail/Wholesale Trade	47.8%	34.8%	17.4%	0.0%	46
Services	30.2%	64.3%	4.8%	0.8%	126
Health Care	33.3%	66.7%	0.0%	0.0%	12
Revenue Size					
Under \$500 Million	50.0%	43.8%	6.3%	0.0%	16
\$500 Million - \$1 Billion	55.6%	36.1%	8.3%	0.0%	36
\$1 Billion - \$3 Billion	31.0%	60.0%	7.6%	1.4%	145
\$3 Billion - \$6 Billion	32.2%	61.0%	6.8%	0.0%	118
\$6 Billion - \$10 Billion	25.0%	61.8%	13.2%	0.0%	68
\$10 Billion - \$20 Billion	20.4%	69.4%	9.3%	0.9%	108
\$20 Billion or More	30.4%	60.9%	8.7%	0.0%	115

LTI Plan Design**Restricted Stock/Stock Units (continued)**

SECTION 83(B) ELECTION			
	Plan Document and Award Agreement Allow Participants to Make Section 83(b) Election		# of Responses
	# of Organizations	% of Organizations	
Total Sample	113	59.2%	191
Industry Sector			
Energy Services	14	58.3%	24
Financial Services	23	65.7%	35
High Tech	17	65.4%	26
Manufacturing	38	52.8%	72
Media/Entertainment	3	50.0%	6
Pharmaceutical/Biotechnology	1	14.3%	7
Retail/Wholesale Trade	14	60.9%	23
Services	21	61.8%	34
Health Care	3	100.0%	3
Revenue Size			
Under \$500 Million	7	87.5%	8
\$500 Million - \$1 Billion	13	61.9%	21
\$1 Billion - \$3 Billion	23	51.1%	45
\$3 Billion - \$6 Billion	25	62.5%	40
\$6 Billion - \$10 Billion	16	76.2%	21
\$10 Billion - \$20 Billion	16	64.0%	25
\$20 Billion or More	13	41.9%	31

DIVIDENDS (OR DIVIDEND EQUIVALENTS) - RESTRICTED STOCK ONLY*			
	# of Organizations	% of Organizations	# of Responses
Total Sample	170	71.7%	237
Industry Sector			
Energy Services	22	81.5%	27
Financial Services	37	84.1%	44
High Tech	25	75.8%	33
Manufacturing	61	69.3%	88
Media/Entertainment	4	50.0%	8
Pharmaceutical/Biotechnology	1	14.3%	7
Retail/Wholesale Trade	17	56.7%	30
Services	29	65.9%	44
Health Care	4	100.0%	4
Revenue Size			
Under \$500 Million	6	66.7%	9
\$500 Million - \$1 Billion	16	69.6%	23
\$1 Billion - \$3 Billion	35	62.5%	56
\$3 Billion - \$6 Billion	37	80.4%	46
\$6 Billion - \$10 Billion	18	69.2%	26
\$10 Billion - \$20 Billion	26	81.3%	32
\$20 Billion or More	32	71.1%	45

*Summary statistics include organizations granting restricted stock only and both restricted stock and restricted stock units.

LTI Plan Design**Restricted Stock/Stock Units (continued)**

DIVIDENDS PAID DURING RESTRICTION PERIOD - RESTRICTED STOCK ONLY*					
	% of Responses				# of Responses
	Paid Currently	Accrued with Interest	Accrued with No Interest	Reinvested in Additional Shares	
Total Sample	53.5%	3.8%	30.2%	12.6%	159
Industry Sector					
Energy Services	59.1%	0.0%	18.2%	22.7%	22
Financial Services	63.9%	2.8%	16.7%	16.7%	36
High Tech	38.1%	14.3%	38.1%	9.5%	21
Manufacturing	50.9%	7.0%	31.6%	10.5%	57
Media/Entertainment	100.0%	0.0%	0.0%	0.0%	4
Pharmaceutical/Biotechnology	0.0%	0.0%	100.0%	0.0%	1
Retail/Wholesale Trade	40.0%	6.7%	46.7%	6.7%	15
Services	51.9%	0.0%	40.7%	7.4%	27
Health Care	0.0%	0.0%	100.0%	0.0%	2
Revenue Size					
Under \$500 Million	60.0%	0.0%	40.0%	0.0%	5
\$500 Million - \$1 Billion	66.7%	0.0%	13.3%	20.0%	15
\$1 Billion - \$3 Billion	56.3%	0.0%	34.4%	9.4%	32
\$3 Billion - \$6 Billion	52.9%	5.9%	26.5%	14.7%	34
\$6 Billion - \$10 Billion	31.3%	0.0%	56.3%	12.5%	16
\$10 Billion - \$20 Billion	64.0%	0.0%	24.0%	12.0%	25
\$20 Billion or More	46.9%	12.5%	28.1%	12.5%	32

*Summary statistics include organizations granting restricted stock only and both restricted stock and restricted stock units.

DIVIDEND EQUIVALENTS - RESTRICTED STOCK UNITS ONLY			
	# of Organizations	% of Organizations	# of Responses
Total Sample	220	60.1%	366
Industry Sector			
Energy Services	39	90.7%	43
Financial Services	30	65.2%	46
High Tech	47	56.0%	84
Manufacturing	104	60.5%	172
Media/Entertainment	7	53.8%	13
Pharmaceutical/Biotechnology	18	62.1%	29
Retail/Wholesale Trade	7	43.8%	16
Services	37	45.7%	81
Health Care	3	37.5%	8
Revenue Size			
Under \$500 Million	4	57.1%	7
\$500 Million - \$1 Billion	4	30.8%	13
\$1 Billion - \$3 Billion	47	54.0%	87
\$3 Billion - \$6 Billion	46	63.9%	72
\$6 Billion - \$10 Billion	28	66.7%	42
\$10 Billion - \$20 Billion	47	62.7%	75
\$20 Billion or More	44	62.9%	70

LTI Plan Design**Restricted Stock/Stock Units (continued)**

DIVIDEND EQUIVALENTS PAID DURING RESTRICTION PERIOD - RESTRICTED STOCK UNITS ONLY					
	% of Responses				# of Responses
	Paid Currently	Accrued with Interest	Accrued with No Interest	Reinvested in Additional Shares	
Total Sample	25.9%	2.4%	33.2%	38.5%	205
Industry Sector					
Energy Services	20.5%	2.6%	25.6%	51.3%	39
Financial Services	21.4%	3.6%	39.3%	35.7%	28
High Tech	26.2%	0.0%	35.7%	38.1%	42
Manufacturing	26.6%	3.2%	34.0%	36.2%	94
Media/Entertainment	57.1%	0.0%	28.6%	14.3%	7
Pharmaceutical/Biotechnology	18.8%	6.3%	37.5%	37.5%	16
Retail/Wholesale Trade	20.0%	0.0%	40.0%	40.0%	5
Services	30.6%	0.0%	36.1%	33.3%	36
Health Care	66.7%	0.0%	0.0%	33.3%	3
Revenue Size					
Under \$500 Million	50.0%	0.0%	50.0%	0.0%	4
\$500 Million - \$1 Billion	50.0%	0.0%	0.0%	50.0%	4
\$1 Billion - \$3 Billion	19.0%	0.0%	31.0%	50.0%	42
\$3 Billion - \$6 Billion	22.0%	4.9%	36.6%	36.6%	41
\$6 Billion - \$10 Billion	28.6%	0.0%	39.3%	32.1%	28
\$10 Billion - \$20 Billion	23.3%	2.3%	32.6%	41.9%	43
\$20 Billion or More	32.6%	4.7%	30.2%	32.6%	43

CRITERIA USED TO DETERMINE ELIGIBILITY						
	% of Responses					# of Responses
	Base/ Midpoint/ Grade	Discretionary Judgment	Position or Title	All Employees	Other	
Total Sample	53.7%	34.1%	57.4%	4.9%	13.7%	577
Industry Sector						
Energy Services	51.5%	27.9%	67.6%	1.5%	17.6%	68
Financial Services	60.9%	41.4%	56.3%	4.6%	9.2%	87
High Tech	54.5%	37.3%	53.6%	8.2%	12.7%	110
Manufacturing	60.2%	35.4%	48.8%	4.5%	16.3%	246
Media/Entertainment	36.4%	22.7%	68.2%	4.5%	4.5%	22
Pharmaceutical/Biotechnology	61.1%	36.1%	44.4%	11.1%	16.7%	36
Retail/Wholesale Trade	42.9%	26.2%	71.4%	2.4%	7.1%	42
Services	41.0%	33.6%	62.3%	9.0%	11.5%	122
Health Care	50.0%	25.0%	83.3%	0.0%	16.7%	12
Revenue Size						
Under \$500 Million	46.7%	53.3%	53.3%	6.7%	6.7%	15
\$500 Million - \$1 Billion	26.5%	50.0%	70.6%	17.6%	2.9%	34
\$1 Billion - \$3 Billion	37.4%	35.3%	71.2%	3.6%	14.4%	139
\$3 Billion - \$6 Billion	58.3%	39.8%	58.3%	2.8%	9.3%	108
\$6 Billion - \$10 Billion	55.2%	26.9%	56.7%	6.0%	11.9%	67
\$10 Billion - \$20 Billion	64.7%	24.5%	52.9%	4.9%	11.8%	102
\$20 Billion or More	67.9%	33.0%	40.2%	3.6%	24.1%	112

LTI Plan Design**Restricted Stock/Stock Units (continued)**

LOWEST MIDPOINT ELIGIBLE							
	10th	25th	Median	75th	90th	Average	# of Responses
Total Sample	\$56.9	\$84.5	\$118.7	\$150.0	\$195.0	\$123.6	396
Industry Sector							
Energy Services	\$48.0	\$83.7	\$119.3	\$150.8	\$217.5	\$131.0	54
Financial Services	\$54.4	\$83.9	\$110.0	\$131.5	\$177.7	\$112.6	57
High Tech	\$47.5	\$77.6	\$125.4	\$154.0	\$187.2	\$123.1	74
Manufacturing	\$57.7	\$81.6	\$121.6	\$150.0	\$177.1	\$122.2	184
Media/Entertainment	\$50.8	\$101.2	\$135.0	\$162.1	\$232.7	\$134.3	12
Pharmaceutical/Biotechnology	\$40.0	\$64.0	\$100.0	\$120.0	\$132.6	\$93.7	23
Retail/Wholesale Trade	\$75.2	\$96.1	\$129.0	\$200.0	\$273.0	\$154.2	22
Services	\$44.1	\$75.0	\$117.0	\$156.1	\$200.0	\$121.6	71
Health Care	---	\$91.5	\$112.5	\$136.4	---	\$115.8	8
Revenue Size							
Under \$500 Million	\$52.7	\$58.5	\$92.1	\$126.5	\$142.7	\$92.8	10
\$500 Million - \$1 Billion	\$31.2	\$60.0	\$85.0	\$117.6	\$158.9	\$87.3	19
\$1 Billion - \$3 Billion	\$59.4	\$77.5	\$120.0	\$150.0	\$192.5	\$126.1	105
\$3 Billion - \$6 Billion	\$57.1	\$81.8	\$120.0	\$140.0	\$193.0	\$119.1	77
\$6 Billion - \$10 Billion	\$44.0	\$90.7	\$128.6	\$152.2	\$168.0	\$119.0	37
\$10 Billion - \$20 Billion	\$70.4	\$92.5	\$116.9	\$150.0	\$204.0	\$125.0	71
\$20 Billion or More	\$56.1	\$97.0	\$131.0	\$160.8	\$238.4	\$138.4	77

MIDPOINT OF 100% PARTICIPATION LEVEL							
	10th	25th	Median	75th	90th	Average	# of Responses
Total Sample	\$107.8	\$131.7	\$158.0	\$200.0	\$255.3	\$173.8	304
Industry Sector							
Energy Services	\$76.0	\$127.2	\$140.7	\$167.2	\$218.5	\$156.4	42
Financial Services	\$109.7	\$139.5	\$165.6	\$219.6	\$278.5	\$185.6	38
High Tech	\$126.7	\$142.5	\$165.9	\$213.5	\$272.7	\$183.5	52
Manufacturing	\$104.8	\$136.3	\$160.0	\$200.0	\$264.1	\$171.7	150
Media/Entertainment	---	\$123.0	\$192.9	\$251.1	---	\$198.0	8
Pharmaceutical/Biotechnology	\$46.9	\$108.0	\$149.0	\$184.4	\$200.8	\$138.2	21
Retail/Wholesale Trade	\$73.8	\$113.8	\$184.7	\$227.5	\$388.2	\$192.6	17
Services	\$108.3	\$125.0	\$164.0	\$234.8	\$258.5	\$180.3	52
Health Care	---	\$119.2	\$161.8	\$211.1	---	\$164.4	5
Revenue Size							
Under \$500 Million	---	\$121.8	\$167.4	\$227.1	---	\$171.6	6
\$500 Million - \$1 Billion	\$32.6	\$116.9	\$130.3	\$157.0	\$275.0	\$139.1	14
\$1 Billion - \$3 Billion	\$114.4	\$138.2	\$158.8	\$194.7	\$258.5	\$178.7	82
\$3 Billion - \$6 Billion	\$111.0	\$136.2	\$163.7	\$210.0	\$268.9	\$179.2	63
\$6 Billion - \$10 Billion	\$46.3	\$122.4	\$151.5	\$177.1	\$231.1	\$152.3	32
\$10 Billion - \$20 Billion	\$96.6	\$118.9	\$151.0	\$203.1	\$238.8	\$160.5	52
\$20 Billion or More	\$119.0	\$136.3	\$169.7	\$238.0	\$295.0	\$194.6	55

LTI Plan Design**Restricted Stock/Stock Units (continued)**

NUMBER OF EMPLOYEES ELIGIBLE FOR GRANTS					
	25th	Median	75th	Average	# of Responses
Total Sample	150	407	1,421	3,579	514
Industry Sector					
Energy Services	65	189	668	570	67
Financial Services	202	508	2,500	2,629	73
High Tech	194	600	3,750	9,851	97
Manufacturing	169	446	2,000	2,843	221
Media/Entertainment	106	190	1,120	587	19
Pharmaceutical/Biotechnology	765	3,182	12,866	6,959	33
Retail/Wholesale Trade	87	298	861	4,978	33
Services	156	444	1,350	7,223	110
Health Care	231	400	3,036	2,259	10
Revenue Size					
Under \$500 Million	43	199	392	224	13
\$500 Million - \$1 Billion	75	225	393	302	30
\$1 Billion - \$3 Billion	78	172	445	615	124
\$3 Billion - \$6 Billion	145	300	640	885	101
\$6 Billion - \$10 Billion	300	800	2,262	3,145	59
\$10 Billion - \$20 Billion	226	710	2,800	2,073	90
\$20 Billion or More	500	2,000	7,364	13,300	97

NUMBER OF EMPLOYEES RECEIVING GRANTS					
	25th	Median	75th	Average	# of Responses
Total Sample	128	300	967	1,597	514
Industry Sector					
Energy Services	65	163	500	408	67
Financial Services	162	339	1,378	983	73
High Tech	157	446	1,580	3,619	97
Manufacturing	144	386	1,258	1,838	221
Media/Entertainment	106	190	869	542	19
Pharmaceutical/Biotechnology	591	2,400	6,150	4,500	33
Retail/Wholesale Trade	65	265	783	2,299	33
Services	130	322	810	2,067	110
Health Care	151	256	2,632	1,245	10
Revenue Size					
Under \$500 Million	26	85	311	150	13
\$500 Million - \$1 Billion	74	124	241	196	30
\$1 Billion - \$3 Billion	77	147	285	312	124
\$3 Billion - \$6 Billion	132	228	580	486	101
\$6 Billion - \$10 Billion	250	500	1,352	1,472	59
\$10 Billion - \$20 Billion	226	620	1,650	1,382	90
\$20 Billion or More	434	1,500	4,534	5,301	97

LTI Plan Design**Restricted Stock/Stock Units (continued)**

PERCENT OF EMPLOYEES ELIGIBLE FOR GRANTS							
	10th	25th	Median	75th	90th	Average	# of Responses
Total Sample	1.0%	2.0%	4.0%	14.0%	40.0%	13.3%	439
Industry Sector							
Energy Services	1.0%	2.0%	4.0%	10.0%	36.6%	10.5%	57
Financial Services	2.0%	3.8%	9.5%	18.5%	30.9%	13.9%	70
High Tech	1.0%	2.0%	4.0%	15.0%	80.8%	18.2%	87
Manufacturing	1.0%	2.0%	5.0%	15.0%	42.6%	14.2%	193
Media/Entertainment	1.0%	1.0%	3.5%	9.0%	22.6%	7.4%	18
Pharmaceutical/Biotechnology	3.4%	9.0%	16.0%	39.0%	89.4%	28.6%	31
Retail/Wholesale Trade	1.0%	1.0%	2.0%	4.5%	9.6%	4.2%	21
Services	1.0%	1.0%	4.0%	12.0%	84.0%	16.1%	89
Health Care	---	1.0%	3.0%	5.0%	---	3.1%	9
Revenue Size							
Under \$500 Million	1.0%	7.0%	14.0%	35.5%	89.6%	25.7%	13
\$500 Million - \$1 Billion	1.0%	3.8%	10.5%	19.3%	36.4%	15.4%	26
\$1 Billion - \$3 Billion	1.0%	2.0%	4.0%	10.0%	35.6%	11.3%	106
\$3 Billion - \$6 Billion	1.0%	2.0%	4.0%	8.0%	22.9%	9.4%	90
\$6 Billion - \$10 Billion	1.0%	2.0%	3.0%	13.8%	58.0%	15.3%	54
\$10 Billion - \$20 Billion	1.0%	1.0%	5.0%	13.0%	33.0%	11.9%	75
\$20 Billion or More	1.0%	2.0%	5.0%	20.0%	75.2%	18.2%	75

PERCENT OF EMPLOYEES RECEIVING GRANTS							
	10th	25th	Median	75th	90th	Average	# of Responses
Total Sample	1.0%	2.0%	4.0%	8.0%	21.0%	9.0%	444
Industry Sector							
Energy Services	1.0%	2.0%	3.5%	6.3%	33.1%	8.3%	58
Financial Services	2.0%	3.0%	6.0%	12.0%	18.0%	8.3%	69
High Tech	1.0%	2.0%	3.0%	7.0%	36.9%	11.1%	90
Manufacturing	1.0%	2.0%	4.0%	8.0%	26.2%	10.2%	196
Media/Entertainment	1.0%	1.0%	3.5%	9.0%	17.0%	6.4%	18
Pharmaceutical/Biotechnology	3.2%	6.0%	13.0%	19.0%	80.4%	20.3%	31
Retail/Wholesale Trade	1.0%	1.0%	1.5%	4.3%	24.0%	5.2%	22
Services	1.0%	1.0%	3.0%	7.0%	29.0%	9.2%	91
Health Care	---	1.0%	2.5%	3.0%	---	2.3%	8
Revenue Size							
Under \$500 Million	1.0%	4.5%	6.0%	23.5%	74.2%	17.6%	13
\$500 Million - \$1 Billion	1.0%	3.3%	7.0%	15.5%	27.3%	13.4%	28
\$1 Billion - \$3 Billion	1.0%	2.0%	4.0%	7.0%	15.0%	7.1%	109
\$3 Billion - \$6 Billion	1.0%	2.0%	3.0%	6.0%	20.6%	7.9%	91
\$6 Billion - \$10 Billion	1.0%	2.0%	3.0%	9.5%	19.0%	8.8%	56
\$10 Billion - \$20 Billion	1.0%	1.0%	4.0%	8.0%	27.6%	9.2%	73
\$20 Billion or More	1.0%	2.0%	4.0%	10.8%	25.0%	10.1%	74

LTI Plan Design**Restricted Stock/Stock Units (continued)**

GRANT FREQUENCY				
	% of Responses			# of Responses
	Annual	Biennial	3 Years or More	
Total Sample	98.7%	1.0%	0.3%	606
Industry Sector				
Energy Services	100.0%	0.0%	0.0%	71
Financial Services	98.9%	0.0%	1.1%	90
High Tech	98.3%	1.7%	0.0%	118
Manufacturing	99.2%	0.4%	0.4%	261
Media/Entertainment	95.5%	4.5%	0.0%	22
Pharmaceutical/Biotechnology	100.0%	0.0%	0.0%	36
Retail/Wholesale Trade	100.0%	0.0%	0.0%	46
Services	96.0%	4.0%	0.0%	126
Health Care	100.0%	0.0%	0.0%	12
Revenue Size				
Under \$500 Million	100.0%	0.0%	0.0%	16
\$500 Million - \$1 Billion	100.0%	0.0%	0.0%	36
\$1 Billion - \$3 Billion	98.6%	0.0%	1.4%	145
\$3 Billion - \$6 Billion	98.3%	1.7%	0.0%	118
\$6 Billion - \$10 Billion	100.0%	0.0%	0.0%	68
\$10 Billion - \$20 Billion	99.1%	0.9%	0.0%	108
\$20 Billion or More	97.4%	2.6%	0.0%	115

VESTING SCHEDULE				
	% of Responses			# of Responses
	Cliff Vesting	Graded Vesting	Immediate Vesting	
Total Sample	40.3%	59.7%	0.0%	606
Industry Sector				
Energy Services	47.9%	52.1%	0.0%	71
Financial Services	33.3%	66.7%	0.0%	90
High Tech	34.7%	65.3%	0.0%	118
Manufacturing	45.2%	54.8%	0.0%	261
Media/Entertainment	36.4%	63.6%	0.0%	22
Pharmaceutical/Biotechnology	44.4%	55.6%	0.0%	36
Retail/Wholesale Trade	30.4%	69.6%	0.0%	46
Services	37.3%	62.7%	0.0%	126
Health Care	8.3%	91.7%	0.0%	12
Revenue Size				
Under \$500 Million	18.8%	81.3%	0.0%	16
\$500 Million - \$1 Billion	27.8%	72.2%	0.0%	36
\$1 Billion - \$3 Billion	40.7%	59.3%	0.0%	145
\$3 Billion - \$6 Billion	35.6%	64.4%	0.0%	118
\$6 Billion - \$10 Billion	39.7%	60.3%	0.0%	68
\$10 Billion - \$20 Billion	40.7%	59.3%	0.0%	108
\$20 Billion or More	51.3%	48.7%	0.0%	115

