

## T(S Total Compensation Solutions www.total-comp.com

### 2019 HOSPITAL EXECUTIVE COMPENSATION REPORT

Data Effective: January 1, 2019 Data Published: April, 2019

Number of Hospitals: 1,345 Number of Job Titles: 25 Number of Employees Reported: 4,559

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#### Introduction

Welcome to the second edition of Total Compensation Solutions' (TCS) *Hospital Executive Compensation Report*. TCS has been publishing a not-for-profit compensation survey for the last 16 years and during that time we observed that hospital executive compensation was not typical of what we saw in the general not-for-profit sector. Therefore, in 2018, we decided to create a hospital executive compensation report using the format that we have developed for our not –for-profit clients. The *2019 Hospital Executive Compensation Report* gathers and reports compensation data on 25 executive and director-level positions found in 1,345 hospitals.

In this report, we looked at the various compensation elements reported in IRS Form 990: base salary, bonus, other income, retirement, non-taxable benefits and from those elements looked at total cash compensation (base salary plus annual bonus) and total remuneration (total cash compensation plus retirement, non-taxable benefits and other income) for each job title.

TCS collects this data to capture a total rewards picture for hospital executives in the not-for-profit sector. We are confident that you will find this report to be a valuable resource for evaluating compensation in the competitive market for hospitals.

In 2018, the US saw the economy stay relatively strong until the fourth quarter. At that point, we saw the stock market dip significantly until the end of the year. We also saw the start of a partial government shutdown that lasted over a month. Currently, the Trump administration is discussing taking legal action to declare the Affordable Care Act unconstitutional. Their actions could have the effect of approximately 20 million Americans losing their healthcare which could impact hospitals around the country, especially at emergency rooms. If large numbers of Americans lose their healthcare this will put greater stress on hospitals and the executives who run those institutions. Therefore, it is vital that organizations have an awareness of the competitive external market to help retain high performing executives and attract qualified candidates for executive level positions.

#### Introduction - continued

In this report, TCS reviews the compensation elements which are relevant to successful management of executive pay programs at hospitals. The elements that comprise Total Remuneration include:

- Base Salary
- Total Cash Compensation (Base Salary plus Bonus)
- Retirement
- Health and Welfare Benefits and
- Other Income.

There are also significant differences in pay practices dependent upon two factors:

- Geographic location, and
- Revenue Size

This report is designed to address the primary topics listed above as well as the differentiating factors. All of these factors have an impact on compensation plans among hospitals. By completing this research and a study of the factors impacting compensation, TCS can help hospitals explain and justify their compensation policies and practices.

This survey is conducted using rigid standards and statistical methods developed by TCS. We gathered data using publicly filed documents and incorporated that information into the database with appropriate adjustments for effective date and job matching criteria.

TCS uses statistical process control for all of our surveys. This is a process for: compiling data; screening data; preparing micro- and macro-reports that allow survey analysts to review single organization data, for match quality and consistency of pay practices as well as reports that compare all organizations' response on similar positions. The result is a comprehensive database which TCS uses to prepare the final survey report and ensure its accuracy.

#### Introduction - continued

This report is divided into four sections as described below:

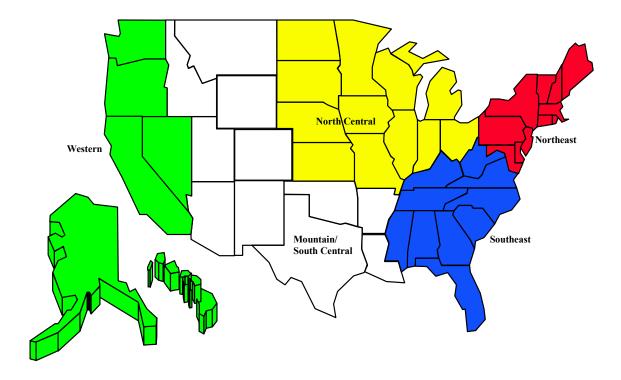
Section I	Executive Summary	Provides an introduction of the report and its overall objective to present an alternative source of data for not-for-profit hospitals, our methodology, hospital demographics and key findings.
Section II	Compensation Analysis	Reports compensation data effective as of <u>January 1, 2019</u> for 25 survey positions based on national, geographic location, and revenue size groupings.
Section III	Geographic Breakdown	Defines the various geographic cuts used in this report: Regional and Cost of Labor Areas
Section IV	Reference	Defines and explains terms used in this report and provides technical notes on report use.

TCS is pleased to present this report on compensation practices for the hospital industry. We believe that this report provides an accurate assessment of pay practices among US hospitals.

If you have any questions on this report or would like to provide additional feedback on this survey, please call our offices at (914) 730-7300 or email your questions to Tom Bailey <u>tbailey@total-comp.com</u> or Paul Gavejian <u>pgavejian@total-comp.com</u>

#### **Demographics of Hospitals in the Report**

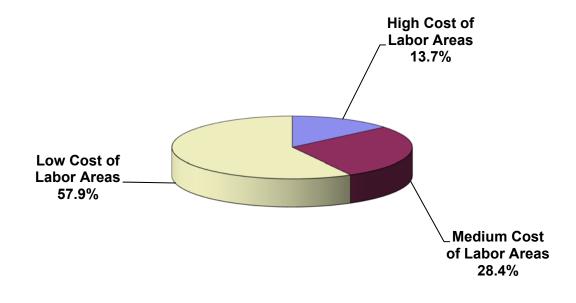
#### Geographic Breakdown of Hospitals in the Report



Region	Number	Percentage
Northeast	405	30.1%
Southeast	255	19.0%
North Central	374	27.8%
Mountain/South Central	162	12.0%
Western	149	11.1%
Total	1,345	100.0%

#### **Demographics of Hospitals - continued**

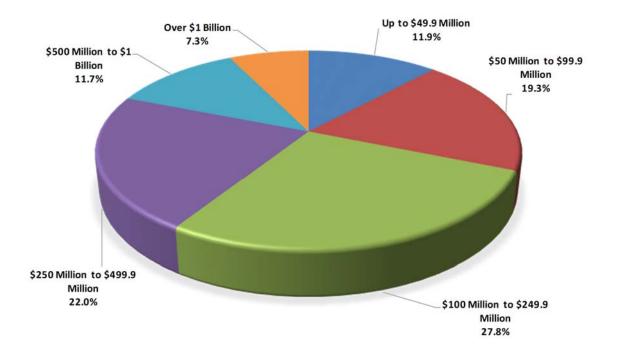
#### Cost of Labor Areas for Hospitals in Report



Industry	Number	Percent
High Cost of Labor Areas	184	13.7%
Medium Cost of Labor Areas	382	28.4%
Low Cost of Labor Areas	779	57.9%
Total	1,345	100.0%

#### **Demographics of Hospitals – continued**

#### **Revenue Size Breakdown of Hospitals in Report**



Revenue	Number	Percent
Up to \$49.9 Million	160	11.9%
\$50 Million to \$99.9 Million	260	19.3%
\$100 Million to \$249.9 Million	374	27.8%
\$250 Million to \$499.9 Million	296	22.0%
\$500 Million to \$1 Billion	157	11.7%
Over \$1 Billion	98	7.3%
Total	1,345	100.0%

