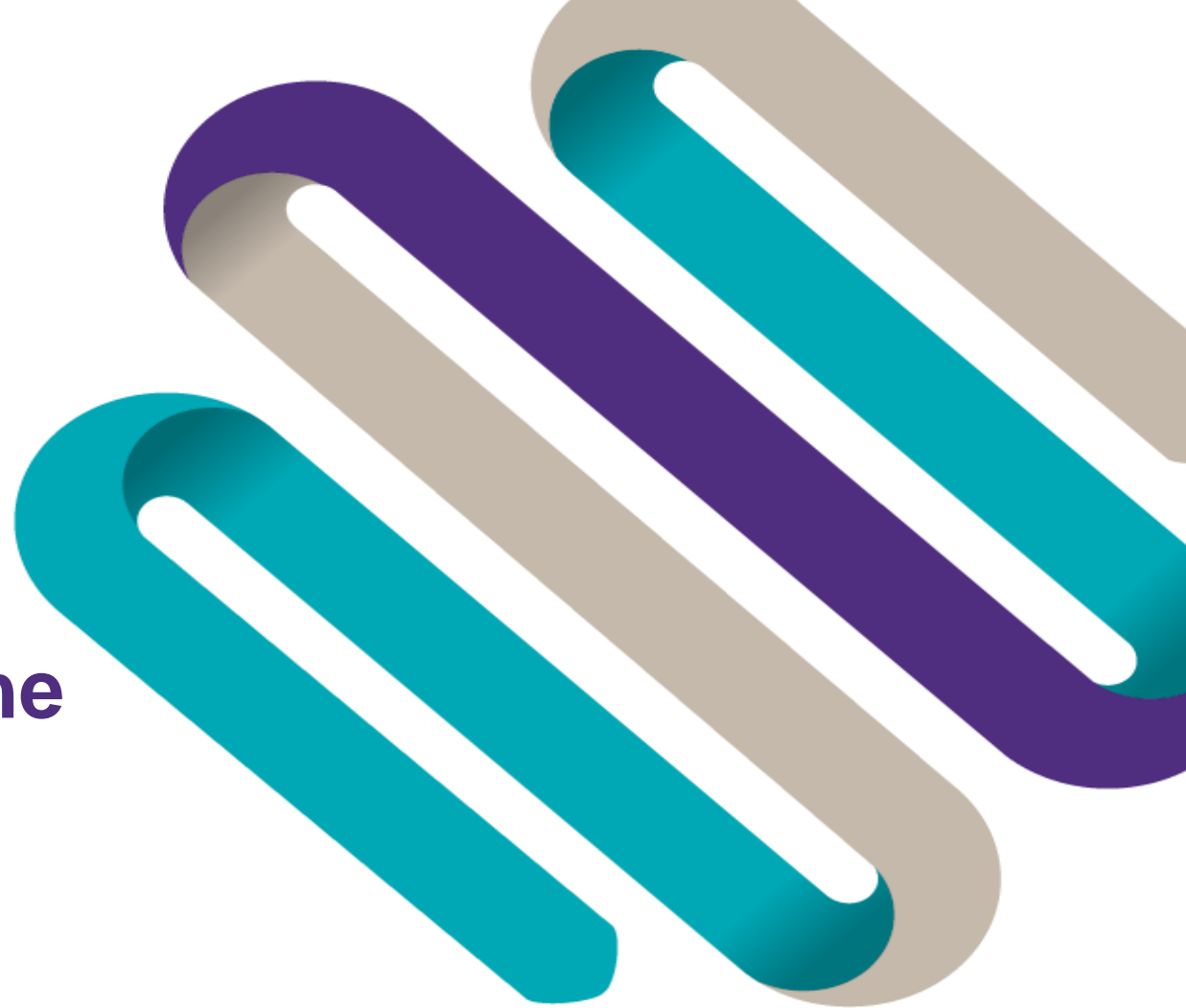




# Proxy Survey of Executive Compensation in the Russell 2000 Index

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October 2021



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## Executive Summary

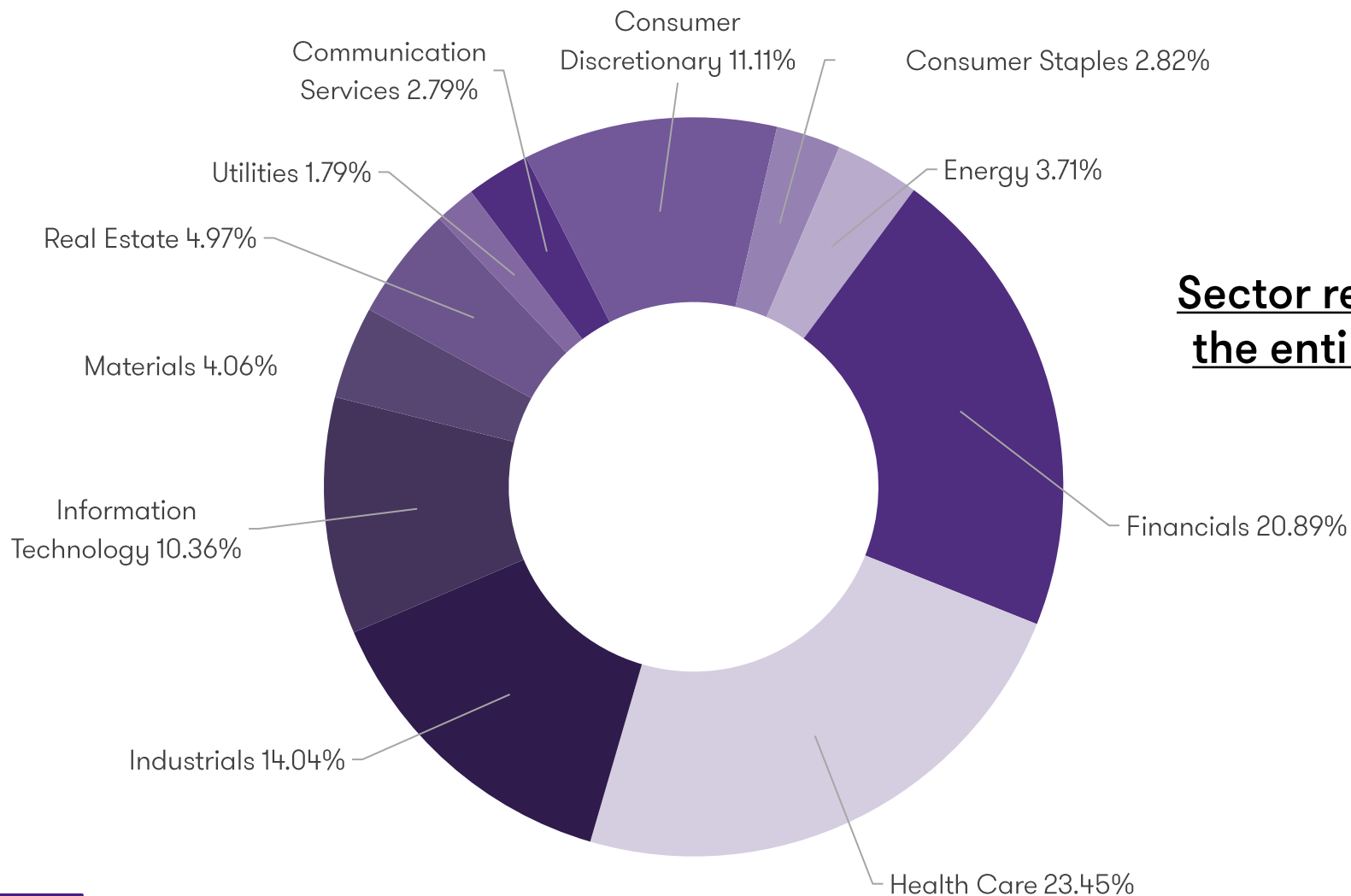


# Executive Summary – Index and Sectors in the Survey

- This survey of executive compensation in the Russell 2000 Index presents the most recently reported proxy data for companies in 11 Global Industry Classification Standard (GICS) sectors:
  - Communications
  - Consumer Discretionary
  - Consumer Staples
  - Energy
  - Financials
  - Health Care
  - Industrials
  - Information Technology
  - Materials
  - Real Estate
  - Utilities



# Executive Summary – R2000 Sector Representation



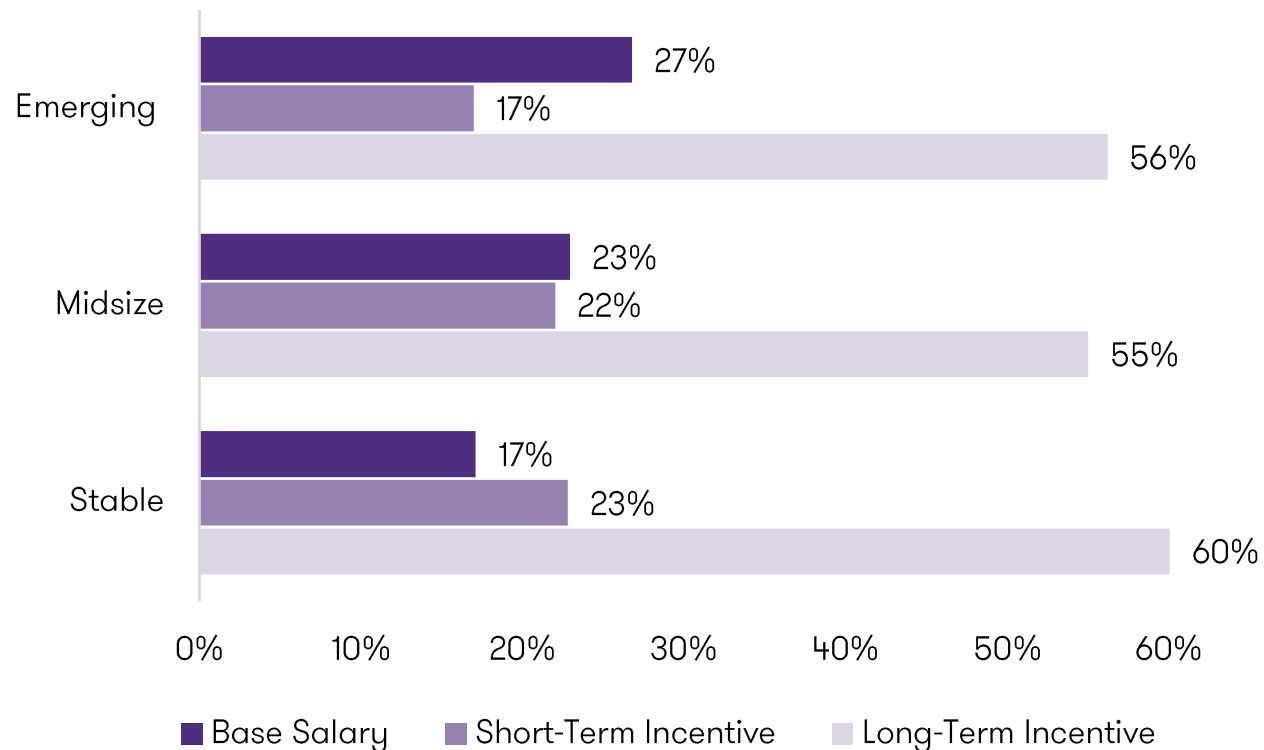
**Sector representation in  
the entire Russell 2000**

# Executive Summary – Revenue Ranges

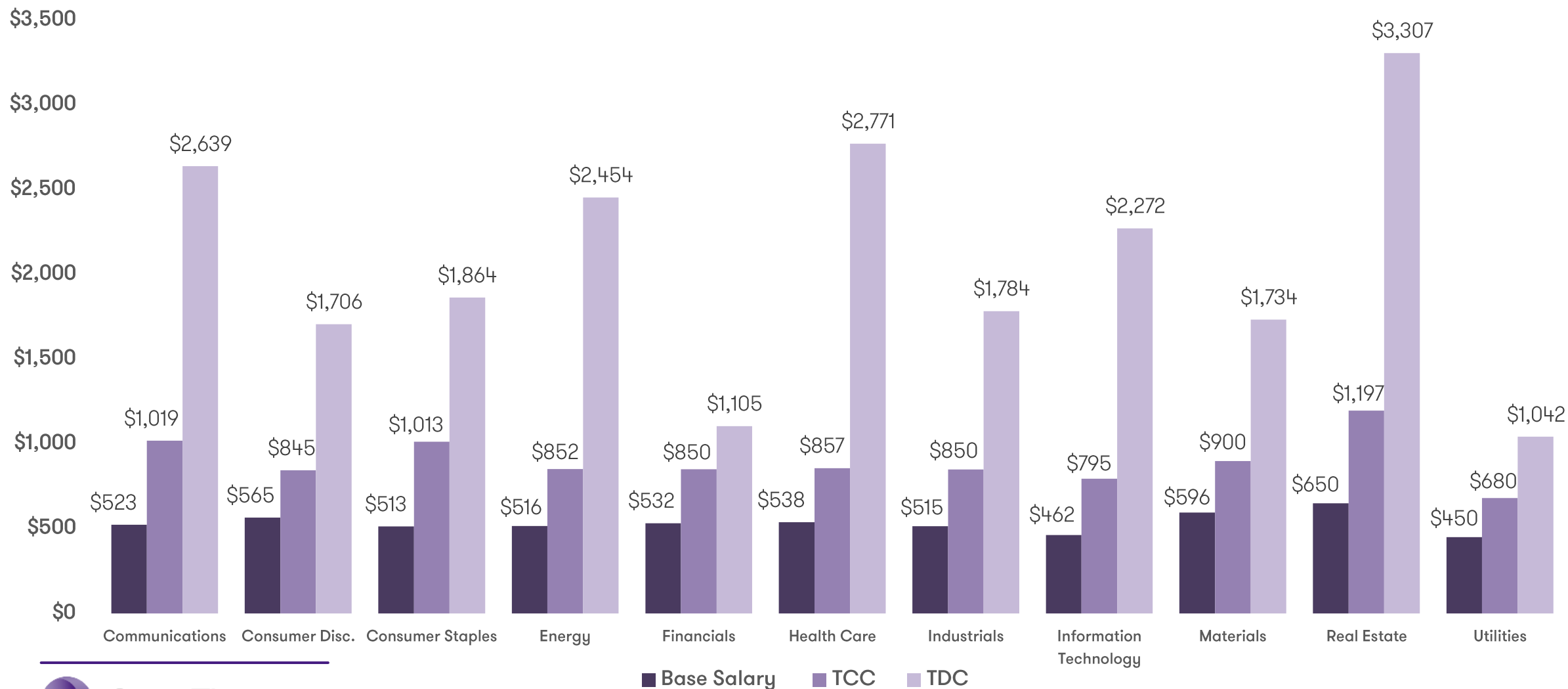
- Compensation data for each sector was grouped into revenue ranges of:
  - Emerging/Growth: less than \$500M
  - Midsize: between \$500M and \$1.5B
  - Stable/Mature: over \$1.5B