LTI Plan Design**Restricted Stock/Stock Units (continued)**

GRADED VESTING SCHEDULES						
	% of Responses					# of Responses
	20% Per Year	25% Per Year	33% Per Year	50% Per Year	Other	
Total Sample	5.2%	32.3%	53.0%	6.9%	2.5%	362
Industry Sector						
Energy Services	8.1%	24.3%	59.5%	2.7%	5.4%	37
Financial Services	1.7%	28.3%	56.7%	10.0%	3.3%	60
High Tech	7.8%	35.1%	46.8%	7.8%	2.6%	77
Manufacturing	5.6%	30.8%	55.9%	6.3%	1.4%	143
Media/Entertainment	7.1%	50.0%	21.4%	14.3%	7.1%	14
Pharmaceutical/Biotechnology	5.0%	50.0%	40.0%	5.0%	0.0%	20
Retail/Wholesale Trade	3.1%	37.5%	50.0%	9.4%	0.0%	32
Services	7.6%	36.7%	44.3%	7.6%	3.8%	79
Health Care	0.0%	54.5%	45.5%	0.0%	0.0%	11
Revenue Size						
Under \$500 Million	7.7%	30.8%	38.5%	7.7%	15.4%	13
\$500 Million - \$1 Billion	3.8%	26.9%	65.4%	3.8%	0.0%	26
\$1 Billion - \$3 Billion	7.0%	31.4%	51.2%	8.1%	2.3%	86
\$3 Billion - \$6 Billion	3.9%	32.9%	55.3%	6.6%	1.3%	76
\$6 Billion - \$10 Billion	7.3%	36.6%	46.3%	7.3%	2.4%	41
\$10 Billion - \$20 Billion	3.1%	34.4%	56.3%	4.7%	1.6%	64
\$20 Billion or More	5.4%	30.4%	51.8%	8.9%	3.6%	56

TOTAL TIME UNTIL 100% VESTED							
	% of Organizations						# of Responses
	1 Year or Less	2 Years	3 Years	4 Years	5 Years	More Than 5 Years	
Total Sample	0.5%	2.0%	67.5%	23.4%	6.1%	0.5%	603
Industry Sector							
Energy Services	0.0%	1.4%	76.1%	16.9%	5.6%	0.0%	71
Financial Services	1.1%	1.1%	62.9%	27.0%	7.9%	0.0%	89
High Tech	0.8%	0.8%	62.7%	27.1%	7.6%	0.8%	118
Manufacturing	0.8%	0.8%	72.3%	20.4%	5.0%	0.8%	260
Media/Entertainment	0.0%	4.5%	40.9%	45.5%	9.1%	0.0%	22
Pharmaceutical/Biotechnology	0.0%	0.0%	69.4%	27.8%	2.8%	0.0%	36
Retail/Wholesale Trade	0.0%	4.3%	63.0%	26.1%	6.5%	0.0%	46
Services	0.0%	4.8%	58.4%	28.0%	8.0%	0.0%	125
Health Care	0.0%	0.0%	58.3%	41.7%	0.0%	0.0%	12
Revenue Size							
Under \$500 Million	0.0%	13.3%	26.7%	40.0%	20.0%	0.0%	15
\$500 Million - \$1 Billion	0.0%	0.0%	72.2%	22.2%	5.6%	0.0%	36
\$1 Billion - \$3 Billion	0.7%	2.1%	71.0%	18.6%	6.2%	1.4%	145
\$3 Billion - \$6 Billion	0.0%	2.6%	66.7%	27.4%	3.4%	0.0%	117
\$6 Billion - \$10 Billion	0.0%	0.0%	69.1%	22.1%	8.8%	0.0%	68
\$10 Billion - \$20 Billion	0.0%	2.8%	65.7%	25.9%	5.6%	0.0%	108
\$20 Billion or More	1.8%	0.9%	68.4%	21.9%	6.1%	0.9%	114

LTI Plan Design**Restricted Stock/Stock Units (continued)**

PERFORMANCE CRITERIA REQUIRED IN ORDER FOR RESTRICTIONS TO LAPSE*			
	# of Organizations	% of Organizations	# of Responses
Total Sample	36	6.0%	603
Industry Sector			
Energy Services	6	8.5%	71
Financial Services	5	5.6%	90
High Tech	11	9.4%	117
Manufacturing	12	4.6%	259
Media/Entertainment	0	0.0%	22
Pharmaceutical/Biotechnology	1	2.8%	36
Retail/Wholesale Trade	5	10.9%	46
Services	5	4.0%	125
Health Care	3	25.0%	12
Revenue Size			
Under \$500 Million	0	0.0%	16
\$500 Million - \$1 Billion	1	2.8%	36
\$1 Billion - \$3 Billion	8	5.5%	145
\$3 Billion - \$6 Billion	11	9.4%	117
\$6 Billion - \$10 Billion	4	5.9%	68
\$10 Billion - \$20 Billion	6	5.7%	106
\$20 Billion or More	6	5.2%	115

*In addition to the organizations included in the above summary, 33 organizations grant restricted stock/stock units with performance criteria to a limited number of key executives in addition to time-based restricted awards. The classification of restricted stock/stock units with performance criteria and performance shares is blurry. For purposes of classifying the plans in this report, plans providing for payout percentages that can be less than or greater than target were classified as performance share plans.

CONSEQUENCES IF PERFORMANCE CRITERIA ARE NOT MET				
	% of Responses			# of Responses
	Shares are Forfeited	Shares Automatically Vest at the End of a Specified Number of Years	Other	
Total Sample	91.2%	5.9%	2.9%	34

REVENUE/PROFIT PERFORMANCE METRICS USED							
	% of Responses						# of Responses
	Revenues	EPS	Net Income	EBIT/Operating Income	EBITDA	Other	
Total Sample	8.7%	17.4%	13.0%	8.7%	19.6%	17.4%	46

ACCOUNTING RETURN/MARGIN PERFORMANCE METRICS USED							
	% of Responses						# of Responses
	ROIC/RONA	ROE	Operating Margin	Net Profit Margin	Gross Margin	Other	
Total Sample	6.5%	8.7%	0.0%	0.0%	0.0%	4.3%	46

LTI Plan Design**Restricted Stock/Stock Units (continued)**

SHAREHOLDER VALUE METRICS								
	% of Responses							# of Responses
	Stock Price Appreciation	Total Shareholder Return (TSR)	EVA/CVA/Economic Profit	CFROI	Operating Cash Flow	Free Cash Flow	Other	
Total Sample	2.2%	8.7%	2.2%	0.0%	4.3%	2.2%	6.5%	46

STRATEGIC PERFORMANCE METRICS USED							
	% of Responses						# of Responses
	Market Share	Quality	Customer Satisfaction/Service	Employee Metrics	Strategic Milestones	Other	
Total Sample	0.0%	0.0%	0.0%	2.2%	2.2%	6.5%	46

UNVESTED RESTRICTED STOCK/STOCK UNITS - TREATMENT UPON TERMINATION					
	% of Responses				# of Responses
	100% Vested	Portion of Award	Forfeited	Discretion	
TOTAL SAMPLE					
Normal Retirement	43.1%	29.3%	24.1%	3.6%	557
Early Retirement	22.2%	25.2%	47.6%	4.9%	531
Death	66.5%	20.6%	10.8%	2.1%	567
Disability	60.1%	21.6%	13.8%	4.5%	559
Resignation	0.5%	1.6%	96.5%	1.4%	566
Termination for Cause	0.5%	0.5%	97.4%	1.6%	568
Involuntary Termination	12.6%	23.4%	54.8%	9.1%	547
INDUSTRY SECTOR					
Energy Services					
Normal Retirement	30.9%	45.6%	22.1%	1.5%	68
Early Retirement	22.4%	34.3%	37.3%	6.0%	67
Death	60.3%	35.3%	2.9%	1.5%	68
Disability	56.7%	35.8%	4.5%	3.0%	67
Resignation	0.0%	0.0%	98.6%	1.4%	69
Termination for Cause	0.0%	0.0%	100.0%	0.0%	69
Involuntary Termination	16.2%	23.5%	45.6%	14.7%	68
Financial Services					
Normal Retirement	54.2%	28.9%	13.3%	3.6%	83
Early Retirement	27.2%	28.4%	38.3%	6.2%	81
Death	75.3%	15.3%	8.2%	1.2%	85
Disability	70.6%	15.3%	9.4%	4.7%	85
Resignation	1.2%	2.4%	95.3%	1.2%	85
Termination for Cause	2.4%	0.0%	97.6%	0.0%	85
Involuntary Termination	15.5%	21.4%	53.6%	9.5%	84

Table continues on next page.

LTI Plan Design

Restricted Stock/Stock Units (continued)

UNVESTED RESTRICTED STOCK/STOCK UNITS - TREATMENT UPON TERMINATION (continued)					
	% of Responses				# of Responses
	100% Vested	Portion of Award	Forfeited	Discretion	
INDUSTRY SECTOR (continued)					
High Tech					
Normal Retirement	41.1%	29.0%	27.1%	2.8%	107
Early Retirement	24.8%	23.8%	49.5%	2.0%	101
Death	64.2%	22.0%	11.9%	1.8%	109
Disability	58.1%	22.9%	15.2%	3.8%	105
Resignation	0.9%	3.8%	94.3%	0.9%	106
Termination for Cause	0.0%	0.9%	99.1%	0.0%	107
Involuntary Termination	11.8%	27.5%	58.8%	2.0%	102
Manufacturing					
Normal Retirement	46.9%	28.0%	22.6%	2.5%	239
Early Retirement	23.6%	28.4%	44.4%	3.6%	225
Death	69.3%	22.1%	7.0%	1.6%	244
Disability	61.3%	23.5%	10.9%	4.2%	238
Resignation	0.4%	2.5%	95.9%	1.2%	241
Termination for Cause	0.4%	0.8%	97.5%	1.2%	243
Involuntary Termination	13.8%	27.6%	52.6%	6.0%	232
Media/Entertainment					
Normal Retirement	45.5%	22.7%	27.3%	4.5%	22
Early Retirement	36.4%	22.7%	36.4%	4.5%	22
Death	63.6%	18.2%	18.2%	0.0%	22
Disability	59.1%	18.2%	22.7%	0.0%	22
Resignation	0.0%	4.5%	95.5%	0.0%	22
Termination for Cause	0.0%	0.0%	100.0%	0.0%	22
Involuntary Termination	14.3%	19.0%	61.9%	4.8%	21
Pharmaceutical/Biotechnology					
Normal Retirement	51.4%	20.0%	28.6%	0.0%	35
Early Retirement	26.5%	20.6%	52.9%	0.0%	34
Death	63.9%	22.2%	13.9%	0.0%	36
Disability	57.1%	22.9%	17.1%	2.9%	35
Resignation	0.0%	0.0%	94.4%	5.6%	36
Termination for Cause	0.0%	0.0%	94.4%	5.6%	36
Involuntary Termination	20.0%	25.7%	48.6%	5.7%	35

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LTI Plan Design**Restricted Stock/Stock Units (continued)**

UNVESTED RESTRICTED STOCK/STOCK UNITS - TREATMENT UPON TERMINATION (continued)					
	% of Responses				# of Responses
	100% Vested	Portion of Award	Forfeited	Discretion	
INDUSTRY SECTOR (continued)					
Retail/Wholesale Trade					
Normal Retirement	45.0%	22.5%	32.5%	0.0%	40
Early Retirement	16.2%	13.5%	67.6%	2.7%	37
Death	67.5%	12.5%	17.5%	2.5%	40
Disability	55.0%	12.5%	27.5%	5.0%	40
Resignation	0.0%	0.0%	100.0%	0.0%	40
Termination for Cause	0.0%	0.0%	95.0%	5.0%	40
Involuntary Termination	10.5%	13.2%	68.4%	7.9%	38
Services					
Normal Retirement	36.5%	25.2%	32.2%	6.1%	115
Early Retirement	20.2%	17.4%	56.0%	6.4%	109
Death	59.3%	17.8%	20.3%	2.5%	118
Disability	55.6%	18.8%	21.4%	4.3%	117
Resignation	0.8%	0.8%	96.6%	1.7%	119
Termination for Cause	0.0%	0.8%	96.6%	2.5%	119
Involuntary Termination	7.1%	20.4%	61.1%	11.5%	113
Health Care					
Normal Retirement	16.7%	25.0%	33.3%	25.0%	12
Early Retirement	0.0%	0.0%	91.7%	8.3%	12
Death	50.0%	0.0%	33.3%	16.7%	12
Disability	41.7%	8.3%	33.3%	16.7%	12
Resignation	0.0%	0.0%	91.7%	8.3%	12
Termination for Cause	0.0%	0.0%	91.7%	8.3%	12
Involuntary Termination	8.3%	16.7%	58.3%	16.7%	12
REVENUE SIZE					
Under \$500 Million					
Normal Retirement	33.3%	20.0%	40.0%	6.7%	15
Early Retirement	6.7%	33.3%	53.3%	6.7%	15
Death	66.7%	6.7%	26.7%	0.0%	15
Disability	60.0%	0.0%	33.3%	6.7%	15
Resignation	0.0%	0.0%	100.0%	0.0%	15
Termination for Cause	0.0%	0.0%	100.0%	0.0%	15
Involuntary Termination	23.1%	15.4%	46.2%	15.4%	13

Table continues on next page.

LTI Plan Design**Restricted Stock/Stock Units (continued)**

UNVESTED RESTRICTED STOCK/STOCK UNITS - TREATMENT UPON TERMINATION (continued)					
	% of Responses				# of Responses
	100% Vested	Portion of Award	Forfeited	Discretion	
REVENUE SIZE (continued)					
\$500 Million - \$1 Billion					
Normal Retirement	32.3%	25.8%	32.3%	9.7%	31
Early Retirement	12.9%	19.4%	51.6%	16.1%	31
Death	56.3%	21.9%	15.6%	6.3%	32
Disability	50.0%	21.9%	18.8%	9.4%	32
Resignation	0.0%	0.0%	97.1%	2.9%	34
Termination for Cause	0.0%	0.0%	100.0%	0.0%	34
Involuntary Termination	6.7%	10.0%	73.3%	10.0%	30
\$1 Billion - \$3 Billion					
Normal Retirement	41.4%	28.1%	27.3%	3.1%	128
Early Retirement	23.4%	23.4%	50.8%	2.4%	124
Death	61.1%	22.9%	13.7%	2.3%	131
Disability	55.4%	23.8%	16.2%	4.6%	130
Resignation	0.8%	3.1%	96.2%	0.0%	131
Termination for Cause	0.0%	0.8%	98.5%	0.8%	131
Involuntary Termination	8.5%	23.3%	60.5%	7.8%	129
\$3 Billion - \$6 Billion					
Normal Retirement	31.8%	40.0%	25.5%	2.7%	110
Early Retirement	12.9%	31.7%	51.5%	4.0%	101
Death	62.8%	27.4%	8.0%	1.8%	113
Disability	59.3%	26.5%	9.7%	4.4%	113
Resignation	0.0%	1.8%	95.5%	2.7%	111
Termination for Cause	0.9%	0.0%	97.3%	1.8%	112
Involuntary Termination	11.1%	19.4%	60.2%	9.3%	108
\$6 Billion - \$10 Billion					
Normal Retirement	34.4%	36.1%	23.0%	6.6%	61
Early Retirement	16.4%	29.1%	47.3%	7.3%	55
Death	64.5%	24.2%	9.7%	1.6%	62
Disability	63.8%	22.4%	10.3%	3.4%	58
Resignation	0.0%	0.0%	98.4%	1.6%	62
Termination for Cause	0.0%	0.0%	98.4%	1.6%	62
Involuntary Termination	13.3%	26.7%	48.3%	11.7%	60

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LTI Plan Design**Restricted Stock/Stock Units (continued)**

UNVESTED RESTRICTED STOCK/STOCK UNITS - TREATMENT UPON TERMINATION (continued)					
	% of Responses				# of Responses
	100% Vested	Portion of Award	Forfeited	Discretion	
REVENUE SIZE (continued)					
\$10 Billion - \$20 Billion					
Normal Retirement	51.0%	21.2%	24.0%	3.8%	104
Early Retirement	21.6%	22.5%	52.0%	3.9%	102
Death	68.6%	17.1%	12.4%	1.9%	105
Disability	54.3%	21.9%	20.0%	3.8%	105
Resignation	1.9%	1.0%	94.2%	2.9%	103
Termination for Cause	1.0%	1.0%	94.2%	3.8%	104
Involuntary Termination	12.9%	25.7%	53.5%	7.9%	101
\$20 Billion or More					
Normal Retirement	58.3%	25.9%	14.8%	0.9%	108
Early Retirement	38.8%	22.3%	34.0%	4.9%	103
Death	78.9%	13.8%	5.5%	1.8%	109
Disability	73.6%	16.0%	6.6%	3.8%	106
Resignation	0.0%	1.8%	98.2%	0.0%	110
Termination for Cause	0.9%	0.9%	97.3%	0.9%	110
Involuntary Termination	18.9%	28.3%	43.4%	9.4%	106

LTI Plan Design

Restricted Stock/Stock Units (continued)

TREATMENT OF OUTSTANDING UNVESTED AWARDS UPON CHANGE-IN-CONTROL					
	% of Responses				# of Responses
	"Single Trigger" Vesting	"Double Trigger" Vesting	No Impact	Other	
Total Sample	29.4%	48.9%	12.5%	9.2%	513
Industry Sector					
Energy Services	30.2%	57.1%	6.3%	6.3%	63
Financial Services	20.3%	50.6%	19.0%	10.1%	79
High Tech	24.5%	53.9%	15.7%	5.9%	102
Manufacturing	31.2%	46.2%	11.8%	10.9%	221
Media/Entertainment	47.4%	26.3%	15.8%	10.5%	19
Pharmaceutical/Biotechnology	37.9%	44.8%	3.4%	13.8%	29
Retail/Wholesale Trade	34.3%	40.0%	17.1%	8.6%	35
Services	31.1%	49.5%	12.6%	6.8%	103
Health Care	25.0%	66.7%	0.0%	8.3%	12
Revenue Size					
Under \$500 Million	27.3%	63.6%	0.0%	9.1%	11
\$500 Million - \$1 Billion	38.2%	38.2%	14.7%	8.8%	34
\$1 Billion - \$3 Billion	31.5%	53.1%	6.2%	9.2%	130
\$3 Billion - \$6 Billion	30.4%	43.1%	12.7%	13.7%	102
\$6 Billion - \$10 Billion	27.8%	61.1%	7.4%	3.7%	54
\$10 Billion - \$20 Billion	27.7%	51.1%	11.7%	9.6%	94
\$20 Billion or More	25.0%	42.0%	26.1%	6.8%	88

LTI Plan Design**Restricted Stock/Stock Units (continued)**

ORGANIZATIONS HAVING A MANDATORY SHARE RETENTION RATIO			
	No	Yes	# of Responses
Total Sample	72.0%	28.0%	517
Industry Sector			
Energy Services	72.1%	27.9%	61
Financial Services	63.6%	36.4%	77
High Tech	76.0%	24.0%	100
Manufacturing	77.2%	22.8%	219
Media/Entertainment	89.5%	10.5%	19
Pharmaceutical/Biotechnology	93.9%	6.1%	33
Retail/Wholesale Trade	68.4%	31.6%	38
Services	70.9%	29.1%	110
Health Care	50.0%	50.0%	12
Revenue Size			
Under \$500 Million	92.9%	7.1%	14
\$500 Million - \$1 Billion	65.7%	34.3%	35
\$1 Billion - \$3 Billion	80.9%	19.1%	131
\$3 Billion - \$6 Billion	74.8%	25.2%	103
\$6 Billion - \$10 Billion	75.5%	24.5%	53
\$10 Billion - \$20 Billion	67.8%	32.2%	87
\$20 Billion or More	57.4%	42.6%	94

SHARES WHICH MUST BE RETAINED IF SHARE RETENTION IS REQUIRED			
	All shares after taxes are paid must be retained	Only a percentage of share profit must be retained	# of Responses
Total Sample	27.8%	72.2%	144
Industry Sector			
Energy Services	35.3%	64.7%	17
Financial Services	25.9%	74.1%	27
High Tech	37.5%	62.5%	24
Manufacturing	36.0%	64.0%	50
Media/Entertainment	0.0%	100.0%	2
Pharmaceutical/Biotechnology	0.0%	100.0%	2
Retail/Wholesale Trade	9.1%	90.9%	11
Services	21.2%	78.8%	33
Health Care	16.7%	83.3%	6
Revenue Size			
Under \$500 Million	0.0%	100.0%	1
\$500 Million - \$1 Billion	50.0%	50.0%	12
\$1 Billion - \$3 Billion	28.0%	72.0%	25
\$3 Billion - \$6 Billion	36.0%	64.0%	25
\$6 Billion - \$10 Billion	38.5%	61.5%	13
\$10 Billion - \$20 Billion	10.3%	89.7%	29
\$20 Billion or More	25.6%	74.4%	39