No. of Co's         No. of EFs         No. of Avg.         No. of Prite         Sub Prite         Sub Prite         Sub Prite         Prite         Prite         Prite         Prite           Revenue (S000,000s)         No. of         No. of         Wid         220.3         98.6         97.1         211.4         430.0           All Companies - National         Co's         EEs         Avg.         Avg.         Prite         Prite         Prite           Actual Bonus %         444         445         20.5         20.6         6         17.7         26.8           Actual Bonus S         444         445         20.5         20.6         37.8         39.2         21.3         55.5           Othe Income (S000s)         502         57.6         57.6         39.8         39.2         11.0         44.9           Total Carl Compensation (TCC) (\$000s)         502         57.6         57.6         57.8         39.2         21.0         10.6         48.0         48.0         48.0         48.0         48.0         48.0         48.0         48.0         48.0         48.0         48.0         48.0         48.0         48.0         48.0         48.0         48.0         48.0         48.0	004 Top Financial Executive							
Revenue (\$000.00%)         649         650         385.5         97.1         211.4         450.0           All Companies - National         Co's         EEs         Avg.         Pitile	Finance Data:							
No. of All Companies - National         No. of Co's         No. of KFs         No. of KFs <th></th> <th>Cors</th> <th>EES</th> <th>Avg.</th> <th>Avg.</th> <th>Ptile</th> <th>Ptile</th> <th>Ptile</th>		Cors	EES	Avg.	Avg.	Ptile	Ptile	Ptile
All Companies - National         Co's         EEs         Avg.         Prile         Prile </td <td>Revenue (\$000,000s)</td> <td>649</td> <td>650</td> <td>386.5</td> <td>386.8</td> <td>97.1</td> <td>211.4</td> <td>430.0</td>	Revenue (\$000,000s)	649	650	386.5	386.8	97.1	211.4	430.0
Actual Bonus %       494       495       20.5       20.5       9.6       17.7       28.8         Actual Bonus Paid (\$000s)       494       495       86.1       86.1       24.3       55.5       97.4         Actual Bonus Paid (\$000s)       502       502       57.6       57.6       3.9       21.3       55.5         Retirement (\$000s)       594       595       38.8       388       9.9       18.0       43.3         Non-taxable Benefits (\$000s)       649       650       497.5       497.8       27.5       408.0       600.6         Non-taxable Benefits (\$000s)       649       650       497.5       497.8       27.5       408.0       600.8         High Cost Areas (\$10% and Above of National Avg.)       Co's       FER       Avg.       Avg.       Ptile       Ptile       Ptile       Ptile       Ptile       Ptile       Ptile       Ptile       Ptile       75.1       417.1       28.9       409.6       510.3       32.4       43.4       34.9       593.5       Arrug       Argg.       Ptile       Ptile       Ptile       Ptile       11.4       22.1       12.1       22.3       11.8       21.4       23.2       13.1       13.5       13.5	All Companies - National				Avg.			
Actual Bonus Paid (\$000s)       494       495       86.1       86.1       24.3       55.5       97.4         Tatal Cach Compensation (TCC) (\$000s)       649       660       398.6       398.8       22.6.8       337.8       486.9         Other Income (\$000s)       594       595       38.8       38.8       9.9       18.0       43.3         Non-taxable Benefits (\$000s)       600       47.7       47.8       27.0       480.6       660.8         Tatal Remuneration (\$000s)       610       47.7       47.8       7.70       48.8       33.9       53.5         Annual Bace Satary (\$000s)       113       113       677.8       67.8       164.8       33.9       53.5         Actual Bonus Pád (\$000s)       113       113       677.8       67.8       164.8       33.9       53.5         Actual Bonus Pád (\$000s)       113       113       677.8       164.8       34.9       656.5         Actual Bonus Pád (\$000s)       93       93       27.3       17.8       21.4       49.6       639.8         Actual Bonus Pád (\$000s)       113       113       113       155.1       155.6       13.3       22.1       410.0         Non-daxoble Benefits (\$000s) </td <td>Annual Base Salary (\$000s)</td> <td>649</td> <td>650</td> <td>333.1</td> <td>333.2</td> <td>220.3</td> <td>293.9</td> <td>410.2</td>	Annual Base Salary (\$000s)	649	650	333.1	333.2	220.3	293.9	410.2
Total Cash Compensation (TCC) (\$000s)         649         650         398.6         398.8         236.8         337.8         486.9           Other Income (\$000s)         502         502         57.6         57.6         3.9         18.0         486.9           Nor-taxable Benefits (\$000s)         630         631         19.5         19.5         12.2         19.1         25.9           Total Remuneration (\$000s)         640         650         497.5         497.5         498.9         660.8           High Cost Areas (110% and Above of National Avg.)         Co's         EEs         Avg.         Avg.         Prile         Prile         Prile         Prile         616.3           Annual Base Saary (\$000s)         113         113         474.3         27.3         118.8         21.4         32.2           Actual Bonus Paid (\$000s)         93         93         27.3         27.3         118.8         21.4         32.2           Actual Bonus Paid (\$000s)         95         95         70.7         70.7         3.6         11.3         55.9           Total Cash Compensation (TCC) (\$000s)         113         113         113         693.5         389.7         549.1         763.5           Total Cash C	Actual Bonus %	494	495	20.5	20.5	9.6	17.7	26.8
Other Income (\$000s)         502         502         57.6         57.6         3.9         21.3         55.5           Retirement (\$000s)         504         505         38.8         9.9         18.0         43.3           Non-taxable Benefits (\$000s)         649         650         497.5         497.8         275.0         408.0         606.8           High Cost Areas (110% and Above of National Avg.)         No. of         No. of         Wtd         25th         50th         75th           Actual Base Salary (\$000s)         113         113         677.8         677.8         164.8         334.9         593.5           Actual Base Salary (\$000s)         93         93         27.3         11.8         21.4         406.5         653.8           Actual Bonus %         93         93         27.3         11.8         21.4         406.5         653.8           Other Income (\$000s)         95         95         70.7         70.7         3.6         11.3         69.8           Retirement (\$000s)         105         145.5         45.5         45.5         13.3         22.1         41.0           Non-of Wid         25.4         50.95.5         75.9.1         75.8         13.2	Actual Bonus Paid (\$000s)	494	495	86.1	86.1	24.3	55.5	97.4
Retirement (\$000s)         594         595         38.8         38.8         9.9         18.0         43.3           Non-taxable Benefits (\$000s)         630         631         19.5         12.2         19.1         25.9           Total Remuneration (\$000s)         649         650         497.5         497.8         275.0         408.0         608.8           High Cost Areas (110% and Above of National Avg.)         Co's         EEs         Avg.         Avg.         Pitic         Pitic         Pitic         Pitic         Pitic         71.4         32.8         33.4         53.5           Anual Base Salary (\$000s)         113         113         677.8         164.8         334.9         593.5           Actual Bonus %         93         93         155.1         155.1         45.6         84.0         143.5           Other Income (\$000s)         95         95         70.7         70.7         3.6         11.3         163         593.5           Cold Cash Cases Salary (\$000s)         111         111         21.4         21.4         41.2         21.1         27.8           Total Cash Compensation (TCC) (\$000s)         113         113         593.5         583.7         584.1         78.0	Total Cash Compensation (TCC) (\$000s)	649	650	398.6	398.8	236.8	337.8	486.9
Non-taxable Benefits (\$000s)         630         631         19.5         19.5         12.2         19.1         25.9           Total Remuneration (\$000s)         649         660         497.5         497.8         275.0         408.0         606.8           High Cost Areas (110% and Above of National Avg.)         Co's         EEs         Avg.         Avg.         Pfile         Pfile<	Other Income (\$000s)	502	502	57.6	57.6	3.9	21.3	55.5
Total Remuneration (\$000s)         649         650         497.5         497.8         275.0         408.0         606.8           High Cost Areas (110% and Above of National Avg.)         No. of Co's         No. of No. of Status         Wide Avg.         Avg. Ptile         Ptile         Ptile         Ptile         Ptile           Revenue (\$000,005)         113         113         677.8         677.8         164.8         334.9         593.5           Annual Base Satary (\$000s)         113         113         443.1         443.1         248.9         409.6         516.3           Actual Bonus Paid (\$000s)         93         93         155.1         155.6         84.0         149.5           Calcula Bonus Paid (\$000s)         95         95         70.7         70.7         3.6         11.3         55.9           Retirement (\$000s)         115         105         45.5         13.3         22.1         41.0           Non-taxable Benefits (\$000s)         111         111         21.4         21.4         21.2         21.1         27.8           Medium Cost Areas (100% to 109.9% of National Avg.)         Co's         EES         Avg.         Avg.         Avg.         Ptile         Ptile         Ptile <t< td=""><td>Retirement (\$000s)</td><td>594</td><td>595</td><td>38.8</td><td>38.8</td><td>9.9</td><td>18.0</td><td>43.3</td></t<>	Retirement (\$000s)	594	595	38.8	38.8	9.9	18.0	43.3
High Cost Areas (110% and Above of National Avg.)         No. of Co's         No. of EEs         Wtd Avg.         25th Avg.         S0th Ptile         75th Ptile           Revenue (\$000,009)         113         113         677.8         677.8         164.8         334.9         593.5           Annual Base Salary (\$000s)         113         113         443.1         248.9         409.6         516.3           Actual Bonus %         93         93         155.1         155.1         45.6         84.0         144.5           Actual Bonus %         93         93         155.1         155.1         45.6         639.8           Other Income (\$000s)         95         57.0.7         70.7         3.6         11.3         22.1         410.0           Non-taxable Benefits (\$000s)         105         105         45.5         45.5         13.3         22.1         410.0           Non-dr Kost Areas (100% to 109.9% of National Avg.)         No. of         No. of         Wid         25th         50th         75th           Medium Cost Areas (100% to 109.9% of National Avg.)         Co's         EEs         Avg.         Avg.         Ptile         Ptile         Ptile         Ptile         Ptile         Ptile         175.3         175 <td>Non-taxable Benefits (\$000s)</td> <td>630</td> <td>631</td> <td>19.5</td> <td>19.5</td> <td>12.2</td> <td>19.1</td> <td>25.9</td>	Non-taxable Benefits (\$000s)	630	631	19.5	19.5	12.2	19.1	25.9
High Cost Areas (110% and Above of National Avg.)         Co's         EEs         Avg.         Avg.         Prile         Prile<	Total Remuneration (\$000s)	649	650	497.5	497.8	275.0	408.0	606.8
Revenue (\$000,000s)         113         113         113         677.8         164.8         334.9         593.5           Annual Base Salary (\$000s)         113         113         113         443.1         288.9         409.6         516.3           Actual Bonus %         93         93         27.3         27.3         11.8         21.4         32.2           Actual Bonus Paid (\$000s)         93         93         155.1         155.1         45.6         84.0         149.5           Total Cash Compensation (TCC) (\$000s)         113         113         570.8         524.4         486.5         639.8           Other Income (\$000s)         95         95         70.7         70.7         3.6         11.3         56.9           Retirement (\$000s)         105         405.5         435.5         435.7         549.1         783.5           Medium Cost Areas (100% to 109.9% of National Avg.)         Co's         EEs         Avg.         Avg.         Ptile         Pti		No. of	No. of	Wtd		25th	50th	75th
Annual Base Salary (\$000s)         113         113         113         113         443.1         443.1         288.9         409.6         516.3           Actual Bonus %         93         93         27.3         27.3         11.8         21.4         32.2           Actual Bonus Paid (\$000s)         93         93         155.1         155.1         45.6         639.8           Other Income (\$000s)         95         95         70.7         70.7         3.6         11.3         56.9           Retirement (\$000s)         105         105         45.5         45.5         13.3         22.1         41.0           Non-taxable Benefits (\$000s)         111         111         21.4         13.2         21.1         27.8           Total Remuneration (\$000s)         113         113         693.5         389.7         549.1         763.5           Medium Cost Areas (100% to 109.9% of National Avg.)         No. of         Wid         25th         50th         75th           Actual Base Salary (\$000s)         175         175         415.0         415.0         271.2         489.9           Actual Baous %         145         145         22.7         22.7         13.8         13.3 <t< td=""><td>High Cost Areas (110% and Above of National Avg.)</td><td>Co's</td><td>EEs</td><td>Avg.</td><td>Avg.</td><td>Ptile</td><td>Ptile</td><td>Ptile</td></t<>	High Cost Areas (110% and Above of National Avg.)	Co's	EEs	Avg.	Avg.	Ptile	Ptile	Ptile
Actual Bonus %       93       93       27.3       27.3       11.8       21.4       32.2         Actual Bonus Paid (\$000s)       93       93       155.1       155.1       45.6       84.0       149.5         Total Cash Compensation (TCC) (\$000s)       113       113       570.8       570.8       324.4       486.5       689.8         Other Income (\$000s)       95       95       70.7       70.7       36.       11.3       35.9         Retirement (\$000s)       105       105       45.5       45.5       13.3       22.1       41.0         Non-taxable Benefits (\$000s)       111       111       21.4       21.4       13.2       21.1       27.8         Total Remuneration (\$000s)       113       113       693.5       693.5       389.7       549.1       763.5         Medium Cost Areas (100% to 109.9% of National Avg.)       Co's       EEs       Avg.       Avg.       Prile       Prile       Prile       Prile       Prile       71.2       489.9         Annual Base Salary (\$000s)       175       175       415.0       415.0       145.0       27.1.2       489.9         Actual Bonus %       145       145       92.8       38.9       63.4 </td <td>Revenue (\$000,000s)</td> <td>113</td> <td>113</td> <td>677.8</td> <td>677.8</td> <td>164.8</td> <td>334.9</td> <td>593.5</td>	Revenue (\$000,000s)	113	113	677.8	677.8	164.8	334.9	593.5
Actual Bonus Paid (\$000s)       93       93       155.1       155.1       45.6       84.0       149.5         Total Cash Compensation (TCC) (\$000s)       95       95       70.7       70.7       3.6       11.3       56.9         Retirement (\$000s)       105       105       45.5       45.5       13.3       22.1       41.0         Non-taxable Benefits (\$000s)       111       111       21.4       13.2       21.1       77.8         Total Remuneration (\$000s)       1113       113       693.5       693.5       389.7       549.1       763.5         Medium Cost Areas (100% to 109.9% of National Avg.)       No. of Co's       No. of EEs       Nvg.       Avg.       Avg.       Ptile       Ptil	Annual Base Salary (\$000s)	113	113	443.1	443.1	288.9	409.6	516.3
Total Cash Compensation (TCC) (\$000s)         113         113         570.8         570.8         324.4         486.5         639.8           Other Income (\$000s)         95         95         70.7         70.7         3.6         11.3         65.9           Retirement (\$000s)         105         105         45.5         13.3         22.1         41.0           Non-taxable Benefits (\$000s)         111         111         21.4         21.4         21.1         27.8           Total Remuneration (\$000s)         113         113         693.5         693.5         39.7         549.1         763.5           Medium Cost Areas (100% to 109.9% of National Avg.)         Co's         EEs         Avg.         Avg.         Ptile         Pti	Actual Bonus %	93	93	27.3	27.3	11.8	21.4	32.2
Other Income (\$000s)         95         95         70.7         70.7         3.6         11.3         56.9           Retirement (\$000s)         105         105         45.5         45.5         13.3         22.1         41.0           Non-taxable Benefits (\$000s)         111         111         21.4         21.4         21.1         27.8           Total Remuneration (\$000s)         113         113         693.5         389.7         549.1         763.5           Medium Cost Areas (100% to 109.9% of National Avg.)         No. of Co's         Net. of Kut         25th         50th         Prile	Actual Bonus Paid (\$000s)	93	93	155.1	155.1	45.6	84.0	149.5
Retirement (\$000s)         105         105         45.5         45.5         13.3         22.1         41.0           Non-taxable Benefits (\$000s)         111         111         21.4         21.4         27.8           Total Remuneration (\$000s)         113         113         693.5         693.5         389.7         549.1         763.5           Medium Cost Areas (100% to 109.9% of National Avg.)         No. of Co's         No. of EEs         Avg.         Ptile	Total Cash Compensation (TCC) (\$000s)	113	113	570.8	570.8	324.4	486.5	639.8
Non-taxable Benefits (\$000s)         111         111         111         21.4         13.2         21.1         27.8           Total Remuneration (\$000s)         113         113         693.5         693.5         389.7         549.1         763.5           Medium Cost Areas (100% to 109.9% of National Avg.)         No. of Co's         No. of EEs         Avg. Avg.         Ptile         Ptile <td>Other Income (\$000s)</td> <td>95</td> <td>95</td> <td>70.7</td> <td>70.7</td> <td>3.6</td> <td>11.3</td> <td>56.9</td>	Other Income (\$000s)	95	95	70.7	70.7	3.6	11.3	56.9
Total Remuneration (\$000\$)       113       113       693.5       693.5       389.7       549.1       763.5         Medium Cost Areas (100% to 109.9% of National Avg.)       Co's       EEs       Avg.       Avg.       Ptile       Ptile       Ptile       Ptile         Revenue (\$000,000\$)       175       175       415.0       415.0       145.0       271.2       489.9         Annual Base Salary (\$000\$)       175       175       352.2       352.2       259.9       321.2       420.0         Actual Bonus %       145       145       22.7       22.7       13.8       19.8       31.3         Actual Bonus Paid (\$000\$)       115       175       175       429.1       429.1       292.3       369.4       509.6         Other Income (\$000\$)       141       141       73.9       73.9       12.2       29.8       76.0         Retirement (\$000\$)       163       163       48.0       48.0       11.6       20.8       509.6         Non-taxable Benefits (\$000\$)       171       171       171       21.6       21.6       14.2       20.9       27.5         Total Remuneration (\$000\$)       163       163       362       281.8       282.0       70.4 </td <td>Retirement (\$000s)</td> <td>105</td> <td>105</td> <td>45.5</td> <td>45.5</td> <td>13.3</td> <td>22.1</td> <td>41.0</td>	Retirement (\$000s)	105	105	45.5	45.5	13.3	22.1	41.0
No. of Co's         No. of EEs         Wtd Avg.         25th Avg.         50th Ptile         75th Ptile           Revenue (\$000,000s)         175         175         415.0         415.0         145.0         271.2         489.9           Annual Base Salary (\$000s)         175         175         352.2         259.9         321.2         420.0           Actual Bonus %         145         145         22.7         22.7         13.8         19.8         31.3           Actual Bonus Paid (\$000s)         175         175         429.1         292.3         369.4         509.6           Other Income (\$000s)         171         171         216.6         142.2         29.8         76.2           Retirement (\$000s)         163         163         48.0         48.0         11.6         20.8         509.6           Non-taxable Benefits (\$000s)         171         171         21.6         21.2         29.8         76.2           Total Remuneration (\$000s)         163         163         48.0         48.0         11.6         20.8         50.6           Low Cost Areas (Below 100% of National Avg.)         Co's         EEs         Avg.         Avg.         Ptile         Ptile         Ptile <t< td=""><td>Non-taxable Benefits (\$000s)</td><td>111</td><td>111</td><td>21.4</td><td>21.4</td><td>13.2</td><td>21.1</td><td>27.8</td></t<>	Non-taxable Benefits (\$000s)	111	111	21.4	21.4	13.2	21.1	27.8
Medium Cost Areas (100% to 109.9% of National Avg.)         Co's         EEs         Avg.         Ptile         Pti	Total Remuneration (\$000s)	113	113	693.5	693.5	389.7	549.1	763.5
Annual Base Salary (\$000s)       175       175       175       352.2       352.2       259.9       321.2       420.0         Actual Bonus %       145       145       22.7       22.7       13.8       19.8       31.3         Actual Bonus Paid (\$000s)       145       145       92.8       92.8       38.9       63.4       104.5         Total Cash Compensation (TCC) (\$000s)       175       175       429.1       429.1       292.3       369.4       509.6         Other Income (\$000s)       141       141       73.9       73.9       12.2       29.8       76.2         Retirement (\$000s)       163       163       48.0       48.0       11.6       20.8       56.0         Non-taxable Benefits (\$000s)       171       171       21.6       21.6       14.2       20.9       27.5         Total Remuneration (\$000s)       175       175       554.5       554.5       352.5       445.0       668.7         Low Cost Areas (Below 100% of National Avg.)       No. of No. of Co's EEs Avg. Avg. Ptile Ptile Ptile       Ptile Ptile       Ptile       Ptile       Ptile       Ptile       94.16       76.6         Actual Bonus %       256       257       16.7       16.7       <	Medium Cost Areas (100% to 109.9% of National Avg.)				Avg.			
Annual Base Salary (\$000s)       175       175       175       352.2       352.2       259.9       321.2       420.0         Actual Bonus %       145       145       22.7       22.7       13.8       19.8       31.3         Actual Bonus Paid (\$000s)       145       145       92.8       92.8       38.9       63.4       104.5         Total Cash Compensation (TCC) (\$000s)       175       175       429.1       429.1       292.3       369.4       509.6         Other Income (\$000s)       141       141       73.9       73.9       12.2       29.8       76.2         Retirement (\$000s)       163       163       48.0       48.0       11.6       20.8       56.0         Non-taxable Benefits (\$000s)       171       171       21.6       21.6       14.2       20.9       27.5         Total Remuneration (\$000s)       175       175       554.5       554.5       352.5       445.0       668.7         Low Cost Areas (Below 100% of National Avg.)       No. of No. of Co's EEs Avg. Avg. Ptile Ptile Ptile       Ptile Ptile       Ptile       Ptile       Ptile       Ptile       94.16       76.6         Actual Bonus %       256       257       16.7       16.7       <	Revenue (\$000.000s)	175	175	415.0	415.0	145.0	271.2	489.9
Actual Bonus %       145       145       22.7       22.7       13.8       19.8       31.3         Actual Bonus Paid (\$000s)       145       145       92.8       92.8       38.9       63.4       104.5         Total Cash Compensation (TCC) (\$000s)       175       175       429.1       429.1       292.3       369.4       509.6         Other Income (\$000s)       141       141       73.9       73.9       12.2       29.8       76.2         Retirement (\$000s)       163       163       48.0       48.0       11.6       20.8       56.0         Non-taxable Benefits (\$000s)       171       171       21.6       21.6       14.2       20.9       27.5         Total Remuneration (\$000s)       175       175       554.5       554.5       352.5       445.0       668.7         Low Cost Areas (Below 100% of National Avg.)       No. of Co's       No. of EEs       Avg.       Avg.       Ptile								
Actual Bonus Paid (\$000s)       145       145       92.8       92.8       38.9       63.4       104.5         Total Cash Compensation (TCC) (\$000s)       175       175       429.1       429.1       292.3       369.4       509.6         Other Income (\$000s)       141       141       73.9       73.9       12.2       29.8       76.2         Retirement (\$000s)       163       163       48.0       48.0       11.6       20.8       56.0         Non-taxable Benefits (\$000s)       171       171       21.6       21.6       14.2       20.9       27.5         Total Remuneration (\$000s)       175       175       554.5       554.5       352.5       445.0       668.7         Low Cost Areas (Below 100% of National Avg.)       No. of Co's       No. of EFs       Avg.       Ptile       Ptile       Ptile         Revenue (\$000,000s)       361       362       281.8       282.0       70.4       153.4       351.0         Annual Base Salary (\$000s)       361       362       289.4       289.6       196.7       289.9       363.6         Actual Bonus %       256       257       16.7       16.7       8.1       15.8       22.9         Actual Bonu								
Total Cash Compensation (TCC) (\$000s)       175       175       429.1       429.1       292.3       369.4       509.6         Other Income (\$000s)       141       141       73.9       73.9       12.2       29.8       76.2         Retirement (\$000s)       163       163       163       48.0       48.0       11.6       20.8       56.0         Non-taxable Benefits (\$000s)       171       171       21.6       21.6       14.2       20.9       27.5         Total Remuneration (\$000s)       175       175       554.5       554.5       352.5       445.0       668.7         Low Cost Areas (Below 100% of National Avg.)       Co's       EEs       Avg.       Avg.       Ptile	Actual Bonus Paid (\$000s)							
Other Income (\$000s)       141       141       73.9       73.9       12.2       29.8       76.2         Retirement (\$000s)       163       163       163       48.0       48.0       11.6       20.8       56.0         Non-taxable Benefits (\$000s)       171       171       21.6       21.6       14.2       20.9       27.5         Total Remuneration (\$000s)       175       175       554.5       554.5       352.5       445.0       668.7         Low Cost Areas (Below 100% of National Avg.)       No. of Co's       No. of EEs       Avg.       Avg.       Ptile       Ptil								
Retirement (\$000s)       163       163       48.0       48.0       11.6       20.8       56.0         Non-taxable Benefits (\$000s)       171       171       21.6       21.6       14.2       20.9       27.5         Total Remuneration (\$000s)       175       175       554.5       554.5       352.5       445.0       668.7         Low Cost Areas (Below 100% of National Avg.)       No. of Co's       No. of EEs       Ntd       25th Avg.       50th Ptile       75th Ptile         Revenue (\$000,000s)       361       362       281.8       282.0       70.4       153.4       351.0         Annual Base Salary (\$000s)       361       362       289.4       289.6       196.7       258.9       363.6         Actual Bonus %       256       257       16.7       16.7       8.1       15.8       22.9         Actual Bonus Paid (\$000s)       256       257       57.3       57.3       18.0       41.6       76.6         Total Cash Compensation (TCC) (\$000s)       361       362       330.1       330.3       209.3       287.3       429.2         Other Income (\$000s)       266       266       44.2       44.2       3.1       18.0       43.7								
Non-taxable Benefits (\$000s)       171       171       171       21.6       21.6       14.2       20.9       27.5         Total Remuneration (\$000s)       175       175       554.5       554.5       352.5       445.0       668.7         Low Cost Areas (Below 100% of National Avg.)       No. of Co's       No. of EEs       Wtd Avg.       25th Ptile       50th Ptile       75th Ptile         Revenue (\$000,000s)       361       362       281.8       282.0       70.4       153.4       351.0         Annual Base Salary (\$000s)       361       362       289.4       289.6       196.7       258.9       363.6         Actual Bonus %       256       257       16.7       16.7       8.1       15.8       22.9         Actual Bonus Paid (\$000s)       256       257       57.3       57.3       18.0       41.6       76.6         Total Cash Compensation (TCC) (\$000s)       361       362       330.1       330.3       209.3       287.3       429.2         Other Income (\$000s)       266       266       44.2       44.2       3.1       18.0       43.7         Retirement (\$000s)       348       349       17.8       10.4       17.8       23.1 <td>Retirement (\$000s)</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>56.0</td>	Retirement (\$000s)							56.0
No. of Co'sNo. of EEsWtd Avg.25th Ptile50th Ptile75th PtileRevenue (\$000,000s)361362281.8282.070.4153.4351.0Annual Base Salary (\$000s)361362289.4289.6196.7258.9363.6Actual Bonus %25625716.716.78.115.822.9Actual Bonus Paid (\$000s)25625757.357.318.041.676.6Total Cash Compensation (TCC) (\$000s)361362330.1330.3209.3287.3429.2Other Income (\$000s)26626644.244.23.118.043.7Retirement (\$000s)32632732.032.18.814.838.3Non-taxable Benefits (\$000s)34834917.817.810.417.823.1	Non-taxable Benefits (\$000s)	171	171	21.6	21.6	14.2	20.9	27.5
Low Cost Areas (Below 100% of National Avg.)Co'sEEsAvg.Avg.PtilePtilePtileRevenue (\$000,000s)361362281.8282.070.4153.4351.0Annual Base Salary (\$000s)361362289.4289.6196.7258.9363.6Actual Bonus %25625716.716.78.115.822.9Actual Bonus Paid (\$000s)25625757.357.318.041.676.6Total Cash Compensation (TCC) (\$000s)361362330.1330.3209.3287.3429.2Other Income (\$000s)26626644.244.23.118.043.7Retirement (\$000s)32632732.032.18.814.838.3Non-taxable Benefits (\$000s)34834917.810.417.823.1	Total Remuneration (\$000s)	175	175	554.5	554.5	352.5	445.0	668.7
Low Cost Areas (Below 100% of National Avg.)Co'sEEsAvg.Avg.PtilePtilePtileRevenue (\$000,000s)361362281.8282.070.4153.4351.0Annual Base Salary (\$000s)361362289.4289.6196.7258.9363.6Actual Bonus %25625716.716.78.115.822.9Actual Bonus Paid (\$000s)25625757.357.318.041.676.6Total Cash Compensation (TCC) (\$000s)361362330.1330.3209.3287.3429.2Other Income (\$000s)26626644.244.23.118.043.7Retirement (\$000s)34834917.810.417.823.1		No. of	No. of	Wtd		25th	50th	75th
Annual Base Salary (\$000s)361362289.4289.6196.7258.9363.6Actual Bonus %25625716.716.78.115.822.9Actual Bonus Paid (\$000s)25625757.357.318.041.676.6Total Cash Compensation (TCC) (\$000s)361362330.1330.3209.3287.3429.2Other Income (\$000s)26626644.244.23.118.043.7Retirement (\$000s)32632732.032.18.814.838.3Non-taxable Benefits (\$000s)34834917.817.810.417.823.1	Low Cost Areas (Below 100% of National Avg.)				Avg.			
Annual Base Salary (\$000s)361362289.4289.6196.7258.9363.6Actual Bonus %25625716.716.78.115.822.9Actual Bonus Paid (\$000s)25625757.357.318.041.676.6Total Cash Compensation (TCC) (\$000s)361362330.1330.3209.3287.3429.2Other Income (\$000s)26626644.244.23.118.043.7Retirement (\$000s)32632732.032.18.814.838.3Non-taxable Benefits (\$000s)34834917.817.810.417.823.1	Revenue (\$000,000s)	361	362	281.8	282.0	70.4	153.4	351.0
Actual Bonus Paid (\$000s)25625757.357.318.041.676.6Total Cash Compensation (TCC) (\$000s)361362330.1330.3209.3287.3429.2Other Income (\$000s)26626644.244.23.118.043.7Retirement (\$000s)32632732.032.18.814.838.3Non-taxable Benefits (\$000s)34834917.810.417.823.1	Annual Base Salary (\$000s)	361	362	289.4	289.6	196.7	258.9	363.6
Total Cash Compensation (TCC) (\$000s)361362330.1330.3209.3287.3429.2Other Income (\$000s)26626644.244.23.118.043.7Retirement (\$000s)32632732.032.18.814.838.3Non-taxable Benefits (\$000s)34834917.810.417.823.1	Actual Bonus %	256	257	16.7	16.7	8.1	15.8	22.9
Other Income (\$000s)26626644.244.23.118.043.7Retirement (\$000s)32632732.032.18.814.838.3Non-taxable Benefits (\$000s)34834917.817.810.417.823.1	Actual Bonus Paid (\$000s)	256	257	57.3	57.3	18.0	41.6	76.6
Retirement (\$000s)32632732.032.18.814.838.3Non-taxable Benefits (\$000s)34834917.817.810.417.823.1	Total Cash Compensation (TCC) (\$000s)	361	362	330.1	330.3	209.3	287.3	429.2
Non-taxable Benefits (\$000s)         348         349         17.8         10.4         17.8         23.1	Other Income (\$000s)	266	266	44.2	44.2	3.1	18.0	43.7
	Retirement (\$000s)	326	327	32.0	32.1	8.8	14.8	38.3
Total Remuneration (\$000s)         361         362         408.7         409.0         239.4         338.8         508.1	Non-taxable Benefits (\$000s)	348	349	17.8	17.8	10.4	17.8	23.1
	Total Remuneration (\$000s)	361	362	408.7	409.0	239.4	338.8	508.1