# Executive Summary – CEO Pay Mix

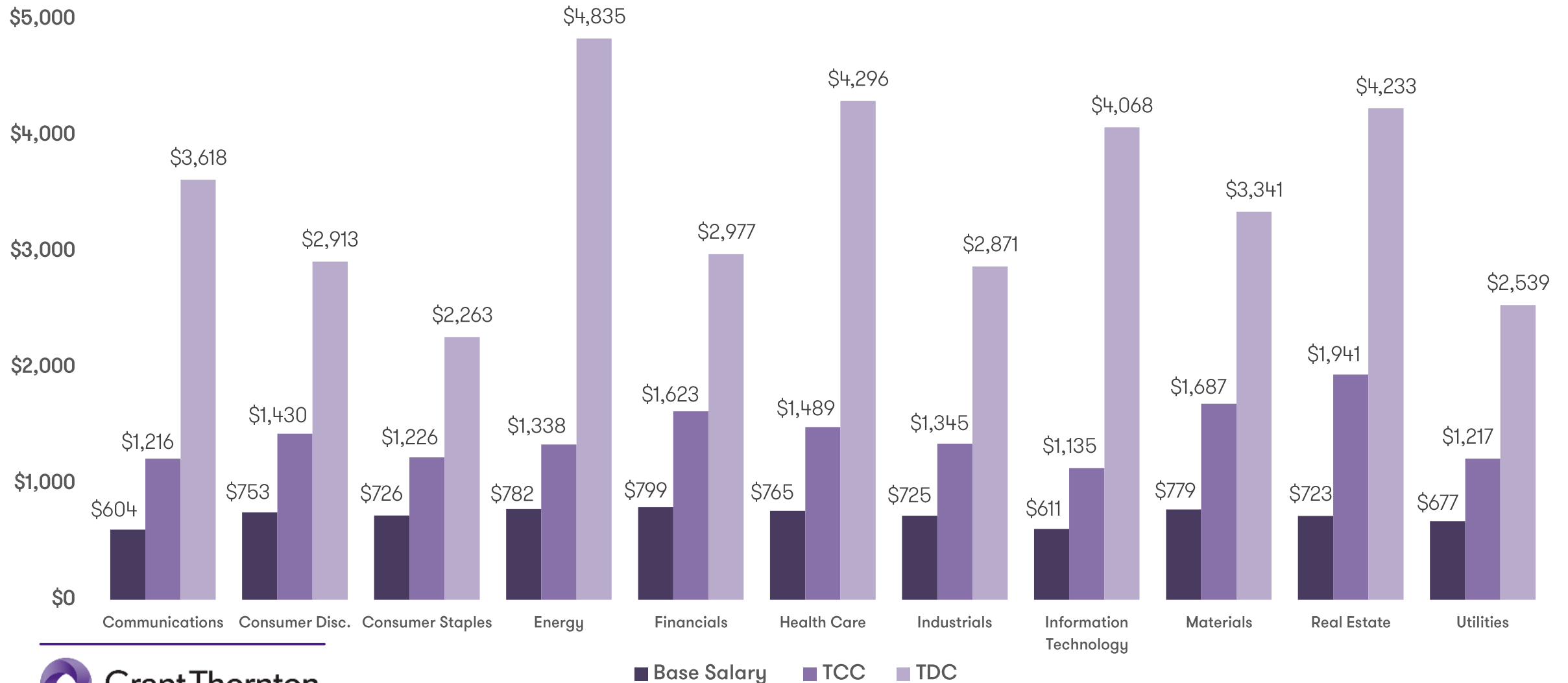
- The chart on the right details the main components of the median compensation package for all CEOs across each of our designated revenue ranges.
- Overall, GT's analysis found that the median CEO total cash compensation – comprised of base salaries and short-term incentives – ranged between 40% and 45% of total direct compensation (TDC), with long-term incentives (LTI) representing more than 56% of total direct compensation across all revenue sizes.
- A summary of short-term incentives and LTI, as a percentage of base salary, is presented on pages 12 and 13 within this Executive Summary.



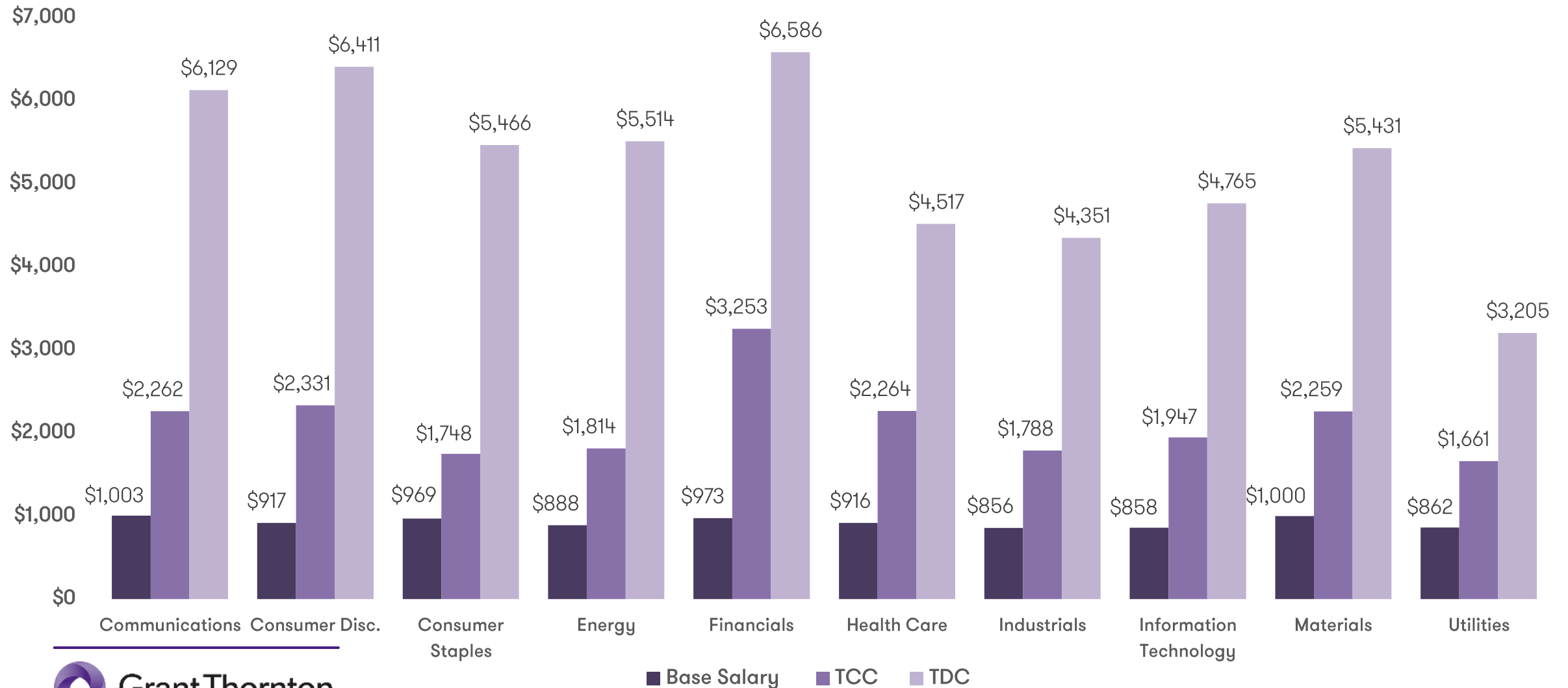
# Executive Summary – CEO Median Pay for Emerging Organizations (<\$500M Rev)



# Executive Summary – CEO Median Pay for Midsize Organizations (\$500M to \$1.5B Rev)



# Executive Summary – CEO Median Pay for Stable/Mature Organizations (>\$1.5B Rev)



# Executive Summary – CEO Short & Long-Term Incentives

- A prominent trend in executive compensation is the increased use of performance-based compensation. Many industries are placing a higher degree of compensation “at risk” in an effort to create a stronger tie between company performance and the payouts of short-term incentives and LTI. Design mechanics, such as plan metrics, performance periods, threshold and maximum goal levels, and threshold and maximum performance levels, often vary by industry and a company’s stage in its “life cycle.”
- The use of performance-based pay is especially critical for public companies, as both proxy advisors and institutional investors (generally) have stated preferences for pay programs that align executive pay with shareholder outcomes. As a best practice, organizations should continue to review the alignment of their pay programs with their short- and long-term business strategies to ensure that plans are motivating, incentivizing, and rewarding the appropriate behaviors.
- The tables on the following pages detail the median short-term and LTI award levels as a percentage of salary for sectors in each revenue range.

# Executive Summary – CEO Short-Term Incentive

- The table at right shows median annual incentive payouts for CEOs in each of the three revenue ranges.
- Annual or short-term incentive payouts (as a percentage of salary) are significantly higher in the Midsize and Stable revenue ranges for each sector.
- Consumer Discretionary and Financials provide some of the smallest bonuses in the Emerging revenue range, but some of the biggest rewards in the Stable range.
- Real Estate and Communications offer the largest incentives in the Emerging revenue range.

Sector	Median Short-Term Incentive (% of Salary)		
	Emerging	Midsize	Stable
Communications	80%	95%	124%
Consumer Discretionary	50%	109%	183%
Consumer Staples	73%	74%	102%
Energy	75%	87%	124%
Financials	52%	105%	243%
Health Care	61%	98%	137%
Industrials	60%	92%	118%
Information Technology	73%	99%	156%
Materials	60%	100%	141%
Real Estate	113%	178%	ISD*
Utilities	52%	88%	107%
Russell 2000 - All	62%	98%	143%

\* ISD = insufficient data



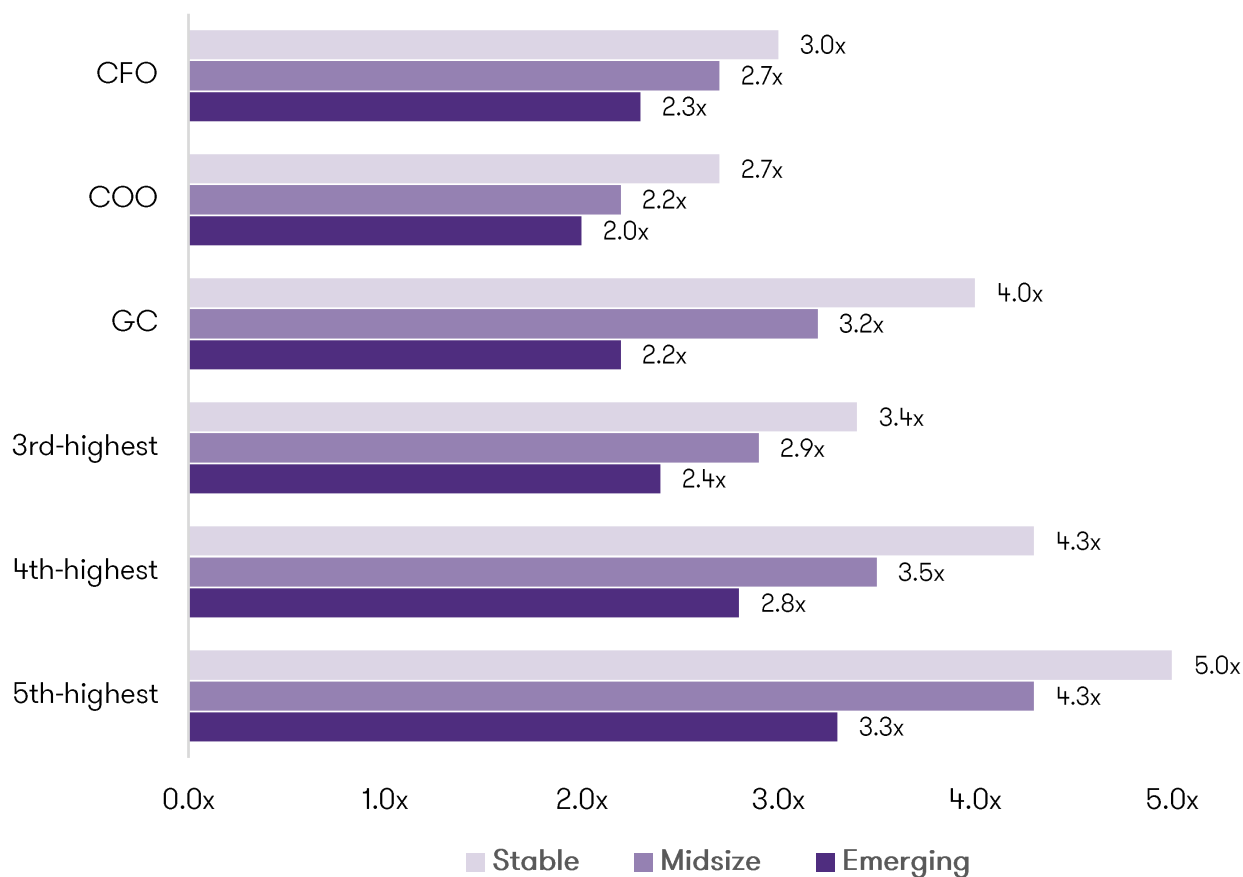
# Executive Summary – CEO Long-Term Incentive

- The table at right shows median LTI awards for CEOs in each of the three revenue ranges.
- Energy, Information Technology, and Real Estate sectors awarded some of the highest LTI awards in each of the revenue ranges.
- Health Care, which historically places a high emphasis on LTI awards, has the largest incentive levels as a percentage of salary for the Emerging revenue range.