LTI Plan Design**Restricted Stock/Stock Units (continued)**

TIME PERIOD SHARES MUST BE RETAINED				
	% of Responses			# of Responses
	Until Ownership Guideline is Met	Specified Period of Time	Until Retirement	
Total Sample	76.0%	17.8%	6.2%	146
Industry Sector				
Energy Services	76.5%	11.8%	11.8%	17
Financial Services	65.5%	27.6%	6.9%	29
High Tech	83.3%	16.7%	0.0%	24
Manufacturing	72.0%	22.0%	6.0%	50
Media/Entertainment	100.0%	0.0%	0.0%	2
Pharmaceutical/Biotechnology	100.0%	0.0%	0.0%	2
Retail/Wholesale Trade	90.9%	9.1%	0.0%	11
Services	84.8%	9.1%	6.1%	33
Health Care	83.3%	16.7%	0.0%	6
Revenue Size				
Under \$500 Million	0.0%	100.0%	0.0%	1
\$500 Million - \$1 Billion	66.7%	33.3%	0.0%	12
\$1 Billion - \$3 Billion	73.1%	7.7%	19.2%	26
\$3 Billion - \$6 Billion	84.6%	7.7%	7.7%	26
\$6 Billion - \$10 Billion	84.6%	7.7%	7.7%	13
\$10 Billion - \$20 Billion	72.4%	24.1%	3.4%	29
\$20 Billion or More	76.9%	23.1%	0.0%	39

LTI Plan Design**Performance Plan Awards**

ORGANIZATIONS GRANTING DURING MOST RECENT ANNUAL LTI GRANT			
	# of Organizations	% of Organizations	# of Responses
Total Sample	724	80.2%	903
Industry Sector			
Energy Services	94	86.2%	109
Financial Services	128	81.0%	158
High Tech	126	76.8%	164
Manufacturing	308	79.6%	387
Media/Entertainment	21	84.0%	25
Pharmaceutical/Biotechnology	34	64.2%	53
Retail/Wholesale Trade	49	76.6%	64
Services	126	76.4%	165
Health Care	19	95.0%	20
Revenue Size			
Under \$500 Million	23	56.1%	41
\$500 Million - \$1 Billion	35	67.3%	52
\$1 Billion - \$3 Billion	162	78.3%	207
\$3 Billion - \$6 Billion	137	81.1%	169
\$6 Billion - \$10 Billion	86	90.5%	95
\$10 Billion - \$20 Billion	120	82.8%	145
\$20 Billion or More	161	83.0%	194

TYPE OF AWARDS				
	% of Responses			# of Responses
	Performance Units	Performance Cash	Performance Shares	
Total Sample	3.9%	25.3%	70.8%	727
Industry Sector				
Energy Services	3.2%	20.2%	76.6%	94
Financial Services	7.8%	32.8%	59.4%	128
High Tech	2.4%	22.2%	75.4%	126
Manufacturing	3.6%	22.0%	74.4%	309
Media/Entertainment	4.8%	23.8%	71.4%	21
Pharmaceutical/Biotechnology	5.9%	8.8%	85.3%	34
Retail/Wholesale Trade	0.0%	28.0%	72.0%	50
Services	1.6%	25.2%	73.2%	127
Health Care	10.5%	47.4%	42.1%	19
Revenue Size				
Under \$500 Million	13.0%	56.5%	30.4%	23
\$500 Million - \$1 Billion	2.9%	17.1%	80.0%	35
\$1 Billion - \$3 Billion	2.5%	30.1%	67.5%	163
\$3 Billion - \$6 Billion	2.9%	23.2%	73.9%	138
\$6 Billion - \$10 Billion	3.5%	17.4%	79.1%	86
\$10 Billion - \$20 Billion	1.7%	20.0%	78.3%	120
\$20 Billion or More	6.8%	27.8%	65.4%	162

LTI Plan Design

Performance Plan Awards (continued)

CRITERIA USED TO DETERMINE ELIGIBILITY						
	% of Responses					# of Responses
	Base/ Midpoint/ Grade	Discretionary Judgment	Position or Title	All Employees	Other	
Total Sample	42.2%	20.6%	65.5%	1.6%	11.5%	685
Industry Sector						
Energy Services	34.5%	21.8%	71.3%	0.0%	18.4%	87
Financial Services	36.1%	23.0%	72.1%	0.8%	9.0%	122
High Tech	48.7%	18.3%	64.3%	1.7%	10.4%	115
Manufacturing	52.9%	22.9%	54.6%	2.7%	13.3%	293
Media/Entertainment	35.0%	25.0%	80.0%	0.0%	5.0%	20
Pharmaceutical/Biotechnology	55.9%	11.8%	35.3%	2.9%	17.6%	34
Retail/Wholesale Trade	26.7%	6.7%	82.2%	0.0%	6.7%	45
Services	36.1%	18.5%	71.4%	1.7%	5.0%	119
Health Care	26.3%	10.5%	89.5%	0.0%	21.1%	19
Revenue Size						
Under \$500 Million	20.0%	25.0%	85.0%	0.0%	10.0%	20
\$500 Million - \$1 Billion	3.2%	16.1%	90.3%	6.5%	3.2%	31
\$1 Billion - \$3 Billion	34.9%	21.7%	73.7%	1.3%	13.2%	152
\$3 Billion - \$6 Billion	44.9%	22.0%	66.1%	1.6%	10.2%	127
\$6 Billion - \$10 Billion	46.2%	23.1%	55.1%	2.6%	16.7%	78
\$10 Billion - \$20 Billion	43.7%	16.8%	65.5%	0.8%	9.2%	119
\$20 Billion or More	54.4%	20.3%	55.1%	1.3%	12.0%	158

LOWEST MIDPOINT ELIGIBLE							
	10th	25th	Median	75th	90th	Average	# of Responses
Total Sample	\$95.9	\$129.7	\$166.3	\$237.1	\$303.8	\$193.6	427
Industry Sector							
Energy Services	\$97.3	\$127.1	\$146.9	\$176.4	\$229.5	\$155.6	60
Financial Services	\$102.8	\$129.8	\$162.2	\$229.5	\$330.0	\$195.4	66
High Tech	\$85.6	\$140.0	\$179.9	\$250.0	\$309.8	\$210.6	71
Manufacturing	\$86.3	\$127.5	\$171.8	\$250.0	\$310.0	\$197.3	198
Media/Entertainment	\$141.0	\$189.5	\$255.0	\$496.5	\$690.0	\$335.0	13
Pharmaceutical/Biotechnology	\$90.2	\$130.8	\$202.1	\$298.0	\$319.7	\$213.3	20
Retail/Wholesale Trade	\$92.7	\$135.7	\$180.6	\$203.8	\$298.6	\$184.2	24
Services	\$104.0	\$136.0	\$183.3	\$255.0	\$405.6	\$221.1	71
Health Care	---	\$102.9	\$141.2	\$226.8	---	\$158.7	8
Revenue Size							
Under \$500 Million	\$68.2	\$96.5	\$142.4	\$171.3	\$188.6	\$134.6	12
\$500 Million - \$1 Billion	\$81.2	\$125.0	\$150.0	\$221.0	\$360.0	\$181.0	15
\$1 Billion - \$3 Billion	\$75.0	\$123.1	\$156.2	\$229.0	\$274.8	\$182.3	102
\$3 Billion - \$6 Billion	\$97.4	\$128.1	\$160.3	\$210.9	\$263.1	\$178.1	82
\$6 Billion - \$10 Billion	\$93.6	\$128.0	\$166.2	\$200.0	\$263.9	\$174.3	47
\$10 Billion - \$20 Billion	\$110.5	\$135.0	\$190.0	\$256.4	\$300.0	\$196.7	67
\$20 Billion or More	\$118.1	\$136.0	\$191.2	\$267.5	\$371.0	\$233.1	102

LTI Plan Design**Performance Plan Awards (continued)**

MIDPOINT OF 100% PARTICIPATION LEVEL							
	10th	25th	Median	75th	90th	Average	# of Responses
Total Sample	\$125.9	\$150.1	\$212.2	\$279.5	\$372.4	\$234.3	316
Industry Sector							
Energy Services	\$126.0	\$137.3	\$166.6	\$218.8	\$300.0	\$187.9	44
Financial Services	\$116.0	\$165.5	\$238.5	\$312.3	\$395.0	\$256.2	41
High Tech	\$139.2	\$173.5	\$234.2	\$300.0	\$383.5	\$251.4	57
Manufacturing	\$126.3	\$150.8	\$213.7	\$274.9	\$329.2	\$230.2	160
Media/Entertainment	\$152.5	\$219.3	\$252.5	\$656.3	\$697.5	\$386.4	10
Pharmaceutical/Biotechnology	\$100.6	\$136.0	\$170.0	\$261.9	\$365.4	\$207.6	15
Retail/Wholesale Trade	\$124.8	\$185.6	\$256.0	\$380.0	\$420.0	\$273.6	13
Services	\$128.0	\$159.5	\$234.2	\$333.3	\$472.0	\$262.5	53
Health Care	---	\$126.5	\$179.5	\$261.3	---	\$191.0	5
Revenue Size							
Under \$500 Million	---	\$112.0	\$157.2	\$237.1	---	\$177.7	6
\$500 Million - \$1 Billion	\$127.3	\$160.0	\$336.5	\$374.9	\$383.0	\$284.6	11
\$1 Billion - \$3 Billion	\$125.8	\$147.9	\$175.0	\$251.8	\$334.6	\$215.6	73
\$3 Billion - \$6 Billion	\$124.7	\$140.0	\$201.6	\$250.0	\$339.5	\$217.8	62
\$6 Billion - \$10 Billion	\$120.8	\$161.5	\$204.7	\$246.0	\$306.3	\$210.5	40
\$10 Billion - \$20 Billion	\$125.1	\$150.2	\$241.8	\$300.0	\$375.0	\$234.4	50
\$20 Billion or More	\$133.5	\$170.8	\$252.6	\$317.0	\$410.0	\$276.4	74

NUMBER OF EMPLOYEES ELIGIBLE FOR GRANTS						
	25th	Median	75th	Average	# of Responses	
Total Sample	25	70	241	596	570	
Industry Sector						
Energy Services	25	65	162	445	81	
Financial Services	14	48	251	251	97	
High Tech	26	60	259	621	92	
Manufacturing	31	72	240	856	247	
Media/Entertainment	9	21	148	296	18	
Pharmaceutical/Biotechnology	51	145	449	610	29	
Retail/Wholesale Trade	25	100	183	160	31	
Services	20	96	412	602	101	
Health Care	17	42	316	184	13	
Revenue Size						
Under \$500 Million	9	20	35	111	14	
\$500 Million - \$1 Billion	7	24	87	176	28	
\$1 Billion - \$3 Billion	15	57	166	320	134	
\$3 Billion - \$6 Billion	29	59	161	189	113	
\$6 Billion - \$10 Billion	44	131	387	498	66	
\$10 Billion - \$20 Billion	25	67	200	526	95	
\$20 Billion or More	53	188	699	1,554	120	

LTI Plan Design**Performance Plan Awards (continued)**

NUMBER OF EMPLOYEES RECEIVING GRANTS					
	25th	Median	75th	Average	# of Responses
Total Sample	24	65	200	282	570
Industry Sector					
Energy Services	25	60	151	173	81
Financial Services	14	48	190	228	97
High Tech	26	60	241	290	92
Manufacturing	31	65	200	357	247
Media/Entertainment	9	19	137	292	18
Pharmaceutical/Biotechnology	35	145	440	583	29
Retail/Wholesale Trade	20	64	167	111	31
Services	19	93	322	305	101
Health Care	17	37	304	178	13
Revenue Size					
Under \$500 Million	9	20	35	101	14
\$500 Million - \$1 Billion	7	24	77	129	28
\$1 Billion - \$3 Billion	15	52	121	117	134
\$3 Billion - \$6 Billion	29	55	159	144	113
\$6 Billion - \$10 Billion	38	97	293	205	66
\$10 Billion - \$20 Billion	23	64	200	281	95
\$20 Billion or More	53	171	652	698	120

PERCENT OF EMPLOYEES ELIGIBLE TO RECEIVE GRANTS							
	10th	25th	Median	75th	90th	Average	# of Responses
Total Sample	0.6%	0.9%	1.9%	4.1%	8.2%	5.3%	337
Industry Sector							
Energy Services	0.6%	1.2%	2.6%	4.5%	15.2%	9.0%	67
Financial Services	0.6%	0.8%	2.4%	5.1%	8.4%	3.5%	64
High Tech	0.6%	1.1%	1.9%	3.5%	13.8%	7.5%	42
Manufacturing	0.6%	0.9%	1.8%	3.2%	6.6%	4.6%	136
Media/Entertainment	---	0.8%	1.3%	5.4%	---	2.9%	9
Pharmaceutical/Biotechnology	0.7%	0.9%	1.8%	4.1%	17.0%	4.8%	17
Retail/Wholesale Trade	0.5%	0.8%	1.5%	1.8%	4.9%	1.8%	12
Services	0.5%	0.6%	1.5%	3.6%	9.8%	6.0%	53
Health Care	---	1.1%	1.2%	3.1%	---	1.9%	5
Revenue Size							
Under \$500 Million	0.7%	1.0%	3.0%	5.8%	53.8%	10.1%	14
\$500 Million - \$1 Billion	0.6%	0.9%	1.5%	3.3%	8.4%	2.9%	22
\$1 Billion - \$3 Billion	0.6%	0.8%	2.0%	4.3%	10.0%	6.5%	98
\$3 Billion - \$6 Billion	0.6%	0.9%	1.9%	3.2%	5.5%	4.8%	72
\$6 Billion - \$10 Billion	0.6%	0.7%	2.3%	4.9%	11.8%	4.4%	42
\$10 Billion - \$20 Billion	0.5%	0.7%	2.0%	4.2%	8.0%	5.9%	39
\$20 Billion or More	0.5%	0.9%	1.6%	3.1%	8.7%	4.0%	50

LTI Plan Design**Performance Plan Awards (continued)**

PERCENT OF EMPLOYEES RECEIVING GRANTS							
	10th	25th	Median	75th	90th	Average	# of Responses
Total Sample	0.6%	0.9%	1.8%	3.3%	6.2%	3.7%	335
Industry Sector							
Energy Services	0.6%	1.2%	2.5%	3.9%	9.3%	5.2%	66
Financial Services	0.6%	0.8%	2.3%	4.7%	8.1%	3.2%	63
High Tech	0.6%	0.9%	1.7%	2.8%	5.8%	2.7%	41
Manufacturing	0.6%	0.9%	1.8%	3.1%	5.4%	3.5%	134
Media/Entertainment	---	0.8%	1.1%	5.3%	---	2.8%	9
Pharmaceutical/Biotechnology	0.7%	0.9%	1.7%	4.6%	18.2%	4.8%	16
Retail/Wholesale Trade	0.6%	0.8%	1.4%	1.7%	4.2%	1.5%	11
Services	0.5%	0.6%	1.6%	3.0%	7.7%	3.3%	56
Health Care	---	1.0%	1.2%	2.8%	---	1.7%	5
Revenue Size							
Under \$500 Million	0.7%	1.0%	3.0%	4.2%	52.1%	9.5%	14
\$500 Million - \$1 Billion	0.6%	0.8%	1.6%	3.6%	10.4%	3.0%	23
\$1 Billion - \$3 Billion	0.6%	0.8%	1.8%	3.8%	7.2%	3.2%	101
\$3 Billion - \$6 Billion	0.6%	0.9%	1.8%	2.8%	4.7%	3.8%	71
\$6 Billion - \$10 Billion	0.6%	0.7%	2.0%	3.9%	7.8%	3.3%	40
\$10 Billion - \$20 Billion	0.5%	0.8%	2.0%	3.6%	4.8%	3.1%	37
\$20 Billion or More	0.5%	0.9%	1.6%	2.9%	8.9%	3.7%	49

GRANT FREQUENCY					
	% of Responses				# of Responses
	Annual	Every 2 Years	Every 3 Years	Every 4 Years or More	
Total Sample	97.8%	0.8%	1.4%	0.0%	727
Industry Sector					
Energy Services	97.9%	0.0%	2.1%	0.0%	94
Financial Services	99.2%	0.0%	0.8%	0.0%	128
High Tech	95.2%	1.6%	3.2%	0.0%	126
Manufacturing	97.7%	0.6%	1.6%	0.0%	309
Media/Entertainment	95.2%	4.8%	0.0%	0.0%	21
Pharmaceutical/Biotechnology	100.0%	0.0%	0.0%	0.0%	34
Retail/Wholesale Trade	100.0%	0.0%	0.0%	0.0%	50
Services	95.3%	3.1%	1.6%	0.0%	127
Health Care	100.0%	0.0%	0.0%	0.0%	19
Revenue Size					
Under \$500 Million	95.7%	0.0%	4.3%	0.0%	23
\$500 Million - \$1 Billion	97.1%	0.0%	2.9%	0.0%	35
\$1 Billion - \$3 Billion	97.5%	1.2%	1.2%	0.0%	163
\$3 Billion - \$6 Billion	99.3%	0.7%	0.0%	0.0%	138
\$6 Billion - \$10 Billion	97.7%	0.0%	2.3%	0.0%	86
\$10 Billion - \$20 Billion	99.2%	0.0%	0.8%	0.0%	120
\$20 Billion or More	96.3%	1.9%	1.9%	0.0%	162

LTI Plan Design**Performance Plan Awards (continued)**

LENGTH OF PERFORMANCE CYCLE					
	% of Responses				# of Responses
	1 Year	2 Years	3 Years	4 Years or More	
Total Sample	7.6%	4.4%	84.3%	3.7%	727
Industry Sector					
Energy Services	6.4%	1.1%	90.4%	2.1%	94
Financial Services	6.3%	0.8%	88.3%	4.7%	128
High Tech	10.3%	6.3%	78.6%	4.8%	126
Manufacturing	6.5%	4.5%	84.8%	4.2%	309
Media/Entertainment	0.0%	4.8%	90.5%	4.8%	21
Pharmaceutical/Biotechnology	5.9%	2.9%	85.3%	5.9%	34
Retail/Wholesale Trade	10.0%	8.0%	82.0%	0.0%	50
Services	11.8%	8.7%	74.8%	4.7%	127
Health Care	5.3%	5.3%	89.5%	0.0%	19
Revenue Size					
Under \$500 Million	13.0%	13.0%	69.6%	4.3%	23
\$500 Million - \$1 Billion	11.4%	5.7%	82.9%	0.0%	35
\$1 Billion - \$3 Billion	4.9%	5.5%	87.1%	2.5%	163
\$3 Billion - \$6 Billion	10.1%	2.2%	84.8%	2.9%	138
\$6 Billion - \$10 Billion	5.8%	5.8%	87.2%	1.2%	86
\$10 Billion - \$20 Billion	6.7%	4.2%	85.8%	3.3%	120
\$20 Billion or More	8.0%	3.1%	80.9%	8.0%	162

DIVIDENDS (OR DIVIDEND EQUIVALENTS)			
	# of Organizations	% of Organizations	# of Responses
Total Sample	261	51.0%	512
Industry Sector			
Energy Services	54	75.0%	72
Financial Services	43	56.6%	76
High Tech	44	46.3%	95
Manufacturing	106	46.3%	229
Media/Entertainment	6	40.0%	15
Pharmaceutical/Biotechnology	8	27.6%	29
Retail/Wholesale Trade	15	42.9%	35
Services	40	43.5%	92
Health Care	3	37.5%	8
Revenue Size			
Under \$500 Million	6	85.7%	7
\$500 Million - \$1 Billion	14	50.0%	28
\$1 Billion - \$3 Billion	50	46.3%	108
\$3 Billion - \$6 Billion	48	47.5%	101
\$6 Billion - \$10 Billion	30	44.1%	68
\$10 Billion - \$20 Billion	52	55.3%	94
\$20 Billion or More	61	57.5%	106

LTI Plan Design**Performance Plan Awards (continued)**

DIVIDENDS PAID DURING PERFORMANCE PERIOD					
	% of Responses				# of Responses
	Paid Currently	Accrued with Interest	Accrued with No Interest	Reinvested in Additional Shares	
Total Sample	8.9%	2.8%	45.2%	43.1%	248
Industry Sector					
Energy Services	1.9%	1.9%	41.5%	54.7%	53
Financial Services	9.5%	2.4%	45.2%	42.9%	42
High Tech	12.2%	2.4%	39.0%	46.3%	41
Manufacturing	10.9%	4.0%	47.5%	37.6%	101
Media/Entertainment	33.3%	0.0%	50.0%	16.7%	6
Pharmaceutical/Biotechnology	0.0%	0.0%	42.9%	57.1%	7
Retail/Wholesale Trade	15.4%	0.0%	30.8%	53.8%	13
Services	11.1%	0.0%	47.2%	41.7%	36
Health Care	0.0%	33.3%	66.7%	0.0%	3
Revenue Size					
Under \$500 Million	0.0%	0.0%	83.3%	16.7%	6
\$500 Million - \$1 Billion	7.1%	0.0%	35.7%	57.1%	14
\$1 Billion - \$3 Billion	10.4%	2.1%	39.6%	47.9%	48
\$3 Billion - \$6 Billion	9.8%	4.9%	56.1%	29.3%	41
\$6 Billion - \$10 Billion	6.7%	3.3%	56.7%	33.3%	30
\$10 Billion - \$20 Billion	3.9%	0.0%	39.2%	56.9%	51
\$20 Billion or More	13.8%	5.2%	39.7%	41.4%	58

NUMBER OF PERFORMANCE MEASURES USED					
	% of Responses				# of Responses
	1 Measure	2 Measures	3 Measures	More Than 3 Measures	
Total Sample	39.3%	36.4%	17.3%	7.0%	700
Industry Sector					
Energy Services	42.6%	24.5%	18.1%	14.9%	94
Financial Services	28.3%	37.5%	23.3%	10.8%	120
High Tech	42.7%	39.3%	15.4%	2.6%	117
Manufacturing	43.1%	37.4%	14.8%	4.7%	297
Media/Entertainment	40.0%	30.0%	25.0%	5.0%	20
Pharmaceutical/Biotechnology	35.3%	38.2%	17.6%	8.8%	34
Retail/Wholesale Trade	40.8%	40.8%	14.3%	4.1%	49
Services	40.5%	41.3%	16.5%	1.7%	121
Health Care	21.1%	31.6%	26.3%	21.1%	19
Revenue Size					
Under \$500 Million	31.8%	22.7%	22.7%	22.7%	22
\$500 Million - \$1 Billion	53.1%	31.3%	6.3%	9.4%	32
\$1 Billion - \$3 Billion	45.2%	35.7%	14.6%	4.5%	157
\$3 Billion - \$6 Billion	43.3%	33.6%	15.7%	7.5%	134
\$6 Billion - \$10 Billion	38.3%	38.3%	18.5%	4.9%	81
\$10 Billion - \$20 Billion	38.7%	34.5%	18.5%	8.4%	119
\$20 Billion or More	29.0%	43.2%	21.3%	6.5%	155