004 Top Financial Executive							
	No. of	No. of	Wtd		25th	50th	75th
Revenue: Over \$1 Billion	Co's	EEs	Avg.	Avg.	Ptile	Ptile	Ptile
Revenue (\$000,000s)	51	51	1,912.5	1,912.5	1,188.5	1,394.6	1,922.9
Annual Base Salary (\$000s)	51	51	602.7	602.7	484.4	560.7	697.0
Total Cash Compensation (TCC) (\$000s)	51	51	849.0	849.0	546.1	739.1	940.8
Retirement (\$000s)	48	48	91.1	91.1	17.2	31.5	118.1
Non-taxable Benefits (\$000s)	50	50	23.6	23.6	13.0	21.7	29.4
Total Remuneration (\$000s)	51	51	1,099.8	1,099.8	646.3	886.2	1,274.9
Revenue: \$500M to \$1 Billion	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	86	86	677.1	677.1	562.6	656.9	758.3
Annual Base Salary (\$000s)	86	86	427.2	427.2	345.1	427.2	494.4
Total Cash Compensation (TCC) (\$000s)	86	86	539.2	539.2	407.1	533.9	639.6
Retirement (\$000s)	86	86	58.4	58.4	15.9	34.6	82.4
Non-taxable Benefits (\$000s)	86	86	20.0	20.0	12.9	19.1	26.3
Total Remuneration (\$000s)	86	86	680.5	680.5	497.0	663.9	812.0
	No. of	No. of	Wtd		25th	50th	75th
Revenue: \$250M to \$499.9M	Co's	EEs	Avg.	Avg.	Ptile	Ptile	Ptile
Revenue (\$000,000s)	146	146	355.6	355.6	297.8	347.8	403.5
Annual Base Salary (\$000s)	146	146	361.1	361.1	287.7	355.7	425.7
Total Cash Compensation (TCC) (\$000s)	146	146	424.0	424.0	329.1	411.1	498.9
Retirement (\$000s)	137	137	40.1	40.1	11.9	22.4	51.3
Non-taxable Benefits (\$000s)	143	143	21.2	21.2	13.7	20.3	26.6
Total Remuneration (\$000s)	146	146	537.2	537.2	376.7	494.9	623.0
	No. of	No. of	Wtd		25th	50th	75th
Revenue: \$100M to \$249.9M	Co's	EEs	Avg.	Avg.	Ptile	Ptile	Ptile
Revenue (\$000,000s)	195	196	168.5	168.1	128.8	159.8	207.1
Annual Base Salary (\$000s)	195	196	290.3	290.7	229.2	273.0	320.4
Total Cash Compensation (TCC) (\$000s)	195	196	332.2	332.5	247.1	318.1	375.4
Retirement (\$000s)	176	177	28.3	28.4	9.0	16.1	34.1
Non-taxable Benefits (\$000s)	188	189	18.8	18.9	11.7	19.1	25.9
Total Remuneration (\$000s)	195	196	401.4	402.0	289.5	367.0	465.1
	No. of	No. of	Wtd		25th	50th	75th
Revenue: \$50M to \$99.9M	Co's	EEs	Avg.	Avg.	Ptile	Ptile	Ptile
Revenue (\$000,000s)	111	111	74.2	74.2	62.0	71.1	86.7
Annual Base Salary (\$000s)	111	111	238.5	238.5	177.7	217.5	246.3
Total Cash Compensation (TCC) (\$000s)	111	111	255.8	255.8	186.3	223.1	264.8
Retirement (\$000s)	97	97	22.4	22.4	5.8	10.6	19.3
Non-taxable Benefits (\$000s)	105	105	17.4	17.4	9.3	17.8	23.9
Total Remuneration (\$000s)	111	111	313.4	313.4	217.1	252.3	311.4
Revenue: Up to \$49.9 M	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	60	60	38.5	38.5	32.9	40.8	44.0
Annual Base Salary (\$000s)	60	60	215.1	215.1	152.9	183.9	221.1
Total Cash Compensation (TCC) (\$000s)	60	60	233.4	233.4	156.1	189.2	240.4
Retirement (\$000s)	50	50	20.4	20.4	6.6	10.4	18.4
Non-taxable Benefits (\$000s)	58	58	16.5	16.5	9.8	18.4	21.8
Total Remuneration (\$000s)	60	60	280.8	280.8	189.6	209.7	267.0