Sector	Median Long-Term Incentive (% of Salary)		
	Emerging	Midsize	Stable
Communications	235%	381%	343%
Consumer Discretionary	172%	190%	374%
Consumer Staples	120%	111%	226%
Energy	251%	384%	464%
Financials	41%	161%	265%
Health Care	341%	346%	268%
Industrials	140%	166%	281%
Information Technology	280%	461%	392%
Materials	160%	241%	298%
Real Estate	285%	397%	ISD
Utilities	57%	147%	199%
Russell 2000 - All	181%	215%	321%

# Executive Summary – CEO TDC Pay Ratio to Other Executives

- GT's analysis found that the median CEO total direct compensation (TDC) ranged between 2.0x to 5.0x the levels of total direct compensation for other executives. These ratios differed depending upon the organization's revenue size and level of the executive. The chart to the right summarizes these findings.



# Executive Summary – Year-Over-Year Changes

50th Percentile of Total Direct Compensation - Russell 2000 All Revenue Ranges									
	Emerging/Growth			Midsize			Stable/Mature		
	2020	2021	YOY	2020	2021	YOY	2020	2021	YOY
Chief Executive Officer	\$1,856	\$1,984	+6.9%	\$3,458	\$3,160	-8.6%	\$5,044	\$5,261	+4.3%
Chief Financial Officer	\$846	\$847	+0.1%	\$1,366	\$1,180	-13.6%	\$1,770	\$1,727	-2.4%
Chief Operations Officer	\$990	\$971	-1.9%	\$1,490	\$1,405	-5.7%	\$2,286	\$1,932	-15.5%
General Counsel	\$1,000	\$888	-11.2%	\$1,077	\$982	-8.8%	\$1,327	\$1,326	-0.1%

- The table above compares the median total direct compensation for all companies in the Russell 2000 against the same data from our 2020 study.
- While median CEO pay in the Emerging/Growth and Stable revenue ranges increased moderately, compensation for nearly every other executive position decreased in the last year.

# Executive Summary – COVID-19 Commentary

- In each of the previous Russell 2000 surveys, Grant Thornton observed moderate to significant increases in year-over-year compensation for Named Executive Officers, typically in excess of the standard 3% increases observed for broad-based positions. As shown on the prior page, however, total direct compensation decreased for a majority of the positions and revenue ranges compared to the previous year. As a reminder, the survey presented in this report generally includes proxy data for companies' calendar year 2020 while the 2020 study covered data from 2019, meaning that our 2021 report is the first year in which COVID-19 would have an impact on compensation levels.
- More broadly, the stagnation or decrease in executive pay levels aligns with Grant Thornton's experience advising middle-market companies throughout the COVID-19 pandemic. Many organizations chose to temporarily decrease salaries, pay below target annual incentives (or even no bonuses at all), and reduce LTI awards from the prior year.
- Looking forward, Grant Thornton expects to see executive compensation levels in the 2022 report show larger increases in pay compared to our current study. As the economy has reopened and continued to expand throughout 2021, we have observed many clients reverse decisions made in 2020 in an effort to attract and retain their key talent.



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## Methodology



# Methodology – Compensation Elements

GT collected compensation data from companies' most recently disclosed proxy statements. Compensation for organizations with Dec. 31 fiscal year-ends is generally current for their 2020 fiscal year.

## **We have provided compensation data for the following elements:**

- Base salaries: salaries as disclosed in the Summary Compensation Table
- Total Cash Compensation: (i) base salaries + (ii) total annual bonuses, including both bonuses and non-equity incentive plan payouts, as disclosed in the Summary Compensation Table
- Total Direct Compensation: (i) total cash compensation + (ii) long-term incentives, which are measured using the grant-date fair value of all equity awards (includes stock options, restricted stock, restricted stock units, performance-based equity, and cash long-term incentive plans)
- Short-Term Incentive %: expressed as the total value of annual bonuses divided by base salary
- Long-Term Incentive %: expressed as the total value of equity awards divided by base salary

# Methodology – Benchmark Positions

Title	Position Description
Chief/Principal Executive Officer (CEO)	Plans, develops, establishes, and oversees interpretation and implementation of policies and objectives of organization in accordance with board directives and corporation charter. Responsible for the profitability of the entire organization.
Chief/Principal Financial Officer (CFO)	Develops the financial well-being of an organization by providing financial projections and accounting services, preparing growth plans, and directing staff. Directs and coordinates financial affairs according to financial principles and government regulations.
Chief Operating Officer (COO)	Heads, plans, oversees, and coordinates the entire operation of an organization toward the achievement of established policies, goals, and operating objectives. Collaborates in the planning and formulation of organization policies and practices.
General Counsel	Provides legal counsel on general employment law, mergers and acquisitions and compliance. Evaluates legal documents and contracts to limit risk and maximize benefits.

# Methodology – Benchmark Positions (cont.)

Title	Position Description
Division/Business President	Directs, plans, approves, revises, and implements overall corporate growth strategies and personnel activities. Oversees a broad range of activities or functions in the organization.
Chief Human Resources Officer	Directs, plans, develops, establishes, implements, and administers the personnel and human resources management function in accordance with objectives of organization. Directs human resource functions including staffing, employee orientation, education, and training, management development, employee and labor relations, affirmative action compliance, policies and procedures, workers compensation administration, wage and salary administration, benefits administration, organization development, and employee assistance.
Top Business Development/ Strategy Executive	Directs and oversees all marketing and sales functions. Plans, develops, and implements objectives, policies, and programs for marketing and sales activities of the organization.
Chief Information Officer/ Chief Technology Officer	Directs, develops, administers, and coordinates all phases of an organization's computer department, including systems design, programming, installation, and operation. Collaborates with the CEO and board of directors, setting the short- and long-term strategic objectives while providing the management necessary to achieve profits, growth, or other goals of the organization.



# Methodology – Benchmark Positions (cont.)

Title	Position Description
Chief Medical Officer	Oversees clinical operations, health care providers, support staff, and programs of a medical organization. Defines the overall business strategy and direction of the organization, and directs the overall clinical vision for the organization.
Chief Investment Officer	Heads, coordinates, and directs all parts of organization's financial investment programs concerned with safekeeping, control, and accounting for assets and securities according to financial principles and government regulations, and oversees the investment staff. Collaborates with the CEO, board of directors, and other officers to establish financial and investment budgets and objectives.
Top Finance/Controller (non-CFO)	Heads the accounting operation of an organization's accounting division, including the maintenance of accounting principles, practices, and procedures. Directs and plans the maintenance of fiscal records and preparation of financial reports that summarize and forecast company business activity and financial position in areas of income, expenses, and earnings, based on past, present, and expected operations.
Top Banking/Lending Executive	Directs loan operations of financial institutions, such as bank, finance company, mortgage banking company, savings and loan association, or trust company. Plans, develops, and establishes policies and objectives of function in accordance with objectives of organization.

# Methodology – Benchmark Positions (cont.)

Title	Position Description
Top Scientific / R&D Executive	Directs, develops, administers, and coordinates all aspects of an organization's scientific operations. Collaborates with the CEO and board of directors, to establish the short- and long-term strategic objectives to achieve profits, growth, or other goals of the organization.
Top Product Development Officer	Directs and oversees all activities and staff of supervisory, professional, and support personnel concerned with planning, research, and development of new or improvement of existing products, processes, and services, and new ventures. Plans, develops, and establishes policies, procedures, and objectives of all the organization's research and development functions in accordance with organization's objectives.
Top Investor Relations Executive	Plans, directs, oversees, and coordinates the investor and shareholder relations function and activities of employees engaged in maintaining and improving the relationships between the organization and various investors such as shareholders, the banking community, the investing public, financial investors, and institutional investors. Develops and implements methods and procedures for monitoring work activities, such as preparation of records of expenditures, progress reports, etc.
Top Risk Management Executive	Directs risk management personnel and activities, and develops and implements self-insurance coverages for businesses and organizations, utilizing knowledge of tax and insurance strategies, securities, insurance, pension plans, and real estate. Comprehends organization's assets, liabilities, cash flow, insurance coverage, tax status, and financial objectives.



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**All Companies**



# All Companies – Chief Executive Officer

CEO: All Industries		P25	P50	P75	P90	
\$0 - \$500M	N = 1090	Revenue (Millions)	\$32	\$113	\$259	\$391
		Assets (Millions)	\$212	\$487	\$1,580	\$4,253
		Base Salary	\$431	\$531	\$638	\$780
		Total Cash	\$638	\$869	\$1,142	\$1,546
		Total Direct	\$1,103	\$1,984	\$3,488	\$5,334
		Short Term Incentive (%)	39%	62%	93%	145%
		Long Term Incentive (%)	56%	181%	421%	751%
\$500 - \$1,500M	N = 421	Revenue (Millions)	\$645	\$878	\$1,114	\$1,331
		Assets (Millions)	\$877	\$1,402	\$2,839	\$13,745
		Base Salary	\$589	\$725	\$849	\$974
		Total Cash	\$964	\$1,421	\$1,883	\$2,637
		Total Direct	\$2,066	\$3,160	\$4,863	\$6,547
		Short Term Incentive (%)	54%	98%	150%	223%
		Long Term Incentive (%)	111%	215%	406%	684%
\$1.5\$B+	N = 321	Revenue (Millions)	\$1,931	\$2,747	\$4,046	\$7,717
		Assets (Millions)	\$2,042	\$3,059	\$5,639	\$9,946
		Base Salary	\$750	\$900	\$1,000	\$1,150
		Total Cash	\$1,452	\$2,100	\$3,257	\$4,375
		Total Direct	\$3,480	\$5,261	\$7,560	\$10,383
		Short Term Incentive (%)	81%	143%	233%	370%
		Long Term Incentive (%)	205%	321%	462%	683%

# All Companies – Chief Financial Officer

CFO: All Industries		P25	P50	P75	P90	
\$0 - \$500M	N = 840	Revenue (Millions)	\$32	\$113	\$259	\$391
		Assets (Millions)	\$212	\$487	\$1,580	\$4,253
		Base Salary	\$267	\$344	\$400	\$450
		Total Cash	\$365	\$491	\$633	\$786
		Total Direct	\$520	\$847	\$1,323	\$2,018
		Short Term Incentive (%)	29%	46%	66%	103%
		Long Term Incentive (%)	33%	91%	198%	336%
\$500 - \$1,500M	N = 383	Revenue (Millions)	\$645	\$878	\$1,114	\$1,331
		Assets (Millions)	\$877	\$1,402	\$2,839	\$13,745
		Base Salary	\$350	\$406	\$464	\$520
		Total Cash	\$500	\$685	\$841	\$1,080
		Total Direct	\$834	\$1,180	\$1,716	\$2,399
		Short Term Incentive (%)	40%	66%	101%	158%
		Long Term Incentive (%)	62%	117%	203%	361%
\$1.5\$B+	N = 289	Revenue (Millions)	\$1,931	\$2,747	\$4,046	\$7,717
		Assets (Millions)	\$2,042	\$3,059	\$5,639	\$9,946
		Base Salary	\$419	\$486	\$568	\$665
		Total Cash	\$689	\$946	\$1,318	\$1,725
		Total Direct	\$1,216	\$1,727	\$2,260	\$3,147
		Short Term Incentive (%)	56%	95%	146%	217%
		Long Term Incentive (%)	89%	142%	216%	339%

# All Companies – Chief Operating Officer

COO: All Industries		P25	P50	P75	P90	
\$0 - \$500M	N = 364	Revenue (Millions)	\$32	\$113	\$259	\$391
		Assets (Millions)	\$212	\$487	\$1,580	\$4,253
		Base Salary	\$287	\$370	\$444	\$490
		Total Cash	\$408	\$541	\$713	\$928
		Total Direct	\$612	\$971	\$1,567	\$2,366
		Short Term Incentive (%)	33%	49%	74%	117%
		Long Term Incentive (%)	31%	99%	220%	411%
\$500 - \$1,500M	N = 150	Revenue (Millions)	\$645	\$878	\$1,114	\$1,331
		Assets (Millions)	\$877	\$1,402	\$2,839	\$13,745
		Base Salary	\$364	\$447	\$561	\$634
		Total Cash	\$585	\$764	\$1,056	\$1,359
		Total Direct	\$962	\$1,405	\$1,942	\$2,488
		Short Term Incentive (%)	37%	70%	105%	168%
		Long Term Incentive (%)	59%	108%	186%	307%
\$1.5\$B+	N = 123	Revenue (Millions)	\$1,931	\$2,747	\$4,046	\$7,717
		Assets (Millions)	\$2,042	\$3,059	\$5,639	\$9,946
		Base Salary	\$430	\$547	\$680	\$860
		Total Cash	\$793	\$1,125	\$1,685	\$2,756
		Total Direct	\$1,412	\$1,932	\$2,868	\$4,501
		Short Term Incentive (%)	65%	109%	182%	257%
		Long Term Incentive (%)	84%	149%	231%	329%

# All Companies – General Counsel

GC: All Industries		P25	P50	P75	P90	
\$0 - \$500M	N = 256	Revenue (Millions)	\$32	\$113	\$259	\$391
		Assets (Millions)	\$212	\$487	\$1,580	\$4,253
		Base Salary	\$291	\$350	\$400	\$450
		Total Cash	\$379	\$498	\$640	\$768
		Total Direct	\$638	\$888	\$1,365	\$1,934
		Short Term Incentive (%)	30%	46%	64%	104%
		Long Term Incentive (%)	53%	105%	222%	395%
\$500 - \$1,500M	N = 187	Revenue (Millions)	\$645	\$878	\$1,114	\$1,331
		Assets (Millions)	\$877	\$1,402	\$2,839	\$13,745
		Base Salary	\$334	\$376	\$414	\$460
		Total Cash	\$476	\$587	\$725	\$935
		Total Direct	\$794	\$982	\$1,292	\$1,900
		Short Term Incentive (%)	34%	57%	91%	147%
		Long Term Incentive (%)	54%	101%	149%	228%
\$1.5\$B+	N = 174	Revenue (Millions)	\$1,931	\$2,747	\$4,046	\$7,717
		Assets (Millions)	\$2,042	\$3,059	\$5,639	\$9,946
		Base Salary	\$394	\$434	\$491	\$568
		Total Cash	\$607	\$829	\$1,082	\$1,415
		Total Direct	\$1,016	\$1,326	\$1,809	\$2,456
		Short Term Incentive (%)	54%	91%	123%	184%
		Long Term Incentive (%)	67%	106%	163%	223%