LTI Plan Design**Performance Plan Awards (continued)**

PERFORMANCE MEASURED IN DETERMINING PAYOUT					
	% of Responses				# of Responses
	Corporate	Divisional/Group	Individual	Other	
Total Sample	97.3%	12.4%	6.8%	3.2%	711
Industry Sector					
Energy Services	96.8%	9.7%	5.4%	6.5%	93
Financial Services	99.2%	7.9%	9.5%	3.2%	126
High Tech	96.7%	10.8%	4.2%	3.3%	120
Manufacturing	97.4%	12.2%	4.9%	2.3%	304
Media/Entertainment	100.0%	19.0%	0.0%	0.0%	21
Pharmaceutical/Biotechnology	100.0%	2.9%	5.9%	2.9%	34
Retail/Wholesale Trade	95.5%	25.0%	9.1%	2.3%	44
Services	96.8%	12.0%	4.0%	3.2%	125
Health Care	94.7%	31.6%	36.8%	5.3%	19
Revenue Size					
Under \$500 Million	100.0%	13.0%	21.7%	8.7%	23
\$500 Million - \$1 Billion	100.0%	8.8%	2.9%	2.9%	34
\$1 Billion - \$3 Billion	97.5%	11.2%	6.2%	2.5%	161
\$3 Billion - \$6 Billion	97.8%	12.7%	3.0%	0.7%	134
\$6 Billion - \$10 Billion	96.3%	12.2%	8.5%	3.7%	82
\$10 Billion - \$20 Billion	95.0%	8.4%	5.0%	5.0%	119
\$20 Billion or More	98.1%	17.1%	9.5%	3.8%	158

REVENUE/PROFIT PERFORMANCE METRICS USED							
	% of Responses						# of Responses
	Revenues	EPS	Net Income	EBIT/ Operating Income	EBITDA	Other	
Total Sample	15.6%	21.2%	6.9%	7.4%	11.0%	22.6%	712
Industry Sector							
Energy Services	5.3%	13.8%	4.3%	1.1%	9.6%	23.4%	94
Financial Services	17.9%	17.1%	9.8%	6.5%	3.3%	32.5%	123
High Tech	23.3%	25.8%	7.5%	6.7%	6.7%	23.3%	120
Manufacturing	16.8%	23.1%	6.3%	7.3%	10.6%	20.5%	303
Media/Entertainment	20.0%	45.0%	5.0%	10.0%	15.0%	20.0%	20
Pharmaceutical/Biotechnology	32.4%	29.4%	5.9%	0.0%	2.9%	26.5%	34
Retail/Wholesale Trade	18.4%	26.5%	10.2%	18.4%	18.4%	18.4%	49
Services	17.6%	21.6%	6.4%	8.8%	16.0%	21.6%	125
Health Care	11.1%	38.9%	5.6%	11.1%	22.2%	5.6%	18
Revenue Size							
Under \$500 Million	9.5%	4.8%	0.0%	4.8%	4.8%	19.0%	21
\$500 Million - \$1 Billion	11.4%	22.9%	5.7%	0.0%	5.7%	8.6%	35
\$1 Billion - \$3 Billion	14.6%	19.6%	8.2%	7.6%	15.2%	22.2%	158
\$3 Billion - \$6 Billion	14.8%	25.2%	5.9%	9.6%	11.1%	22.2%	135
\$6 Billion - \$10 Billion	14.1%	21.2%	5.9%	2.4%	14.1%	20.0%	85
\$10 Billion - \$20 Billion	15.8%	24.2%	6.7%	10.0%	12.5%	25.8%	120
\$20 Billion or More	19.6%	19.0%	8.2%	8.2%	5.7%	25.9%	158

LTI Plan Design**Performance Plan Awards (continued)**

ACCOUNTING RETURN/MARGIN PERFORMANCE METRICS USED							
	% of Responses						# of Responses
	ROIC/RONA	ROE	Operating Margin	Net Profit Margin	Gross Margin	Other	
Total Sample	15.2%	9.0%	2.7%	0.4%	0.4%	11.1%	712
Industry Sector							
Energy Services	5.3%	9.6%	1.1%	0.0%	0.0%	7.4%	94
Financial Services	4.9%	31.7%	3.3%	0.0%	0.8%	21.1%	123
High Tech	20.8%	0.0%	0.0%	0.8%	0.0%	10.8%	120
Manufacturing	21.5%	2.6%	1.7%	0.7%	0.3%	9.6%	303
Media/Entertainment	0.0%	5.0%	0.0%	0.0%	0.0%	5.0%	20
Pharmaceutical/Biotechnology	20.6%	2.9%	0.0%	2.9%	0.0%	5.9%	34
Retail/Wholesale Trade	24.5%	6.1%	4.1%	0.0%	0.0%	8.2%	49
Services	13.6%	1.6%	3.2%	0.8%	0.8%	9.6%	125
Health Care	16.7%	16.7%	16.7%	0.0%	0.0%	5.6%	18
Revenue Size							
Under \$500 Million	9.5%	14.3%	4.8%	0.0%	0.0%	4.8%	21
\$500 Million - \$1 Billion	8.6%	8.6%	5.7%	2.9%	0.0%	2.9%	35
\$1 Billion - \$3 Billion	15.2%	7.6%	1.9%	0.0%	0.6%	10.8%	158
\$3 Billion - \$6 Billion	15.6%	6.7%	1.5%	0.7%	0.0%	13.3%	135
\$6 Billion - \$10 Billion	16.5%	10.6%	3.5%	0.0%	0.0%	7.1%	85
\$10 Billion - \$20 Billion	12.5%	8.3%	1.7%	0.8%	0.0%	10.0%	120
\$20 Billion or More	18.4%	11.4%	3.8%	0.0%	1.3%	15.2%	158

SHAREHOLDER VALUE PERFORMANCE METRICS USED							
	% of Responses						# of Responses
	Total Shareholder Return (TSR)	EVA/CVA/Economic Profit	CFROI	Operating Cash Flow	Free Cash Flow	Other	
Total Sample	40.4%	2.2%	0.3%	3.5%	3.9%	9.7%	712
Industry Sector							
Energy Services	72.3%	0.0%	0.0%	2.1%	1.1%	10.6%	94
Financial Services	25.2%	0.8%	0.0%	1.6%	0.0%	11.4%	123
High Tech	40.0%	4.2%	0.8%	5.0%	5.0%	10.8%	120
Manufacturing	43.6%	4.0%	0.7%	4.3%	4.3%	9.2%	303
Media/Entertainment	50.0%	0.0%	0.0%	10.0%	30.0%	5.0%	20
Pharmaceutical/Biotechnology	50.0%	5.9%	0.0%	2.9%	5.9%	11.8%	34
Retail/Wholesale Trade	10.2%	2.0%	0.0%	2.0%	6.1%	8.2%	49
Services	39.2%	1.6%	0.0%	4.8%	8.0%	9.6%	125
Health Care	16.7%	0.0%	0.0%	5.6%	5.6%	5.6%	18
Revenue Size							
Under \$500 Million	23.8%	0.0%	0.0%	0.0%	0.0%	9.5%	21
\$500 Million - \$1 Billion	45.7%	2.9%	2.9%	0.0%	0.0%	11.4%	35
\$1 Billion - \$3 Billion	38.0%	1.9%	0.0%	2.5%	3.2%	10.1%	158
\$3 Billion - \$6 Billion	41.5%	3.0%	0.7%	4.4%	5.9%	5.2%	135
\$6 Billion - \$10 Billion	51.8%	0.0%	0.0%	2.4%	2.4%	17.6%	85
\$10 Billion - \$20 Billion	42.5%	1.7%	0.0%	1.7%	5.8%	8.3%	120
\$20 Billion or More	35.4%	3.8%	0.0%	7.0%	3.8%	9.5%	158

LTI Plan Design**Performance Plan Awards (continued)****STRATEGIC PERFORMANCE METRICS USED**

	% of Responses						# of Responses
	Market Share	Quality	Customer Satisfaction/Service	Employee Metrics	Strategic Milestones	Other	
Total Sample	2.1%	2.0%	3.8%	2.8%	2.8%	8.3%	712
Industry Sector							
Energy Services	1.1%	4.3%	11.7%	4.3%	8.5%	19.1%	94
Financial Services	4.1%	2.4%	5.7%	6.5%	4.1%	13.0%	123
High Tech	0.8%	0.8%	1.7%	1.7%	0.8%	1.7%	120
Manufacturing	1.7%	1.0%	1.0%	1.3%	1.3%	4.6%	303
Media/Entertainment	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20
Pharmaceutical/Biotechnology	0.0%	2.9%	0.0%	0.0%	5.9%	5.9%	34
Retail/Wholesale Trade	2.0%	0.0%	2.0%	6.1%	0.0%	6.1%	49
Services	1.6%	0.8%	3.2%	0.8%	1.6%	2.4%	125
Health Care	5.6%	16.7%	5.6%	0.0%	5.6%	27.8%	18
Revenue Size							
Under \$500 Million	9.5%	9.5%	33.3%	14.3%	23.8%	33.3%	21
\$500 Million - \$1 Billion	5.7%	2.9%	11.4%	5.7%	5.7%	17.1%	35
\$1 Billion - \$3 Billion	1.3%	1.9%	1.3%	1.9%	3.8%	6.3%	158
\$3 Billion - \$6 Billion	0.7%	1.5%	2.2%	0.7%	0.7%	5.2%	135
\$6 Billion - \$10 Billion	2.4%	2.4%	2.4%	2.4%	0.0%	4.7%	85
\$10 Billion - \$20 Billion	1.7%	1.7%	2.5%	1.7%	3.3%	8.3%	120
\$20 Billion or More	2.5%	1.3%	3.8%	4.4%	1.3%	9.5%	158

MAXIMUM PAYOUT AS % OF TARGET

	% of Responses						# of Responses
	Less Than 150%	150%	151% - 199%	200%	More Than 200%	No Maximum	
Total Sample	9.5%	21.8%	3.3%	57.2%	7.6%	0.7%	726
Industry Sector							
Energy Services	7.4%	23.4%	5.3%	62.8%	1.1%	0.0%	94
Financial Services	12.5%	28.1%	3.1%	46.9%	7.8%	1.6%	128
High Tech	7.9%	20.6%	4.8%	61.1%	5.6%	0.0%	126
Manufacturing	5.8%	16.9%	3.6%	63.6%	9.4%	0.6%	308
Media/Entertainment	19.0%	14.3%	0.0%	61.9%	4.8%	0.0%	21
Pharmaceutical/Biotechnology	9.1%	21.2%	0.0%	48.5%	18.2%	3.0%	33
Retail/Wholesale Trade	16.0%	22.0%	4.0%	50.0%	8.0%	0.0%	50
Services	14.2%	25.2%	1.6%	49.6%	8.7%	0.8%	127
Health Care	10.5%	26.3%	0.0%	63.2%	0.0%	0.0%	19
Revenue Size							
Under \$500 Million	21.7%	43.5%	4.3%	17.4%	13.0%	0.0%	23
\$500 Million - \$1 Billion	17.1%	22.9%	5.7%	45.7%	8.6%	0.0%	35
\$1 Billion - \$3 Billion	9.8%	21.5%	2.5%	57.7%	8.6%	0.0%	163
\$3 Billion - \$6 Billion	9.5%	22.6%	4.4%	58.4%	4.4%	0.7%	137
\$6 Billion - \$10 Billion	8.1%	23.3%	1.2%	58.1%	8.1%	1.2%	86
\$10 Billion - \$20 Billion	3.3%	21.7%	2.5%	65.0%	7.5%	0.0%	120
\$20 Billion or More	11.1%	17.3%	4.3%	57.4%	8.0%	1.9%	162

LTI Plan Design**Performance Plan Awards (continued)**

THRESHOLD PAYOUT AS % OF TARGET						
	% of Responses					# of Responses
	Less Than 25%	25%	26% - 49%	50%	More Than 50%	
Total Sample	28.4%	18.2%	8.3%	39.1%	6.1%	726
Industry Sector						
Energy Services	22.3%	21.3%	10.6%	38.3%	7.4%	94
Financial Services	35.2%	11.7%	6.3%	40.6%	6.3%	128
High Tech	27.8%	19.0%	10.3%	34.9%	7.9%	126
Manufacturing	31.2%	18.8%	9.7%	35.4%	4.9%	308
Media/Entertainment	23.8%	9.5%	9.5%	42.9%	14.3%	21
Pharmaceutical/Biotechnology	30.3%	18.2%	12.1%	33.3%	6.1%	33
Retail/Wholesale Trade	28.0%	28.0%	0.0%	38.0%	6.0%	50
Services	19.7%	18.1%	9.4%	44.1%	8.7%	127
Health Care	26.3%	10.5%	0.0%	63.2%	0.0%	19
Revenue Size						
Under \$500 Million	30.4%	4.3%	4.3%	47.8%	13.0%	23
\$500 Million - \$1 Billion	22.9%	17.1%	8.6%	42.9%	8.6%	35
\$1 Billion - \$3 Billion	23.9%	17.8%	9.2%	45.4%	3.7%	163
\$3 Billion - \$6 Billion	24.1%	16.8%	5.8%	47.4%	5.8%	137
\$6 Billion - \$10 Billion	31.4%	22.1%	12.8%	27.9%	5.8%	86
\$10 Billion - \$20 Billion	26.7%	19.2%	8.3%	42.5%	3.3%	120
\$20 Billion or More	37.0%	19.1%	7.4%	27.2%	9.3%	162

PERFORMANCE RELATIVE TO PEER GROUP OR INDEX			
	# of Organizations	% of Organizations	# of Responses
Total Sample	330	49.2%	671
Industry Sector			
Energy Services	68	73.1%	93
Financial Services	52	44.4%	117
High Tech	54	47.4%	114
Manufacturing	144	51.4%	280
Media/Entertainment	10	50.0%	20
Pharmaceutical/Biotechnology	19	61.3%	31
Retail/Wholesale Trade	9	20.5%	44
Services	53	44.2%	120
Health Care	4	23.5%	17
Revenue Size			
Under \$500 Million	7	33.3%	21
\$500 Million - \$1 Billion	18	51.4%	35
\$1 Billion - \$3 Billion	66	44.0%	150
\$3 Billion - \$6 Billion	66	51.2%	129
\$6 Billion - \$10 Billion	46	58.2%	79
\$10 Billion - \$20 Billion	59	54.6%	108
\$20 Billion or More	68	45.6%	149

LTI Plan Design

Performance Plan Awards (continued)

PEER GROUP OR INDEXES USED TO MEASURE PERFORMANCE						
	% of Responses					# of Responses
	Custom Peer Group	S&P 500 Index	Russell 2000 Index	Industry Index	Other	
Total Sample	50.8%	13.8%	1.2%	16.6%	17.5%	325
Industry Sector						
Energy Services	52.9%	2.9%	0.0%	38.2%	5.9%	68
Financial Services	62.0%	14.0%	2.0%	10.0%	12.0%	50
High Tech	35.8%	20.8%	1.9%	18.9%	22.6%	53
Manufacturing	52.1%	14.8%	2.1%	9.9%	21.1%	142
Media/Entertainment	40.0%	50.0%	0.0%	0.0%	10.0%	10
Pharmaceutical/Biotechnology	55.6%	5.6%	5.6%	5.6%	27.8%	18
Retail/Wholesale Trade	44.4%	33.3%	0.0%	0.0%	22.2%	9
Services	38.5%	19.2%	0.0%	15.4%	26.9%	52
Health Care	0.0%	50.0%	0.0%	25.0%	25.0%	4
Revenue Size						
Under \$500 Million	71.4%	14.3%	0.0%	14.3%	0.0%	7
\$500 Million - \$1 Billion	23.5%	5.9%	0.0%	47.1%	23.5%	17
\$1 Billion - \$3 Billion	43.1%	10.8%	3.1%	23.1%	20.0%	65
\$3 Billion - \$6 Billion	52.3%	12.3%	1.5%	16.9%	16.9%	65
\$6 Billion - \$10 Billion	57.4%	19.1%	0.0%	10.6%	12.8%	47
\$10 Billion - \$20 Billion	58.9%	12.5%	1.8%	16.1%	10.7%	56
\$20 Billion or More	50.0%	17.6%	0.0%	7.4%	25.0%	68

LTI Plan Design**Performance Plan Awards (continued)**

PERFORMANCE VS. PEERS AND PAYOUT LEVELS							
	10th	25th	Median	75th	90th	Average	# of Responses
TOTAL SAMPLE							
Performance at 90th Percentile	150.0%	175.0%	200.0%	200.0%	200.0%	187.4%	229
Performance at 75th Percentile	125.0%	150.0%	150.0%	200.0%	200.0%	162.5%	229
Performance at 50th Percentile	80.0%	100.0%	100.0%	100.0%	100.0%	96.0%	229
Performance at 25th Percentile	0.0%	0.0%	25.0%	50.0%	50.0%	27.2%	229
Performance at 10th Percentile	0.0%	0.0%	0.0%	0.0%	0.0%	2.3%	229
INDUSTRY SECTOR							
Energy Services							
Performance at 90th Percentile	150.0%	183.0%	200.0%	200.0%	200.0%	190.6%	57
Performance at 75th Percentile	148.0%	150.0%	150.0%	172.5%	200.0%	160.2%	57
Performance at 50th Percentile	96.0%	100.0%	100.0%	100.0%	100.0%	98.1%	57
Performance at 25th Percentile	0.0%	0.0%	25.0%	50.0%	50.0%	23.4%	57
Performance at 10th Percentile	0.0%	0.0%	0.0%	0.0%	0.0%	1.1%	57
Financial Services							
Performance at 90th Percentile	125.0%	150.0%	200.0%	200.0%	200.0%	174.7%	29
Performance at 75th Percentile	120.0%	150.0%	150.0%	179.0%	200.0%	157.9%	29
Performance at 50th Percentile	100.0%	100.0%	100.0%	100.0%	100.0%	101.0%	29
Performance at 25th Percentile	0.0%	25.0%	50.0%	50.0%	62.0%	36.9%	29
Performance at 10th Percentile	0.0%	0.0%	0.0%	0.0%	50.0%	7.4%	29
High Tech							
Performance at 90th Percentile	150.0%	170.5%	200.0%	200.0%	200.0%	184.4%	36
Performance at 75th Percentile	125.0%	141.0%	175.0%	200.0%	200.0%	167.6%	36
Performance at 50th Percentile	76.4%	100.0%	100.0%	100.0%	100.0%	96.2%	36
Performance at 25th Percentile	0.0%	0.0%	25.0%	50.0%	50.0%	29.2%	36
Performance at 10th Percentile	0.0%	0.0%	0.0%	0.0%	0.0%	2.1%	36
Manufacturing							
Performance at 90th Percentile	150.0%	181.5%	200.0%	200.0%	200.0%	190.2%	101
Performance at 75th Percentile	121.0%	150.0%	165.0%	200.0%	200.0%	165.2%	101
Performance at 50th Percentile	75.0%	100.0%	100.0%	100.0%	100.0%	93.9%	101
Performance at 25th Percentile	0.0%	0.0%	25.0%	50.0%	50.0%	28.1%	101
Performance at 10th Percentile	0.0%	0.0%	0.0%	0.0%	0.0%	2.2%	101
Media/Entertainment							
Performance at 90th Percentile	---	200.0%	200.0%	200.0%	---	194.3%	7
Performance at 75th Percentile	---	136.0%	163.0%	200.0%	---	158.9%	7
Performance at 50th Percentile	---	100.0%	100.0%	100.0%	---	90.0%	7
Performance at 25th Percentile	---	0.0%	0.0%	30.0%	---	14.1%	7
Performance at 10th Percentile	---	0.0%	0.0%	0.0%	---	2.4%	7

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LTI Plan Design

Performance Plan Awards (continued)