No. of Co's         No. of EEs         Wrd Avg.         25th Prile         Soth         75h Prile           Revanue (500,000)         214         214         366.2         306.2         100.9         202.1         377.1           Annual Base Salary (5000s)         214         214         366.6         238.6         319.7         441.8           Total Cash Compensation (TCC) (5000s)         214         214         433.0         433.0         92.1         339.8.5         510.9           Non-taxable Banefits (5000s)         206         206         19.9         19.9         11.8         20.3         27.4           Total Remuneration (5000s)         206         206         19.9         19.9         11.8         20.3         27.4           Southeast Region         Co's         EEs         Avg.         Avg.         Avg.         7.7         13.4         20.6         6.437.9           Annual Base Salary (5000s)         109         109         392.0         392.0         392.0         231.6         234.4         501.4           Revenue (500,000s)         109         109         392.0         392.0         231.6         244.9         501.4           Retimemerit (5000s)         109         109 <th>004 Top Financial Executive</th> <th></th> <th></th> <th></th> <th></th> <th></th> <th></th> <th></th>	004 Top Financial Executive							
Revenue (\$00,000s)         214         216         221         221         232         215         233         215         215		No. of		Wtd		25th	50th	
Annual Base Salary (\$000s)         214         214         214         361.6         238.6         319.7         441.8           Total Cash Compensation (TCC) (\$000s)         214         214         433.0         261.3         365.6         510.9           Retirement (\$000s)         206         206         19.9         19.9         11.8         20.3         27.4           Total Remuneration (\$000s)         214         214         526.3         255.9         334.6         624.5           Southeast Region         No. of         Wid         25th.         50th.         75th.         Prilie         Prilie         Prilie         Prilie         77.0         206.6         492.7           Annual Base Salary (\$000s)         109         109         374.0         97.7         206.6         492.7           Annual Base Salary (\$000s)         109         109         330.1         231.6         242.4         501.4           Total Cash Compensation (TCC) (\$000s)         109         109         330.1         216.6         236.6         437.9           Total Cash Compensation (TCC) (\$000s)         107         107         17.9         11.3         17.6         22.6           Total Cash Compensation (TCC) (\$000s)         10	Northeast Region	Co's	EEs	Avg.	Avg.	Ptile	Ptile	Ptile
Total Cash Compensation (TCC) (\$000s)         214         214         433.0         433.0         261.3         365.6         510.9           Retirement (\$000s)         187         187         187         38.3         9.2         15.9         33.9           Non-taxable Benefits (\$000s)         206         206         19.9         19.9         11.8         20.3         27.4           Total Remuneration (\$000s)         214         214         526.3         526.3         285.9         434.6         624.5           Southeast Region         No. of Co's         No. of FES         No. of Avg.         Avg.         Avg.         Prite         <	Revenue (\$000,000s)	214	214	366.2	366.2	100.9	202.1	377.1
Retirement (\$000s)         187         187         38.3         38.3         9.2         15.9         33.9           Non-taxable Benefits (\$000s)         206         206         19.9         11.8         20.3         27.4           Total Remuneration (\$000s)         214         214         256.3         266.3         266.9         43.4.6         624.5           Southeast Region         Co's         EFs         Avg.         Ptile	Annual Base Salary (\$000s)	214	214	361.6	361.6	238.6	319.7	441.8
Non-taxable Benefits (\$000s)         206         206         19.9         19.9         11.8         20.3         27.4           Total Renumeration (\$000s)         214         214         526.3         285.9         434.6         624.5           Southeast Region         No. of Co's         No. of EES         Wtd Avg         Avg         Prile         Prile         Prile         Prile         Prile         Prile         Prile         Prile         75.4         42.7           Annual Base Salary (\$000s)         109         109         330.1         216.6         286.6         437.9           Total Cash Compensation (TCC) (\$000s)         109         109         302.0         392.0         231.6         324.9         501.4           Retirement (\$000s)         104         104         107         17.7         9.1         15.9         33.2           No. of No. of         No. of         No. of         Wtd         258.1         396.6         613.2           Total Region         Co's         EEs         Avg         Avg         Prile         Prile         Prile         Prile         Prile         Prile         261.3         370.9           Total Cash Compensation (TCC) (\$0000s)         161         161	Total Cash Compensation (TCC) (\$000s)	214	214	433.0	433.0	261.3	365.6	510.9
Total Remuneration (\$000s)         214         214         526.3         526.3         285.9         434.6         624.5           Southeast Region         No. of Co's         No. of EE         Vid Avg.         Avg. Avg.         25th Ptile         50th Ptile         75th Ptile           Revenue (\$000,000)         109         109         374.0         97.7         205.6         492.7           Annual Base Salary (\$000s)         109         109         393.1         330.1         216.6         285.6         492.7           Annual Base Salary (\$000s)         109         109         392.0         392.0         231.6         324.9         601.4           Retirement (\$000s)         107         17.7         17.9         17.9         17.9         17.3         7.9.1         17.6         22.6           Total Remuneration (\$000s)         109         109         473.6         473.6         258.1         396.6         613.2           Mon-taxable Benefits (\$000s)         161         161         283.7         70.3         137.0         388.1           Annual Base Salary (\$000s)         161         161         295.3         296.3         200.6         265.3         279.7           Co's         EE	Retirement (\$000s)	187	187	38.3	38.3	9.2	15.9	33.9
No. of Co's         No. of EFs         No. of Avg.         Wtd Avg.         25th Ptile         50th Ptile         75th Ptile           Revenue (\$000,000s)         109         109         374.0         97.7         205.6         492.7           Annual Base Salary (\$000s)         109         109         330.1         330.1         216.6         286.6         437.9           Total Cash Compensation (TCC) (\$000s)         109         109         392.0         231.6         284.6         437.9           Non-taxable Benefils (\$000s)         104         104         31.7         31.7         9.1         15.9         332.           Non-taxable Benefils (\$000s)         107         107         17.9         11.3         17.6         22.6           Non-taxable Benefils (\$000s)         109         109         473.6         473.6         50th         75th           North Contral Region         Co's         EFs         Avg.         Avg.         Ptile         Ptile <t< td=""><td>Non-taxable Benefits (\$000s)</td><td>206</td><td>206</td><td>19.9</td><td>19.9</td><td>11.8</td><td>20.3</td><td>27.4</td></t<>	Non-taxable Benefits (\$000s)	206	206	19.9	19.9	11.8	20.3	27.4
Southeast Region         Co's         EEs         Avg.         Avg.         Prile         Prile         Prile           Revenue (\$000,000)         109         109         330.1         374.0         97.7         205.6         492.7           Annual Base Salary (\$000s)         109         109         330.1         330.1         216.6         284.6         437.9           Total Cash Compensation (TCC) (\$000s)         104         104         31.7         31.7         9.1         15.9         33.2           Non-taxable Benefits (\$000s)         107         107         17.9         17.9         11.3         17.6         22.6           Total Renumeration (\$000s)         109         407.6         473.6         258.1         396.6         613.2           No. of No. of Witd         253.7         70.3         137.0         358.1           Annual Base Salary (\$000s)         161         161         283.7         70.3         137.0         358.1           Annual Base Salary (\$000s)         152         152         42.2         40.1         181         53.8           Non-taxable Benefits (\$000s)         158         158         19.8         19.8         12.5         19.7         25.3	Total Remuneration (\$000s)	214	214	526.3	526.3	285.9	434.6	624.5
Revenue (\$000,000s)         109         109         109         374.0         374.0         97.7         205.6         492.7           Annual Base Salary (\$000s)         109         109         109         330.1         330.1         216.6         286.6         437.9           Total Cash Compensation (TCC) (\$000s)         109         109         392.0         392.0         231.6         332.4         501.4           Retirement (\$000s)         104         104         31.7         9.1         15.9         33.2           Non-taxable Benefits (\$000s)         109         109         473.6         473.6         258.1         396.6         613.2           Non-taxable Benefits (\$000s)         109         109         473.6         473.6         258.1         396.6         613.2           Revenue (\$000,000s)         161         161         283.7         70.3         137.0         58.1           Annual Base Salary (\$000s)         161         161         283.7         70.3         137.0         58.1           Cash Compensation (TCC) (\$000s)         161         161         283.7         20.6         281.3         370.9           Total Cash Compensation (TCC) (\$000s)         162         152         152		No. of	No. of	Wtd		25th	50th	75th
Annual Base Salary (\$000s)         109         109         109         330.1         330.1         216.6         286.6         437.9           Total Cash Compensation (TCC) (\$000s)         109         109         392.0         392.0         231.6         324.9         501.4           Retirement (\$000s)         104         104         31.7         9.1         15.9         33.2           Non-taxable Benefits (\$000s)         109         109         473.6         473.6         258.1         396.6         613.2           North Central Region         Co's         EEs         Avg.         Ptile         Ptile </th <th>Southeast Region</th> <th>Co's</th> <th>EEs</th> <th>Avg.</th> <th>Avg.</th> <th>Ptile</th> <th>Ptile</th> <th>Ptile</th>	Southeast Region	Co's	EEs	Avg.	Avg.	Ptile	Ptile	Ptile
Total Cash Compensation (TCC) (\$000s)         109         109         109         392.0         392.0         231.6         324.9         501.4           Retirement (\$000s)         104         104         31.7         31.7         9.1         15.9         332           Non-taxable Benefits (\$000s)         107         107         17.9         17.9         11.3         17.6         22.6           Total Remuneration (\$000s)         109         109         473.6         473.6         258.1         396.6         613.2           North Central Region         Co's         No. of         Wtd         25th         50th         75.1           Revenue (\$000,00s)         161         161         283.7         20.3         20.6         261.3         370.9           Total Cash Compensation (TCC) (\$000s)         161         161         295.3         20.6         261.3         370.9           Total Cash Compensation (TCC) (\$000s)         152         152         42.2         40.2         10.1         18.1         53.3           Non-taxable Benefits (\$000s)         161         161         440.9         440.9         250.6         356.3         537.9           South Central /Mountain Region         Co's         No.	Revenue (\$000,000s)	109	109	374.0	374.0	97.7	205.6	492.7
Retirement (\$000s)         104         104         31.7         31.7         9.1         15.9         33.2           Non-taxable Benefits (\$000s)         107         107         17.9         17.9         11.3         17.6         22.6           Total Remuneration (\$000s)         109         109         109         473.6         473.6         258.1         396.6         613.2           North Central Region         No. of         No. of         No. <ft< th="">         Vid         25th         S0th         75th           Revenue (\$000,00s)         161         161         283.7         283.7         70.3         137.0         358.1           Annual Base Salary (\$000s)         161         161         295.3         290.6         261.3         370.9           Total Cash Compensation (TCC) (\$000s)         161         161         242.2         42.2         10.1         18.1         53.8           Non-taxable Benefits (\$000s)         158         158         19.8         19.8         12.5         19.7         25.3           Total Remuneration (\$000s)         161         161         440.9         240.9         250.6         356.3         537.9           South Central /Mountain Region         Co's         K</ft<>	Annual Base Salary (\$000s)	109	109	330.1	330.1	216.6	286.6	437.9
Non-taxable Benefits (\$000s)         107         107         17.9         17.9         11.3         17.6         22.6           Total Remuneration (\$000s)         109         109         473.6         473.6         258.1         396.6         613.2           No. of Nor. of Co's         No. of EEs         No. of Avg.         Wtd Ptile         25th Ptile         50th Ptile         75th Ptile           Revenue (\$000,000s)         161         161         283.7         283.7         70.3         137.0         358.1           Annual Base Salary (\$000s)         161         161         295.3         200.6         261.3         370.9           Total Cash Compensation (TCC) (\$000s)         152         152         42.2         42.2         10.1         18.1         53.8           Non-taxable Benefits (\$000s)         158         158         19.8         19.8         12.5         19.7         25.3           Total Central /Mountain Region         Co's         Ees         Avg.         Avg.         Ptile         Ptile </td <td>Total Cash Compensation (TCC) (\$000s)</td> <td>109</td> <td>109</td> <td>392.0</td> <td>392.0</td> <td>231.6</td> <td>324.9</td> <td>501.4</td>	Total Cash Compensation (TCC) (\$000s)	109	109	392.0	392.0	231.6	324.9	501.4
Total Remuneration (\$000s)         109         109         473.6         473.6         258.1         396.6         613.2           No. of North Central Region         No. of Co's         No. of EEs         No. of Arg.         Wtd Arg.         25th Ptile         50th Ptile         75th Ptile           Revenue (\$000,000s)         161         161         283.7         70.3         137.0         358.1           Annual Base Salary (\$000s)         161         161         295.3         290.6         261.3         370.9           Total Cash Compensation (TCC) (\$000s)         161         161         343.9         343.9         212.2         309.1         429.2           Retirement (\$000s)         158         158         19.8         132.5         19.7         25.3           Total Remuneration (\$000s)         161         161         440.9         440.9         25.6         356.3         537.9           South Central /Mountain Region         Co's         EEs         Arg.         Arg.         Ptile	Retirement (\$000s)	104	104	31.7	31.7	9.1	15.9	33.2
Nor. of Co's         No. of EEs         No. of Avg.         Wtd Avg.         Z5th Ptile         50th Ptile         75th Ptile           Revenue (\$000,000s)         161         161         283.7         70.3         137.0         358.1           Annual Base Salary (\$000s)         161         161         295.3         200.6         261.3         370.9           Total Cash Compensation (TCC) (\$000s)         161         161         343.9         343.9         212.2         309.1         429.2           Retirment (\$000s)         152         152         42.2         42.2         10.1         18.1         53.8           Non-taxable Benefits (\$000s)         161         161         440.9         250.6         356.3         537.9           South Central /Mountain Region         No. of         No. of         Wtd         25th         50th         75th           South Central /Mountain Region         91         92         348.8         350.0         121.5         239.4         403.4           Annual Base Salary (\$000s)         91         92         299.2         300.1         200.8         270.9         353.9           Total Cash Compensation (TCC) (\$000s)         91         92         296.6         357.7         22	Non-taxable Benefits (\$000s)	107	107	17.9	17.9	11.3	17.6	22.6
North Central Region         Co's         EEs         Avg.         Ptile         Ptile         Ptile           Revenue (\$000,000s)         161         161         283.7         70.3         137.0         358.1           Annual Base Salary (\$000s)         161         161         295.3         295.3         200.6         261.3         370.9           Total Cash Compensation (TCC) (\$000s)         161         161         343.9         343.9         212.2         309.1         429.2           Retirement (\$000s)         152         152         42.2         42.2         10.1         18.1         53.8           Non-taxable Benefits (\$000s)         158         158         19.8         19.8         12.5         19.7         25.3           Total Remuneration (\$000s)         161         161         440.9         240.9         250.6         356.3         537.9           South Central /Mountain Region         Co's         EEs         Avg.         Avg.         Ptile         Ptile           Revenue (\$000,000s)         91         92         348.8         350.0         121.5         239.4         403.4           Annual Base Salary (\$000s)         91         92         366.8         357.7         226.7 </td <td>Total Remuneration (\$000s)</td> <td>109</td> <td>109</td> <td>473.6</td> <td>473.6</td> <td>258.1</td> <td>396.6</td> <td>613.2</td>	Total Remuneration (\$000s)	109	109	473.6	473.6	258.1	396.6	613.2
North Central Region         Co's         EEs         Avg.         Ptile         Ptile         Ptile           Revenue (\$000,000s)         161         161         283.7         70.3         137.0         358.1           Annual Base Salary (\$000s)         161         161         295.3         295.3         200.6         261.3         370.9           Total Cash Compensation (TCC) (\$000s)         161         161         343.9         343.9         212.2         309.1         429.2           Retirement (\$000s)         152         152         42.2         42.2         10.1         18.1         53.8           Non-taxable Benefits (\$000s)         158         158         19.8         19.8         12.5         19.7         25.3           Total Remuneration (\$000s)         161         161         440.9         440.9         250.6         356.3         537.9           South Central /Mountain Region         Co's         EEs         Avg.         Avg.         Ptile         Ptile         Ptile         Ptile         Ptile           Revenue (\$000,000s)         91         92         348.8         350.0         121.5         239.4         403.4           Annual Base Salary (\$000s)         91         92 </td <td></td> <td>No. of</td> <td>No. of</td> <td>Wtd</td> <td></td> <td>25th</td> <td>50th</td> <td>75th</td>		No. of	No. of	Wtd		25th	50th	75th
Annual Base Salary (\$000s)         161         161         295.3         200.6         261.3         370.9           Total Cash Compensation (TCC) (\$000s)         161         161         161         343.9         343.9         212.2         309.1         429.2           Retirement (\$000s)         152         152         42.2         42.2         10.1         18.1         53.8           Non-taxable Benefits (\$000s)         161         161         161         440.9         250.6         356.3         537.9           South Central /Mountain Region         No. of Co's         Wtd         25th         50th         75th           Revenue (\$000,000s)         91         92         348.8         350.0         121.5         239.4         403.4           Annual Base Salary (\$000s)         91         92         348.8         350.0         121.5         239.4         403.4           Annual Base Salary (\$000s)         91         92         299.2         300.1         200.8         270.9         353.9           Total Cash Compensation (TCC) (\$000s)         82         83         34.1         34.4         9.4         14.6         45.9           Non-taxable Benefits (\$0000s)         88         89         17.	North Central Region		EEs	Avg.	Avg.			
Total Cash Compensation (TCC) (\$000s)       161       161       343.9       343.9       212.2       309.1       429.2         Retirement (\$000s)       152       152       42.2       42.2       10.1       18.1       53.8         Non-taxable Benefits (\$000s)       158       158       158       19.8       19.8       12.5       19.7       25.3         Total Remuneration (\$000s)       161       161       440.9       440.9       250.6       356.3       537.9         South Central /Mountain Region       No. of Co's       No. of EEs       Avg.       Avg.       Ptile       Ptile <td>Revenue (\$000,000s)</td> <td>161</td> <td>161</td> <td>283.7</td> <td>283.7</td> <td>70.3</td> <td>137.0</td> <td>358.1</td>	Revenue (\$000,000s)	161	161	283.7	283.7	70.3	137.0	358.1
Retirement (\$000s)         152         152         42.2         42.2         10.1         18.1         53.8           Non-taxable Benefits (\$000s)         158         158         158         19.8         19.8         12.5         19.7         25.3           Total Remuneration (\$000s)         161         161         440.9         440.9         250.6         356.3         537.9           South Central /Mountain Region         No. of Co's         No. of EEs         No. of Avg.         Wtd Ptile         25th Ptile         50th Ptile         75th Ptile           Revenue (\$000,00s)         91         92         348.8         350.0         121.5         239.4         403.4           Annual Base Salary (\$000s)         91         92         366.8         357.7         226.7         327.8         437.4           Retirement (\$000s)         82         83         34.1         34.4         9.4         14.6         45.9           Non-taxable Benefits (\$000s)         88         89         17.4         17.5         11.3         16.3         21.5           Total Remuneration (\$000s)         91         92         465.6         467.4         257.7         375.2         532.1           Western         No.	Annual Base Salary (\$000s)	161	161	295.3	295.3	200.6	261.3	370.9
Non-taxable Benefits (\$000s)         158         158         158         19.8         19.8         12.5         19.7         25.3           Total Remuneration (\$000s)         161         161         440.9         440.9         250.6         356.3         537.9           South Central /Mountain Region         No. of Co's         No. of EEs         Wtd Avg.         Avg.         Ptile         Ptile <td>Total Cash Compensation (TCC) (\$000s)</td> <td>161</td> <td>161</td> <td>343.9</td> <td>343.9</td> <td>212.2</td> <td>309.1</td> <td>429.2</td>	Total Cash Compensation (TCC) (\$000s)	161	161	343.9	343.9	212.2	309.1	429.2
Total Remuneration (\$000s)         161         161         161         440.9         440.9         250.6         356.3         537.9           No. of South Central /Mountain Region         No. of Co's         No. of EEs         No. of Avg.         Wtd Avg.         25th Ptile         50th Ptile         75th Ptile           Revenue (\$000,000s)         91         92         348.8         350.0         121.5         239.4         403.4           Annual Base Salary (\$000s)         91         92         299.2         300.1         200.8         270.9         353.9           Total Cash Compensation (TCC) (\$000s)         91         92         356.8         357.7         226.7         327.8         437.4           Retirement (\$000s)         82         83         34.1         34.4         9.4         14.6         45.9           Non-taxable Benefits (\$000s)         91         92         465.6         467.4         257.7         375.2         532.1           Western         No. of Co's         No. of EEs         Avg.         Avg.         Ptile         Ptile         Ptile           Revenue (\$000,000s)         74         74         734.5         734.5         189.2         388.7         645.1           Annua	Retirement (\$000s)	152	152	42.2	42.2	10.1	18.1	53.8
No. of South Central /Mountain RegionNo. of Co'sNo. of EEsWtd Avg.25th Ptile50th Ptile75th PtileRevenue (\$000,000s)9192348.8350.0121.5239.4403.4Annual Base Salary (\$000s)9192299.2300.1200.8270.9353.9Total Cash Compensation (TCC) (\$000s)9192356.8357.7226.7327.8437.4Retirement (\$000s)828334.134.49.414.645.9Non-taxable Benefits (\$000s)9192465.6467.4257.7375.2532.1Total Remuneration (\$000s)9192465.6467.4257.7375.2532.1No. of WesternNo. of Co'sWtd25th50th75thRevenue (\$000,000s)7474734.5734.5189.2388.7645.1Annual Base Salary (\$000s)7474379.1379.1273.9346.8431.7Total Cash Compensation (TCC) (\$000s)7474479.9479.9302.7404.2542.3Revenue (\$000,000s)7474749.9479.9302.7404.2542.3Retirement (\$000s)696949.249.213.723.959.6Non-taxable Benefits (\$000s)717122.522.513.522.328.4	Non-taxable Benefits (\$000s)	158	158	19.8	19.8	12.5	19.7	25.3
South Central /Mountain RegionCo'sEEsAvg.Avg.PtilePtilePtileRevenue (\$000,000s)9192348.8350.0121.5239.4403.4Annual Base Salary (\$000s)9192299.2300.1200.8270.9353.9Total Cash Compensation (TCC) (\$000s)9192356.8357.7226.7327.8437.4Retirement (\$000s)828334.134.49.414.645.9Non-taxable Benefits (\$000s)888917.417.511.316.321.5Total Remuneration (\$000s)9192465.6467.4257.7375.2532.1MesternNo. of Co'sNo. of EEsAvg.Avg.PtilePtileRevenue (\$000,000s)7474734.5734.5189.2388.7645.1Annual Base Salary (\$000s)7474379.1379.1273.9346.8431.7Total Cash Compensation (TCC) (\$000s)7474479.9479.9302.7404.2542.3Retirement (\$000s)7474734.5734.5189.2388.7645.1Annual Base Salary (\$000s)7474479.9479.9302.7404.2542.3Retirement (\$000s)696949.249.213.723.959.6Non-taxable Benefits (\$000s)717122.522.513.522.328.4	Total Remuneration (\$000s)	161	161	440.9	440.9	250.6	356.3	537.9
Revenue (\$000,000s)         91         92         348.8         350.0         121.5         239.4         403.4           Annual Base Salary (\$000s)         91         92         299.2         300.1         200.8         270.9         353.9           Total Cash Compensation (TCC) (\$000s)         91         92         356.8         357.7         226.7         327.8         437.4           Retirement (\$000s)         82         83         34.1         34.4         9.4         14.6         45.9           Non-taxable Benefits (\$000s)         88         89         17.4         17.5         11.3         16.3         21.5           Total Remuneration (\$000s)         91         92         465.6         467.4         257.7         375.2         532.1           Western         Co's         EEs         Avg.         Avg.         Ptile         Ptile         Ptile           Revenue (\$000,000s)         74         74         734.5         189.2         388.7         645.1           Annual Base Salary (\$000s)         74         74         379.1         379.1         273.9         346.8         431.7           Total Cash Compensation (TCC) (\$000s)         74         74         479.9         479.		No. of	No. of	Wtd		25th	50th	75th
Annual Base Salary (\$000s)         91         92         299.2         300.1         200.8         270.9         353.9           Total Cash Compensation (TCC) (\$000s)         91         92         356.8         357.7         226.7         327.8         437.4           Retirement (\$000s)         82         83         34.1         34.4         9.4         14.6         45.9           Non-taxable Benefits (\$000s)         88         89         17.4         17.5         11.3         16.3         21.5           Total Remuneration (\$000s)         91         92         465.6         467.4         257.7         375.2         532.1           Western         No. of Co's         No. of EEs         Avg.         Ptile         Ptile         Ptile           Revenue (\$000,000s)         74         74         734.5         734.5         189.2         388.7         645.1           Annual Base Salary (\$000s)         74         74         379.1         379.1         273.9         346.8         431.7           Total Cash Compensation (TCC) (\$000s)         74         74         479.9         479.9         302.7         404.2         542.3           Retirement (\$000s)         69         69         49.2	South Central /Mountain Region	Co's	EEs	Avg.	Avg.	Ptile	Ptile	Ptile
Total Cash Compensation (TCC) (\$000s)9192356.8357.7226.7327.8437.4Retirement (\$000s)828334.134.49.414.645.9Non-taxable Benefits (\$000s)888917.417.511.316.321.5Total Remuneration (\$000s)9192465.6467.4257.7375.2532.1WesternNo. of Co'sWtd EEs25th Avg.50th Ptile75th PtileRevenue (\$000,000s)7474734.5734.5189.2388.7645.1Annual Base Salary (\$000s)7474379.1379.1273.9346.8431.7Total Cash Compensation (TCC) (\$000s)7474479.9479.9302.7404.2542.3Retirement (\$000s)696949.249.213.723.959.6Non-taxable Benefits (\$000s)717122.522.513.522.328.4	Revenue (\$000,000s)	91	92	348.8	350.0	121.5	239.4	403.4
Retirement (\$000s)828334.134.49.414.645.9Non-taxable Benefits (\$000s)888917.417.511.316.321.5Total Remuneration (\$000s)9192465.6467.4257.7375.2532.1WesternNo. of Co'sNo. of EEsWtd Avg.25th Ptile50th Ptile75th PtileRevenue (\$000,000s)7474734.5734.5189.2388.7645.1Annual Base Salary (\$000s)7474379.1379.1273.9346.8431.7Total Cash Compensation (TCC) (\$000s)7474479.9479.9302.7404.2542.3Retirement (\$000s)696949.249.213.723.959.6Non-taxable Benefits (\$000s)71717122.522.513.522.328.4	Annual Base Salary (\$000s)	91	92	299.2	300.1	200.8	270.9	353.9
Non-taxable Benefits (\$000s)         88         89         17.4         17.5         11.3         16.3         21.5           Total Remuneration (\$000s)         91         92         465.6         467.4         257.7         375.2         532.1           Western         No. of Co's         No. of EEs         No. of Avg.         Wtd Ptile         25th Ptile         50th Ptile         75th Ptile           Revenue (\$000,000s)         74         74         734.5         734.5         189.2         388.7         645.1           Annual Base Salary (\$000s)         74         74         379.1         379.1         273.9         346.8         431.7           Total Cash Compensation (TCC) (\$000s)         74         74         479.9         479.9         302.7         404.2         542.3           Retirement (\$000s)         69         69         49.2         49.2         13.7         23.9         59.6           Non-taxable Benefits (\$000s)         71         71         71         22.5         22.5         13.5         22.3         28.4	Total Cash Compensation (TCC) (\$000s)	91	92	356.8	357.7	226.7	327.8	437.4
Total Remuneration (\$000s)9192465.6467.4257.7375.2532.1No. of Co'sNo. of Co'sWtd Avg.Avg.25th Ptile50th Ptile75th PtileRevenue (\$000,000s)7474734.5734.5189.2388.7645.1Annual Base Salary (\$000s)7474379.1379.1273.9346.8431.7Total Cash Compensation (TCC) (\$000s)7474479.9479.9302.7404.2542.3Retirement (\$000s)696949.249.213.723.959.6Non-taxable Benefits (\$000s)717122.522.513.522.328.4	Retirement (\$000s)	82	83	34.1	34.4	9.4	14.6	45.9
No. of Co'sNo. of Co'sWtd Avg.25th Ptile50th Ptile75th PtileRevenue (\$000,000s)7474734.5734.5189.2388.7645.1Annual Base Salary (\$000s)7474379.1379.1273.9346.8431.7Total Cash Compensation (TCC) (\$000s)7474479.9479.9302.7404.2542.3Retirement (\$000s)696949.249.213.723.959.6Non-taxable Benefits (\$000s)717122.522.513.522.328.4	Non-taxable Benefits (\$000s)	88	89	17.4	17.5	11.3	16.3	21.5
WesternCo'sEEsAvg.Avg.PtilePtilePtileRevenue (\$000,000s)7474734.5734.5189.2388.7645.1Annual Base Salary (\$000s)7474379.1379.1273.9346.8431.7Total Cash Compensation (TCC) (\$000s)7474479.9479.9302.7404.2542.3Retirement (\$000s)696949.249.213.723.959.6Non-taxable Benefits (\$000s)717122.522.513.522.328.4	Total Remuneration (\$000s)	91	92	465.6	467.4	257.7	375.2	532.1
Revenue (\$000,000s)7474734.5734.5189.2388.7645.1Annual Base Salary (\$000s)7474379.1379.1273.9346.8431.7Total Cash Compensation (TCC) (\$000s)7474479.9479.9302.7404.2542.3Retirement (\$000s)696949.249.213.723.959.6Non-taxable Benefits (\$000s)717122.522.513.522.328.4		No. of	No. of	Wtd		25th	50th	75th
Annual Base Salary (\$000s)7474379.1379.1273.9346.8431.7Total Cash Compensation (TCC) (\$000s)7474479.9479.9302.7404.2542.3Retirement (\$000s)696949.249.213.723.959.6Non-taxable Benefits (\$000s)717122.522.513.522.328.4	Western		EEs	Avg.	Avg.			
Total Cash Compensation (TCC) (\$000s)7474479.9479.9302.7404.2542.3Retirement (\$000s)696949.249.213.723.959.6Non-taxable Benefits (\$000s)717122.522.513.522.328.4	Revenue (\$000,000s)	74	74	734.5	734.5	189.2	388.7	645.1
Retirement (\$000s)696949.249.213.723.959.6Non-taxable Benefits (\$000s)717122.522.513.522.328.4	Annual Base Salary (\$000s)	74	74	379.1	379.1	273.9	346.8	431.7
Non-taxable Benefits (\$000s)         71         71         22.5         13.5         22.3         28.4	Total Cash Compensation (TCC) (\$000s)	74	74	479.9	479.9	302.7	404.2	542.3
	Retirement (\$000s)	69	69	49.2	49.2	13.7	23.9	59.6
Total Remuneration (\$000s)         74         74         612.0         612.0         343.3         497.8         640.5	Non-taxable Benefits (\$000s)	71	71	22.5	22.5	13.5	22.3	28.4
	Total Remuneration (\$000s)	74	74	612.0	612.0	343.3	497.8	640.5