# All Companies – Division/Business President

Division / Business President: All Industries		P25	P50	P75	P90	
\$0 - \$500M	N = 119	Revenue (Millions)	\$32	\$113	\$259	\$391
		Assets (Millions)	\$212	\$487	\$1,580	\$4,253
		Base Salary	\$294	\$355	\$439	\$580
		Total Cash	\$416	\$559	\$761	\$1,116
		Total Direct	\$589	\$814	\$1,680	\$2,647
		Short Term Incentive (%)	24%	48%	86%	151%
		Long Term Incentive (%)	26%	63%	186%	455%
\$500 - \$1,500M	N = 103	Revenue (Millions)	\$645	\$878	\$1,114	\$1,331
		Assets (Millions)	\$877	\$1,402	\$2,839	\$13,745
		Base Salary	\$339	\$412	\$523	\$628
		Total Cash	\$502	\$688	\$1,000	\$1,432
		Total Direct	\$761	\$1,271	\$1,789	\$2,917
		Short Term Incentive (%)	42%	67%	95%	145%
		Long Term Incentive (%)	42%	88%	171%	358%
\$1.5\$B+	N = 104	Revenue (Millions)	\$1,931	\$2,747	\$4,046	\$7,717
		Assets (Millions)	\$2,042	\$3,059	\$5,639	\$9,946
		Base Salary	\$400	\$500	\$586	\$725
		Total Cash	\$654	\$958	\$1,424	\$2,499
		Total Direct	\$1,210	\$1,701	\$2,552	\$3,750
		Short Term Incentive (%)	49%	99%	167%	229%
		Long Term Incentive (%)	80%	121%	181%	315%



# All Companies – Chief HR Officer

CHRO: All Industries		P25	P50	P75	P90	
\$0 - \$500M	N = 38	Revenue (Millions)	\$32	\$113	\$259	\$391
		Assets (Millions)	\$212	\$487	\$1,580	\$4,253
		Base Salary	\$265	\$289	\$318	\$365
		Total Cash	\$347	\$419	\$524	\$625
		Total Direct	\$453	\$646	\$941	\$1,297
		Short Term Incentive (%)	25%	44%	57%	96%
		Long Term Incentive (%)	30%	78%	126%	221%
\$500 - \$1,500M	N = 42	Revenue (Millions)	\$645	\$878	\$1,114	\$1,331
		Assets (Millions)	\$877	\$1,402	\$2,839	\$13,745
		Base Salary	\$295	\$325	\$353	\$403
		Total Cash	\$370	\$458	\$606	\$657
		Total Direct	\$557	\$716	\$859	\$1,219
		Short Term Incentive (%)	24%	41%	66%	84%
		Long Term Incentive (%)	32%	67%	103%	152%
\$1.5\$B+	N = 48	Revenue (Millions)	\$1,931	\$2,747	\$4,046	\$7,717
		Assets (Millions)	\$2,042	\$3,059	\$5,639	\$9,946
		Base Salary	\$339	\$390	\$439	\$510
		Total Cash	\$531	\$651	\$877	\$1,269
		Total Direct	\$857	\$1,160	\$1,629	\$2,131
		Short Term Incentive (%)	54%	81%	112%	128%
		Long Term Incentive (%)	67%	107%	160%	238%

# All Companies – Top Business Development/Strategy

Top Business Development: All Industries		P25	P50	P75	P90	
\$0 - \$500M	N = 209	Revenue (Millions)	\$32	\$113	\$259	\$391
		Assets (Millions)	\$212	\$487	\$1,580	\$4,253
		Base Salary	\$275	\$338	\$404	\$465
		Total Cash	\$383	\$538	\$643	\$794
		Total Direct	\$588	\$940	\$1,535	\$2,418
		Short Term Incentive (%)	32%	50%	73%	110%
		Long Term Incentive (%)	50%	120%	224%	441%
\$500 - \$1,500M	N = 108	Revenue (Millions)	\$645	\$878	\$1,114	\$1,331
		Assets (Millions)	\$877	\$1,402	\$2,839	\$13,745
		Base Salary	\$316	\$383	\$437	\$516
		Total Cash	\$468	\$615	\$792	\$992
		Total Direct	\$794	\$1,138	\$1,545	\$2,553
		Short Term Incentive (%)	34%	61%	100%	138%
		Long Term Incentive (%)	56%	119%	228%	378%
\$1.5\$B+	N = 61	Revenue (Millions)	\$1,931	\$2,747	\$4,046	\$7,717
		Assets (Millions)	\$2,042	\$3,059	\$5,639	\$9,946
		Base Salary	\$385	\$447	\$551	\$638
		Total Cash	\$672	\$840	\$1,101	\$1,749
		Total Direct	\$980	\$1,360	\$1,819	\$2,574
		Short Term Incentive (%)	48%	87%	123%	200%
		Long Term Incentive (%)	64%	104%	148%	244%

# All Companies – Chief Information/Technology Officer

CIO / CTO: All Industries		P25	P50	P75	P90	
\$0 - \$500M	N = 79	Revenue (Millions)	\$32	\$113	\$259	\$391
		Assets (Millions)	\$212	\$487	\$1,580	\$4,253
		Base Salary	\$268	\$319	\$378	\$436
		Total Cash	\$336	\$435	\$567	\$737
		Total Direct	\$516	\$927	\$1,411	\$2,583
		Short Term Incentive (%)	22%	41%	56%	79%
		Long Term Incentive (%)	41%	114%	251%	474%
\$500 - \$1,500M	N = 47	Revenue (Millions)	\$645	\$878	\$1,114	\$1,331
		Assets (Millions)	\$877	\$1,402	\$2,839	\$13,745
		Base Salary	\$303	\$348	\$405	\$436
		Total Cash	\$402	\$549	\$699	\$747
		Total Direct	\$760	\$885	\$1,123	\$1,761
		Short Term Incentive (%)	30%	61%	87%	119%
		Long Term Incentive (%)	38%	76%	221%	331%
\$1.5\$B+	N = 22	Revenue (Millions)	\$1,931	\$2,747	\$4,046	\$7,717
		Assets (Millions)	\$2,042	\$3,059	\$5,639	\$9,946
		Base Salary	\$359	\$449	\$501	\$545
		Total Cash	\$508	\$666	\$896	\$1,055
		Total Direct	\$941	\$1,149	\$1,497	\$2,035
		Short Term Incentive (%)	26%	52%	89%	139%
		Long Term Incentive (%)	55%	97%	153%	223%

# All Companies – Chief Medical Officer/Top Clinical Executive

Chief Medical Officer: All Industries		P25	P50	P75	P90	
\$0 - \$500M	N = 140	Revenue (Millions)	\$32	\$113	\$259	\$391
		Assets (Millions)	\$212	\$487	\$1,580	\$4,253
		Base Salary	\$334	\$412	\$446	\$467
		Total Cash	\$486	\$605	\$671	\$765
		Total Direct	\$838	\$1,148	\$1,574	\$2,214
		Short Term Incentive (%)	38%	50%	61%	84%
		Long Term Incentive (%)	83%	152%	264%	453%
\$500 - \$1,500M	N = 0	Revenue (Millions)	ISD	ISD	ISD	ISD
		Assets (Millions)	ISD	ISD	ISD	ISD
		Base Salary	ISD	ISD	ISD	ISD
		Total Cash	ISD	ISD	ISD	ISD
		Total Direct	ISD	ISD	ISD	ISD
		Short Term Incentive (%)	ISD	ISD	ISD	ISD
		Long Term Incentive (%)	ISD	ISD	ISD	ISD
\$1.5\$B+	N = 2	Revenue (Millions)	ISD	ISD	ISD	ISD
		Assets (Millions)	ISD	ISD	ISD	ISD
		Base Salary	ISD	ISD	ISD	ISD
		Total Cash	ISD	ISD	ISD	ISD
		Total Direct	ISD	ISD	ISD	ISD
		Short Term Incentive (%)	ISD	ISD	ISD	ISD
		Long Term Incentive (%)	ISD	ISD	ISD	ISD

# All Companies – Chief Investment Officer

Chief Investment Officer: All Industries		P25	P50	P75	P90	
\$0 - \$500M	N = 31	Revenue (Millions)	\$32	\$113	\$259	\$391
		Assets (Millions)	\$212	\$487	\$1,580	\$4,253
		Base Salary	\$300	\$387	\$475	\$512
		Total Cash	\$626	\$801	\$987	\$1,525
		Total Direct	\$831	\$1,672	\$1,855	\$2,436
		Short Term Incentive (%)	66%	105%	153%	205%
		Long Term Incentive (%)	39%	135%	245%	313%
\$500 - \$1,500M	N = 5	Revenue (Millions)	\$645	\$878	\$1,114	\$1,331
		Assets (Millions)	\$877	\$1,402	\$2,839	\$13,745
		Base Salary	\$290	\$338	\$450	\$465
		Total Cash	\$788	\$889	\$1,259	\$2,426
		Total Direct	\$1,489	\$1,681	\$2,042	\$3,481
		Short Term Incentive (%)	75%	163%	165%	802%
		Long Term Incentive (%)	156%	165%	235%	400%
\$1.5\$B+	N = 3	Revenue (Millions)	ISD	ISD	ISD	ISD
		Assets (Millions)	ISD	ISD	ISD	ISD
		Base Salary	ISD	ISD	ISD	ISD
		Total Cash	ISD	ISD	ISD	ISD
		Total Direct	ISD	ISD	ISD	ISD
		Short Term Incentive (%)	ISD	ISD	ISD	ISD
		Long Term Incentive (%)	ISD	ISD	ISD	ISD

# All Companies – Top Finance/Accounting/Controller (non-CFO)

Top Finance / Controller (non CFO): All Industries		P25	P50	P75	P90	
\$0 - \$500M	N = 55	Revenue (Millions)	\$32	\$113	\$259	\$391
		Assets (Millions)	\$212	\$487	\$1,580	\$4,253
		Base Salary	\$208	\$273	\$328	\$391
		Total Cash	\$279	\$374	\$458	\$588
		Total Direct	\$318	\$517	\$746	\$1,021
		Short Term Incentive (%)	18%	38%	56%	75%
		Long Term Incentive (%)	19%	38%	76%	189%
\$500 - \$1,500M	N = 32	Revenue (Millions)	\$645	\$878	\$1,114	\$1,331
		Assets (Millions)	\$877	\$1,402	\$2,839	\$13,745
		Base Salary	\$239	\$284	\$334	\$399
		Total Cash	\$355	\$415	\$534	\$612
		Total Direct	\$389	\$595	\$806	\$1,097
		Short Term Incentive (%)	28%	43%	60%	94%
		Long Term Incentive (%)	12%	41%	103%	198%
\$1.5\$B+	N = 22	Revenue (Millions)	\$1,931	\$2,747	\$4,046	\$7,717
		Assets (Millions)	\$2,042	\$3,059	\$5,639	\$9,946
		Base Salary	\$276	\$319	\$379	\$501
		Total Cash	\$440	\$540	\$625	\$671
		Total Direct	\$513	\$722	\$880	\$1,096
		Short Term Incentive (%)	29%	65%	89%	100%
		Long Term Incentive (%)	22%	53%	85%	157%

# All Companies – Top Banking/Lending Executive

Top Banking / Lending Executive: All Industries		P25	P50	P75	P90	
\$0 - \$500M	N = 36	Revenue (Millions)	\$32	\$113	\$259	\$391
		Assets (Millions)	\$212	\$487	\$1,580	\$4,253
		Base Salary	\$259	\$292	\$328	\$371
		Total Cash	\$337	\$393	\$480	\$569
		Total Direct	\$384	\$473	\$598	\$741
		Short Term Incentive (%)	28%	36%	50%	70%
		Long Term Incentive (%)	11%	26%	35%	51%
\$500 - \$1,500M	N = 15	Revenue (Millions)	\$645	\$878	\$1,114	\$1,331
		Assets (Millions)	\$877	\$1,402	\$2,839	\$13,745
		Base Salary	\$389	\$400	\$454	\$497
		Total Cash	\$582	\$617	\$698	\$845
		Total Direct	\$701	\$835	\$1,042	\$1,182
		Short Term Incentive (%)	41%	55%	68%	75%
		Long Term Incentive (%)	28%	56%	73%	80%
\$1.5\$B+	N = 1	Revenue (Millions)	ISD	ISD	ISD	ISD
		Assets (Millions)	ISD	ISD	ISD	ISD
		Base Salary	ISD	ISD	ISD	ISD
		Total Cash	ISD	ISD	ISD	ISD
		Total Direct	ISD	ISD	ISD	ISD
		Short Term Incentive (%)	ISD	ISD	ISD	ISD
		Long Term Incentive (%)	ISD	ISD	ISD	ISD