PERFORMANCE VS. PEERS AND PAYOUT LEVELS (continued)							
	10th	25th	Median	75th	90th	Average	# of Responses
INDUSTRY SECTOR (continued)							
Pharmaceutical/Biotechnology							
Performance at 90th Percentile	120.5%	143.8%	200.0%	200.0%	200.0%	179.5%	10
Performance at 75th Percentile	78.5%	140.0%	157.5%	177.5%	200.0%	153.8%	10
Performance at 50th Percentile	30.4%	94.8%	100.0%	100.0%	100.0%	90.4%	10
Performance at 25th Percentile	0.0%	15.0%	29.0%	50.0%	86.0%	32.8%	10
Performance at 10th Percentile	0.0%	0.0%	0.0%	0.0%	72.0%	8.0%	10
Retail/Wholesale Trade							
Performance at 90th Percentile	---	168.8%	190.0%	200.0%	---	184.2%	6
Performance at 75th Percentile	---	150.0%	150.0%	162.5%	---	158.3%	6
Performance at 50th Percentile	---	83.3%	100.0%	100.0%	---	93.8%	6
Performance at 25th Percentile	---	0.0%	12.5%	25.8%	---	13.0%	6
Performance at 10th Percentile	---	0.0%	0.0%	0.0%	---	0.0%	6
Services							
Performance at 90th Percentile	150.0%	150.0%	200.0%	200.0%	200.0%	184.8%	35
Performance at 75th Percentile	125.0%	150.0%	150.0%	200.0%	200.0%	161.7%	35
Performance at 50th Percentile	82.8%	100.0%	100.0%	100.0%	100.0%	95.4%	35
Performance at 25th Percentile	0.0%	0.0%	25.0%	50.0%	50.0%	25.5%	35
Performance at 10th Percentile	0.0%	0.0%	0.0%	0.0%	0.0%	0.5%	35
Health Care							
Performance at 90th Percentile	---	---	---	---	---	---	1
Performance at 75th Percentile	---	---	---	---	---	---	1
Performance at 50th Percentile	---	---	---	---	---	---	1
Performance at 25th Percentile	---	---	---	---	---	---	1
Performance at 10th Percentile	---	---	---	---	---	---	1
REVENUE SIZE							
Under \$500 Million							
Performance at 90th Percentile	---	150.0%	175.0%	250.0%	---	189.3%	7
Performance at 75th Percentile	---	145.0%	150.0%	200.0%	---	162.9%	7
Performance at 50th Percentile	---	80.0%	100.0%	100.0%	---	92.9%	7
Performance at 25th Percentile	---	0.0%	25.0%	50.0%	---	25.0%	7
Performance at 10th Percentile	---	0.0%	0.0%	20.0%	---	10.0%	7
\$500 Million - \$1 Billion							
Performance at 90th Percentile	---	150.0%	187.5%	200.0%	---	185.6%	8
Performance at 75th Percentile	---	150.0%	150.0%	178.0%	---	158.9%	8
Performance at 50th Percentile	---	100.0%	100.0%	100.0%	---	101.0%	8
Performance at 25th Percentile	---	0.0%	12.5%	50.0%	---	23.4%	8
Performance at 10th Percentile	---	0.0%	0.0%	0.0%	---	0.0%	8

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LTI Plan Design

Performance Plan Awards (continued)

PERFORMANCE VS. PEERS AND PAYOUT LEVELS (continued)							
	10th	25th	Median	75th	90th	Average	# of Responses
REVENUE SIZE (continued)							
\$1 Billion - \$3 Billion							
Performance at 90th Percentile	150.0%	200.0%	200.0%	200.0%	200.0%	194.0%	45
Performance at 75th Percentile	138.4%	150.0%	167.0%	200.0%	200.0%	167.9%	45
Performance at 50th Percentile	98.0%	100.0%	100.0%	100.0%	100.0%	97.7%	45
Performance at 25th Percentile	0.0%	0.0%	25.0%	47.0%	50.0%	23.4%	45
Performance at 10th Percentile	0.0%	0.0%	0.0%	0.0%	0.0%	1.7%	45
\$3 Billion - \$6 Billion							
Performance at 90th Percentile	150.0%	175.0%	200.0%	200.0%	200.0%	185.3%	47
Performance at 75th Percentile	124.0%	150.0%	150.0%	200.0%	200.0%	161.6%	47
Performance at 50th Percentile	74.0%	100.0%	100.0%	100.0%	100.0%	96.0%	47
Performance at 25th Percentile	0.0%	0.0%	25.0%	50.0%	50.0%	30.0%	47
Performance at 10th Percentile	0.0%	0.0%	0.0%	0.0%	0.0%	1.6%	47
\$6 Billion - \$10 Billion							
Performance at 90th Percentile	140.0%	175.0%	200.0%	200.0%	220.0%	187.8%	35
Performance at 75th Percentile	134.0%	150.0%	150.0%	200.0%	200.0%	165.1%	35
Performance at 50th Percentile	75.0%	100.0%	100.0%	100.0%	100.0%	95.7%	35
Performance at 25th Percentile	0.0%	0.0%	25.0%	50.0%	50.0%	21.9%	35
Performance at 10th Percentile	0.0%	0.0%	0.0%	0.0%	0.0%	1.4%	35
\$10 Billion - \$20 Billion							
Performance at 90th Percentile	150.0%	200.0%	200.0%	200.0%	200.0%	192.5%	44
Performance at 75th Percentile	137.5%	150.0%	150.0%	200.0%	200.0%	164.9%	44
Performance at 50th Percentile	100.0%	100.0%	100.0%	100.0%	100.0%	98.9%	44
Performance at 25th Percentile	0.0%	14.0%	25.0%	50.0%	50.0%	30.8%	44
Performance at 10th Percentile	0.0%	0.0%	0.0%	0.0%	0.0%	3.6%	44
\$20 Billion or More							
Performance at 90th Percentile	135.0%	150.0%	200.0%	200.0%	200.0%	177.2%	43
Performance at 75th Percentile	116.0%	150.0%	150.0%	175.0%	200.0%	153.8%	43
Performance at 50th Percentile	75.0%	88.0%	100.0%	100.0%	100.0%	91.2%	43
Performance at 25th Percentile	0.0%	0.0%	25.0%	50.0%	50.0%	29.6%	43
Performance at 10th Percentile	0.0%	0.0%	0.0%	0.0%	0.0%	2.0%	43

LTI Plan Design**Performance Plan Awards (continued)**

PEER GROUP PLAN HAS AN ABSOLUTE PERFORMANCE THRESHOLD			
	% of Responses		# of Responses
	No	Yes	
Total Sample	84.1%	15.9%	289
Industry Sector			
Energy Services	84.4%	15.6%	64
Financial Services	79.5%	20.5%	44
High Tech	76.6%	23.4%	47
Manufacturing	85.6%	14.4%	125
Media/Entertainment	62.5%	37.5%	8
Pharmaceutical/Biotechnology	87.5%	12.5%	16
Retail/Wholesale Trade	100.0%	0.0%	8
Services	80.4%	19.6%	46
Health Care	100.0%	0.0%	2
Revenue Size			
Under \$500 Million	83.3%	16.7%	6
\$500 Million - \$1 Billion	80.0%	20.0%	15
\$1 Billion - \$3 Billion	84.7%	15.3%	59
\$3 Billion - \$6 Billion	82.8%	17.2%	58
\$6 Billion - \$10 Billion	78.0%	22.0%	41
\$10 Billion - \$20 Billion	83.6%	16.4%	55
\$20 Billion or More	90.9%	9.1%	55

FORM OF AWARD PAYMENT				
	% of Responses			# of Responses
	All Cash	All Shares	Both Cash and Shares	
Total Sample	34.9%	57.7%	7.4%	688
Industry Sector				
Energy Services	40.2%	45.7%	14.1%	92
Financial Services	48.4%	47.5%	4.1%	122
High Tech	27.6%	64.7%	7.8%	116
Manufacturing	29.8%	61.3%	8.9%	292
Media/Entertainment	28.6%	71.4%	0.0%	21
Pharmaceutical/Biotechnology	20.6%	76.5%	2.9%	34
Retail/Wholesale Trade	26.7%	68.9%	4.4%	45
Services	30.8%	65.8%	3.3%	120
Health Care	47.1%	47.1%	5.9%	17
Revenue Size				
Under \$500 Million	68.2%	31.8%	0.0%	22
\$500 Million - \$1 Billion	25.0%	75.0%	0.0%	32
\$1 Billion - \$3 Billion	34.9%	59.9%	5.3%	152
\$3 Billion - \$6 Billion	33.1%	52.8%	14.2%	127
\$6 Billion - \$10 Billion	30.1%	62.7%	7.2%	83
\$10 Billion - \$20 Billion	29.8%	64.0%	6.1%	114
\$20 Billion or More	39.9%	52.5%	7.6%	158

LTI Plan Design**Performance Plan Awards (continued)**

AWARD PAYOUT DEFERRAL PROVIDED				
	% of Responses			# of Responses
	No	Yes, Mandatory Deferrals	Yes, Voluntary Participant Deferrals	
Total Sample	66.2%	13.5%	20.4%	683
Industry Sector				
Energy Services	59.8%	7.6%	32.6%	92
Financial Services	61.2%	10.7%	28.1%	121
High Tech	70.9%	14.5%	14.5%	117
Manufacturing	70.6%	11.9%	17.5%	286
Media/Entertainment	70.0%	15.0%	15.0%	20
Pharmaceutical/Biotechnology	67.6%	11.8%	20.6%	34
Retail/Wholesale Trade	72.3%	19.1%	8.5%	47
Services	61.7%	20.8%	17.5%	120
Health Care	76.5%	23.5%	0.0%	17
Revenue Size				
Under \$500 Million	47.8%	30.4%	21.7%	23
\$500 Million - \$1 Billion	68.6%	17.1%	14.3%	35
\$1 Billion - \$3 Billion	70.3%	12.8%	16.9%	148
\$3 Billion - \$6 Billion	65.1%	14.0%	20.9%	129
\$6 Billion - \$10 Billion	70.0%	11.3%	18.8%	80
\$10 Billion - \$20 Billion	69.1%	11.8%	19.1%	110
\$20 Billion or More	61.4%	12.7%	25.9%	158

FORM OF COMPENSATION USED IN DETERMINING GRANTS FOR PERFORMANCE CASH PLANS					
	% of Responses				# of Responses
	Base Salary	Base Salary Midpoint	Total Annual Cash Compensation	Other	
Total Sample	67.0%	7.4%	5.1%	20.5%	176
Industry Sector					
Energy Services	89.5%	0.0%	0.0%	10.5%	19
Financial Services	70.0%	7.5%	2.5%	20.0%	40
High Tech	56.0%	12.0%	12.0%	20.0%	25
Manufacturing	69.4%	9.7%	6.5%	14.5%	62
Media/Entertainment	20.0%	20.0%	20.0%	40.0%	5
Pharmaceutical/Biotechnology	50.0%	0.0%	0.0%	50.0%	2
Retail/Wholesale Trade	57.1%	14.3%	0.0%	28.6%	14
Services	46.9%	6.3%	9.4%	37.5%	32
Health Care	77.8%	0.0%	11.1%	11.1%	9
Revenue Size					
Under \$500 Million	84.6%	7.7%	0.0%	7.7%	13
\$500 Million - \$1 Billion	100.0%	0.0%	0.0%	0.0%	6
\$1 Billion - \$3 Billion	66.7%	8.3%	6.3%	18.8%	48
\$3 Billion - \$6 Billion	67.7%	9.7%	3.2%	19.4%	31
\$6 Billion - \$10 Billion	53.8%	7.7%	7.7%	30.8%	13
\$10 Billion - \$20 Billion	73.9%	4.3%	4.3%	17.4%	23
\$20 Billion or More	57.1%	7.1%	7.1%	28.6%	42

LTI Plan Design**Performance Plan Awards (continued)**

PAYOUT DETERMINATION FOR PERFORMANCE CASH PLANS					
	% of Responses				# of Responses
	Compensation at the Beginning of the Cycle	Compensation at the End of the Cycle	Average Compensation Over the Cycle	Aggregate Compensation Over the Cycle	
Total Sample	70.9%	19.2%	9.9%	0.0%	182
Industry Sector					
Energy Services	47.4%	31.6%	21.1%	0.0%	19
Financial Services	61.9%	26.2%	11.9%	0.0%	42
High Tech	74.1%	18.5%	7.4%	0.0%	27
Manufacturing	74.6%	17.9%	7.5%	0.0%	67
Media/Entertainment	100.0%	0.0%	0.0%	0.0%	5
Pharmaceutical/Biotechnology	100.0%	0.0%	0.0%	0.0%	3
Retail/Wholesale Trade	100.0%	0.0%	0.0%	0.0%	14
Services	78.1%	15.6%	6.3%	0.0%	32
Health Care	62.5%	12.5%	25.0%	0.0%	8
Revenue Size					
Under \$500 Million	53.8%	23.1%	23.1%	0.0%	13
\$500 Million - \$1 Billion	50.0%	33.3%	16.7%	0.0%	6
\$1 Billion - \$3 Billion	80.9%	17.0%	2.1%	0.0%	47
\$3 Billion - \$6 Billion	68.8%	15.6%	15.6%	0.0%	32
\$6 Billion - \$10 Billion	73.3%	20.0%	6.7%	0.0%	15
\$10 Billion - \$20 Billion	66.7%	16.7%	16.7%	0.0%	24
\$20 Billion or More	71.1%	22.2%	6.7%	0.0%	45

AWARD PAYOUT AS % OF TARGET FOR MOST RECENT CYCLE END							
	10th	25th	Median	75th	90th	Average	# of Responses
Total Sample	60.0%	95.0%	116.0%	153.0%	200.0%	125.7%	411
Industry Sector							
Energy Services	50.0%	96.8%	114.0%	150.0%	174.4%	116.9%	62
Financial Services	79.0%	100.0%	116.0%	150.8%	200.0%	136.4%	74
High Tech	55.5%	90.3%	111.5%	152.3%	200.0%	121.2%	64
Manufacturing	60.0%	91.0%	122.0%	168.0%	200.0%	127.6%	179
Media/Entertainment	37.4%	96.3%	100.0%	157.0%	194.6%	113.3%	12
Pharmaceutical/Biotechnology	34.8%	82.0%	122.0%	141.0%	190.4%	116.0%	23
Retail/Wholesale Trade	47.2%	70.3%	103.0%	144.0%	195.1%	110.5%	20
Services	49.5%	80.5%	100.0%	152.3%	200.0%	117.9%	64
Health Care	81.4%	102.8%	132.0%	200.0%	200.0%	142.3%	12
Revenue Size							
Under \$500 Million	99.0%	100.0%	103.5%	140.3%	150.0%	116.4%	14
\$500 Million - \$1 Billion	49.1%	97.8%	122.5%	178.8%	200.0%	134.1%	20
\$1 Billion - \$3 Billion	54.0%	85.0%	100.0%	150.0%	194.0%	122.7%	89
\$3 Billion - \$6 Billion	63.7%	88.8%	121.5%	168.3%	200.0%	130.1%	66
\$6 Billion - \$10 Billion	65.0%	93.0%	110.0%	160.0%	200.0%	124.5%	49
\$10 Billion - \$20 Billion	48.4%	88.0%	114.0%	150.5%	200.0%	119.7%	65
\$20 Billion or More	67.5%	97.8%	125.5%	171.5%	200.0%	129.1%	108

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Performance Plan Awards (continued)

UNVESTED PERFORMANCE PLAN AWARDS - TREATMENT UPON TERMINATION						
	% of Responses					# of Responses
	Target			Actual		
	Forfeit	Full	Pro Rata	Full	Pro Rata	
TOTAL SAMPLE						
Normal Retirement	15.3%	14.9%	30.8%	9.2%	29.8%	652
Early Retirement	34.2%	9.1%	27.6%	5.5%	23.7%	617
Death	9.4%	25.0%	33.5%	9.1%	23.0%	660
Disability	11.2%	22.3%	32.6%	9.2%	24.7%	651
Resignation	95.2%	0.5%	2.3%	0.3%	1.8%	662
Termination for Cause	96.8%	0.3%	1.5%	0.5%	0.9%	662
Involuntary Termination	50.7%	5.1%	22.0%	2.3%	19.8%	641
INDUSTRY SECTOR						
Energy Services						
Normal Retirement	3.4%	13.8%	51.7%	6.9%	24.1%	87
Early Retirement	19.3%	9.6%	43.4%	3.6%	24.1%	83
Death	2.3%	25.0%	46.6%	5.7%	20.5%	88
Disability	5.7%	21.8%	43.7%	8.0%	20.7%	87
Resignation	96.6%	0.0%	0.0%	0.0%	3.4%	89
Termination for Cause	96.6%	1.1%	0.0%	1.1%	1.1%	89
Involuntary Termination	51.2%	7.0%	27.9%	1.2%	12.8%	86
Financial Services						
Normal Retirement	8.1%	23.4%	24.3%	12.6%	31.5%	111
Early Retirement	29.7%	13.9%	22.8%	8.9%	24.8%	101
Death	5.3%	32.7%	25.7%	11.5%	24.8%	113
Disability	8.3%	30.3%	26.6%	11.0%	23.9%	109
Resignation	95.5%	1.8%	0.0%	0.9%	1.8%	112
Termination for Cause	98.2%	0.0%	0.0%	0.9%	0.9%	112
Involuntary Termination	42.1%	5.6%	26.2%	2.8%	23.4%	107
High Tech						
Normal Retirement	22.2%	8.3%	32.4%	5.6%	31.5%	108
Early Retirement	38.8%	5.8%	26.2%	4.9%	24.3%	103
Death	9.8%	28.6%	33.0%	4.5%	24.1%	112
Disability	11.8%	23.6%	32.7%	4.5%	27.3%	110
Resignation	94.6%	0.0%	3.6%	0.0%	1.8%	111
Termination for Cause	96.4%	0.0%	1.8%	0.0%	1.8%	111
Involuntary Termination	58.7%	4.8%	16.3%	3.8%	16.3%	104

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LTI Plan Design**Performance Plan Awards (continued)**

UNVESTED PERFORMANCE PLAN AWARDS - TREATMENT UPON TERMINATION (continued)						
	% of Responses					# of Responses
	Target			Actual		
	Forfeit	Full	Pro Rata	Full	Pro Rata	
INDUSTRY SECTOR (continued)						
Manufacturing						
Normal Retirement	14.3%	14.3%	30.4%	7.7%	33.2%	286
Early Retirement	32.2%	9.3%	28.1%	4.1%	26.3%	270
Death	8.7%	26.0%	33.0%	6.9%	25.3%	288
Disability	10.1%	23.8%	31.1%	7.0%	28.0%	286
Resignation	96.2%	0.3%	2.4%	0.3%	0.7%	287
Termination for Cause	96.9%	0.3%	1.7%	0.0%	1.0%	289
Involuntary Termination	48.0%	5.7%	20.3%	2.1%	23.8%	281
Media/Entertainment						
Normal Retirement	25.0%	10.0%	45.0%	10.0%	10.0%	20
Early Retirement	35.0%	5.0%	40.0%	10.0%	10.0%	20
Death	25.0%	10.0%	45.0%	10.0%	10.0%	20
Disability	30.0%	10.0%	45.0%	5.0%	10.0%	20
Resignation	100.0%	0.0%	0.0%	0.0%	0.0%	20
Termination for Cause	100.0%	0.0%	0.0%	0.0%	0.0%	20
Involuntary Termination	60.0%	5.0%	20.0%	5.0%	10.0%	20
Pharmaceutical/Biotechnology						
Normal Retirement	6.3%	12.5%	43.8%	18.8%	18.8%	32
Early Retirement	34.4%	9.4%	25.0%	6.3%	25.0%	32
Death	6.3%	28.1%	43.8%	9.4%	12.5%	32
Disability	9.4%	25.0%	37.5%	9.4%	18.8%	32
Resignation	100.0%	0.0%	0.0%	0.0%	0.0%	33
Termination for Cause	100.0%	0.0%	0.0%	0.0%	0.0%	33
Involuntary Termination	48.5%	9.1%	18.2%	0.0%	24.2%	33
Retail/Wholesale Trade						
Normal Retirement	32.5%	20.0%	17.5%	7.5%	22.5%	40
Early Retirement	44.4%	16.7%	19.4%	2.8%	16.7%	36
Death	20.0%	22.5%	32.5%	7.5%	17.5%	40
Disability	22.5%	20.0%	30.0%	7.5%	20.0%	40
Resignation	90.2%	0.0%	4.9%	0.0%	4.9%	41
Termination for Cause	95.0%	0.0%	2.5%	0.0%	2.5%	40
Involuntary Termination	65.9%	4.9%	17.1%	2.4%	9.8%	41

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LTI Plan Design

Performance Plan Awards (continued)

UNVESTED PERFORMANCE PLAN AWARDS - TREATMENT UPON TERMINATION (continued)						
	% of Responses					# of Responses
	Target			Actual		
	Forfeit	Full	Pro Rata	Full	Pro Rata	
INDUSTRY SECTOR (continued)						
Services						
Normal Retirement	28.2%	5.5%	27.3%	12.7%	26.4%	110
Early Retirement	47.7%	2.8%	21.1%	9.2%	19.3%	109
Death	14.2%	18.6%	31.9%	14.2%	21.2%	113
Disability	15.3%	14.4%	34.2%	14.4%	21.6%	111
Resignation	96.5%	0.0%	1.7%	0.0%	1.7%	115
Termination for Cause	97.4%	0.0%	1.8%	0.9%	0.0%	114
Involuntary Termination	60.6%	2.8%	18.3%	3.7%	14.7%	109
Health Care						
Normal Retirement	16.7%	22.2%	27.8%	5.6%	27.8%	18
Early Retirement	55.6%	0.0%	27.8%	0.0%	16.7%	18
Death	27.8%	5.6%	38.9%	16.7%	11.1%	18
Disability	22.2%	5.6%	33.3%	11.1%	27.8%	18
Resignation	72.2%	0.0%	22.2%	0.0%	5.6%	18
Termination for Cause	88.9%	0.0%	11.1%	0.0%	0.0%	18
Involuntary Termination	47.1%	0.0%	29.4%	0.0%	23.5%	17
REVENUE SIZE						
Under \$500 Million						
Normal Retirement	9.1%	18.2%	36.4%	9.1%	27.3%	22
Early Retirement	35.0%	10.0%	30.0%	10.0%	15.0%	20
Death	4.5%	13.6%	45.5%	13.6%	22.7%	22
Disability	4.8%	14.3%	47.6%	14.3%	19.0%	21
Resignation	90.5%	0.0%	0.0%	4.8%	4.8%	21
Termination for Cause	90.5%	0.0%	0.0%	4.8%	4.8%	21
Involuntary Termination	40.0%	5.0%	35.0%	5.0%	15.0%	20
\$500 Million - \$1 Billion						
Normal Retirement	25.0%	17.9%	17.9%	14.3%	25.0%	28
Early Retirement	44.4%	11.1%	18.5%	7.4%	18.5%	27
Death	12.9%	25.8%	19.4%	16.1%	25.8%	31
Disability	16.7%	20.0%	20.0%	20.0%	23.3%	30
Resignation	96.8%	0.0%	3.2%	0.0%	0.0%	31
Termination for Cause	96.8%	0.0%	3.2%	0.0%	0.0%	31
Involuntary Termination	67.9%	7.1%	10.7%	3.6%	10.7%	28

Table continues on next page.