004 Top Financial Executive							
	No. of	No. of	Wtd		25th	50th	75th
Atlanta Ga, Marietta Ga, & Decatur, Ga	Co's	EEs	Avg.	Avg.	Ptile	Ptile	Ptile
Revenue (\$000,000s)	4	4	1,123.0	1,123.0	417.8	860.5	1,565.8
Annual Base Salary (\$000s)	4	4	455.9	455.9	372.9	435.9	518.8
Total Cash Compensation (TCC) (\$000s)	4	4	582.7	582.7	420.6	544.6	706.7
Total Remuneration (\$000s)	4	4	619.7	619.7	458.7	581.5	742.5
	No. of	No. of	Wtd		25th	50th	75th
Chicago, IL	Co's	EEs	Avg.	Avg.	Ptile	Ptile	Ptile
Revenue (\$000,000s)	7	7	265.2	265.2	70.5	278.0	304.0
Annual Base Salary (\$000s)	7	7	403.9	403.9	282.5	360.8	507.4
Total Cash Compensation (TCC) (\$000s)	7	7	503.4	503.4	330.8	451.4	580.1
Total Remuneration (\$000s)	7	7	611.8	611.8	380.4	498.8	728.2
	No. of	No. of	Wtd		25th	50th	75th
Dallas Fort Worth TX	Co's	EEs	Avg.	Avg.	Ptile	Ptile	Ptile
Revenue (\$000,000s)	12	13	508.6	531.3	234.4	269.2	853.3
Annual Base Salary (\$000s)	12	13	297.4	303.8	213.3	269.5	307.2
Total Cash Compensation (TCC) (\$000s)	12	13	371.7	379.5	264.4	347.3	381.7
Total Remuneration (\$000s)	12	13	451.5	464.1	292.4	385.8	428.9
	No. of	No. of	Wtd		25th	50th	75th
Los Angeles, Long Beach & Anaheim	Co's	EEs	Avg.	Avg.	Ptile	Ptile	Ptile
Revenue (\$000,000s)	2	2					
Annual Base Salary (\$000s)	2	2					
Total Cash Compensation (TCC) (\$000s)	2	2					
Total Remuneration (\$000s)	2	2					
	No. of	No. of	Wtd		25th	50th	75th
New York City (All Five Boroughs)	Co's	EEs	Avg.	Avg.	Ptile	Ptile	Ptile
Revenue (\$000,000s)	14	14	1,163.5	1,163.5	233.3	365.8	990.8
Annual Base Salary (\$000s)	14	14	585.9	585.9	410.5	479.3	748.3
Total Cash Compensation (TCC) (\$000s)	14	14	810.0	810.0	410.6	496.2	868.6
Total Remuneration (\$000s)	14	14	933.5	933.5	486.6	550.5	974.4
	No. of	No. of	Wtd		25th	50th	75th
San Francisco, Oakland, & Palo Alto Ca.	Co's	EEs	Avg.	Avg.	Ptile	Ptile	Ptile
Revenue (\$000,000s)	6	6	2,097.4	2,097.4	236.7	352.8	1,160.1
Annual Base Salary (\$000s)	6	6	407.2	407.2	248.1	317.4	407.0
Total Cash Compensation (TCC) (\$000s)	6	6	759.5	759.5	295.0	400.5	531.1
Total Remuneration (\$000s)	6	6	1,120.7	1,120.7	361.2	467.6	615.7
Washington DC Arlington Va & Poltimore Md	No. of	No. of	Wtd	•	25th	50th	75th
Washington DC, Arlington Va. & Baltimore Md.	Co's	EEs	Avg.	Avg.	Ptile	Ptile	Ptile
Revenue (\$000,000s)	12	12	504.6	504.6	166.0	448.8	532.4
Annual Base Salary (\$000s)	12	12	365.2	365.2	245.1	295.7	418.7
Total Cash Compensation (TCC) (\$000s)	12	12	467.1	467.1	315.7	375.1	530.0
Total Remuneration (\$000s)	12	12	541.8	541.8	345.3	437.9	561.9

#### **Geographic Breakdown**

In this report, we provide geographic breakouts of the compensation data: by five regional cuts and by three cost of labor designations.