# All Companies – Top Scientific Executive/Top R&D Executive

Top Scientific / R&D: All Industries		P25	P50	P75	P90	
\$0 - \$500M	N = 95	Revenue (Millions)	\$32	\$113	\$259	\$391
		Assets (Millions)	\$212	\$487	\$1,580	\$4,253
		Base Salary	\$351	\$400	\$439	\$477
		Total Cash	\$512	\$599	\$659	\$710
		Total Direct	\$911	\$1,287	\$1,615	\$2,015
		Short Term Incentive (%)	40%	47%	57%	70%
		Long Term Incentive (%)	89%	161%	249%	352%
\$500 - \$1,500M	N = 3	Revenue (Millions)	ISD	ISD	ISD	ISD
		Assets (Millions)	ISD	ISD	ISD	ISD
		Base Salary	ISD	ISD	ISD	ISD
		Total Cash	ISD	ISD	ISD	ISD
		Total Direct	ISD	ISD	ISD	ISD
		Short Term Incentive (%)	ISD	ISD	ISD	ISD
		Long Term Incentive (%)	ISD	ISD	ISD	ISD
\$1.5-\$B+	N = 1	Revenue (Millions)	ISD	ISD	ISD	ISD
		Assets (Millions)	ISD	ISD	ISD	ISD
		Base Salary	ISD	ISD	ISD	ISD
		Total Cash	ISD	ISD	ISD	ISD
		Total Direct	ISD	ISD	ISD	ISD
		Short Term Incentive (%)	ISD	ISD	ISD	ISD
		Long Term Incentive (%)	ISD	ISD	ISD	ISD



# All Companies – Top Product Development Executive

Top Product Development Executive: All Industries		P25	P50	P75	P90	
\$0 - \$500M	N = 26	Revenue (Millions)	\$32	\$113	\$259	\$391
		Assets (Millions)	\$212	\$487	\$1,580	\$4,253
		Base Salary	\$293	\$336	\$365	\$409
		Total Cash	\$410	\$536	\$623	\$704
		Total Direct	\$677	\$924	\$1,317	\$1,697
		Short Term Incentive (%)	32%	54%	72%	88%
		Long Term Incentive (%)	69%	102%	185%	268%
\$500 - \$1,500M	N = 21	Revenue (Millions)	\$645	\$878	\$1,114	\$1,331
		Assets (Millions)	\$877	\$1,402	\$2,839	\$13,745
		Base Salary	\$340	\$372	\$393	\$439
		Total Cash	\$468	\$582	\$739	\$805
		Total Direct	\$1,132	\$1,302	\$2,062	\$2,160
		Short Term Incentive (%)	45%	64%	82%	106%
		Long Term Incentive (%)	102%	195%	340%	531%
\$1.5\$B+	N = 11	Revenue (Millions)	\$1,931	\$2,747	\$4,046	\$7,717
		Assets (Millions)	\$2,042	\$3,059	\$5,639	\$9,946
		Base Salary	\$428	\$458	\$517	\$542
		Total Cash	\$816	\$991	\$1,280	\$1,507
		Total Direct	\$1,294	\$1,520	\$1,718	\$2,874
		Short Term Incentive (%)	76%	116%	189%	200%
		Long Term Incentive (%)	60%	89%	182%	236%

# All Companies – Top Investor Relations Executive

Top Investor Relations Executive: All Industries		P25	P50	P75	P90	
\$0 - \$500M	N = 9	Revenue (Millions)	\$32	\$113	\$259	\$391
		Assets (Millions)	\$212	\$487	\$1,580	\$4,253
		Base Salary	\$320	\$346	\$424	\$480
		Total Cash	\$433	\$546	\$690	\$798
		Total Direct	\$456	\$749	\$1,081	\$1,292
		Short Term Incentive (%)	47%	58%	69%	139%
		Long Term Incentive (%)	53%	59%	80%	114%
\$500 - \$1,500M	N = 9	Revenue (Millions)	\$645	\$878	\$1,114	\$1,331
		Assets (Millions)	\$877	\$1,402	\$2,839	\$13,745
		Base Salary	\$310	\$327	\$415	\$427
		Total Cash	\$452	\$530	\$574	\$695
		Total Direct	\$674	\$806	\$987	\$1,210
		Short Term Incentive (%)	32%	38%	66%	101%
		Long Term Incentive (%)	35%	71%	100%	194%
\$1.5\$B+	N = 2	Revenue (Millions)	ISD	ISD	ISD	ISD
		Assets (Millions)	ISD	ISD	ISD	ISD
		Base Salary	ISD	ISD	ISD	ISD
		Total Cash	ISD	ISD	ISD	ISD
		Total Direct	ISD	ISD	ISD	ISD
		Short Term Incentive (%)	ISD	ISD	ISD	ISD
		Long Term Incentive (%)	ISD	ISD	ISD	ISD

# All Companies – Top Risk Management Executive

Top Risk Management Executive: All Industries		P25	P50	P75	P90	
\$0 - \$500M	N = 40	Revenue (Millions)	\$32	\$113	\$259	\$391
		Assets (Millions)	\$212	\$487	\$1,580	\$4,253
		Base Salary	\$224	\$300	\$341	\$382
		Total Cash	\$300	\$418	\$511	\$626
		Total Direct	\$315	\$483	\$755	\$986
		Short Term Incentive (%)	25%	35%	56%	75%
		Long Term Incentive (%)	13%	29%	53%	82%
\$500 - \$1,500M	N = 11	Revenue (Millions)	\$645	\$878	\$1,114	\$1,331
		Assets (Millions)	\$877	\$1,402	\$2,839	\$13,745
		Base Salary	\$362	\$391	\$450	\$464
		Total Cash	\$549	\$622	\$901	\$907
		Total Direct	\$780	\$842	\$1,129	\$1,440
		Short Term Incentive (%)	59%	68%	99%	102%
		Long Term Incentive (%)	38%	63%	73%	116%
\$1.5-\$B+	N = 3	Revenue (Millions)	ISD	ISD	ISD	ISD
		Assets (Millions)	ISD	ISD	ISD	ISD
		Base Salary	ISD	ISD	ISD	ISD
		Total Cash	ISD	ISD	ISD	ISD
		Total Direct	ISD	ISD	ISD	ISD
		Short Term Incentive (%)	ISD	ISD	ISD	ISD
		Long Term Incentive (%)	ISD	ISD	ISD	ISD

# All Companies – 3<sup>rd</sup>-Highest-Paid Executive

3rd-Highest-Paid Executive: All Industries		P25	P50	P75	P90	
\$0 - \$500M	N = 926	Revenue (Millions)	\$32	\$113	\$259	\$391
		Assets (Millions)	\$212	\$487	\$1,580	\$4,253
		Base Salary	\$269	\$335	\$400	\$450
		Total Cash	\$358	\$482	\$625	\$752
		Total Direct	\$517	\$811	\$1,260	\$1,876
		Short Term Incentive (%)	29%	46%	63%	96%
		Long Term Incentive (%)	31%	91%	185%	341%
\$500 - \$1,500M	N = 412	Revenue (Millions)	\$645	\$878	\$1,114	\$1,331
		Assets (Millions)	\$877	\$1,402	\$2,839	\$13,745
		Base Salary	\$334	\$397	\$450	\$522
		Total Cash	\$482	\$640	\$819	\$1,084
		Total Direct	\$799	\$1,103	\$1,574	\$2,162
		Short Term Incentive (%)	33%	63%	93%	144%
		Long Term Incentive (%)	57%	104%	182%	298%
\$1.5\$B+	N = 321	Revenue (Millions)	\$1,931	\$2,747	\$4,046	\$7,717
		Assets (Millions)	\$2,042	\$3,059	\$5,639	\$9,946
		Base Salary	\$400	\$467	\$550	\$644
		Total Cash	\$655	\$911	\$1,250	\$1,850
		Total Direct	\$1,150	\$1,532	\$2,109	\$3,136
		Short Term Incentive (%)	54%	91%	150%	220%
		Long Term Incentive (%)	81%	127%	193%	283%

# All Companies – 4<sup>th</sup>-Highest-Paid Executive

4th-Highest-Paid Executive: All Industries		P25	P50	P75	P90	
\$0 - \$500M	N = 469	Revenue (Millions)	\$32	\$113	\$259	\$391
		Assets (Millions)	\$212	\$487	\$1,580	\$4,253
		Base Salary	\$257	\$317	\$387	\$440
		Total Cash	\$346	\$447	\$602	\$706
		Total Direct	\$480	\$718	\$1,152	\$1,692
		Short Term Incentive (%)	26%	41%	60%	93%
		Long Term Incentive (%)	28%	72%	175%	322%
\$500 - \$1,500M	N = 328	Revenue (Millions)	\$645	\$878	\$1,114	\$1,331
		Assets (Millions)	\$877	\$1,402	\$2,839	\$13,745
		Base Salary	\$307	\$367	\$413	\$479
		Total Cash	\$429	\$574	\$731	\$899
		Total Direct	\$644	\$901	\$1,203	\$1,658
		Short Term Incentive (%)	31%	57%	89%	136%
		Long Term Incentive (%)	39%	78%	131%	215%
\$1.5\$B+	N = 282	Revenue (Millions)	\$1,931	\$2,747	\$4,046	\$7,717
		Assets (Millions)	\$2,042	\$3,059	\$5,639	\$9,946
		Base Salary	\$372	\$425	\$499	\$591
		Total Cash	\$572	\$772	\$1,067	\$1,415
		Total Direct	\$923	\$1,213	\$1,728	\$2,521
		Short Term Incentive (%)	51%	86%	126%	198%
		Long Term Incentive (%)	53%	103%	158%	229%

# All Companies – 5<sup>th</sup>-Highest-Paid Executive

5th-Highest-Paid Executive: All Industries		P25	P50	P75	P90	
\$0 - \$500M	N = 253	Revenue (Millions)	\$32	\$113	\$259	\$391
		Assets (Millions)	\$212	\$487	\$1,580	\$4,253
		Base Salary	\$249	\$300	\$354	\$425
		Total Cash	\$315	\$411	\$557	\$685
		Total Direct	\$428	\$609	\$936	\$1,337
		Short Term Incentive (%)	24%	39%	59%	91%
		Long Term Incentive (%)	23%	55%	128%	222%
\$500 - \$1,500M	N = 207	Revenue (Millions)	\$645	\$878	\$1,114	\$1,331
		Assets (Millions)	\$877	\$1,402	\$2,839	\$13,745
		Base Salary	\$292	\$335	\$390	\$462
		Total Cash	\$406	\$530	\$646	\$798
		Total Direct	\$550	\$743	\$944	\$1,329
		Short Term Incentive (%)	31%	58%	88%	121%
		Long Term Incentive (%)	26%	57%	99%	156%
\$1.5\$B+	N = 179	Revenue (Millions)	\$1,931	\$2,747	\$4,046	\$7,717
		Assets (Millions)	\$2,042	\$3,059	\$5,639	\$9,946
		Base Salary	\$334	\$415	\$490	\$546
		Total Cash	\$531	\$725	\$921	\$1,326
		Total Direct	\$740	\$1,043	\$1,467	\$1,934
		Short Term Incentive (%)	47%	81%	119%	167%
		Long Term Incentive (%)	42%	77%	124%	179%



Grant Thornton

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**Communications**



# Communications – Chief Executive Officer

CEO: Communication Services		P25	P50	P75	P90	
\$0 - \$500M	N = 30	Revenue (Millions)	\$98	\$184	\$294	\$430
		Assets (Millions)	\$283	\$715	\$1,049	\$2,310
		Base Salary	\$369	\$523	\$645	\$1,112
		Total Cash	\$675	\$1,019	\$1,397	\$1,871
		Total Direct	\$1,515	\$2,639	\$3,707	\$4,640
		Short Term Incentive (%)	21%	80%	114%	314%
		Long Term Incentive (%)	109%	235%	397%	820%
\$500 - \$1,500M	N = 10	Revenue (Millions)	\$570	\$636	\$1,114	\$1,314
		Assets (Millions)	\$526	\$1,003	\$3,076	\$3,318
		Base Salary	\$520	\$604	\$914	\$1,164
		Total Cash	\$995	\$1,216	\$1,309	\$1,888
		Total Direct	\$2,946	\$3,618	\$5,212	\$6,393
		Short Term Incentive (%)	50%	95%	109%	132%
		Long Term Incentive (%)	225%	381%	579%	986%
\$1.5\$B+	N = 10	Revenue (Millions)	\$2,391	\$2,823	\$2,955	\$4,178
		Assets (Millions)	\$5,854	\$7,279	\$8,703	\$13,374
		Base Salary	\$919	\$1,003	\$1,207	\$1,451
		Total Cash	\$1,685	\$2,262	\$2,816	\$3,747
		Total Direct	\$3,669	\$6,129	\$8,346	\$14,027
		Short Term Incentive (%)	82%	124%	147%	204%
		Long Term Incentive (%)	203%	343%	530%	978%



# Communications – Chief Financial Officer

CFO: Communication Services		P25	P50	P75	P90	
\$0 - \$500M	N = 24	Revenue (Millions)	\$98	\$184	\$294	\$430
		Assets (Millions)	\$283	\$715	\$1,049	\$2,310
		Base Salary	\$306	\$373	\$426	\$537
		Total Cash	\$492	\$632	\$733	\$1,057
		Total Direct	\$796	\$1,117	\$1,493	\$2,106
		Short Term Incentive (%)	47%	62%	86%	121%
		Long Term Incentive (%)	77%	138%	185%	229%
\$500 - \$1,500M	N = 12	Revenue (Millions)	\$570	\$636	\$1,114	\$1,314
		Assets (Millions)	\$526	\$1,003	\$3,076	\$3,318
		Base Salary	\$321	\$370	\$561	\$601
		Total Cash	\$397	\$625	\$728	\$814
		Total Direct	\$750	\$1,272	\$1,532	\$1,703
		Short Term Incentive (%)	0%	38%	100%	131%
		Long Term Incentive (%)	124%	157%	223%	237%
\$1.5\$B+	N = 8	Revenue (Millions)	\$2,391	\$2,823	\$2,955	\$4,178
		Assets (Millions)	\$5,854	\$7,279	\$8,703	\$13,374
		Base Salary	\$425	\$549	\$692	\$855
		Total Cash	\$840	\$1,048	\$1,371	\$1,439
		Total Direct	\$1,122	\$1,629	\$2,830	\$3,235
		Short Term Incentive (%)	75%	100%	110%	128%
		Long Term Incentive (%)	55%	85%	199%	288%