LTI Plan Design**Performance Plan Awards (continued)**

UNVESTED PERFORMANCE PLAN AWARDS - TREATMENT UPON TERMINATION (continued)						
	% of Responses					# of Responses
	Target			Actual		
	Forfeit	Full	Pro Rata	Full	Pro Rata	
REVENUE SIZE (continued)						
\$1 Billion - \$3 Billion						
Normal Retirement	19.3%	14.5%	26.2%	6.9%	33.1%	145
Early Retirement	41.0%	5.8%	25.2%	4.3%	23.7%	139
Death	16.2%	17.6%	29.7%	8.8%	27.7%	148
Disability	17.7%	15.6%	29.3%	7.5%	29.9%	147
Resignation	95.3%	0.7%	2.0%	0.0%	2.0%	148
Termination for Cause	98.0%	0.0%	1.4%	0.0%	0.7%	148
Involuntary Termination	59.2%	3.4%	14.3%	1.4%	21.8%	147
\$3 Billion - \$6 Billion						
Normal Retirement	19.2%	6.7%	34.2%	11.7%	28.3%	120
Early Retirement	39.5%	3.5%	27.2%	5.3%	24.6%	114
Death	11.6%	21.5%	35.5%	8.3%	23.1%	121
Disability	13.2%	22.3%	31.4%	7.4%	25.6%	121
Resignation	95.8%	0.0%	1.7%	0.8%	1.7%	119
Termination for Cause	96.7%	0.8%	1.6%	0.0%	0.8%	122
Involuntary Termination	56.3%	5.0%	19.3%	0.0%	19.3%	119
\$6 Billion - \$10 Billion						
Normal Retirement	17.7%	7.6%	34.2%	6.3%	34.2%	79
Early Retirement	38.4%	8.2%	28.8%	2.7%	21.9%	73
Death	11.5%	24.4%	37.2%	6.4%	20.5%	78
Disability	11.8%	19.7%	36.8%	5.3%	26.3%	76
Resignation	96.3%	0.0%	3.8%	0.0%	0.0%	80
Termination for Cause	97.5%	0.0%	2.5%	0.0%	0.0%	80
Involuntary Termination	46.7%	1.3%	29.3%	1.3%	21.3%	75
\$10 Billion - \$20 Billion						
Normal Retirement	12.7%	18.2%	36.4%	10.0%	22.7%	110
Early Retirement	30.1%	9.7%	35.9%	5.8%	18.4%	103
Death	5.4%	27.9%	40.5%	9.0%	17.1%	111
Disability	11.0%	23.9%	38.5%	9.2%	17.4%	109
Resignation	94.7%	0.0%	2.7%	0.0%	2.7%	113
Termination for Cause	96.4%	0.0%	1.8%	0.9%	0.9%	111
Involuntary Termination	52.8%	2.8%	24.5%	2.8%	17.0%	106

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LTI Plan Design**Performance Plan Awards (continued)**

UNVESTED PERFORMANCE PLAN AWARDS - TREATMENT UPON TERMINATION (continued)						
	% of Responses					# of Responses
	Target			Actual		
	Forfeit	Full	Pro Rata	Full	Pro Rata	
REVENUE SIZE (continued)						
\$20 Billion or More						
Normal Retirement	8.1%	22.3%	28.4%	9.5%	31.8%	148
Early Retirement	22.0%	16.3%	24.8%	7.1%	29.8%	141
Death	2.7%	34.9%	29.5%	9.4%	23.5%	149
Disability	2.7%	30.6%	30.6%	11.6%	24.5%	147
Resignation	94.7%	1.3%	2.0%	0.0%	2.0%	150
Termination for Cause	96.6%	0.7%	0.7%	0.7%	1.3%	149
Involuntary Termination	36.3%	10.3%	26.7%	4.8%	21.9%	146

UNVESTED PERFORMANCE PLAN AWARDS - TIMING OF PAYMENT UPON VARIOUS TERMINATIONS				
	At time of termination	End of cycle when results are known	Other	# of Responses
Total Sample				
Normal Retirement	15.4%	80.0%	4.6%	370
Early Retirement	16.0%	76.2%	7.8%	294
Death	36.6%	56.6%	6.8%	396
Disability	30.1%	64.4%	5.5%	382
Involuntary Termination	25.4%	61.6%	12.9%	232
INDUSTRY SECTOR				
Energy Services				
Normal Retirement	9.4%	81.1%	9.4%	53
Early Retirement	12.2%	77.6%	10.2%	49
Death	30.9%	56.4%	12.7%	55
Disability	22.6%	66.0%	11.3%	53
Involuntary Termination	35.3%	47.1%	17.6%	34
Financial Services				
Normal Retirement	16.0%	82.7%	1.3%	75
Early Retirement	19.4%	77.4%	3.2%	62
Death	32.5%	62.3%	5.2%	77
Disability	28.2%	71.8%	0.0%	71
Involuntary Termination	31.3%	60.4%	8.3%	48
High Tech				
Normal Retirement	15.4%	78.8%	5.8%	52
Early Retirement	12.5%	75.0%	12.5%	40
Death	39.3%	54.1%	6.6%	61
Disability	33.9%	58.9%	7.1%	56
Involuntary Termination	20.0%	56.7%	23.3%	30

Table continues on next page.

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Performance Plan Awards (continued)

UNVESTED PERFORMANCE PLAN AWARDS - TIMING OF PAYMENT UPON VARIOUS TERMINATIONS (continued)				
	At time of termination	End of cycle when results are known	Other	# of Responses
INDUSTRY SECTOR (continued)				
Manufacturing				
Normal Retirement	12.4%	85.1%	2.5%	161
Early Retirement	14.0%	81.0%	5.0%	121
Death	36.1%	59.8%	4.1%	169
Disability	28.5%	67.9%	3.6%	165
Involuntary Termination	15.2%	71.4%	13.3%	105
Media/Entertainment				
Normal Retirement	45.5%	45.5%	9.1%	11
Early Retirement	33.3%	44.4%	22.2%	9
Death	45.5%	45.5%	9.1%	11
Disability	50.0%	40.0%	10.0%	10
Involuntary Termination	33.3%	50.0%	16.7%	6
Pharmaceutical/ Biotechnology				
Normal Retirement	10.0%	85.0%	5.0%	20
Early Retirement	8.3%	91.7%	0.0%	12
Death	50.0%	40.0%	10.0%	20
Disability	40.0%	50.0%	10.0%	20
Involuntary Termination	23.1%	61.5%	15.4%	13
Retail/Wholesale Trade				
Normal Retirement	26.7%	60.0%	13.3%	15
Early Retirement	25.0%	58.3%	16.7%	12
Death	38.9%	50.0%	11.1%	18
Disability	38.9%	50.0%	11.1%	18
Involuntary Termination	55.6%	44.4%	0.0%	9
Services				
Normal Retirement	21.8%	70.9%	7.3%	55
Early Retirement	14.3%	71.4%	14.3%	42
Death	45.5%	48.5%	6.1%	66
Disability	39.1%	53.1%	7.8%	64
Involuntary Termination	28.6%	57.1%	14.3%	28
Health Care				
Normal Retirement	36.4%	54.5%	9.1%	11
Early Retirement	37.5%	37.5%	25.0%	8
Death	45.5%	27.3%	27.3%	11
Disability	36.4%	45.5%	18.2%	11
Involuntary Termination	37.5%	37.5%	25.0%	8

Table continues on next page.

LTI Plan Design**Performance Plan Awards (continued)**

UNVESTED PERFORMANCE PLAN AWARDS - TIMING OF PAYMENT UPON VARIOUS TERMINATIONS (continued)				
	At time of termination	End of cycle when results are known	Other	# of Responses
Revenue Size				
Under \$500 Million				
Normal Retirement	25.0%	75.0%	0.0%	12
Early Retirement	42.9%	57.1%	0.0%	7
Death	35.7%	64.3%	0.0%	14
Disability	38.5%	61.5%	0.0%	13
Involuntary Termination	37.5%	50.0%	12.5%	8
\$500 Million - \$1 Billion				
Normal Retirement	18.8%	75.0%	6.3%	16
Early Retirement	25.0%	66.7%	8.3%	12
Death	28.6%	52.4%	19.0%	21
Disability	30.0%	65.0%	5.0%	20
Involuntary Termination	20.0%	50.0%	30.0%	10
\$1 Billion - \$3 Billion				
Normal Retirement	12.3%	82.7%	4.9%	81
Early Retirement	11.5%	77.0%	11.5%	61
Death	22.7%	65.9%	11.4%	88
Disability	20.0%	72.9%	7.1%	85
Involuntary Termination	21.2%	61.5%	17.3%	52
\$3 Billion - \$6 Billion				
Normal Retirement	17.1%	80.0%	2.9%	70
Early Retirement	17.0%	77.4%	5.7%	53
Death	41.7%	54.2%	4.2%	72
Disability	36.1%	61.1%	2.8%	72
Involuntary Termination	25.0%	56.8%	18.2%	44
\$6 Billion - \$10 Billion				
Normal Retirement	11.9%	81.0%	7.1%	42
Early Retirement	12.9%	80.6%	6.5%	31
Death	41.9%	48.8%	9.3%	43
Disability	29.3%	63.4%	7.3%	41
Involuntary Termination	26.9%	53.8%	19.2%	26

LTI Plan Design

Performance Plan Awards (continued)

UNVESTED PERFORMANCE PLAN AWARDS - TIMING OF PAYMENT UPON VARIOUS TERMINATIONS (continued)				
	At time of termination	End of cycle when results are known	Other	# of Responses
Revenue Size (continued)				
\$10 Billion - \$20 Billion				
Normal Retirement	15.0%	78.3%	6.7%	60
Early Retirement	16.3%	73.5%	10.2%	49
Death	40.3%	58.1%	1.6%	62
Disability	36.7%	60.0%	3.3%	60
Involuntary Termination	40.0%	60.0%	0.0%	35
\$20 Billion or More				
Normal Retirement	16.9%	79.8%	3.4%	89
Early Retirement	16.0%	77.8%	6.2%	81
Death	42.7%	52.1%	5.2%	96
Disability	29.7%	62.6%	7.7%	91
Involuntary Termination	19.3%	73.7%	7.0%	57

LTI Plan Design**Performance Plan Awards (continued)**

TREATMENT OF OUTSTANDING UNVESTED AWARDS UPON CHANGE-IN-CONTROL					
	% of Responses				# of Responses
	"Single Trigger" Vesting	"Double Trigger" Vesting	No Impact	Other	
Total Sample	26.9%	44.6%	17.9%	10.6%	558
Industry Sector					
Energy Services	26.6%	50.6%	11.4%	11.4%	79
Financial Services	15.1%	41.9%	31.4%	11.6%	86
High Tech	29.7%	46.5%	13.9%	9.9%	101
Manufacturing	32.9%	43.1%	14.2%	9.8%	246
Media/Entertainment	33.3%	26.7%	20.0%	20.0%	15
Pharmaceutical/Biotechnology	35.7%	35.7%	17.9%	10.7%	28
Retail/Wholesale Trade	26.5%	41.2%	17.6%	14.7%	34
Services	23.8%	45.5%	20.8%	9.9%	101
Health Care	16.7%	58.3%	16.7%	8.3%	12
Revenue Size					
Under \$500 Million	33.3%	16.7%	41.7%	8.3%	12
\$500 Million - \$1 Billion	19.4%	38.7%	29.0%	12.9%	31
\$1 Billion - \$3 Billion	30.5%	48.1%	11.5%	9.9%	131
\$3 Billion - \$6 Billion	30.3%	38.5%	17.4%	13.8%	109
\$6 Billion - \$10 Billion	27.8%	55.6%	8.3%	8.3%	72
\$10 Billion - \$20 Billion	23.1%	56.0%	9.9%	11.0%	91
\$20 Billion or More	23.2%	34.8%	33.0%	8.9%	112

LTI Plan Design**Performance Plan Awards (continued)**

CHANGE-IN-CONTROL SINGLE TRIGGER VESTING						
	% of Responses					# of Responses
	Pay Full Target	Pay Pro Rata Target	Pay Full Maximum	Pay Pro Rata Actual	Pay Full Actual	
Total Sample	55.8%	31.8%	1.9%	7.1%	3.2%	154
Industry Sector						
Energy Services	66.7%	14.3%	4.8%	14.3%	0.0%	21
Financial Services	58.3%	25.0%	8.3%	8.3%	0.0%	12
High Tech	50.0%	46.7%	0.0%	3.3%	0.0%	30
Manufacturing	57.3%	34.1%	1.2%	4.9%	2.4%	82
Media/Entertainment	66.7%	33.3%	0.0%	0.0%	0.0%	6
Pharmaceutical/Biotechnology	50.0%	40.0%	0.0%	0.0%	10.0%	10
Retail/Wholesale Trade	62.5%	25.0%	0.0%	12.5%	0.0%	8
Services	37.9%	44.8%	0.0%	6.9%	10.3%	29
Health Care	100.0%	0.0%	0.0%	0.0%	0.0%	2
Revenue Size						
Under \$500 Million	0.0%	33.3%	0.0%	66.7%	0.0%	3
\$500 Million - \$1 Billion	33.3%	16.7%	0.0%	33.3%	16.7%	6
\$1 Billion - \$3 Billion	51.4%	34.3%	0.0%	8.6%	5.7%	35
\$3 Billion - \$6 Billion	66.7%	24.2%	0.0%	6.1%	3.0%	33
\$6 Billion - \$10 Billion	66.7%	33.3%	0.0%	0.0%	0.0%	21
\$10 Billion - \$20 Billion	71.4%	19.0%	4.8%	4.8%	0.0%	21
\$20 Billion or More	42.9%	45.7%	5.7%	2.9%	2.9%	35

LTI Plan Design**Performance Plan Awards (continued)**

CHANGE-IN-CONTROL DOUBLE TRIGGER VESTING						
	% of Responses					# of Responses
	Pay Full Target	Pay Pro Rata Target	Pay Full Maximum	Pay Pro Rata Actual	Pay Full Actual	
Total Sample	50.5%	27.7%	5.5%	9.5%	6.8%	220
Industry Sector						
Energy Services	47.4%	39.5%	2.6%	7.9%	2.6%	38
Financial Services	59.4%	21.9%	0.0%	9.4%	9.4%	32
High Tech	40.5%	29.7%	8.1%	10.8%	10.8%	37
Manufacturing	54.9%	23.1%	7.7%	7.7%	6.6%	91
Media/Entertainment	100.0%	0.0%	0.0%	0.0%	0.0%	2
Pharmaceutical/Biotechnology	36.4%	27.3%	0.0%	9.1%	27.3%	11
Retail/Wholesale Trade	41.7%	41.7%	0.0%	16.7%	0.0%	12
Services	38.5%	28.2%	10.3%	12.8%	10.3%	39
Health Care	50.0%	25.0%	0.0%	12.5%	12.5%	8
Revenue Size						
Under \$500 Million	66.7%	33.3%	0.0%	0.0%	0.0%	3
\$500 Million - \$1 Billion	40.0%	40.0%	10.0%	0.0%	10.0%	10
\$1 Billion - \$3 Billion	49.2%	23.7%	8.5%	11.9%	6.8%	59
\$3 Billion - \$6 Billion	48.6%	37.8%	8.1%	2.7%	2.7%	37
\$6 Billion - \$10 Billion	55.6%	22.2%	2.8%	8.3%	11.1%	36
\$10 Billion - \$20 Billion	57.1%	28.6%	2.4%	9.5%	2.4%	42
\$20 Billion or More	42.4%	24.2%	3.0%	18.2%	12.1%	33

LTI Plan Design

Stock Appreciation Rights (SARs)

ORGANIZATIONS GRANTING SARs DURING MOST RECENT ANNUAL LTI GRANT			
	SARs Granted During Most Recent Annual LTI Grant		
	# of Organizations	% of Organizations	# of Responses
Total Sample	59	6.5%	903
Industry Sector			
Energy Services	0	0.0%	109
Financial Services	9	5.7%	158
High Tech	10	6.1%	164
Manufacturing	35	9.0%	387
Media/Entertainment	2	8.0%	25
Pharmaceutical/Biotechnology	6	11.3%	53
Retail/Wholesale Trade	3	4.7%	64
Services	10	6.1%	165
Health Care	2	10.0%	20
Revenue Size			
Under \$500 Million	3	7.3%	41
\$500 Million - \$1 Billion	1	1.9%	52
\$1 Billion - \$3 Billion	13	6.3%	207
\$3 Billion - \$6 Billion	15	8.9%	169
\$6 Billion - \$10 Billion	7	7.4%	95
\$10 Billion - \$20 Billion	12	8.3%	145
\$20 Billion or More	8	4.1%	194

TYPE OF ORGANIZATIONS GRANTING SARs					
	% of Responses				# of Responses
	Public Company	Private Company	Subsidiary	Foreign-Owned	
Total Sample	58.3%	31.7%	1.7%	8.3%	60
Industry Sector					
Energy Services	---	---	---	---	0
Financial Services	66.7%	33.3%	0.0%	0.0%	9
High Tech	90.0%	10.0%	0.0%	0.0%	10
Manufacturing	58.3%	27.8%	0.0%	13.9%	36
Media/Entertainment	100.0%	0.0%	0.0%	0.0%	2
Pharmaceutical/Biotechnology	33.3%	0.0%	0.0%	66.7%	6
Retail/Wholesale Trade	33.3%	66.7%	0.0%	0.0%	3
Services	60.0%	40.0%	0.0%	0.0%	10
Health Care	50.0%	0.0%	50.0%	0.0%	2
Revenue Size					
Under \$500 Million	33.3%	66.7%	0.0%	0.0%	3
\$500 Million - \$1 Billion	0.0%	100.0%	0.0%	0.0%	1
\$1 Billion - \$3 Billion	61.5%	38.5%	0.0%	0.0%	13
\$3 Billion - \$6 Billion	50.0%	43.8%	0.0%	6.3%	16
\$6 Billion - \$10 Billion	71.4%	28.6%	0.0%	0.0%	7
\$10 Billion - \$20 Billion	66.7%	16.7%	0.0%	16.7%	12
\$20 Billion or More	62.5%	0.0%	12.5%	25.0%	8

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Stock Appreciation Rights (SARs) (continued)

CRITERIA USED TO DETERMINE ELIGIBILITY FOR SARs GRANTS						
	% of Responses					
	Base/ Midpoint/ Grade	Discretionary Judgment	Position or Title	All Employees	Other	# of Responses
Total Sample	56.9%	31.0%	50.0%	1.7%	17.2%	58
Industry Sector						
Energy Services	---	---	---	---	---	0
Financial Services	44.4%	33.3%	55.6%	0.0%	11.1%	9
High Tech	77.8%	11.1%	44.4%	0.0%	11.1%	9
Manufacturing	65.7%	25.7%	45.7%	2.9%	22.9%	35
Media/Entertainment	0.0%	50.0%	50.0%	0.0%	0.0%	2
Pharmaceutical/Biotechnology	83.3%	33.3%	50.0%	0.0%	16.7%	6
Retail/Wholesale Trade	0.0%	0.0%	100.0%	0.0%	0.0%	3
Services	44.4%	55.6%	55.6%	0.0%	11.1%	9
Health Care	100.0%	50.0%	0.0%	0.0%	0.0%	2
Revenue Size						
Under \$500 Million	33.3%	66.7%	66.7%	0.0%	0.0%	3
\$500 Million - \$1 Billion	100.0%	100.0%	100.0%	0.0%	0.0%	1
\$1 Billion - \$3 Billion	30.8%	46.2%	53.8%	0.0%	7.7%	13
\$3 Billion - \$6 Billion	60.0%	26.7%	60.0%	6.7%	20.0%	15
\$6 Billion - \$10 Billion	57.1%	0.0%	42.9%	0.0%	28.6%	7
\$10 Billion - \$20 Billion	63.6%	18.2%	63.6%	0.0%	18.2%	11
\$20 Billion or More	87.5%	37.5%	0.0%	0.0%	25.0%	8

LOWEST MIDPOINT ELIGIBLE							
	10th	25th	Median	75th	90th	Average	# of Responses
Total Sample	\$60.0	\$100.0	\$143.0	\$179.1	\$230.0	\$145.7	39

MIDPOINT OF 100% PARTICIPATION LEVEL							
	10th	25th	Median	75th	90th	Average	# of Responses
Total Sample	\$133.2	\$150.0	\$174.0	\$215.0	\$248.2	\$181.1	27

NUMBER OF EMPLOYEES ELIGIBLE FOR GRANTS						
	25th	Median	75th	Average	# of Responses	
Total Sample	16	70	249	229	26	

NUMBER OF EMPLOYEES RECEIVING GRANTS						
	25th	Median	75th	Average	# of Responses	
Total Sample	16	70	249	229	26	

LTI Plan Design

Stock Appreciation Rights (SARs) (continued)

PERCENT OF EMPLOYEES ELIGIBLE FOR GRANTS							
	10th	25th	Median	75th	90th	Average	# of Responses
Total Sample	0.5%	0.8%	1.6%	2.8%	7.7%	2.8%	17

PERCENT OF EMPLOYEES RECEIVING GRANTS							
	10th	25th	Median	75th	90th	Average	# of Responses
Total Sample	0.5%	0.8%	1.6%	2.8%	7.7%	2.8%	17

GRANT FREQUENCY OF SARs				
	% of Responses			# of Responses
	Annual	Biennial	3 Years or More	
Total Sample	93.3%	1.7%	5.0%	60

STOCK PRICE DETERMINATION FOR SARs					
	% of Responses				# of Responses
	Public Company Stock Price	Third-Party Appraised Value	Formula Value	Other	
Total Sample	69.5%	16.9%	10.2%	3.4%	59

LIMIT ON THE AMOUNT OF APPRECIATION RECOGNIZED FOR PAYMENT PURPOSES					
	% of Responses				# of Responses
	No Limit	100% Appreciation	200% Appreciation	Other	
Total Sample	91.7%	3.3%	1.7%	3.3%	60