Northeast	Southeast	North Central	S. Central/Moutain	Western
Connecticut	Alabama	Illinois	Arizona	Alaska
Delware	Florida	Indiana	Arkansas	California
Maine	Georgia	lowa	Colorado	Hawaii
Maryland	Kentucky	Kansas	Idaho	Nevada
Massachusetts	Mississippi	Michigan	Louisiana	Oregon
New Hampshire	North Carolina	Minnesota	Montana	Washington
New Jersey	South Carolina	Missouri	New Mexico	
New York	Tennessee	Nebraska	Oklahoma	
Pennsylvania	Virginia	North Dakota	Texas	
Rhode Island	West Virginia	Ohio	Utah	
Vermont		South Dakota	Wyoming	
Washington DC		Wisconsin		

#### States Included in the Five Regional Cuts

#### Cost of Labor Cities

We report the compensation data by three costs of labor cuts:

- 1. High cost of labor cities are 110% and above of the national average.
- 2. Medium cost of labor cities are between 100% and 109.9% of the national average
- 3. Low cost of labor cities are below 100% of the national average.

The tables on the following pages list every city included in this report and where they fall within the cost of labor designations.

Arcadia, CAGlendale, CANew Brunswick, NJSmithtown, NYArlington, VAGreenbrae, CANew York City, NYSouth Weymouth, MABakersfield, CAGreenport, NYNewark, NJSouthAmpton, NYBelleville, CAHackensack, NYNewport Beach, CASt. Helena, CABethesda, MDHamilton, NJNorth Bergen, NJStamford, CTBethpage, NYHayward, CANorwalk, CTStamford, CABoston, MAHouston, TXNyack, NYStaten Island, NYBridgeport, CTJamaica, NYOakland, CATeaneck, NJBrighton, MAJersey City, NJOceanside, NYToms River, NJBronx, NYLa Plata, MDOlney, MDTorrance, CABronxville, NYLake Jackson, TXOrange, CATrenton, NJBroklyn, NYLanham, MDPalo Alto, CAValencia, CABurlington, MALeurel, MDPasadena, CAValhalla, NYCambridge, MALivingston, NJPatchogue, NYVan Nuys, CACarmel, NYLong Branch, NJPerth Amboy, NJWashington, DCConcord, MALos Angeles, CAPomona, CAWest Islip, NYCordiandt Manor, NYLowell, MAPrince Frederick, MDWhitter, CAElizabeth, NJMiddlebury, VARidgewood, NJWintehster, CAElizabeth, NJMiddlebury, VARidgewood, NJWintehster, CAElizabeth, NJMidlebury, VARidgewood, NJWintehster, CAFalls Church, VAMineola, NYRockville Center, NYFalls Churc				
Arlington, VAGreenbrae, CANew York City, NYSouth Weymouth, MABakersfield, CAGreenport, NYNewark, NJSouthhampton, NYBelleville, CAHackensack, NYNewport Beach, CASt. Helena, CABethesda, MDHamilton, NJNorth Bergen, NJStamford, CTBethpage, NYHayward, CANorwalk, CTStamford, CABoston, MAHouston, TXNyack, NYStaten Island, NYBridgeport, CTJamaica, NYOakland, CATeaneck, NJBrighton, MAJersey City, NJOceanside, NYTorrance, CABronx, NYLa Plata, MDOlney, MDTorrance, CABronxille, NYLake Jackson, TXOrange, CATrenton, NJBrooklyn, NYLanham, MDPalo Alto, CAValencia, CABurlington, MALaurel, MDPasadena, CAValhalla, NYCambridge, MALivingston, NJPatchogue, NYVan Nuys, CACarmel, NYLong Brach, CAPeapak, NJVentura, CAClinton, MDLong Branch, NJPerth Amboy, NJWashington, DCConcord, MALos Angeles, CAPomona, CAWest Islip, NYCovina, CAMedford, MARahway, NJWhite Plains, NYDuarte, CAMidlebury, VARidgewood, NJWintchester, CAElizabeth, NJMidlebury, VARidgewood, NJWintchester, CAElizabeth, NJMidlebury, VARidgewood, NJWintchester, CAElizabeth, NJMidlebury, VARidgewood, NJWintchester, CAFells Church, VA </td <td>Anaheim, CA</td> <td>Gaithersburg, MD</td> <td>Neptune, NJ</td> <td>Sleepy Hollow, NY</td>	Anaheim, CA	Gaithersburg, MD	Neptune, NJ	Sleepy Hollow, NY
Bakersfield, CAGreenport, NYNewark, NJSouthhampton, NYBelleville, CAHackensack, NYNewport Beach, CASt. Helena, CABethesda, MDHamilton, NJNorth Bergen, NJStamford, CTBethpage, NYHayward, CANorwalk, CTStanford, CABoston, MAHouston, TXNyack, NYStaten Island, NYBridgeport, CTJamaica, NYOakland, CATeaneck, NJBrighton, MAJersey City, NJOceanside, NYTorrance, CABronx, NYLa Plata, MDOlney, MDTorrance, CABronxille, NYLake Jackson, TXOrange, CATrenton, NJBrooklyn, NYLanham, MDPalo Alto, CAValencia, CABurlington, MALaurel, MDPasadena, CAValhalla, NYCambridge, MALivingston, NJPatchogue, NYVan Nuys, CACarmel, NYLong Branch, NJPerth Amboy, NJWashington, DCConcord, MALos Angeles, CAPomona, CAWest Islip, NYCortlandt Manor, NYLowell, MAPrince Frederick, MDWhite Plains, NYDuarte, CAMedford, MARahway, NJWhittier, CAElizabeth, NJMidlebury, VARidgewood, NJWinchester, CAEnglewood, NJMilton, MARiverhead, NYYonkers, NYFalls Church, VAMineola, NYRockville Center, NYFlemington, NJMostoviejo, CASan Francisco, CAFrederick, MDMonterey, CASanta Barbara, CAFrederick, MDMonterey, CASanta Rosa, CA <tr< td=""><td>Arcadia, CA</td><td>Glendale, CA</td><td>New Brunswick, NJ</td><td>Smithtown, NY</td></tr<>	Arcadia, CA	Glendale, CA	New Brunswick, NJ	Smithtown, NY
Belleville, CAHackensack, NYNewport Beach, CASt. Helena, CABethesda, MDHamilton, NJNorth Bergen, NJStamford, CTBethpage, NYHayward, CANorwalk, CTStanford, CABoston, MAHouston, TXNyack, NYStaten Island, NYBridgeport, CTJamaica, NYOakland, CATeaneck, NJBrighton, MAJersey City, NJOceanside, NYToms River, NJBronx, NYLa Plata, MDOlney, MDTorrance, CABronxville, NYLake Jackson, TXOrange, CATrenton, NJBrooklyn, NYLanham, MDPalo Alto, CAValencia, CABurlington, MALaurel, MDPasadena, CAValhalla, NYCambridge, MALivingston, NJPatchogue, NYVan Nuys, CACarmel, NYLong Beach, CAPeapak, NJVentura, CAClinton, MDLong Branch, NJPerth Amboy, NJWashington, DCConcord, MALos Angeles, CAPomona, CAWest Islip, NYCortlandt Manor, NYLowell, MAPort Jefferson, NYWestbury, NYDuarte, CAMedford, MARahway, NJWhitteir, CAElizabeth, NJMiddlebury, VARidgewood, NJWinchester, CAEnglewood, NJMilton, MARiverhead, NYYonkers, NYFalls Church, VAMineola, NYRockville Center, NYFlemington, NJMission Viejo, CASanta Barbara, CAFilyshing, NYMontebello, CASanta Barbara, CAFrederick, MDMountainside, NJSeattle, WA <td< td=""><td>Arlington, VA</td><td>Greenbrae, CA</td><td>New York City, NY</td><td>South Weymouth, MA</td></td<>	Arlington, VA	Greenbrae, CA	New York City, NY	South Weymouth, MA
Bethesda, MDHamilton, NJNorth Bergen, NJStamford, CTBethpage, NYHayward, CANorwalk, CTStanford, CABoston, MAHouston, TXNyack, NYStaten Island, NYBridgeport, CTJamaica, NYOakland, CATeaneck, NJBrighton, MAJersey City, NJOceanside, NYToms River, NJBronx, NYLa Plata, MDOlney, MDTorrance, CABronxville, NYLake Jackson, TXOrange, CATrenton, NJBrooklyn, NYLanham, MDPalo Alto, CAValencia, CABurlington, MALaurel, MDPasadena, CAValhalla, NYCambridge, MALivingston, NJPatchogue, NYVan Nuys, CACarmel, NYLong Beach, CAPeapak, NJVentura, CAClinton, MDLong Branch, NJPerth Amboy, NJWashington, DCCordrandt Manor, NYLowell, MAPort Jefferson, NYWest Islip, NYCovina, CAMelford, MARahway, NJWhite Plains, NYDuarte, CAMedford, MARahway, NJWinteester, CAElizabeth, NJMidlebury, VARidgewood, NJWinchester, CAElizabeth, NJMilton, MARiverhead, NYYonkers, NYFalls Church, VAMineola, NYRockville Center, NYFlushington, MDMonterey, CASanta Barbara, CAFrederick, MDMonteinside, NJSeattle, WAFreehold, NJNapa, CASilver Spring, MD	Bakersfield, CA	Greenport, NY	Newark, NJ	Southhampton, NY
Bethpage, NYHayward, CANorwalk, CTStanford, CABoston, MAHouston, TXNyack, NYStaten Island, NYBridgeport, CTJamaica, NYOakland, CATeaneck, NJBrighton, MAJersey City, NJOceanside, NYToms River, NJBronx, NYLa Plata, MDOlney, MDTorrance, CABronxille, NYLake Jackson, TXOrange, CATrenton, NJBrooklyn, NYLanham, MDPalo Alto, CAValencia, CABurlington, MALaurel, MDPasadena, CAValhalla, NYCambridge, MALivingston, NJPatchogue, NYVan Nuys, CACarmel, NYLong Beach, CAPeapak, NJVentura, CAClinton, MDLong Branch, NJPerth Amboy, NJWashington, DCConcord, MALos Angeles, CAPomona, CAWest Islip, NYCortlandt Manor, NYLowell, MAPrince Frederick, MDWhitter Plains, NYDuarte, CAMedford, MARahway, NJWhittier, CAElizabeth, NJMildelbury, VARidgewood, NJWinchester, CAEnglewood, NJMilton, MARiverhead, NYYonkers, NYFalls Church, VAMineola, NYRockville Center, NYFlushington, MDMonterey, CASanta Barbara, CAFrederick, MDMonterey, CASanta Rosa, CAFrederick, MDMontainside, NJSeattle, WAFreehold, NJNapa, CASilver Spring, MD	Belleville, CA	Hackensack, NY	Newport Beach, CA	St. Helena, CA
Boston, MAHouston, TXNyack, NYStaten Island, NYBridgeport, CTJamaica, NYOakland, CATeaneck, NJBrighton, MAJersey City, NJOceanside, NYToms River, NJBronx, NYLa Plata, MDOlney, MDTorrance, CABronxville, NYLake Jackson, TXOrange, CATrenton, NJBrooklyn, NYLanham, MDPalo Alto, CAValencia, CABurlington, MALaurel, MDPasadena, CAValhalla, NYCambridge, MALivingston, NJPatchogue, NYVan Nuys, CACarmel, NYLong Beach, CAPeapak, NJVentura, CAClinton, MDLong Branch, NJPerth Amboy, NJWashington, DCConcord, MALos Angeles, CAPomona, CAWest Islip, NYCovina, CAMalden, MAPrince Frederick, MDWhite Plains, NYDuarte, CAMedford, MARahway, NJWhittier, CAElizabeth, NJMildon, MARiverhead, NYYonkers, NYFalls Church, VAMineola, NYRockville Center, NYFlushing, NYMontebello, CASanta Barbara, CAFort Washington, MDMonterey, CASanta Rosa, CAFreehold, NJNapa, CASilver Spring, MD	Bethesda, MD	Hamilton, NJ	North Bergen, NJ	Stamford, CT
Bridgeport, CTJamaica, NYOakland, CATeaneck, NJBrighton, MAJersey City, NJOceanside, NYToms River, NJBronx, NYLa Plata, MDOlney, MDTorrance, CABronxville, NYLake Jackson, TXOrange, CATrenton, NJBrooklyn, NYLanham, MDPalo Alto, CAValencia, CABurlington, MALaurel, MDPasadena, CAValhalla, NYCambridge, MALivingston, NJPatchogue, NYVan Nuys, CACarmel, NYLong Beach, CAPeapak, NJVentura, CAClinton, MDLong Branch, NJPerth Amboy, NJWashington, DCConcord, MALos Angeles, CAPomona, CAWest Islip, NYCovina, CAMalden, MAPrince Frederick, MDWhite Plains, NYDuarte, CAMedford, MARahway, NJWhitter, CAElizabeth, NJMiton, MARiverhead, NYYonkers, NYFalls Church, VAMineola, NYRockville Center, NYFlemington, NDMontebello, CASanta Barbara, CAFort Washington, MDMonterey, CASanta Rosa, CAFreehold, NJMontainside, NJSeattle, WAFreehold, NJNapa, CASilver Spring, MD	Bethpage, NY	Hayward, CA	Norwalk, CT	Stanford, CA
Brighton, MAJersey City, NJOceanside, NYToms River, NJBronx, NYLa Plata, MDOlney, MDTorrance, CABronxville, NYLake Jackson, TXOrange, CATrenton, NJBrooklyn, NYLanham, MDPalo Alto, CAValencia, CABurlington, MALaurel, MDPasadena, CAValhalla, NYCambridge, MALivingston, NJPatchogue, NYVan Nuys, CACarmel, NYLong Beach, CAPeapak, NJVentura, CAClinton, MDLong Branch, NJPerth Amboy, NJWashington, DCConcord, MALos Angeles, CAPomona, CAWest Islip, NYCovina, CAMalden, MAPrince Frederick, MDWhite Plains, NYDuarte, CAMedford, MARahway, NJWhittier, CAElizabeth, NJMildlebury, VARidgewood, NJWinchester, CAEnglewood, NJMilton, MARiverhead, NYYonkers, NYFalls Church, VAMineola, NYRockville Center, NYFlemington, NJMontebello, CASanta Barbara, CAFort Washington, MDMonterey, CASanta Rosa, CAFreehold, NJNapa, CASilver Spring, MD	Boston, MA	Houston, TX	Nyack, NY	Staten Island, NY
Bronx, NYLa Plata, MDOlney, MDTorrance, CABronxville, NYLake Jackson, TXOrange, CATrenton, NJBrooklyn, NYLanham, MDPalo Alto, CAValencia, CABurlington, MALaurel, MDPasadena, CAValhalla, NYCambridge, MALivingston, NJPatchogue, NYVan Nuys, CACarmel, NYLong Beach, CAPeapak, NJVentura, CAClinton, MDLong Branch, NJPerth Amboy, NJWashington, DCConcord, MALos Angeles, CAPomona, CAWest Islip, NYCortlandt Manor, NYLowell, MAPort Jefferson, NYWestbury, NYCovina, CAMelford, MARahway, NJWhite Plains, NYDuarte, CAMedford, MARahway, NJWhittier, CAElizabeth, NJMildlebury, VARidgewood, NJWinchester, CAEnglewood, NJMilton, MARiverhead, NYYonkers, NYFalls Church, VAMineola, NYRockville Center, NYFlemington, NJMontebello, CASanta Barbara, CAFort Washington, MDMonterey, CASanta Rosa, CAFreehold, NJNapa, CASilver Spring, MD	Bridgeport, CT	Jamaica, NY	Oakland, CA	Teaneck, NJ
Bronxville, NYLake Jackson, TXOrange, CATrenton, NJBrooklyn, NYLanham, MDPalo Alto, CAValencia, CABurlington, MALaurel, MDPasadena, CAValhalla, NYCambridge, MALivingston, NJPatchogue, NYVan Nuys, CACarmel, NYLong Beach, CAPeapak, NJVentura, CAClinton, MDLong Branch, NJPerth Amboy, NJWashington, DCConcord, MALos Angeles, CAPomona, CAWest Islip, NYCortlandt Manor, NYLowell, MAPort Jefferson, NYWestbury, NYCovina, CAMalden, MAPrince Frederick, MDWhite Plains, NYDuarte, CAMedford, MARahway, NJWinchester, CAElizabeth, NJMildon, MARiverhead, NYYonkers, NYFalls Church, VAMineola, NYRockville Center, NYFlemington, NJMission Viejo, CASanta Barbara, CAFlushing, NYMontebello, CASanta Rosa, CAFort Washington, MDMountainside, NJSeattle, WAFreehold, NJNapa, CASilver Spring, MD	Brighton, MA	Jersey City, NJ	Oceanside, NY	Toms River, NJ
Brooklyn, NYLanham, MDPalo Alto, CAValencia, CABurlington, MALaurel, MDPasadena, CAValhalla, NYCambridge, MALivingston, NJPatchogue, NYVan Nuys, CACarmel, NYLong Beach, CAPeapak, NJVentura, CAClinton, MDLong Branch, NJPerth Amboy, NJWashington, DCConcord, MALos Angeles, CAPomona, CAWest Islip, NYCortlandt Manor, NYLowell, MAPort Jefferson, NYWestbury, NYCovina, CAMalden, MAPrince Frederick, MDWhite Plains, NYDuarte, CAMedford, MARahway, NJWhittier, CAElizabeth, NJMiddlebury, VARidgewood, NJWinchester, CAEnglewood, NJMilton, MARiverhead, NYYonkers, NYFalls Church, VAMineola, NYRockville Center, NYFlemington, NJMission Viejo, CASanta Barbara, CAFushing, NYMontebello, CASanta Rosa, CAFrederick, MDMountainside, NJSeattle, WAFreehold, NJNapa, CASilver Spring, MD	Bronx, NY	La Plata, MD	Olney, MD	Torrance, CA
Burlington, MALaurel, MDPasadena, CAValhalla, NYCambridge, MALivingston, NJPatchogue, NYVan Nuys, CACarmel, NYLong Beach, CAPeapak, NJVentura, CAClinton, MDLong Branch, NJPerth Amboy, NJWashington, DCConcord, MALos Angeles, CAPomona, CAWest Islip, NYCortlandt Manor, NYLowell, MAPort Jefferson, NYWestbury, NYCovina, CAMalden, MAPrince Frederick, MDWhite Plains, NYDuarte, CAMedford, MARahway, NJWhittier, CAElizabeth, NJMiddlebury, VARidgewood, NJWinchester, CAEnglewood, NJMilton, MARiverhead, NYYonkers, NYFalls Church, VAMineola, NYRockville Center, NYFlemington, NJMission Viejo, CASanta Barbara, CAFushing, NYMontebello, CASanta Rosa, CAFrederick, MDMountainside, NJSeattle, WAFreehold, NJNapa, CASilver Spring, MD	Bronxville, NY	Lake Jackson, TX	Orange, CA	Trenton, NJ
Cambridge, MALivingston, NJPatchogue, NYVan Nuys, CACarmel, NYLong Beach, CAPeapak, NJVentura, CAClinton, MDLong Branch, NJPerth Amboy, NJWashington, DCConcord, MALos Angeles, CAPomona, CAWest Islip, NYCortlandt Manor, NYLowell, MAPort Jefferson, NYWestbury, NYCovina, CAMalden, MAPrince Frederick, MDWhite Plains, NYDuarte, CAMedford, MARahway, NJWhittier, CAElizabeth, NJMiddlebury, VARidgewood, NJWinchester, CAEnglewood, NJMilton, MARiverhead, NYYonkers, NYFalls Church, VAMineola, NYRockville Center, NYFlemington, NJMission Viejo, CASan Francisco, CAFlushing, NYMontebello, CASanta Barbara, CAFort Washington, MDMonterey, CASanta Rosa, CAFrederick, MDMountainside, NJSeattle, WAFreehold, NJNapa, CASilver Spring, MD	Brooklyn, NY	Lanham, MD	Palo Alto, CA	Valencia, CA
Carmel, NYLong Beach, CAPeapak, NJVentura, CAClinton, MDLong Branch, NJPerth Amboy, NJWashington, DCConcord, MALos Angeles, CAPomona, CAWest Islip, NYCortlandt Manor, NYLowell, MAPort Jefferson, NYWestbury, NYCovina, CAMalden, MAPrince Frederick, MDWhite Plains, NYDuarte, CAMedford, MARahway, NJWhittier, CAElizabeth, NJMiddlebury, VARidgewood, NJWinchester, CAEnglewood, NJMilton, MARiverhead, NYYonkers, NYFalls Church, VAMineola, NYRockville Center, NYFlemington, NJMission Viejo, CASan Francisco, CAFlushing, NYMontebello, CASanta Barbara, CAFort Washington, MDMonterey, CASanta Rosa, CAFrederick, MDMountainside, NJSeattle, WAFreehold, NJNapa, CASilver Spring, MD	Burlington, MA	Laurel, MD	Pasadena, CA	Valhalla, NY
Clinton, MDLong Branch, NJPerth Amboy, NJWashington, DCConcord, MALos Angeles, CAPomona, CAWest Islip, NYCortlandt Manor, NYLowell, MAPort Jefferson, NYWestbury, NYCovina, CAMalden, MAPrince Frederick, MDWhite Plains, NYDuarte, CAMedford, MARahway, NJWhittier, CAElizabeth, NJMiddlebury, VARidgewood, NJWinchester, CAEnglewood, NJMilton, MARiverhead, NYYonkers, NYFalls Church, VAMineola, NYRockville Center, NYFlemington, NJMission Viejo, CASan Francisco, CAFlushing, NYMontebello, CASanta Barbara, CAFort Washington, MDMonterey, CASanta Rosa, CAFrederick, MDMountainside, NJSeattle, WAFreehold, NJNapa, CASilver Spring, MD	Cambridge, MA	Livingston, NJ	Patchogue, NY	Van Nuys, CA
Concord, MALos Angeles, CAPomona, CAWest Islip, NYCortlandt Manor, NYLowell, MAPort Jefferson, NYWest bury, NYCovina, CAMalden, MAPrince Frederick, MDWhite Plains, NYDuarte, CAMedford, MARahway, NJWhiteier, CAElizabeth, NJMiddlebury, VARidgewood, NJWinchester, CAEnglewood, NJMilton, MARiverhead, NYYonkers, NYFalls Church, VAMineola, NYRockville Center, NYFlemington, NJMission Viejo, CASan Francisco, CAFlushing, NYMontebello, CASanta Barbara, CAFort Washington, MDMonterey, CASanta Rosa, CAFreehold, NJNapa, CASilver Spring, MD	Carmel, NY	Long Beach, CA	Peapak, NJ	Ventura, CA
Cortlandt Manor, NYLowell, MAPort Jefferson, NYWestbury, NYCovina, CAMalden, MAPrince Frederick, MDWhite Plains, NYDuarte, CAMedford, MARahway, NJWhittier, CAElizabeth, NJMiddlebury, VARidgewood, NJWinchester, CAEnglewood, NJMilton, MARiverhead, NYYonkers, NYFalls Church, VAMineola, NYRockville Center, NYFlemington, NJMission Viejo, CASan Francisco, CAFlushing, NYMontebello, CASanta Barbara, CAFort Washington, MDMonterey, CASanta Rosa, CAFrederick, MDMountainside, NJSeattle, WAFreehold, NJNapa, CASilver Spring, MD	Clinton, MD	Long Branch, NJ	Perth Amboy, NJ	Washington, DC
Covina, CAMalden, MAPrince Frederick, MDWhite Plains, NYDuarte, CAMedford, MARahway, NJWhittier, CAElizabeth, NJMiddlebury, VARidgewood, NJWinchester, CAEnglewood, NJMilton, MARiverhead, NYYonkers, NYFalls Church, VAMineola, NYRockville Center, NYFlemington, NJMission Viejo, CASan Francisco, CAFlushing, NYMontebello, CASanta Barbara, CAFort Washington, MDMonterey, CASanta Rosa, CAFrederick, MDMountainside, NJSeattle, WAFreehold, NJNapa, CASilver Spring, MD	Concord, MA	Los Angeles, CA	Pomona, CA	West Islip, NY
Duarte, CAMedford, MARahway, NJWhittier, CAElizabeth, NJMiddlebury, VARidgewood, NJWinchester, CAEnglewood, NJMilton, MARiverhead, NYYonkers, NYFalls Church, VAMineola, NYRockville Center, NYFlemington, NJMission Viejo, CASan Francisco, CAFlushing, NYMontebello, CASanta Barbara, CAFort Washington, MDMonterey, CASanta Rosa, CAFrederick, MDMountainside, NJSeattle, WAFreehold, NJNapa, CASilver Spring, MD	Cortlandt Manor, NY	Lowell, MA	Port Jefferson, NY	Westbury, NY
Elizabeth, NJMiddlebury, VARidgewood, NJWinchester, CAEnglewood, NJMilton, MARiverhead, NYYonkers, NYFalls Church, VAMineola, NYRockville Center, NYFilemington, NJFlemington, NJMission Viejo, CASan Francisco, CAFlushing, NYMontebello, CASanta Barbara, CAFort Washington, MDMonterey, CASanta Rosa, CAFrederick, MDMountainside, NJSeattle, WAFreehold, NJNapa, CASilver Spring, MD	Covina, CA	Malden, MA	Prince Frederick, MD	White Plains, NY
Englewood, NJMilton, MARiverhead, NYYonkers, NYFalls Church, VAMineola, NYRockville Center, NYFlemington, NJMission Viejo, CASan Francisco, CAFlushing, NYMontebello, CASanta Barbara, CAFort Washington, MDMonterey, CASanta Rosa, CAFrederick, MDMountainside, NJSeattle, WAFreehold, NJNapa, CASilver Spring, MD	Duarte, CA	Medford, MA	Rahway, NJ	Whittier, CA
Falls Church, VAMineola, NYRockville Center, NYFlemington, NJMission Viejo, CASan Francisco, CAFlushing, NYMontebello, CASanta Barbara, CAFort Washington, MDMonterey, CASanta Rosa, CAFrederick, MDMountainside, NJSeattle, WAFreehold, NJNapa, CASilver Spring, MD	Elizabeth, NJ	Middlebury, VA	Ridgewood, NJ	Winchester, CA
Flemington, NJMission Viejo, CASan Francisco, CAFlushing, NYMontebello, CASanta Barbara, CAFort Washington, MDMonterey, CASanta Rosa, CAFrederick, MDMountainside, NJSeattle, WAFreehold, NJNapa, CASilver Spring, MD	Englewood, NJ	Milton, MA	Riverhead, NY	Yonkers, NY
Flushing, NYMontebello, CASanta Barbara, CAFort Washington, MDMonterey, CASanta Rosa, CAFrederick, MDMountainside, NJSeattle, WAFreehold, NJNapa, CASilver Spring, MD	Falls Church, VA	Mineola, NY	Rockville Center, NY	
Fort Washington, MDMonterey, CASanta Rosa, CAFrederick, MDMountainside, NJSeattle, WAFreehold, NJNapa, CASilver Spring, MD	Flemington, NJ	Mission Viejo, CA	San Francisco, CA	
Frederick, MDMountainside, NJSeattle, WAFreehold, NJNapa, CASilver Spring, MD	Flushing, NY	Montebello, CA	Santa Barbara, CA	
Freehold, NJ Napa, CA Silver Spring, MD	Fort Washington, MD	Monterey, CA	Santa Rosa, CA	
	Frederick, MD	Mountainside, NJ	Seattle, WA	
Fullerton, CA Needham, MA Simi Vallev, CA	Freehold, NJ	Napa, CA	Silver Spring, MD	
	Fullerton, CA	Needham, MA	Simi Valley, CA	