# Communications – Chief Operating Officer

COO: Communication Services		P25	P50	P75	P90	
\$0 - \$500M	N = 9	Revenue (Millions)	\$98	\$184	\$294	\$430
		Assets (Millions)	\$283	\$715	\$1,049	\$2,310
		Base Salary	\$335	\$360	\$480	\$561
		Total Cash	\$521	\$542	\$677	\$929
		Total Direct	\$886	\$1,167	\$1,384	\$1,628
		Short Term Incentive (%)	45%	54%	88%	97%
		Long Term Incentive (%)	63%	126%	154%	257%
\$500 - \$1,500M	N = 5	Revenue (Millions)	\$570	\$636	\$1,114	\$1,314
		Assets (Millions)	\$526	\$1,003	\$3,076	\$3,318
		Base Salary	\$421	\$438	\$500	\$528
		Total Cash	\$547	\$577	\$871	\$873
		Total Direct	\$936	\$1,542	\$3,528	\$4,038
		Short Term Incentive (%)	0%	37%	75%	89%
		Long Term Incentive (%)	21%	229%	802%	844%
\$1.5\$B+	N = 5	Revenue (Millions)	\$2,391	\$2,823	\$2,955	\$4,178
		Assets (Millions)	\$5,854	\$7,279	\$8,703	\$13,374
		Base Salary	\$587	\$715	\$1,275	\$1,550
		Total Cash	\$1,192	\$1,275	\$1,470	\$3,557
		Total Direct	\$2,157	\$2,567	\$7,754	\$7,870
		Short Term Incentive (%)	103%	106%	122%	160%
		Long Term Incentive (%)	153%	162%	164%	380%

# Communications – General Counsel/Top Legal Officer

GC: Communication Services		P25	P50	P75	P90	
\$0 - \$500M	N = 11	Revenue (Millions)	\$98	\$184	\$294	\$430
		Assets (Millions)	\$283	\$715	\$1,049	\$2,310
		Base Salary	\$287	\$369	\$485	\$631
		Total Cash	\$437	\$543	\$742	\$981
		Total Direct	\$831	\$1,121	\$1,437	\$2,138
		Short Term Incentive (%)	28%	45%	65%	88%
		Long Term Incentive (%)	89%	99%	167%	232%
\$500 - \$1,500M	N = 6	Revenue (Millions)	\$570	\$636	\$1,114	\$1,314
		Assets (Millions)	\$526	\$1,003	\$3,076	\$3,318
		Base Salary	\$360	\$362	\$383	\$464
		Total Cash	\$407	\$540	\$583	\$748
		Total Direct	\$982	\$1,186	\$1,402	\$1,915
		Short Term Incentive (%)	0%	25%	52%	102%
		Long Term Incentive (%)	111%	149%	172%	369%
\$1.5\$B+	N = 7	Revenue (Millions)	\$2,391	\$2,823	\$2,955	\$4,178
		Assets (Millions)	\$5,854	\$7,279	\$8,703	\$13,374
		Base Salary	\$443	\$469	\$767	\$797
		Total Cash	\$840	\$980	\$1,359	\$1,639
		Total Direct	\$1,243	\$2,002	\$3,192	\$3,550
		Short Term Incentive (%)	75%	106%	107%	114%
		Long Term Incentive (%)	105%	124%	249%	372%

# Communications – 3<sup>rd</sup>-Highest-Paid

3rd-Highest-Paid Executive: Communication Services		P25	P50	P75	P90	
\$0 - \$500M	N = 26	Revenue (Millions)	\$98	\$184	\$294	\$430
		Assets (Millions)	\$283	\$715	\$1,049	\$2,310
		Base Salary	\$281	\$328	\$418	\$500
		Total Cash	\$406	\$522	\$658	\$742
		Total Direct	\$729	\$985	\$1,243	\$1,783
		Short Term Incentive (%)	32%	54%	65%	82%
		Long Term Incentive (%)	73%	119%	179%	240%
\$500 - \$1,500M	N = 12	Revenue (Millions)	\$570	\$636	\$1,114	\$1,314
		Assets (Millions)	\$526	\$1,003	\$3,076	\$3,318
		Base Salary	\$288	\$365	\$427	\$529
		Total Cash	\$426	\$556	\$664	\$810
		Total Direct	\$987	\$1,261	\$1,555	\$2,463
		Short Term Incentive (%)	0%	49%	108%	134%
		Long Term Incentive (%)	125%	218%	239%	293%
\$1.5\$B+	N = 9	Revenue (Millions)	\$2,391	\$2,823	\$2,955	\$4,178
		Assets (Millions)	\$5,854	\$7,279	\$8,703	\$13,374
		Base Salary	\$572	\$586	\$794	\$858
		Total Cash	\$941	\$1,015	\$1,390	\$1,636
		Total Direct	\$1,258	\$2,000	\$3,183	\$3,435
		Short Term Incentive (%)	42%	80%	106%	109%
		Long Term Incentive (%)	66%	92%	195%	321%

# Communications – 4<sup>th</sup>-Highest-Paid

4th-Highest-Paid Executive: Communication Services		P25	P50	P75	P90	
\$0 - \$500M	N = 16	Revenue (Millions)	\$98	\$184	\$294	\$430
		Assets (Millions)	\$283	\$715	\$1,049	\$2,310
		Base Salary	\$279	\$314	\$442	\$504
		Total Cash	\$440	\$537	\$605	\$775
		Total Direct	\$741	\$917	\$1,175	\$1,413
		Short Term Incentive (%)	31%	47%	75%	101%
		Long Term Incentive (%)	67%	107%	157%	225%
\$500 - \$1,500M	N = 9	Revenue (Millions)	\$570	\$636	\$1,114	\$1,314
		Assets (Millions)	\$526	\$1,003	\$3,076	\$3,318
		Base Salary	\$310	\$360	\$365	\$411
		Total Cash	\$410	\$470	\$541	\$625
		Total Direct	\$860	\$987	\$1,124	\$1,534
		Short Term Incentive (%)	0%	32%	53%	81%
		Long Term Incentive (%)	130%	149%	174%	255%
\$1.5\$B+	N = 7	Revenue (Millions)	\$2,391	\$2,823	\$2,955	\$4,178
		Assets (Millions)	\$5,854	\$7,279	\$8,703	\$13,374
		Base Salary	\$408	\$460	\$503	\$624
		Total Cash	\$637	\$813	\$923	\$1,209
		Total Direct	\$972	\$1,177	\$2,167	\$3,095
		Short Term Incentive (%)	75%	96%	107%	114%
		Long Term Incentive (%)	81%	103%	151%	307%

# Communications – 5<sup>th</sup>-Highest-Paid

5th-Highest-Paid Executive: Communication Services		P25	P50	P75	P90	
\$0 - \$500M	N = 6	Revenue (Millions)	\$98	\$184	\$294	\$430
		Assets (Millions)	\$283	\$715	\$1,049	\$2,310
		Base Salary	\$275	\$304	\$438	\$531
		Total Cash	\$431	\$536	\$763	\$828
		Total Direct	\$646	\$749	\$1,005	\$1,414
		Short Term Incentive (%)	42%	48%	68%	145%
		Long Term Incentive (%)	53%	84%	93%	148%
\$500 - \$1,500M	N = 6	Revenue (Millions)	\$570	\$636	\$1,114	\$1,314
		Assets (Millions)	\$526	\$1,003	\$3,076	\$3,318
		Base Salary	\$297	\$346	\$390	\$474
		Total Cash	\$414	\$500	\$557	\$567
		Total Direct	\$664	\$703	\$894	\$956
		Short Term Incentive (%)	6%	33%	69%	90%
		Long Term Incentive (%)	51%	99%	128%	142%
\$1.5\$B+	N = 4	Revenue (Millions)	ISD	ISD	ISD	ISD
		Assets (Millions)	ISD	ISD	ISD	ISD
		Base Salary	ISD	ISD	ISD	ISD
		Total Cash	ISD	ISD	ISD	ISD
		Total Direct	ISD	ISD	ISD	ISD
		Short Term Incentive (%)	ISD	ISD	ISD	ISD
		Long Term Incentive (%)	ISD	ISD	ISD	ISD



Grant Thornton

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## Consumer Discretionary



# Consumer Discretionary – Chief Executive Officer

CEO: Consumer Discretionary		P25	P50	P75	P90	
\$0 - \$500M	N = 43	Revenue (Millions)	\$173	\$272	\$353	\$429
		Assets (Millions)	\$231	\$449	\$673	\$1,117
		Base Salary	\$401	\$565	\$679	\$843
		Total Cash	\$603	\$845	\$1,005	\$1,507
		Total Direct	\$958	\$1,706	\$2,843	\$4,401
		Short Term Incentive (%)	0%	50%	89%	184%
		Long Term Incentive (%)	45%	172%	290%	423%
\$500 - \$1,500M	N = 65	Revenue (Millions)	\$655	\$888	\$1,113	\$1,273
		Assets (Millions)	\$618	\$847	\$1,357	\$2,150
		Base Salary	\$592	\$753	\$840	\$1,000
		Total Cash	\$1,000	\$1,430	\$1,875	\$2,672
		Total Direct	\$2,131	\$2,913	\$4,415	\$5,961
		Short Term Incentive (%)	55%	109%	151%	223%
		Long Term Incentive (%)	109%	190%	333%	588%
\$1.5\$B+	N = 83	Revenue (Millions)	\$1,984	\$2,728	\$4,688	\$9,875
		Assets (Millions)	\$1,794	\$2,642	\$4,520	\$8,196
		Base Salary	\$749	\$917	\$1,044	\$1,173
		Total Cash	\$1,682	\$2,331	\$3,777	\$4,475
		Total Direct	\$4,292	\$6,411	\$8,658	\$11,491
		Short Term Incentive (%)	96%	183%	283%	416%
		Long Term Incentive (%)	289%	374%	532%	731%



# Consumer Discretionary – Chief Financial Officer

CFO: Consumer Discretionary		P25	P50	P75	P90	
\$0 - \$500M	N = 36	Revenue (Millions)	\$173	\$272	\$353	\$429
		Assets (Millions)	\$231	\$449	\$673	\$1,117
		Base Salary	\$268	\$326	\$377	\$440
		Total Cash	\$327	\$474	\$630	\$771
		Total Direct	\$505	\$816	\$1,211	\$1,514
		Short Term Incentive (%)	10%	43%	72%	108%
		Long Term Incentive (%)	49%	91%	168%	223%
\$500 - \$1,500M	N = 55	Revenue (Millions)	\$655	\$888	\$1,113	\$1,273
		Assets (Millions)	\$618	\$847	\$1,357	\$2,150
		Base Salary	\$382	\$413	\$489	\$544
		Total Cash	\$431	\$676	\$875	\$1,231
		Total Direct	\$793	\$1,022	\$1,522	\$2,284
		Short Term Incentive (%)	21%	63%	95%	145%
		Long Term Incentive (%)	62%	99%	157%	272%
\$1.5\$B+	N = 73	Revenue (Millions)	\$1,984	\$2,728	\$4,688	\$9,875
		Assets (Millions)	\$1,794	\$2,642	\$4,520	\$8,196
		Base Salary	\$409	\$477	\$569	\$668
		Total Cash	\$754	\$950	\$1,343	\$1,627
		Total Direct	\$1,301	\$1,654	\$2,273	\$3,340
		Short Term Incentive (%)	65%	110%	162%	228%
		Long Term Incentive (%)	106%	146%	224%	344%

# Consumer Discretionary – Chief Operating Officer

COO: Consumer Discretionary		P25	P50	P75	P90	
\$0 - \$500M	N = 14	Revenue (Millions)	\$173	\$272	\$353	\$429
		Assets (Millions)	\$231	\$449	\$673	\$1,117
		Base Salary	\$294	\$348	\$394	\$526
		Total Cash	\$374	\$455	\$561	\$747
		Total Direct	\$692	\$784	\$1,383	\$1,844
		Short Term Incentive (%)	11%	31%	50%	89%
		Long Term Incentive (%)	76%	120%	195%	284%
\$500 - \$1,500M	N = 26	Revenue (Millions)	\$655	\$888	\$1,113	\$1,273
		Assets (Millions)	\$618	\$847	\$1,357	\$2,150
		Base Salary	\$366	\$483	\$611	\$657
		Total Cash	\$542	\$706	\$1,162	\$1,487
		Total Direct	\$884	\$1,307	\$2,100	\$2,453
		Short Term Incentive (%)	0%	64%	98%	122%
		Long Term Incentive (%)	56%	92%	182%	249%
\$1.5-\$B+	N = 29	Revenue (Millions)	\$1,984	\$2,728	\$4,688	\$9,875
		Assets (Millions)	\$1,794	\$2,642	\$4,520	\$8,196
		Base Salary	\$432	\$585	\$734	\$813
		Total Cash	\$843	\$1,098	\$1,865	\$2,813
		Total Direct	\$1,516	\$2,258	\$3,216	\$5,136
		Short Term Incentive (%)	66%	105%	195%	245%
		Long Term Incentive (%)	135%	193%	295%	332%

# Consumer Discretionary – General Counsel/Top Legal Officer

GC: Consumer Discretionary		P25	P50	P75	P90	
\$0 - \$500M	N = 13	Revenue (Millions)	\$173	\$272	\$353	\$429
		Assets (Millions)	\$231	\$449	\$673	\$1,117
		Base Salary	\$216	\$287	\$320	\$323
		Total Cash	\$255	\$348	\$422	\$512
		Total Direct	\$581	\$696	\$867	\$1,242
		Short Term Incentive (%)	0%	34%	56%	67%
		Long Term Incentive (%)	60%	119%	169%	435%
\$500 - \$1,500M	N = 26	Revenue (Millions)	\$655	\$888	\$1,113	\$1,273
		Assets (Millions)	\$618	\$847	\$1,357	\$2,150
		Base Salary	\$333	\$385	\$438	\$525
		Total Cash	\$475	\$664	\$865	\$1,200
		Total Direct	\$799	\$992	\$1,255	\$2,788
		Short Term Incentive (%)	22%	79%	119%	178%
		Long Term Incentive (%)	47%	90%	140%	312%
\$1.5\$B+	N = 31	Revenue (Millions)	\$1,984	\$2,728	\$4,688	\$9,875
		Assets (Millions)	\$1,794	\$2,642	\$4,520	\$8,196
		Base Salary	\$402	\$429	\$507	\$560
		Total Cash	\$576	\$806	\$1,152	\$1,451
		Total Direct	\$1,052	\$1,304	\$2,054	\$2,473
		Short Term Incentive (%)	59%	95%	125%	198%
		Long Term Incentive (%)	81%	124%	158%	188%