EXERCISE TERM							
	% of Responses						# of Responses
	10 Years	8 Years	7 Years	6 Years	5 Years	4 Years or Less	
Total Sample	56.7%	1.7%	21.7%	1.7%	10.0%	8.3%	60

DETERMINATION OF EXERCISE/SETTLEMENT DATES				
	% of Responses			# of Responses
	Participant Selects After Vesting	Company Specified	At Retirement	
Total Sample	86.4%	13.6%	0.0%	59

FORM OF SETTLEMENT				
	% of Responses			# of Responses
	All Cash	All Shares	Both Cash and Shares	
Total Sample	46.4%	48.2%	5.4%	56

LTI Plan Design**Stock Appreciation Rights (SARs) (continued)**

VESTING SCHEDULE				
	% of Responses			# of Responses
	Cliff Vesting	Graded Vesting	Immediate Vesting	
Total Sample	28.3%	70.0%	1.7%	60

GRADED VESTING SCHEDULES						
	% of Responses					# of Responses
	20% Per Year	25% Per Year	33% Per Year	50% Per Year	Other	
Total Sample	11.9%	40.5%	38.1%	4.8%	4.8%	42

TOTAL TIME UNTIL 100% VESTED						
	% of Responses					# of Responses
	1 Year or Less	2 Years	3 Years	4 Years	5 Years or More	
Total Sample	3.4%	1.7%	52.5%	25.4%	17.0%	59

PERFORMANCE FEATURES INCLUDED IN SARs				
	% of Responses			# of Responses
	No Performance Features Included	SARs Will Only Vest if Certain Performance Conditions are Met	SARs Vesting is Accelerated if Specified Performance Conditions are Met	
Total Sample	94.7%	5.3%	0.0%	57

VESTED SARs - POST-TERMINATION EXERCISE PERIODS							
	% of Responses						# of Responses
	0 Months	1 - 3 Months	4 - 23 Months	2 - 3 Years	4 - 5 Years	Full Remaining Term	
TOTAL SAMPLE							
Normal Retirement	9.6%	1.9%	11.5%	21.2%	15.4%	40.4%	52
Early Retirement	17.6%	17.6%	11.8%	15.7%	13.7%	23.5%	51
Death	5.6%	9.3%	31.5%	24.1%	7.4%	22.2%	54
Disability	7.5%	5.7%	22.6%	26.4%	9.4%	28.3%	53
Resignation	28.3%	64.2%	3.8%	1.9%	0.0%	1.9%	53
Termination for Cause	71.7%	24.5%	0.0%	1.9%	0.0%	1.9%	53
Involuntary Termination	17.6%	54.9%	15.7%	2.0%	3.9%	5.9%	51

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Stock Appreciation Rights (SARs) (continued)

UNVESTED SARs - TREATMENT UPON TERMINATION						
	% of Responses					# of Responses
	Vesting Accelerated	Normal Vested Continued During Term	Prorated Vesting	Forfeited	Discretion	
TOTAL SAMPLE						
Normal Retirement	25.9%	29.6%	25.9%	16.7%	1.9%	54
Early Retirement	15.4%	13.5%	26.9%	42.3%	1.9%	52
Death	51.9%	7.4%	22.2%	16.7%	1.9%	54
Disability	42.6%	16.7%	20.4%	14.8%	5.6%	54
Resignation	1.9%	0.0%	3.7%	94.4%	0.0%	54
Termination for Cause	0.0%	0.0%	3.7%	96.3%	0.0%	54
Involuntary Termination	5.7%	13.2%	13.2%	62.3%	5.7%	53

TREATMENT OF OUTSTANDING UNVESTED AWARDS UPON CHANGE-IN-CONTROL					
	% of Responses				# of Responses
	"Single Trigger" Vesting	"Double Trigger" Vesting	No Impact	Other	
Total Sample	47.8%	30.4%	4.3%	17.4%	46

Stock Ownership and Restrictive Covenants

Stock Ownership and Restrictive Covenants Highlights

Stock Ownership

Overall, 77% of organizations have executive stock ownership guidelines, and 63% have outside director guidelines. Larger companies are more likely to have stock ownership guidelines, as shown in the following table.

PREVALENCE OF GUIDELINES		
Company Size	Executive	Outside Director
All Company	77%	63%
\$6B - \$10B	90%	76%
\$500M - \$1B	74%	67%

Basis for Guidelines

Almost all companies (93%) set stock ownership guidelines for executive officers as a multiple of pay (salary) rather than fixed shares. For outside directors, 12% have fixed share guidelines, 11% have a flat dollar amount, and 77% prefer a multiple of pay (retainer).

For companies with executive stock ownership guidelines the median lowest paid eligible participant's midpoint at which those stock ownership guidelines typically apply is \$225,000.

Restrictive Covenants - Non-compete Provisions

Thirty-one percent of the respondents include some form of restrictive covenants in their more recent grants. Restrictive covenants are most likely included with Restricted Stock/Stock Unit Awards (79%) and apply to all recipients (84%).

Stock Ownership and Restrictive Covenants

Stock Ownership

FORMAL STOCK OWNERSHIP GUIDELINES				
	% of Responses			# of Responses
	Executive Officers	Outside Directors	None	
Total Sample	76.7%	63.2%	22.1%	791
Industry Sector				
Energy Services	75.5%	67.0%	21.3%	94
Financial Services	69.6%	55.6%	29.6%	135
High Tech	79.2%	63.9%	20.8%	144
Manufacturing	80.4%	64.0%	19.0%	347
Media/Entertainment	52.2%	43.5%	47.8%	23
Pharmaceutical/Biotechnology	75.0%	59.1%	25.0%	44
Retail/Wholesale Trade	82.4%	72.5%	15.7%	51
Services	73.5%	62.6%	25.2%	147
Health Care	76.5%	64.7%	23.5%	17
Revenue Size				
Under \$500 Million	32.3%	35.5%	61.3%	31
\$500 Million - \$1 Billion	73.9%	67.4%	26.1%	46
\$1 Billion - \$3 Billion	81.3%	66.5%	18.2%	176
\$3 Billion - \$6 Billion	78.1%	65.2%	20.0%	155
\$6 Billion - \$10 Billion	90.4%	75.9%	8.4%	83
\$10 Billion - \$20 Billion	81.1%	66.7%	19.7%	132
\$20 Billion or More	69.6%	53.0%	28.6%	168

DETERMINATION OF GUIDELINES				
	% of Responses			# of Responses
	Multiple of Pay	Fixed Shares	\$ Value	
TOTAL SAMPLE				
Executives	92.9%	6.3%	0.8%	602
Outside Directors	77.0%	12.2%	10.8%	483
INDUSTRY SECTOR				
Energy Services				
Executives	95.7%	4.3%	0.0%	70
Outside Directors	81.7%	11.7%	6.7%	60
Financial Services				
Executives	92.5%	6.5%	1.1%	93
Outside Directors	74.0%	8.2%	17.8%	73
High Tech				
Executives	92.1%	7.9%	0.0%	114
Outside Directors	78.9%	14.4%	6.7%	90

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Stock Ownership and Restrictive Covenants**Stock Ownership (continued)**

DETERMINATION OF GUIDELINES (continued)				
	% of Responses			# of Responses
	Multiple of Pay	Fixed Shares	\$ Value	
INDUSTRY SECTOR (continued)				
Manufacturing				
Executives	93.6%	5.0%	1.4%	280
Outside Directors	75.0%	13.9%	11.1%	216
Media/Entertainment				
Executives	91.7%	8.3%	0.0%	12
Outside Directors	60.0%	40.0%	0.0%	10
Pharmaceutical/Biotechnology				
Executives	93.9%	6.1%	0.0%	33
Outside Directors	80.0%	8.0%	12.0%	25
Retail/Wholesale Trade				
Executives	92.3%	7.7%	0.0%	39
Outside Directors	80.6%	8.3%	11.1%	36
Services				
Executives	88.8%	11.2%	0.0%	107
Outside Directors	80.7%	12.5%	6.8%	88
Health Care				
Executives	100.0%	0.0%	0.0%	13
Outside Directors	70.0%	20.0%	10.0%	10
REVENUE SIZE				
Under \$500 Million				
Executives	90.0%	0.0%	10.0%	10
Outside Directors	63.6%	9.1%	27.3%	11
\$500 Million - \$1 Billion				
Executives	97.1%	0.0%	2.9%	34
Outside Directors	70.0%	10.0%	20.0%	30
\$1 Billion - \$3 Billion				
Executives	94.3%	5.7%	0.0%	140
Outside Directors	82.5%	7.0%	10.5%	114
\$3 Billion - \$6 Billion				
Executives	93.4%	6.6%	0.0%	121
Outside Directors	83.2%	12.6%	4.2%	95
\$6 Billion - \$10 Billion				
Executives	93.3%	6.7%	0.0%	75
Outside Directors	70.5%	11.5%	18.0%	61
\$10 Billion - \$20 Billion				
Executives	93.4%	6.6%	0.0%	106
Outside Directors	80.5%	16.1%	3.4%	87
\$20 Billion or More				
Executives	88.8%	8.6%	2.6%	116
Outside Directors	68.2%	16.5%	15.3%	85

Stock Ownership and Restrictive Covenants**Stock Ownership (continued)**

OWNERSHIP TARGETS - AS A MULTIPLE OF PAY							
	10th	25th	Median	75th	90th	Average	# of Responses
TOTAL SAMPLE							
Outside Directors	3.0	3.0	5.0	5.0	5.0	4.2	362
CEO	3.0	5.0	5.0	6.0	6.0	5.3	559
EVP	2.0	3.0	3.0	3.0	4.0	3.0	518
SVP	1.0	2.0	2.0	3.0	3.0	2.3	443
VP	1.0	1.0	1.0	2.0	3.0	1.6	276
INDUSTRY SECTOR							
Energy Services							
Outside Directors	3.0	3.0	5.0	5.0	5.0	4.3	46
CEO	3.0	5.0	5.0	6.0	6.0	5.1	67
EVP	2.0	3.0	3.0	3.0	4.0	3.0	62
SVP	1.3	2.0	2.5	3.0	3.0	2.4	64
VP	1.0	1.0	1.0	2.0	2.5	1.5	59
Financial Services							
Outside Directors	3.0	3.0	5.0	5.0	5.0	4.2	50
CEO	4.8	5.0	5.0	6.0	7.0	5.4	87
EVP	2.5	3.0	3.0	3.0	4.0	3.2	80
SVP	1.0	2.0	2.0	3.0	3.0	2.1	58
VP	1.0	1.0	1.0	2.0	3.0	1.5	23
High Tech							
Outside Directors	3.0	3.0	5.0	5.0	5.0	4.2	70
CEO	4.0	5.0	5.0	6.0	6.5	5.5	104
EVP	2.0	3.0	3.0	3.0	4.0	2.9	93
SVP	1.0	2.0	2.0	3.0	3.0	2.3	83
VP	1.0	1.0	1.5	2.0	3.0	1.6	51
Manufacturing							
Outside Directors	3.0	3.0	5.0	5.0	5.0	4.2	158
CEO	4.0	5.0	5.0	6.0	6.0	5.4	262
EVP	2.0	3.0	3.0	3.0	4.0	3.0	244
SVP	1.0	2.0	2.0	3.0	3.0	2.3	214
VP	1.0	1.0	1.1	2.0	3.0	1.7	142
Media/Entertainment							
Outside Directors	---	3.0	3.0	5.0	---	3.7	6
CEO	3.0	5.0	5.0	6.0	7.6	5.2	11
EVP	---	2.0	2.3	3.0	---	2.4	8
SVP	---	1.0	2.0	2.5	---	1.8	7
VP	---	---	---	---	---	---	1

Table continues on next page.

Stock Ownership and Restrictive Covenants**Stock Ownership (continued)**

OWNERSHIP TARGETS - AS A MULTIPLE OF PAY (continued)							
	10th	25th	Median	75th	90th	Average	# of Responses
INDUSTRY SECTOR (continued)							
Pharmaceutical/Biotechnology							
Outside Directors	3.0	4.0	5.0	5.0	5.2	4.6	17
CEO	3.0	5.0	6.0	6.0	6.0	5.2	33
EVP	2.0	2.0	3.0	3.0	4.0	2.8	31
SVP	1.0	1.8	2.0	3.0	3.0	2.2	26
VP	---	1.0	1.0	2.8	---	1.6	8
Retail/Wholesale Trade							
Outside Directors	3.0	3.0	4.0	5.0	5.0	4.1	27
CEO	3.0	3.0	5.0	6.0	6.4	4.9	35
EVP	1.0	2.0	3.0	3.0	3.6	2.6	33
SVP	1.0	1.0	2.0	2.0	3.0	2.0	23
VP	---	1.0	1.0	2.0	---	1.7	7
Services							
Outside Directors	3.0	3.0	5.0	5.0	5.0	4.2	74
CEO	3.0	5.0	5.0	6.0	6.0	5.2	95
EVP	1.5	2.0	3.0	3.0	4.0	2.9	86
SVP	1.0	1.0	2.0	3.0	3.0	2.2	72
VP	1.0	1.0	1.0	3.0	3.0	1.6	40
Health Care							
Outside Directors	---	5.0	5.0	5.0	---	5.0	7
CEO	3.4	5.0	5.0	6.0	9.2	5.5	13
EVP	2.0	2.0	3.0	3.3	5.2	3.0	13
SVP	1.2	2.0	2.5	3.0	5.3	2.7	12
VP	---	1.0	2.0	4.0	---	2.4	5
REVENUE SIZE							
Under \$500 Million							
Outside Directors	---	2.6	3.0	3.5	---	3.1	6
CEO	---	3.0	4.0	5.0	---	3.9	9
EVP	---	2.0	2.5	3.0	---	2.5	6
SVP	---	2.0	2.0	3.0	---	2.4	5
VP	---	---	---	---	---	---	4
\$500 Million - \$1 Billion							
Outside Directors	3.0	3.0	3.0	5.0	5.0	3.8	23
CEO	3.0	4.0	5.0	5.3	6.0	4.7	34
EVP	1.8	2.0	3.0	3.0	3.2	2.6	27
SVP	1.0	1.5	2.0	3.0	3.0	2.0	24
VP	1.0	1.0	2.0	3.0	3.0	1.9	11

Table continues on next page.

Stock Ownership and Restrictive Covenants**Stock Ownership (continued)**

OWNERSHIP TARGETS - AS A MULTIPLE OF PAY (continued)							
	10th	25th	Median	75th	90th	Average	# of Responses
REVENUE SIZE (continued)							
\$1 Billion - \$3 Billion							
Outside Directors	3.0	3.0	5.0	5.0	5.0	4.2	92
CEO	3.0	5.0	5.0	6.0	6.0	5.0	132
EVP	2.0	2.0	3.0	3.0	3.6	2.7	118
SVP	1.0	1.5	2.0	3.0	3.0	2.1	100
VP	1.0	1.0	1.0	2.0	2.3	1.4	64
\$3 Billion - \$6 Billion							
Outside Directors	3.0	3.0	5.0	5.0	5.0	4.1	77
CEO	3.0	5.0	5.0	6.0	6.0	5.1	113
EVP	1.5	2.0	3.0	3.0	3.0	2.7	105
SVP	1.0	2.0	2.0	3.0	3.0	2.2	96
VP	1.0	1.0	1.0	2.0	3.0	1.6	65
\$6 Billion - \$10 Billion							
Outside Directors	2.1	4.0	5.0	5.0	5.0	4.4	40
CEO	4.0	5.0	5.0	6.0	6.0	5.3	69
EVP	2.0	3.0	3.0	3.0	4.0	3.0	67
SVP	1.0	2.0	2.0	3.0	3.0	2.3	59
VP	1.0	1.0	1.0	2.0	3.0	1.5	37
\$10 Billion - \$20 Billion							
Outside Directors	3.0	3.8	5.0	5.0	6.0	4.5	66
CEO	5.0	5.0	6.0	6.0	7.0	5.8	99
EVP	2.0	3.0	3.0	3.0	4.0	3.1	96
SVP	1.0	2.0	2.0	3.0	3.0	2.4	80
VP	1.0	1.0	1.5	2.6	3.0	1.8	50
\$20 Billion or More							
Outside Directors	3.0	3.0	5.0	5.0	5.1	4.4	58
CEO	3.0	5.0	6.0	6.0	8.0	5.8	103
EVP	2.5	3.0	3.0	4.0	5.0	3.5	99
SVP	1.0	2.0	2.0	3.0	4.0	2.5	79
VP	1.0	1.0	2.0	2.0	3.4	2.0	45

Stock Ownership and Restrictive Covenants**Stock Ownership (continued)**

LOWEST MIDPOINT ELIGIBLE AT WHICH STOCK OWNERSHIP GUIDELINES APPLY							
	10th	25th	Median	75th	90th	Average	# of Responses
Total Sample	\$118,641	\$158,038	\$225,000	\$316,200	\$400,000	\$248,494	186
Industry Sector							
Energy Services	\$98,350	\$137,500	\$170,250	\$227,190	\$336,200	\$193,369	30
Financial Services	\$100,640	\$171,000	\$252,400	\$318,000	\$690,000	\$282,517	15
High Tech	\$130,760	\$167,500	\$213,700	\$280,500	\$400,000	\$235,239	33
Manufacturing	\$119,803	\$165,000	\$242,000	\$325,000	\$400,000	\$257,903	95
Media/Entertainment	---	---	---	---	---	---	4
Pharmaceutical/Biotechnology	\$112,440	\$165,000	\$325,000	\$425,201	\$513,580	\$314,439	13
Retail/Wholesale Trade	---	\$212,500	\$350,000	\$435,000	---	\$325,261	9
Services	\$112,200	\$155,000	\$215,000	\$285,300	\$399,700	\$233,977	33
Health Care	---	---	---	---	---	---	4
Revenue Size							
Under \$500 Million	---	---	---	---	---	---	2
\$500 Million - \$1 Billion	---	---	---	---	---	---	8
\$1 Billion - \$3 Billion	\$116,829	\$152,975	\$198,000	\$278,801	\$438,481	\$238,986	52
\$3 Billion - \$6 Billion	\$111,760	\$139,672	\$211,697	\$275,000	\$355,000	\$217,917	43
\$6 Billion - \$10 Billion	\$126,740	\$193,850	\$277,500	\$343,550	\$400,400	\$267,750	18
\$10 Billion - \$20 Billion	\$99,569	\$154,250	\$250,475	\$338,750	\$415,000	\$252,954	26
\$20 Billion or More	\$105,600	\$169,350	\$253,656	\$400,000	\$477,500	\$284,938	37

Stock Ownership and Restrictive Covenants**Stock Ownership (continued)**

	% of Responses						# of Responses
	Unvested Restricted Stock/Units	Stock in Qualified DC Plan	ESPP Shares	Stock in Nonqualified Plans	Vested But Unexercised Stock Options	Unearned Performance Shares	
Total Sample	69.6%	66.9%	44.2%	53.3%	33.7%	14.1%	523
Industry Sector							
Energy Services	68.2%	75.8%	43.9%	60.6%	39.4%	15.2%	66
Financial Services	75.0%	76.3%	42.1%	51.3%	39.5%	13.2%	76
High Tech	68.0%	68.0%	53.0%	54.0%	30.0%	9.0%	100
Manufacturing	69.8%	63.7%	39.9%	51.2%	26.2%	12.5%	248
Media/Entertainment	66.7%	58.3%	50.0%	50.0%	33.3%	16.7%	12
Pharmaceutical/Biotechnology	61.3%	61.3%	38.7%	48.4%	29.0%	12.9%	31
Retail/Wholesale Trade	73.3%	60.0%	53.3%	46.7%	60.0%	30.0%	30
Services	63.3%	64.4%	52.2%	55.6%	36.7%	13.3%	90
Health Care	76.9%	61.5%	61.5%	69.2%	30.8%	15.4%	13
Revenue Size							
Under \$500 Million	55.6%	66.7%	11.1%	55.6%	33.3%	0.0%	9
\$500 Million - \$1 Billion	80.0%	70.0%	50.0%	43.3%	40.0%	20.0%	30
\$1 Billion - \$3 Billion	68.9%	60.7%	41.8%	48.4%	39.3%	13.9%	122
\$3 Billion - \$6 Billion	76.2%	62.4%	38.6%	51.5%	31.7%	9.9%	101
\$6 Billion - \$10 Billion	66.2%	63.2%	50.0%	57.4%	32.4%	13.2%	68
\$10 Billion - \$20 Billion	68.8%	74.0%	41.7%	56.3%	29.2%	14.6%	96
\$20 Billion or More	64.9%	74.2%	52.6%	58.8%	32.0%	18.6%	97

TIME TO MEET THE OWNERSHIP TARGETS - EXECUTIVE OFFICERS

	% of Responses						# of Responses
	1 Year	2 Years	3 Years	4 Years	5 Years	Other	
Total Sample	68.6%	3.7%	6.2%	1.4%	1.1%	19.0%	563
Industry Sector							
Energy Services	72.5%	1.4%	5.8%	4.3%	0.0%	15.9%	69
Financial Services	58.3%	4.8%	6.0%	0.0%	1.2%	29.8%	84
High Tech	77.9%	4.8%	1.0%	1.0%	1.9%	13.5%	104
Manufacturing	71.3%	4.2%	5.0%	0.8%	1.5%	17.2%	261
Media/Entertainment	61.5%	7.7%	23.1%	0.0%	0.0%	7.7%	13
Pharmaceutical/Biotechnology	67.7%	0.0%	9.7%	0.0%	3.2%	19.4%	31
Retail/Wholesale Trade	69.4%	0.0%	19.4%	2.8%	0.0%	8.3%	36
Services	65.3%	5.0%	5.9%	2.0%	1.0%	20.8%	101
Health Care	83.3%	0.0%	0.0%	0.0%	0.0%	16.7%	12
Revenue Size							
Under \$500 Million	88.9%	0.0%	0.0%	11.1%	0.0%	0.0%	9
\$500 Million - \$1 Billion	64.5%	3.2%	16.1%	0.0%	0.0%	16.1%	31
\$1 Billion - \$3 Billion	67.6%	4.4%	5.9%	0.7%	0.7%	20.6%	136
\$3 Billion - \$6 Billion	77.4%	2.6%	3.5%	0.0%	1.7%	14.8%	115
\$6 Billion - \$10 Billion	66.7%	0.0%	5.8%	4.3%	0.0%	23.2%	69
\$10 Billion - \$20 Billion	67.6%	4.9%	7.8%	1.0%	1.0%	17.6%	102
\$20 Billion or More	61.4%	5.9%	5.9%	2.0%	2.0%	22.8%	101