#### High Cost of Labor Cities (110% and above of national average)

Abington, PA	Bristol, CT	Derby, CT	Glendale, WI
Albany, NY	Brockton, MA	Detroit, MI	Grand Blanc, MI
Allen, TX	Browns Mills, NJ	Dickinson, ND	Hackettstown, NJ
Allentown, PA	Broomfield, CO	Dover, DE	Hanford, CA
Annapolis, MD	Burien, WA	Dover, NH	Harris, NY
Apple Valley, CA	Camden, NJ	Downers Grove, IL	Hartford, CT
Arlington, TX	Canandaigua, NY	Doylestown, PA	Havre De Grace, MD
Arlington Heights, IL	Cape May, NJ	Eagleville, PA	Highland, IL
Arlington Heights, TX	Carrollton, GA	Edmonds, WA	Hillsboro, OR
Atlanta, GA	Carson City, NV	Elk Grove Village, IL	Hobart, IN
Attleboro, MA	Centennial, CO	Elkton, MD	Homer, AK
Aurora, CA	Cherry Hill, NJ	Elmira, NY	Homestead, FL
Austin, TX	Chicago, IL	Englewood, CO	Honolulu, HI
Baldwin, WI	Chico, CA	Enumclaw, WA	Hudson, NY
Baltimore, CT	Clear Lake, CA	Eureka, CA	Hudson, WI
Baltimore, MD	Clearwater, FL	Evanston, IL	Irving, TX
Banning, CA	Clifton Springs, NY	Exeter, NH	lthaca, NY
Beaumont, TX	Clovis, CA	Farmington Hills, MI	Jasper, GA
Bedford, TX	Concord, NH	Fayetteville, GA	Jupiter, FL
Bel Air, MD	Conshohocken, PA	Flint, MI	Kenosha, WI
Bellevue, WA	Coral Gables, FL	Fort Collins, CO	Kilmamock, VA
Bethlahem, PA	Dallas, TX	Fort Lauderdale, FL	Kingston, NY
Beverly, MA	Danbury, CT	Forth Worth, TX	Kokomo, IN
Biddeford, ME	Dansville, NY	Fortuna, CA	Lansdale, PA
Binghamton, NY	Dearborn, MI	Gardner, MA	Langhorne, PA
Boca Raton, FL	Decatur, GA	Gastonia, NC	Lapeer, MI
Boulder, CO	DeKalb, IL	Geneva, NY	Lawrence, MA
Boynton Beach, FL	Delano, CA	Gibson City, IL	Lawrenceville, GA
Bremerton, WA	Denton, TX	Glan Burnie, MD	Lehighton, PA
Brighton, CO	Denver, CO	Glasgow, MT	Leonardtown, MD

#### Medium Cost of Labor Cities (100% to 109.9% of national average)

Lewes, DE	Nashua, NH	Portland, OR	Southbridge, MA	Wheaton, IL
Lodi, CA	New Bedford, MA	Poughkeepsie, NY	Southfield, MI	Willimantic, CT
Loma Linda, CA	New Britain, CT	Providence, RI	St. Albans, VT	Willingboro, NJ
Madera, CA	New Haven, CT	Racine, WI	St. Paul, MN	Williston, ND
Manchester, NH	New London, CT	Rancho Mirage, CA	St. Petersburg, FL	Wilmington, DE
Manchester, CT	New Orleans, LA	Randallstown, MD	Stockbridge, GA	Woodbury, NJ
Maple Grove, MN	Newark, NY	Redlands, CA	Stockton, CA	Woodstock, IL
Marietta, GA	Newburgh, NY	Reedley, CA	Sunnyside, WA	Wyandotte, MI
Marlton, NJ	Newburyport, MA	Reno, NV	Syracuse, NY	York, ME
Marshall, Ml	Newnan, GA	Renton, WA	Tacoma, WA	Yreka, CA
Maryville, IL	Newport, RI	Rhinebeck, NY	Tampa, FL	Zephyrhills, FL
Maywood, IL	Norwich, CT	Rice Lake, WI	Tarpon Springs, FL	
McHenry, IL	Oak Park, IL	Richland, WA	Thomaston, GA	
Mechanicsville, VA	Ocoee, FL	Richmond, VA	Torrington, CT	
Menomonee Falls, WI	Oconomowoc, WI	Ridgecrest, CA	Tulatin, OR	
Meriden, CT	Oroville, CA	Riverside, CA	Ukiah, CA	
Melrose Park, IL	Osceola, WI	Robbinsdale, MN	Upland, CA	
Metarie, LA	Oswego, NY	Rochelle, IL	Urbana, IL	
Miami, FL	Palos Heights, IL	Rochester, MN	Vancouver, WA	
Middletown, CT	Paradise, CA	Rochester, NY	Waconia, MN	
Middletown, NY	Pasco, WA	Sacremento, CA	Wakefield, RI	
Milford, CT	Perryville, MD	San Andreus, CA	Wallingford, CT	
Milford, MA	Philadelphia, PA	San Diego,CA	Warren, MI	
Milwaukee, WI	Philipsburg, NJ	Saratoga Springs, NY	Warwick, RI	
Minneapolis, MN	Pittsfield, MA	Sellersville, PA	Waterbury, CT	
Monroe, MI	Placerville, CA	Sidney, MT	Watford City, ND	
Monticello, IL	Plant City, FL	Siler City, NC	Waukesha, WI	
Mt. Clemens, MI	Plymouth, MA	Soldotna, AK	Wenatchee, WA	
Naperville, IN	Pomona, NJ	Somers Point, NJ	Westchester, PA	
Naples, FL	Pontiac, MI	Sonora, CA	Westminister, MD	