# Consumer Discretionary – 3<sup>rd</sup>-Highest-Paid

3rd-Highest-Paid Executive: Consumer Discretionary		P25	P50	P75	P90	
\$0 - \$500M	N = 37	Revenue (Millions)	\$173	\$272	\$353	\$429
		Assets (Millions)	\$231	\$449	\$673	\$1,117
		Base Salary	\$231	\$270	\$358	\$414
		Total Cash	\$293	\$371	\$495	\$633
		Total Direct	\$505	\$675	\$1,063	\$1,278
		Short Term Incentive (%)	16%	38%	63%	79%
		Long Term Incentive (%)	61%	106%	170%	252%
\$500 - \$1,500M	N = 66	Revenue (Millions)	\$655	\$888	\$1,113	\$1,273
		Assets (Millions)	\$618	\$847	\$1,357	\$2,150
		Base Salary	\$345	\$399	\$481	\$569
		Total Cash	\$457	\$620	\$862	\$1,196
		Total Direct	\$767	\$1,013	\$1,327	\$2,236
		Short Term Incentive (%)	24%	61%	88%	134%
		Long Term Incentive (%)	44%	79%	141%	232%
\$1.5\$B+	N = 78	Revenue (Millions)	\$1,984	\$2,728	\$4,688	\$9,875
		Assets (Millions)	\$1,794	\$2,642	\$4,520	\$8,196
		Base Salary	\$408	\$479	\$608	\$768
		Total Cash	\$715	\$973	\$1,281	\$1,879
		Total Direct	\$1,271	\$1,693	\$2,308	\$3,486
		Short Term Incentive (%)	57%	103%	161%	218%
		Long Term Incentive (%)	106%	137%	199%	266%

# Consumer Discretionary – 4<sup>th</sup>-Highest-Paid

4th-Highest-Paid Executive: Consumer Discretionary		P25	P50	P75	P90	
\$0 - \$500M	N = 16	Revenue (Millions)	\$173	\$272	\$353	\$429
		Assets (Millions)	\$231	\$449	\$673	\$1,117
		Base Salary	\$222	\$318	\$363	\$390
		Total Cash	\$308	\$437	\$506	\$657
		Total Direct	\$480	\$662	\$843	\$989
		Short Term Incentive (%)	0%	39%	64%	74%
		Long Term Incentive (%)	31%	54%	123%	207%
\$500 - \$1,500M	N = 49	Revenue (Millions)	\$655	\$888	\$1,113	\$1,273
		Assets (Millions)	\$618	\$847	\$1,357	\$2,150
		Base Salary	\$307	\$392	\$437	\$522
		Total Cash	\$405	\$552	\$791	\$895
		Total Direct	\$696	\$836	\$1,047	\$1,504
		Short Term Incentive (%)	11%	55%	93%	141%
		Long Term Incentive (%)	33%	66%	123%	134%
\$1.5\$B+	N = 67	Revenue (Millions)	\$1,984	\$2,728	\$4,688	\$9,875
		Assets (Millions)	\$1,794	\$2,642	\$4,520	\$8,196
		Base Salary	\$358	\$452	\$542	\$666
		Total Cash	\$579	\$795	\$1,088	\$1,444
		Total Direct	\$1,018	\$1,339	\$1,945	\$2,634
		Short Term Incentive (%)	49%	91%	131%	215%
		Long Term Incentive (%)	69%	123%	182%	255%

# Consumer Discretionary – 5<sup>th</sup>-Highest-Paid

5th-Highest-Paid Executive: Consumer Discretionary		P25	P50	P75	P90	
\$0 - \$500M	N = 8	Revenue (Millions)	\$173	\$272	\$353	\$429
		Assets (Millions)	\$231	\$449	\$673	\$1,117
		Base Salary	\$200	\$249	\$307	\$337
		Total Cash	\$314	\$387	\$427	\$494
		Total Direct	\$408	\$487	\$613	\$643
		Short Term Incentive (%)	31%	37%	62%	93%
		Long Term Incentive (%)	31%	43%	57%	78%
\$500 - \$1,500M	N = 32	Revenue (Millions)	\$655	\$888	\$1,113	\$1,273
		Assets (Millions)	\$618	\$847	\$1,357	\$2,150
		Base Salary	\$260	\$333	\$414	\$502
		Total Cash	\$351	\$482	\$680	\$875
		Total Direct	\$540	\$632	\$1,003	\$1,336
		Short Term Incentive (%)	30%	58%	100%	133%
		Long Term Incentive (%)	34%	60%	88%	185%
\$1.5\$B+	N = 48	Revenue (Millions)	\$1,984	\$2,728	\$4,688	\$9,875
		Assets (Millions)	\$1,794	\$2,642	\$4,520	\$8,196
		Base Salary	\$319	\$377	\$479	\$558
		Total Cash	\$509	\$708	\$900	\$1,188
		Total Direct	\$797	\$1,106	\$1,418	\$1,715
		Short Term Incentive (%)	49%	75%	124%	169%
		Long Term Incentive (%)	60%	83%	127%	196%



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## Consumer Staples



# Consumer Staples – Chief Executive Officer

CEO: Consumer Staples		P25	P50	P75	P90	
\$0 - \$500M	N = 17	Revenue (Millions)	\$166	\$318	\$391	\$432
		Assets (Millions)	\$181	\$381	\$465	\$685
		Base Salary	\$465	\$513	\$670	\$765
		Total Cash	\$602	\$1,013	\$1,538	\$1,970
		Total Direct	\$1,053	\$1,864	\$2,763	\$3,844
		Short Term Incentive (%)	50%	73%	154%	178%
		Long Term Incentive (%)	56%	120%	205%	432%
\$500 - \$1,500M	N = 16	Revenue (Millions)	\$854	\$1,009	\$1,117	\$1,427
		Assets (Millions)	\$507	\$848	\$1,065	\$1,635
		Base Salary	\$571	\$726	\$881	\$932
		Total Cash	\$823	\$1,226	\$1,817	\$2,050
		Total Direct	\$1,185	\$2,263	\$3,593	\$4,694
		Short Term Incentive (%)	37%	74%	137%	191%
		Long Term Incentive (%)	46%	111%	220%	291%
\$1.5\$B+	N = 18	Revenue (Millions)	\$2,255	\$4,036	\$9,110	\$24,984
		Assets (Millions)	\$1,950	\$2,639	\$5,153	\$7,470
		Base Salary	\$836	\$969	\$1,170	\$1,328
		Total Cash	\$1,380	\$1,748	\$3,734	\$7,738
		Total Direct	\$3,613	\$5,466	\$7,481	\$8,836
		Short Term Incentive (%)	46%	102%	218%	720%
		Long Term Incentive (%)	71%	226%	346%	423%



# Consumer Staples – Chief Financial Officer

CFO: Consumer Staples		P25	P50	P75	P90	
\$0 - \$500M	N = 14	Revenue (Millions)	\$166	\$318	\$391	\$432
		Assets (Millions)	\$181	\$381	\$465	\$685
		Base Salary	\$281	\$320	\$381	\$408
		Total Cash	\$378	\$462	\$673	\$901
		Total Direct	\$507	\$852	\$1,258	\$1,335
		Short Term Incentive (%)	33%	57%	75%	118%
		Long Term Incentive (%)	19%	71%	115%	505%
\$500 - \$1,500M	N = 14	Revenue (Millions)	\$854	\$1,009	\$1,117	\$1,427
		Assets (Millions)	\$507	\$848	\$1,065	\$1,635
		Base Salary	\$274	\$409	\$452	\$607
		Total Cash	\$479	\$643	\$785	\$899
		Total Direct	\$672	\$1,007	\$1,137	\$1,385
		Short Term Incentive (%)	45%	61%	99%	153%
		Long Term Incentive (%)	37%	65%	87%	130%
\$1.5\$B+	N = 15	Revenue (Millions)	\$2,255	\$4,036	\$9,110	\$24,984
		Assets (Millions)	\$1,950	\$2,639	\$5,153	\$7,470
		Base Salary	\$453	\$483	\$559	\$636
		Total Cash	\$636	\$762	\$1,006	\$1,149
		Total Direct	\$971	\$1,192	\$1,547	\$1,737
		Short Term Incentive (%)	37%	50%	94%	120%
		Long Term Incentive (%)	40%	61%	113%	154%

# Consumer Staples – Chief Operating Officer

COO: Consumer Staples		P25	P50	P75	P90	
\$0 - \$500M	N = 5	Revenue (Millions)	\$166	\$318	\$391	\$432
		Assets (Millions)	\$181	\$381	\$465	\$685
		Base Salary	\$407	\$446	\$447	\$464
		Total Cash	\$624	\$763	\$770	\$888
		Total Direct	\$1,000	\$1,015	\$1,106	\$3,169
		Short Term Incentive (%)	40%	61%	120%	131%
		Long Term Incentive (%)	84%	96%	109%	521%
\$500 - \$1,500M	N = 6	Revenue (Millions)	\$854	\$1,009	\$1,117	\$1,427
		Assets (Millions)	\$507	\$848	\$1,065	\$1,635
		Base Salary	\$282	\$406	\$497	\$575
		Total Cash	\$458	\$630	\$766	\$1,316
		Total Direct	\$568	\$783	\$1,234	\$1,746
		Short Term Incentive (%)	54%	67%	92%	144%
		Long Term Incentive (%)	38%	42%	56%	87%
\$1.5\$B+	N = 9	Revenue (Millions)	\$2,255	\$4,036	\$9,110	\$24,984
		Assets (Millions)	\$1,950	\$2,639	\$5,153	\$7,470
		Base Salary	\$578	\$615	\$764	\$873
		Total Cash	\$959	\$1,367	\$1,499	\$2,577
		Total Direct	\$1,203	\$1,867	\$2,500	\$2,585
		Short Term Incentive (%)	60%	90%	137%	263%
		Long Term Incentive (%)	0%	86%	116%	124%

# Consumer Staples – General Counsel/Top Legal Officer

GC: Consumer Staples		P25	P50	P75	P90
\$0 - \$500M	N = 2	Revenue (Millions)	ISD	ISD	ISD
		Assets (Millions)	ISD	ISD	ISD
		Base Salary	ISD	ISD	ISD
		Total Cash	ISD	ISD	ISD
		Total Direct	ISD	ISD	ISD
		Short Term Incentive (%)	ISD	ISD	ISD
		Long Term Incentive (%)	ISD	ISD	ISD
\$500 - \$1,500M	N = 4	Revenue (Millions)	ISD	ISD	ISD
		Assets (Millions)	ISD	ISD	ISD
		Base Salary	ISD	ISD	ISD
		Total Cash	ISD	ISD	ISD
		Total Direct	ISD	ISD	ISD
		Short Term Incentive (%)	ISD	ISD	ISD
		Long Term Incentive (%)	ISD	ISD	ISD
\$1.5\$B+	N = 11	Revenue (Millions)	\$2,255	\$4,036	\$9,110
		Assets (Millions)	\$1,950	\$2,639	\$5,153
		Base Salary	\$441	\$465	\$488
		Total Cash	\$587	\$647	\$900
		Total Direct	\$819	\$1,058	\$1,406
		Short Term Incentive (%)	28%	46%	88%
		Long Term Incentive (%)	33%	62%	88%

# Consumer Staples – 3<sup>rd</sup>-Highest-Paid

3rd-Highest-Paid Executive: Consumer Staples		P25	P50	P75	P90	
\$0 - \$500M	N = 11	Revenue (Millions)	\$166	\$318	\$391	\$432
		Assets (Millions)	\$181	\$381	\$465	\$685
		Base Salary	\$297	\$327	\$366	\$400
		Total Cash	\$393	\$482	\$635	\$770
		Total Direct	\$581	\$789	\$974	\$1,341
		Short Term Incentive (%)	22%	37%	64%	108%
		Long Term Incentive (%)	40%	67%	110%	207%
\$500 - \$1,500M	N = 16	Revenue (Millions)	\$854	\$1,009	\$1,117	\$1,427
		Assets (Millions)	\$507	\$848	\$1,065	\$1,635
		Base Salary	\$306	\$384	\$440	\$550
		Total Cash	\$417	\$552	\$710	\$779
		Total Direct	\$540	\$875	\$999	\$1,144
		Short Term Incentive (%)	15%	46%	75%	96%
		Long Term Incentive (%)	24%	59%	81%	129%
\$1.5\$B+	N = 18	Revenue (Millions)	\$2,255	\$4,036	\$9,110	\$24,984
		Assets (Millions)	\$1,950	\$2,639	\$5,153	\$7,470
		Base Salary	\$425	\$493	\$581	\$633
		Total Cash	\$645	\$917	\$1,038	\$1,518
		Total Direct	\$1,048	\$1,116	\$1,566	\$1,923
		Short Term Incentive (%)	37%	59%	122%	167%
		Long Term Incentive (%)	23%	64%	111%	170%

# Consumer Staples – 4<sup>th</sup>-Highest-Paid

4th-Highest-Paid Executive: Consumer Staples		P25	P50	P75	P90	
\$0 - \$500M	N = 7	Revenue (Millions)	\$166	\$318	\$391	\$432
		Assets (Millions)	\$181	\$381	\$465	\$685
		Base Salary	\$209	\$285	\$306	\$437
		Total Cash	\$253	\$351	\$503	\$673
		Total Direct	\$263	\$539	\$960	\$1,317
		Short Term Incentive (%)	22%	25%	51%	75%
		Long Term Incentive (%)	4%	19%	117%	263%
\$500 - \$1,500M	N = 13	Revenue (Millions)	\$854	\$1,009	\$1,117	\$1,427
		Assets (Millions)	\$507	\$848	\$1,065	\$1,635
		Base Salary	\$342	\$384	\$470	\$524
		Total Cash	\$528	\$600	\$686	\$755
		Total Direct	\$528	\$840	\$934	\$1,052
		Short Term Incentive (%)	16%	51%	71%	94%
		Long Term Incentive (%)	33%	54%	71%	106%
\$1.5\$B+	N = 16	Revenue (Millions)	\$2,255	\$4,036	\$9,110	\$24,984
		Assets (Millions)	\$1,950	\$2,639	\$5,153	\$7,470
		Base Salary	\$378	\$425	\$485	\$545
		Total Cash	\$596	\$662	\$952	\$1,254
		Total Direct	\$893	\$989	\$1,262	\$1,597
		Short Term Incentive (%)	36%	80%	125%	142%
		Long Term Incentive (%)	29%	71%	101%	149%