Stock Ownership and Restrictive Covenants**Stock Ownership (continued)**

TIME TO MEET THE OWNERSHIP TARGETS - OUTSIDE DIRECTORS							
	% of Responses						# of Responses
	1 Year	2 Years	3 Years	4 Years	5 Years	Other	
Total Sample	67.9%	7.4%	11.9%	1.7%	0.7%	10.5%	421
Industry Sector							
Energy Services	69.8%	9.4%	13.2%	0.0%	0.0%	7.5%	53
Financial Services	68.3%	4.8%	11.1%	0.0%	0.0%	15.9%	63
High Tech	73.0%	6.8%	9.5%	2.7%	1.4%	6.8%	74
Manufacturing	70.1%	8.6%	9.1%	2.1%	0.5%	9.6%	187
Media/Entertainment	44.4%	11.1%	33.3%	0.0%	0.0%	11.1%	9
Pharmaceutical/Biotechnology	73.7%	0.0%	15.8%	0.0%	0.0%	10.5%	19
Retail/Wholesale Trade	55.2%	10.3%	31.0%	0.0%	0.0%	3.4%	29
Services	64.1%	5.1%	11.5%	3.8%	2.6%	12.8%	78
Health Care	81.8%	0.0%	9.1%	0.0%	0.0%	9.1%	11
Revenue Size							
Under \$500 Million	66.7%	11.1%	11.1%	11.1%	0.0%	0.0%	9
\$500 Million - \$1 Billion	56.0%	16.0%	24.0%	0.0%	0.0%	4.0%	25
\$1 Billion - \$3 Billion	68.0%	6.0%	11.0%	2.0%	0.0%	13.0%	100
\$3 Billion - \$6 Billion	74.4%	9.8%	8.5%	1.2%	0.0%	6.1%	82
\$6 Billion - \$10 Billion	67.3%	3.8%	9.6%	1.9%	0.0%	17.3%	52
\$10 Billion - \$20 Billion	62.2%	8.5%	17.1%	1.2%	1.2%	9.8%	82
\$20 Billion or More	71.8%	4.2%	8.5%	1.4%	2.8%	11.3%	71

REVIEW OF COMPLIANCE WITH STOCK OWNERSHIP GUIDELINES						
	% of Responses					# of Responses
	Annually	Semiannually	Quarterly	At Each Grant	Other	
Total Sample	83.5%	4.3%	5.7%	1.6%	4.9%	509
Industry Sector						
Energy Services	81.5%	4.6%	7.7%	3.1%	3.1%	65
Financial Services	85.3%	2.7%	6.7%	0.0%	5.3%	75
High Tech	81.9%	3.2%	7.4%	2.1%	5.3%	94
Manufacturing	82.9%	4.6%	5.8%	2.1%	4.6%	240
Media/Entertainment	83.3%	0.0%	0.0%	8.3%	8.3%	12
Pharmaceutical/Biotechnology	84.6%	7.7%	0.0%	0.0%	7.7%	26
Retail/Wholesale Trade	93.3%	3.3%	0.0%	0.0%	3.3%	30
Services	83.0%	4.5%	3.4%	1.1%	8.0%	88
Health Care	72.7%	9.1%	18.2%	0.0%	0.0%	11
Revenue Size						
Under \$500 Million	90.0%	10.0%	0.0%	0.0%	0.0%	10
\$500 Million - \$1 Billion	67.7%	9.7%	9.7%	3.2%	9.7%	31
\$1 Billion - \$3 Billion	84.3%	5.0%	5.0%	1.7%	4.1%	121
\$3 Billion - \$6 Billion	86.3%	2.9%	4.9%	1.0%	4.9%	102
\$6 Billion - \$10 Billion	89.2%	4.6%	3.1%	1.5%	1.5%	65
\$10 Billion - \$20 Billion	81.1%	3.3%	7.8%	0.0%	7.8%	90
\$20 Billion or More	82.2%	3.3%	6.7%	3.3%	4.4%	90

Stock Ownership and Restrictive Covenants**Stock Ownership (continued)**

CONSEQUENCES OF FAILURE TO MEET OWNERSHIP TARGETS							
	% of Responses						# of Responses
	Evaluated on Case-by-Case Basis	Mandatory Bonus Payment in Shares	Restricted Shares/Units Must be Retained at Vesting	Stock Options Must be Retained at Exercise	Future Equity Grants are Reduced	Other	
Total Sample	66.5%	9.0%	30.2%	24.1%	3.3%	14.3%	490
Industry Sector							
Energy Services	63.2%	13.2%	39.7%	22.1%	2.9%	16.2%	68
Financial Services	72.5%	11.6%	31.9%	33.3%	7.2%	10.1%	69
High Tech	70.5%	9.1%	26.1%	15.9%	4.5%	10.2%	88
Manufacturing	69.2%	7.9%	26.0%	19.8%	2.2%	13.2%	227
Media/Entertainment	72.7%	0.0%	0.0%	0.0%	0.0%	36.4%	11
Pharmaceutical/Biotechnology	77.8%	3.7%	29.6%	25.9%	0.0%	7.4%	27
Retail/Wholesale Trade	53.6%	7.1%	32.1%	28.6%	0.0%	21.4%	28
Services	64.7%	8.2%	28.2%	25.9%	4.7%	16.5%	85
Health Care	46.2%	0.0%	53.8%	38.5%	0.0%	15.4%	13
Revenue Size							
Under \$500 Million	50.0%	0.0%	25.0%	25.0%	12.5%	37.5%	8
\$500 Million - \$1 Billion	84.6%	7.7%	30.8%	26.9%	0.0%	7.7%	26
\$1 Billion - \$3 Billion	70.6%	14.3%	30.3%	21.8%	0.8%	8.4%	119
\$3 Billion - \$6 Billion	67.7%	7.1%	30.3%	17.2%	6.1%	18.2%	99
\$6 Billion - \$10 Billion	66.7%	5.0%	28.3%	28.3%	3.3%	18.3%	60
\$10 Billion - \$20 Billion	63.5%	7.1%	38.8%	32.9%	3.5%	17.6%	85
\$20 Billion or More	59.1%	9.7%	23.7%	22.6%	3.2%	11.8%	93

Stock Ownership and Restrictive Covenants**Restrictive Covenants - Non-compete Provisions**

RESTRICTIVE COVENANTS IN MOST RECENT GRANT			
	# of Organizations	% of Organizations	# of Responses
Total Sample	250	31.3%	800
Industry Sector			
Energy Services	17	17.2%	99
Financial Services	51	36.7%	139
High Tech	52	36.9%	141
Manufacturing	111	32.1%	346
Media/Entertainment	7	28.0%	25
Pharmaceutical/Biotechnology	5	10.4%	48
Retail/Wholesale Trade	14	29.2%	48
Services	52	34.9%	149
Health Care	5	26.3%	19
Revenue Size			
Under \$500 Million	7	20.0%	35
\$500 Million - \$1 Billion	11	25.0%	44
\$1 Billion - \$3 Billion	54	29.2%	185
\$3 Billion - \$6 Billion	56	36.8%	152
\$6 Billion - \$10 Billion	33	37.1%	89
\$10 Billion - \$20 Billion	35	26.7%	131
\$20 Billion or More	54	32.9%	164

AWARDS THAT HAVE RESTRICTIVE COVENANTS					
	% of Responses				# of Responses
	Stock Options	Restricted Stock/ Stock Units	Performance Plan Awards	SARs	
Total Sample	54.1%	78.9%	74.4%	14.6%	246
Industry Sector					
Energy Services	26.7%	73.3%	80.0%	0.0%	15
Financial Services	54.0%	84.0%	76.0%	12.0%	50
High Tech	61.5%	86.5%	65.4%	13.5%	52
Manufacturing	58.2%	75.5%	80.0%	17.3%	110
Media/Entertainment	42.9%	85.7%	57.1%	28.6%	7
Pharmaceutical/Biotechnology	80.0%	80.0%	100.0%	20.0%	5
Retail/Wholesale Trade	50.0%	71.4%	71.4%	14.3%	14
Services	53.8%	84.6%	61.5%	15.4%	52
Health Care	60.0%	80.0%	60.0%	20.0%	5
Revenue Size					
Under \$500 Million	37.5%	75.0%	62.5%	0.0%	8
\$500 Million - \$1 Billion	50.0%	80.0%	70.0%	10.0%	10
\$1 Billion - \$3 Billion	46.3%	79.6%	74.1%	13.0%	54
\$3 Billion - \$6 Billion	50.9%	83.0%	69.8%	20.8%	53
\$6 Billion - \$10 Billion	46.9%	68.8%	78.1%	9.4%	32
\$10 Billion - \$20 Billion	74.3%	85.7%	80.0%	17.1%	35
\$20 Billion or More	59.3%	75.9%	75.9%	14.8%	54

Stock Ownership and Restrictive Covenants**Restrictive Covenants - Non-compete Provisions (continued)**

EMPLOYEES COVERED BY RESTRICTIVE COVENANTS				
	% of Responses			# of Responses
	All Recipients	CEO Only	Selected Senior Executives Only	
Total Sample	83.8%	0.8%	15.4%	241
Industry Sector				
Energy Services	60.0%	6.7%	33.3%	15
Financial Services	83.7%	0.0%	16.3%	49
High Tech	89.8%	0.0%	10.2%	49
Manufacturing	86.1%	0.9%	13.0%	108
Media/Entertainment	85.7%	0.0%	14.3%	7
Pharmaceutical/Biotechnology	80.0%	0.0%	20.0%	5
Retail/Wholesale Trade	78.6%	0.0%	21.4%	14
Services	86.0%	0.0%	14.0%	50
Health Care	100.0%	0.0%	0.0%	5
Revenue Size				
Under \$500 Million	100.0%	0.0%	0.0%	7
\$500 Million - \$1 Billion	72.7%	0.0%	27.3%	11
\$1 Billion - \$3 Billion	90.7%	0.0%	9.3%	54
\$3 Billion - \$6 Billion	80.4%	2.0%	17.6%	51
\$6 Billion - \$10 Billion	80.6%	0.0%	19.4%	31
\$10 Billion - \$20 Billion	88.6%	0.0%	11.4%	35
\$20 Billion or More	78.8%	1.9%	19.2%	52

LENGTH OF RESTRICTION PERIOD					
	% of Responses				# of Responses
	6 Months	1 Year	2 Years	3 or More Years	
Total Sample					
Non-Competition	6.8%	51.2%	22.9%	19.0%	205
Non-Solicitation of Employees	4.5%	55.4%	24.3%	15.8%	177
Non-Solicitation of Customers	2.5%	57.1%	25.2%	15.3%	163
Non-Disparagement	2.1%	48.5%	21.6%	27.8%	97
Inappropriate Use of Trade Secrets	4.4%	39.0%	16.2%	40.4%	136
INDUSTRY SECTOR					
Energy Services					
Non-Competition	0.0%	50.0%	30.0%	20.0%	10
Non-Solicitation of Employees	0.0%	54.5%	27.3%	18.2%	11
Non-Solicitation of Customers	0.0%	71.4%	14.3%	14.3%	7
Non-Disparagement	0.0%	60.0%	20.0%	20.0%	5
Inappropriate Use of Trade Secrets	0.0%	28.6%	0.0%	71.4%	7

Table continues on next page.

Stock Ownership and Restrictive Covenants

Restrictive Covenants - Non-compete Provisions (continued)

LENGTH OF RESTRICTION PERIOD (continued)					
	% of Responses				# of Responses
	6 Months	1 Year	2 Years	3 or More Years	
INDUSTRY SECTOR (continued)					
Financial Services					
Non-Competition	8.3%	52.8%	19.4%	19.4%	36
Non-Solicitation of Employees	4.4%	77.8%	6.7%	11.1%	45
Non-Solicitation of Customers	0.0%	80.5%	12.2%	7.3%	41
Non-Disparagement	0.0%	61.1%	16.7%	22.2%	18
Inappropriate Use of Trade Secrets	0.0%	39.1%	8.7%	52.2%	23
High Tech					
Non-Competition	10.9%	43.5%	26.1%	19.6%	46
Non-Solicitation of Employees	5.9%	47.1%	35.3%	11.8%	34
Non-Solicitation of Customers	8.8%	44.1%	32.4%	14.7%	34
Non-Disparagement	5.6%	44.4%	38.9%	11.1%	18
Inappropriate Use of Trade Secrets	13.3%	33.3%	33.3%	20.0%	30
Manufacturing					
Non-Competition	5.3%	47.4%	24.2%	23.2%	95
Non-Solicitation of Employees	2.9%	47.8%	31.9%	17.4%	69
Non-Solicitation of Customers	1.5%	49.3%	31.3%	17.9%	67
Non-Disparagement	0.0%	48.8%	22.0%	29.3%	41
Inappropriate Use of Trade Secrets	4.6%	38.5%	18.5%	38.5%	65
Media/Entertainment					
Non-Competition	0.0%	71.4%	14.3%	14.3%	7
Non-Solicitation of Employees	0.0%	50.0%	25.0%	25.0%	4
Non-Solicitation of Customers	0.0%	50.0%	25.0%	25.0%	4
Non-Disparagement	0.0%	33.3%	33.3%	33.3%	3
Inappropriate Use of Trade Secrets	0.0%	100.0%	0.0%	0.0%	2
Pharmaceutical/Biotechnology					
Non-Competition	0.0%	100.0%	0.0%	0.0%	5
Non-Solicitation of Employees	0.0%	100.0%	0.0%	0.0%	4
Non-Solicitation of Customers	0.0%	100.0%	0.0%	0.0%	4
Non-Disparagement	0.0%	100.0%	0.0%	0.0%	3
Inappropriate Use of Trade Secrets	0.0%	80.0%	0.0%	20.0%	5
Retail/Wholesale Trade					
Non-Competition	0.0%	64.3%	21.4%	14.3%	14
Non-Solicitation of Employees	0.0%	41.7%	33.3%	25.0%	12
Non-Solicitation of Customers	0.0%	22.2%	44.4%	33.3%	9
Non-Disparagement	0.0%	50.0%	0.0%	50.0%	8
Inappropriate Use of Trade Secrets	0.0%	40.0%	0.0%	60.0%	10

Table continues on next page.

Stock Ownership and Restrictive Covenants

Restrictive Covenants - Non-compete Provisions (continued)

LENGTH OF RESTRICTION PERIOD (continued)					
	% of Responses				# of Responses
	6 Months	1 Year	2 Years	3 or More Years	
INDUSTRY SECTOR (continued)					
Services					
Non-Competition	10.9%	54.3%	23.9%	10.9%	46
Non-Solicitation of Employees	8.3%	50.0%	27.8%	13.9%	36
Non-Solicitation of Customers	5.7%	54.3%	25.7%	14.3%	35
Non-Disparagement	4.8%	38.1%	38.1%	19.0%	21
Inappropriate Use of Trade Secrets	7.4%	44.4%	29.6%	18.5%	27
Health Care					
Non-Competition	25.0%	50.0%	0.0%	25.0%	4
Non-Solicitation of Employees	25.0%	25.0%	25.0%	25.0%	4
Non-Solicitation of Customers	25.0%	25.0%	25.0%	25.0%	4
Non-Disparagement	25.0%	25.0%	0.0%	50.0%	4
Inappropriate Use of Trade Secrets	25.0%	25.0%	0.0%	50.0%	4
REVENUE SIZE					
Under \$500 Million					
Non-Competition	20.0%	40.0%	20.0%	20.0%	5
Non-Solicitation of Employees	20.0%	60.0%	20.0%	0.0%	5
Non-Solicitation of Customers	20.0%	80.0%	0.0%	0.0%	5
Non-Disparagement	0.0%	75.0%	0.0%	25.0%	4
Inappropriate Use of Trade Secrets	25.0%	50.0%	0.0%	25.0%	4
\$500 Million - \$1 Billion					
Non-Competition	0.0%	66.7%	33.3%	0.0%	9
Non-Solicitation of Employees	0.0%	70.0%	30.0%	0.0%	10
Non-Solicitation of Customers	0.0%	77.8%	22.2%	0.0%	9
Non-Disparagement	0.0%	40.0%	40.0%	20.0%	5
Inappropriate Use of Trade Secrets	0.0%	42.9%	28.6%	28.6%	7
\$1 Billion - \$3 Billion					
Non-Competition	6.4%	46.8%	29.8%	17.0%	47
Non-Solicitation of Employees	5.0%	55.0%	25.0%	15.0%	40
Non-Solicitation of Customers	0.0%	51.4%	31.4%	17.1%	35
Non-Disparagement	0.0%	57.9%	21.1%	21.1%	19
Inappropriate Use of Trade Secrets	0.0%	42.3%	19.2%	38.5%	26
\$3 Billion - \$6 Billion					
Non-Competition	9.3%	48.8%	18.6%	23.3%	43
Non-Solicitation of Employees	6.3%	56.3%	18.8%	18.8%	32
Non-Solicitation of Customers	9.1%	48.5%	21.2%	21.2%	33
Non-Disparagement	12.5%	50.0%	12.5%	25.0%	16
Inappropriate Use of Trade Secrets	11.1%	33.3%	3.7%	51.9%	27

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Stock Ownership and Restrictive Covenants**Restrictive Covenants - Non-compete Provisions (continued)**

LENGTH OF RESTRICTION PERIOD (continued)					
	% of Responses				# of Responses
	6 Months	1 Year	2 Years	3 or More Years	
REVENUE SIZE (continued)					
\$6 Billion - \$10 Billion					
Non-Competition	0.0%	52.0%	28.0%	20.0%	25
Non-Solicitation of Employees	4.5%	59.1%	18.2%	18.2%	22
Non-Solicitation of Customers	0.0%	60.0%	25.0%	15.0%	20
Non-Disparagement	0.0%	36.4%	45.5%	18.2%	11
Inappropriate Use of Trade Secrets	0.0%	37.5%	31.3%	31.3%	16
\$10 Billion - \$20 Billion					
Non-Competition	13.3%	50.0%	16.7%	20.0%	30
Non-Solicitation of Employees	6.9%	51.7%	24.1%	17.2%	29
Non-Solicitation of Customers	0.0%	58.3%	29.2%	12.5%	24
Non-Disparagement	0.0%	43.8%	31.3%	25.0%	16
Inappropriate Use of Trade Secrets	4.5%	36.4%	18.2%	40.9%	22
\$20 Billion or More					
Non-Competition	4.3%	56.5%	19.6%	19.6%	46
Non-Solicitation of Employees	0.0%	51.3%	30.8%	17.9%	39
Non-Solicitation of Customers	0.0%	59.5%	24.3%	16.2%	37
Non-Disparagement	0.0%	46.2%	11.5%	42.3%	26
Inappropriate Use of Trade Secrets	2.9%	41.2%	14.7%	41.2%	34

Stock Ownership and Restrictive Covenants

Restrictive Covenants - Non-compete Provisions (continued)

CONSEQUENCES/REMEDIES FOR VIOLATING THE NON-COMPETE PROVISION				
	% of Responses			# of Responses
	"Bad Boy Provisions" - Forfeit Outstanding Awards	"Clawback Provisions" - Recover Any Gains Realized Within a Specific Period Prior to Violation Of Non- compete Provision	Not Specified - Award Agreements Do Not Specify Consequences/ Remedies	
Total Sample	7.3%	69.4%	23.3%	232
Industry Sector				
Energy Services	15.4%	30.8%	53.8%	13
Financial Services	4.7%	62.8%	32.6%	43
High Tech	4.2%	79.2%	16.7%	48
Manufacturing	8.1%	72.1%	19.8%	111
Media/Entertainment	0.0%	83.3%	16.7%	6
Pharmaceutical/Biotechnology	0.0%	85.7%	14.3%	7
Retail/Wholesale Trade	7.1%	71.4%	21.4%	14
Services	4.3%	80.9%	14.9%	47
Health Care	25.0%	50.0%	25.0%	4
Revenue Size				
Under \$500 Million	0.0%	60.0%	40.0%	5
\$500 Million - \$1 Billion	10.0%	20.0%	70.0%	10
\$1 Billion - \$3 Billion	1.9%	72.2%	25.9%	54
\$3 Billion - \$6 Billion	4.2%	77.1%	18.8%	48
\$6 Billion - \$10 Billion	7.1%	60.7%	32.1%	28
\$10 Billion - \$20 Billion	8.6%	71.4%	20.0%	35
\$20 Billion or More	15.4%	73.1%	11.5%	52

Glossary of Terms

Glossary of Terms

Stock Options

Stock Options are rights to purchase a fixed number of shares of a company's stock, at a stated price for a specified period of time.

Restricted Stock/Stock Units

Restricted Stock/Stock Units are grants of stock or stock units at no or nominal cost. The restrictions and risk of forfeiture lapse with continued employment over a period of years and/or performance. Dividends or dividend equivalents are normally paid or accrued during the restricted period.

Performance Plan Awards

Performance Plan Awards are contingent awards of cash or stock that are earned in whole or in part according to the degree of achievement of performance goals over a multi-year period (usually three years).

Stock Appreciation Rights

Stock Appreciation Rights are rights to receive payment equal in value to the appreciation on a share of stock between the date on which the SAR was granted and the date on which the employee exercises his/her appreciation rights.

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