#### Medium Cost of Labor Cities (100% to 109.9% of national average) - cont.

#### Low Cost of Labor Cities (below 100% of national average)

Aberdeen, SD	Auburn, NY	Blue Hill, ME	Chanbersburg, PA	Cordele, GA	Duluth, MN
Aberdeen, WA	Augusta, GA	Boise, ID	Charleston, WV	Corpus Christi, TX	Duncan, OK
Abilene, TX	Bad Axe, MI	Bowling Green, KY	Charlevoix, MI	Corry, PA	Dunn, NC
Abingdon, VA	Bangor, ME	Bozeman, MT	Charlotte, MI	Cortland, NY	Easley, SC
Akron, OH	Bar Harbour, ME	Bradford, PA	Charlottes ville, VA	Corvallis, OR	East Liverpool, OH
Alamoso, CO	Bartles ville, OK	Branson, MO	Chesterfield, MO	Cottonwood, AZ	East Stroudsburg, PA
Albany, GA	Batavia, NY	Bridgeport, WV	Chestertown, PA	Coudersport, PA	Easton, MD
Alexander City, AL	Batesville, AR	Brunswick, GA	Chillicothe, MO	Coundil Bluffs, IA	Eden, NC
Allegan, Ml	Batesville, IN	Brunswick, ME	Chilton, WI	Covington, TN	Edgewood, KY
Alliance, OH	Baton Rouge, LA	Bryan, OH	Cinncinnati, OH	Crystal City, MO	El Dorado, KS
Alma, GA	Battleboro, VT	Buffalo, NY	Clare, MI	Cullman, AL	El Paso, TX
Alma, Ml	Bayside, NY	Burkesville, KY	Claremont, NH	Culpepper, VA	Elizabethtown, NY
Americus, GA	Beatrice, NE	Burlington, VT	Clarion, PA	Cumberland, MD	Elk City, OK
Amsterdam, NY	Beaver Dam, WI	Butler, PA	Clarkston, WA	Cynthiana, KY	Elkhart, IN
Anaconda, MT	Bedford, VA	Calais, ME	Clarksville, AR	Dallas, TX	Elkin, NC
Anamosa, IA	Belfast, ME	Calhoun, GA	Clearfield, PA	Dalton, GA	Elkins, WV
Anderson, IN	Belleville, IL	Camden, AZ	Clermont, FL	Damariscotta, ME	Ellsworth, ME
Anderson, SC	Beloit, WI	Cameron, MO	Clinton, IA	Danville, KY	Ellwood City, PA
Angola, IN	Bend, OR	Canton, IL	Coffeyville, KS	Danville, PA	Elwood, IN
Antigo, WI	Bennington, VT	Canton, OH	College Station, TX	Davenport, IA	Erie, PA
Appleton, WI	Benton, AR	Carbondale, IL	Columbia, SC	Dayton, OH	Evansville, IN
Ardmore, OK	Berlin, MD	Carrollton, MO	Columbia City, IN	Daytona Bach, FL	Fairfield, IL
Artesia, NM	Berlin, VT	Carson City, MI	Columbus, GA	Decatur, IL	Falls City, NE
Asheboro, NC	Bethany, OK	Carthage, MO	Columbus, MS	Deer River, MN	Fargo, ND
Asheville, NC	Birmingham, AL	Carthage, NY	Columbus, NE	Deland, FL	Farmington, ME
Ashland, KY	Bisbee, AZ	Casper, WI	Columbus, OH	Detroit Lakes, MN	Farm ville, VA
Ashland, WI	Bismark, ND	Cedar Falls, IA	Columbus, WI	Douglas, GA	Fayetteville, AR
Atchison, KS	Black River Falls, WI	Cedar Rapids, IA	Conway, AR	Dover, OH	Fayetville, NC
Athens, GA	Blairsville, GA	Centerville, IA	Conway, SC	DuBois, PA	Fergus Falls, MN
Atkin, MN	Blue Earth, MN	Centerville, IL	Cooperstown, NY	Dubuque, IA	Fishers, IN

## Low Cost of Labor Cities (below 100% of national average) – cont.

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Fisherville, VA	Green Bay, WI	Honesdale, PA	Keyser, WV	Lees Summit, MO	Manitowoc, WI
Flagstaff, AZ	Greenfield, MA	Hoopeston, IL	Killeen, TX	Leesburg, FL	Marietta, OH
Fond Du Lac, WI	Greensboro, NC	Hot Springs, AR	Kingman, AZ	Lenoir, NC	Marion, IN
Fort Dodge, IA	Greenville, NC	Huntington, IN	Kingwood, WV	Lewisburg, PA	Marion, VA
Fort Kent, ME	Greenville, SC	Huntington, PA	Kinston, NC	Lewiston, ID	Marlette, MI
Fort Madison, IA	Greenville, TN	Huntington, WV	Kittanning, PA	Lewiston, ME	Marshall, MN
Fort Smith, AR	Grinnell, IA	Huntsville, TX	Klamath Falls, OR	Lewistown, MT	Marshall, MO
Fort Wayne, IN	Grove City, PA	Hutchinson, KS	Knoxville, IA	Lexington, KY	Marshall, TX
Franklin, NC	Grundy, VA	Hutchinson, MN	Knoxville, TN	Libby, MT	Marshalltown, IA
Fredericksburg, TX	Hagerstown, MD	Indiana, PA	La Grande, OR	Liberal, KS	Martins Ferry, OH
Freeport, IL	Hamilton, MT	Indianapolis, IN	La Grange, TX	Lincoln, NE	Martinsburg, WV
Gainesville, GA	Hamilton, NY	lowas City, IA	La Junta, CO	Linville, NC	Maryland Heights, OH
Gainesville, FL	Hannibal, MO	Iron River, MI	LaCrosse, WI	Little Falls, MN	Mattoon, IL
Gallipolis, OH	Hanover, PA	Jackson, MS	Ladson, SC	Little Falls, NY	Mauston, WI
Garden City, KS	Harrisburg, IL	Jacksonville, FL	Lafayette, IN	Little Rock, AR	McConnellsburg, PA
Gaylord, MI	Harrisburg, PA	Jamestown, ND	Lafayette, LA	Lockport, NY	McCook, NE
Georgetown, SC	Harrison, AR	Janesville, WI	LaGrange, GA	Long Prarie, MN	McKees Rocks, PA
Glasgow, KY	Harrisonburg, VA	Jasper, IN	Lake Charles, LA	Longview, TX	Medford, OR
Glen Falls, NY	Hastings, NE	Jennings, LA	Lakeland, FL	Louisville, KY	Medford, WI
Glennwood Springs, C	Havre, MT	Johnson City, TN	Lancaster, NH	Lubbock, TX	Melrose, MN
Gloversville, NY	Hays, KS	Jonesboro, AR	Lancaster, OH	Lufkin, TX	Memphis, TN
Goldsboro, NC	Hazelton, PA	Joplin, MO	Lancaster, PA	Lumberton, NC	Meridian, MS
Gonzales, LA	Helena, MT	Kailua, HI	Lansing, MI	Lynchburg, VA	Merrill, WI
Goshen, IN	Henderson, KY	Kalamazoo, Ml	LaPorte, IN	Macon, GA	Miamisburg, OH
Grand Forks, ND	Hendersonville, NC	Kallispell, MT	Laurinburg, NC	Madison, IN	Middlesburg Heights, OH
Grand Island, NE	Hermiston, OR	Kamuela, HI	Laurium, MI	Madison, SD	Midland, MI
Grand Junction, CO	High Point, NC	Kankekee, IL	Leavenworth, KS	Madison, WI	Miles City, MT
Grand Rapids, MI	Holdrege, NE	Kansas City, MO	Lebanon, NH	Madisonville, KY	Milledgeville, GA
Grand Rapids, MN	Holldan, MI	Kearney, NE	Lebanon, PA	Manchester, KY	Mission, TX
Great Falls, MT	Holyoke, MA	Kerrville, TX	Lebanon, OR	Manhattan, KS	Missouri Valley, IA

### Low Cost of Labor Cities (below 100% of national average) – cont.

Mitchell, SD	New London, WI	Pargould, AR	Presque Isle, ME	San Angelo, TX	South Hall, VA
Moab, UT	Newark, OH	Park Rapids, MN	Prestonburg, KY	San Antonio, TX	Southhaven, MS
Mobile, AL	Newport News, VA	Pekin, IL	Princeton, IN	Sandpoint, ID	Spokane, WA
Mocksville, NC	Niagra Falls, NY	Pella, IA	Pt. Pleasant, WV	Sante Fe, NM	Springfield, MA
Monogahela, PA	Norfolk, VA	Pendleton, OR	Pueblo, CO	Saranac Lake, NY	Springfield, MO
Monroe, LA	North Conway, NH	Pensacola, FL	Quincy, IL	Savannah, GA	Springfield, OH
Monroe, WI	North Platte, NE	Peoria, IL	Randolph, VT	Sayre, PA	Springfield, TN
Montgomery, AL	Norton, VA	Peru, IL	Rapid City, SD	Schenectedy, NY	Springfield, VT
Monticello, AR	Norwich, NY	Petoskey, MI	Reading, PA	Scottsbluff, NE	St. Augustine, FL
Montour Falls, NY	Oconto Falls, WI	Phoenix, AZ	Richland Center, WI	Scottsdale, AZ	St. Cloud, MN
Montrose, CO	Ogdensburg, NY	Pierre, SD	Richmond, KY	Seaford, DE	St. Johns, MI
Morehead, KY	Oklahoma City, OK	Pigeon, MI	Richmond, IN	Searcy, AR	St. Johnsbury, VT
Morganton, NC	Olathe, KS	Pikeville, KY	Roanoke, VA	Senandoah, IA	St. Joseph, MI
Morgantown, WV	Olean, NY	Pinehurst, NC	Roanoke Rapids, NC	Seward, NE	St. Joseph, MO
Morris, MN	Olive Branch, MS	Pittsburg, KS	Rock Island, IL	Sewickley, PA	St. Louis, MO
Morrisville, VT	Olney, IL	Pittsburgh, PA	Rockford, IL	Shawano, WI	St. Marys, OH
Moscow, ID	Omaha, NE	Pittsfield, ME	Rockland, ME	Shawnee Mission, KS	St. Marys, PA
Mount Vernon, OH	Oneill, NE	Plainview, TX	Rockledge, FL	Show Low, AZ	State College, PA
Mountain Home, AR	Ontario, OR	Platteville, WI	Rogers, AR	Shreveport, LA	Stayton, OR
Mt. Please, Ml	Orange City, FL	Plattsburgh, NY	Rome, NY	Sidney, NE	Steamboat Springs, CO
Mt. Vernon, KY	Oregon, OH	Plymouth, NH	Roosevelt, UT	Sikeston, MO	Stevens Point, WI
Muncy, PA	Osage Beach, MO	Portage, WI	Roseburg, OR	Silverton, OR	Stuart, FL
Mursfeeboro, TN	OshKosh, WI	Portland, ME	Round Rock, TX	Sioux Center, IA	Sturgeon Bay, WI
Murphy, NC	Ottowa, IL	Portsmouth, OH	Rumford, ME	Sioux Falls, SD	Suffolk, VA
Murrels Inlet, SC	Overland Park, KS	Potsdam, NY	Rutland, VT	Skowhegan, ME	Sumter, SC
Nampa, ID	Owosso, MI	Pottsville, PA	Safford, AZ	Smithville, MO	Superior, WI
Nashville, TN	Oxford, MS	Powell, WY	Saginaw, MI	Somerset, PA	Sweetwater, TN
Nebraska City, NE	Palm Coast, FL	Prarie Du Sac, WI	Salem, OR	South Bend, IN	Tallahasse, FL
Neosho, MO	Palmer, MA	Pratt, KS	Salina, KS	South Boston, VA	Tavares, FL
New Castle, PA	Paola, KS	Prescott, AZ	Salisbury, MD	South Charleston, WV	Tavernier, FL

Tawas City, MI	Wadena, MN	Williamsport, PA
Temple, TX	Walla Walla, WA	Windber, PA
Terra Haute, IN	Warner Robbins, GA	Windsor, VT
The Dalles, OR	Warren, PA	Winfield, KS
The Villages, FL	Washington, PA	Winona, MN
Thomasville, GA	Waterloo, IA	Winslow, AZ
Toccoa, GA	Watertown, SD	Winston Salem, NC
Toledo, OH	Watertown, NY	Wisconsin Rapids, WI
Tomah, WI	Waterville, ME	Wolfeboro, NH
Topeka, KS	Watervliet, MI	Woodruff, WI
Towanda, PA	Watseka, IL	Woodsville, NH
Traverse City, MI	Wausau, WI	Wyoming, MI
Troy, NY	Waynesboro, PA	Yakima, WA
Troy, PA	Weirton, WV	Yankton, SD
Tucson, AZ	Wellsboro, PA	York, NE
Tulsa, OK	Wellsville, NY	York, PA
Tupelo, MS	Weslaco, TX	Yuma, AZ
Twin Falls, ID	West Branch, MI	Zanesville, OH
Tyler, TX	West Burlington, IA	
Union City, TN	West Plains, MO	
Uniontown, PA	Westfield, MA	
Utica, NY	Weston, WI	
Vail, CO	Weston, WV	
Varnville, SC	Wheeling, WV	
Vero Beach, FL	Wheeling, VA	
Vidalia, GA	Whitefish, MT	
Vinton, IA	Whiteville, NC	
Viroqua, WI	Wichita, KS	
Wabash, IN	Wichita Falls, TX	
Waco, TX	Wilkesboro, NC	

#### Low Cost of Labor Cities (below 100% of national average) - cont.

## TCS Total Compensation Solutions

Total Compensation Solutions is a human resources consulting firm dedicated to *assisting clients in achieving their strategic compensation objectives*. Our approach to compensation and benefits issues is to utilize data to identify best practices in the marketplace. Our research spans a variety of topics including:

- Board Compensation
- Executive, Middle Management and Staff Compensation
- Performance Management
- Organization Structure
- Health and Welfare and
- Retirement Benefits

With client interaction, we gather and report information on compensation, personnel practices and benefits and we apply the most effective, market-driven solution to each organization's unique set of circumstances.

TCS is located in Armonk, NY. For more information about Total Compensation Solutions, please visit our Website <u>www.total-comp.com</u> or contact Tom Bailey <u>tbailey@total-comp.com</u> or Paul Gavejian <u>pgavejian@total-comp.com</u> at:

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