# Consumer Staples – 5<sup>th</sup>-Highest-Paid

5th-Highest-Paid Executive: Consumer Staples			P25	P50	P75	P90
\$0 - \$500M	N = 2	Revenue (Millions)	ISD	ISD	ISD	ISD
		Assets (Millions)	ISD	ISD	ISD	ISD
		Base Salary	ISD	ISD	ISD	ISD
		Total Cash	ISD	ISD	ISD	ISD
		Total Direct	ISD	ISD	ISD	ISD
		Short Term Incentive (%)	ISD	ISD	ISD	ISD
		Long Term Incentive (%)	ISD	ISD	ISD	ISD
\$500 - \$1,500M	N = 5	Revenue (Millions)	\$854	\$1,009	\$1,117	\$1,427
		Assets (Millions)	\$507	\$848	\$1,065	\$1,635
		Base Salary	\$221	\$302	\$320	\$548
		Total Cash	\$436	\$455	\$665	\$686
		Total Direct	\$620	\$700	\$800	\$828
		Short Term Incentive (%)	36%	68%	120%	133%
		Long Term Incentive (%)	26%	45%	88%	112%
\$1.5\$B+	N = 5	Revenue (Millions)	\$2,255	\$4,036	\$9,110	\$24,984
		Assets (Millions)	\$1,950	\$2,639	\$5,153	\$7,470
		Base Salary	\$433	\$464	\$546	\$548
		Total Cash	\$562	\$688	\$762	\$1,094
		Total Direct	\$829	\$949	\$1,068	\$1,497
		Short Term Incentive (%)	30%	39%	48%	104%
		Long Term Incentive (%)	56%	56%	62%	76%



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**Energy**



# Energy – Chief Executive Officer

CEO: Energy		P25	P50	P75	P90	
\$0 - \$500M	N = 29	Revenue (Millions)	\$93	\$231	\$350	\$431
		Assets (Millions)	\$274	\$697	\$1,179	\$1,459
		Base Salary	\$420	\$516	\$680	\$718
		Total Cash	\$516	\$852	\$1,200	\$1,722
		Total Direct	\$1,411	\$2,454	\$3,055	\$3,654
		Short Term Incentive (%)	9%	75%	132%	159%
		Long Term Incentive (%)	110%	251%	449%	557%
\$500 - \$1,500M	N = 23	Revenue (Millions)	\$688	\$820	\$1,020	\$1,211
		Assets (Millions)	\$1,351	\$2,218	\$3,455	\$4,959
		Base Salary	\$637	\$782	\$833	\$979
		Total Cash	\$912	\$1,338	\$1,683	\$2,480
		Total Direct	\$2,622	\$4,835	\$5,798	\$7,333
		Short Term Incentive (%)	47%	87%	109%	198%
		Long Term Incentive (%)	210%	384%	532%	697%
\$1.5\$B+	N = 14	Revenue (Millions)	\$2,054	\$2,799	\$4,201	\$12,696
		Assets (Millions)	\$2,745	\$5,086	\$6,602	\$12,481
		Base Salary	\$688	\$888	\$990	\$1,040
		Total Cash	\$1,118	\$1,814	\$2,544	\$3,155
		Total Direct	\$4,424	\$5,514	\$7,653	\$8,705
		Short Term Incentive (%)	70%	124%	169%	210%
		Long Term Incentive (%)	280%	464%	695%	746%



# Energy – Chief Financial Officer

CFO: Energy		P25	P50	P75	P90	
\$0 - \$500M	N = 25	Revenue (Millions)	\$93	\$231	\$350	\$431
		Assets (Millions)	\$274	\$697	\$1,179	\$1,459
		Base Salary	\$300	\$352	\$400	\$480
		Total Cash	\$400	\$526	\$702	\$1,009
		Total Direct	\$782	\$952	\$1,282	\$1,741
		Short Term Incentive (%)	18%	66%	93%	129%
		Long Term Incentive (%)	48%	113%	199%	258%
\$500 - \$1,500M	N = 22	Revenue (Millions)	\$688	\$820	\$1,020	\$1,211
		Assets (Millions)	\$1,351	\$2,218	\$3,455	\$4,959
		Base Salary	\$355	\$418	\$458	\$507
		Total Cash	\$469	\$659	\$789	\$961
		Total Direct	\$878	\$1,712	\$2,098	\$2,790
		Short Term Incentive (%)	45%	65%	86%	140%
		Long Term Incentive (%)	139%	232%	295%	441%
\$1.5\$B+	N = 13	Revenue (Millions)	\$2,054	\$2,799	\$4,201	\$12,696
		Assets (Millions)	\$2,745	\$5,086	\$6,602	\$12,481
		Base Salary	\$398	\$424	\$489	\$581
		Total Cash	\$490	\$600	\$1,180	\$1,247
		Total Direct	\$1,151	\$1,608	\$2,759	\$3,404
		Short Term Incentive (%)	23%	97%	129%	149%
		Long Term Incentive (%)	88%	170%	319%	552%

# Energy – Chief Operating Officer

COO: Energy		P25	P50	P75	P90	
\$0 - \$500M	N = 10	Revenue (Millions)	\$93	\$231	\$350	\$431
		Assets (Millions)	\$274	\$697	\$1,179	\$1,459
		Base Salary	\$263	\$373	\$482	\$493
		Total Cash	\$461	\$543	\$708	\$876
		Total Direct	\$875	\$1,084	\$1,198	\$2,240
		Short Term Incentive (%)	18%	75%	94%	145%
		Long Term Incentive (%)	40%	83%	329%	405%
\$500 - \$1,500M	N = 11	Revenue (Millions)	\$688	\$820	\$1,020	\$1,211
		Assets (Millions)	\$1,351	\$2,218	\$3,455	\$4,959
		Base Salary	\$399	\$433	\$552	\$595
		Total Cash	\$595	\$700	\$758	\$793
		Total Direct	\$1,249	\$1,862	\$2,008	\$2,169
		Short Term Incentive (%)	24%	69%	76%	80%
		Long Term Incentive (%)	141%	202%	284%	326%
\$1.5\$B+	N = 6	Revenue (Millions)	\$2,054	\$2,799	\$4,201	\$12,696
		Assets (Millions)	\$2,745	\$5,086	\$6,602	\$12,481
		Base Salary	\$510	\$582	\$597	\$600
		Total Cash	\$941	\$1,081	\$1,271	\$1,343
		Total Direct	\$1,557	\$2,310	\$2,754	\$3,584
		Short Term Incentive (%)	76%	129%	142%	238%
		Long Term Incentive (%)	148%	189%	296%	430%

# Energy – General Counsel/Top Legal Officer

GC: Energy		P25	P50	P75	P90	
\$0 - \$500M	N = 15	Revenue (Millions)	\$93	\$231	\$350	\$431
		Assets (Millions)	\$274	\$697	\$1,179	\$1,459
		Base Salary	\$293	\$326	\$361	\$381
		Total Cash	\$346	\$462	\$602	\$816
		Total Direct	\$610	\$830	\$1,144	\$1,527
		Short Term Incentive (%)	6%	38%	93%	129%
		Long Term Incentive (%)	53%	98%	169%	257%
\$500 - \$1,500M	N = 13	Revenue (Millions)	\$688	\$820	\$1,020	\$1,211
		Assets (Millions)	\$1,351	\$2,218	\$3,455	\$4,959
		Base Salary	\$375	\$391	\$426	\$462
		Total Cash	\$501	\$639	\$703	\$727
		Total Direct	\$1,050	\$1,228	\$1,643	\$1,970
		Short Term Incentive (%)	48%	62%	66%	88%
		Long Term Incentive (%)	87%	186%	252%	367%
\$1.5\$B+	N = 8	Revenue (Millions)	\$2,054	\$2,799	\$4,201	\$12,696
		Assets (Millions)	\$2,745	\$5,086	\$6,602	\$12,481
		Base Salary	\$350	\$377	\$482	\$542
		Total Cash	\$553	\$599	\$993	\$1,128
		Total Direct	\$962	\$1,325	\$1,804	\$2,587
		Short Term Incentive (%)	43%	70%	115%	154%
		Long Term Incentive (%)	99%	147%	229%	295%

# Energy – 3<sup>rd</sup>-Highest-Paid

3rd-Highest-Paid Executive: Energy		P25	P50	P75	P90	
\$0 - \$500M	N = 24	Revenue (Millions)	\$93	\$231	\$350	\$431
		Assets (Millions)	\$274	\$697	\$1,179	\$1,459
		Base Salary	\$287	\$340	\$400	\$472
		Total Cash	\$417	\$500	\$656	\$780
		Total Direct	\$676	\$1,003	\$1,259	\$1,478
		Short Term Incentive (%)	16%	52%	80%	106%
		Long Term Incentive (%)	74%	95%	192%	301%
\$500 - \$1,500M	N = 21	Revenue (Millions)	\$688	\$820	\$1,020	\$1,211
		Assets (Millions)	\$1,351	\$2,218	\$3,455	\$4,959
		Base Salary	\$348	\$401	\$450	\$595
		Total Cash	\$595	\$648	\$731	\$791
		Total Direct	\$1,126	\$1,490	\$2,003	\$2,117
		Short Term Incentive (%)	55%	72%	86%	90%
		Long Term Incentive (%)	149%	193%	263%	295%
\$1.5\$B+	N = 15	Revenue (Millions)	\$2,054	\$2,799	\$4,201	\$12,696
		Assets (Millions)	\$2,745	\$5,086	\$6,602	\$12,481
		Base Salary	\$321	\$397	\$456	\$545
		Total Cash	\$527	\$588	\$947	\$1,146
		Total Direct	\$988	\$1,310	\$2,169	\$2,810
		Short Term Incentive (%)	37%	66%	139%	183%
		Long Term Incentive (%)	79%	145%	257%	470%

# Energy – 4<sup>th</sup>-Highest-Paid

4th-Highest-Paid Executive: Energy		P25	P50	P75	P90	
\$0 - \$500M	N = 15	Revenue (Millions)	\$93	\$231	\$350	\$431
		Assets (Millions)	\$274	\$697	\$1,179	\$1,459
		Base Salary	\$307	\$320	\$365	\$396
		Total Cash	\$376	\$511	\$570	\$626
		Total Direct	\$671	\$869	\$989	\$1,152
		Short Term Incentive (%)	14%	50%	70%	94%
		Long Term Incentive (%)	47%	109%	190%	200%
\$500 - \$1,500M	N = 19	Revenue (Millions)	\$688	\$820	\$1,020	\$1,211
		Assets (Millions)	\$1,351	\$2,218	\$3,455	\$4,959
		Base Salary	\$279	\$339	\$415	\$468
		Total Cash	\$412	\$512	\$607	\$701
		Total Direct	\$650	\$1,090	\$1,203	\$1,664
		Short Term Incentive (%)	27%	48%	65%	94%
		Long Term Incentive (%)	83%	127%	190%	226%
\$1.5\$B+	N = 14	Revenue (Millions)	\$2,054	\$2,799	\$4,201	\$12,696
		Assets (Millions)	\$2,745	\$5,086	\$6,602	\$12,481
		Base Salary	\$350	\$402	\$469	\$532
		Total Cash	\$493	\$543	\$836	\$1,005
		Total Direct	\$817	\$1,129	\$2,296	\$2,638
		Short Term Incentive (%)	9%	51%	92%	125%
		Long Term Incentive (%)	55%	112%	316%	498%

# Energy – 5<sup>th</sup>-Highest-Paid

5th-Highest-Paid Executive: Energy		P25	P50	P75	P90	
\$0 - \$500M	N = 9	Revenue (Millions)	\$93	\$231	\$350	\$431
		Assets (Millions)	\$274	\$697	\$1,179	\$1,459
		Base Salary	\$250	\$320	\$340	\$389
		Total Cash	\$340	\$400	\$496	\$542
		Total Direct	\$478	\$598	\$790	\$889
		Short Term Incentive (%)	8%	29%	59%	93%
		Long Term Incentive (%)	41%	50%	111%	146%
\$500 - \$1,500M	N = 10	Revenue (Millions)	\$688	\$820	\$1,020	\$1,211
		Assets (Millions)	\$1,351	\$2,218	\$3,455	\$4,959
		Base Salary	\$296	\$377	\$451	\$478
		Total Cash	\$444	\$587	\$615	\$693
		Total Direct	\$786	\$810	\$919	\$1,326
		Short Term Incentive (%)	12%	53%	67%	74%
		Long Term Incentive (%)	48%	92%	126%	213%
\$1.5\$B+	N = 6	Revenue (Millions)	\$2,054	\$2,799	\$4,201	\$12,696
		Assets (Millions)	\$2,745	\$5,086	\$6,602	\$12,481
		Base Salary	\$294	\$363	\$473	\$550
		Total Cash	\$453	\$652	\$893	\$1,156
		Total Direct	\$652	\$1,106	\$1,559	\$2,141
		Short Term Incentive (%)	44%	80%	102%	120%
		Long Term Incentive (%)	57%	114%	158%	191%



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## Financials



# Financials – Chief Executive Officer

CEO: Financials		P25	P50	P75	P90	
\$0 - \$500M	N = 269	Revenue (Millions)	\$69	\$126	\$234	\$363
		Assets (Millions)	\$1,714	\$2,852	\$5,894	\$9,079
		Base Salary	\$426	\$532	\$685	\$837
		Total Cash	\$620	\$850	\$1,196	\$1,574
		Total Direct	\$746	\$1,105	\$1,708	\$2,629
		Short Term Incentive (%)	33%	52%	79%	133%
		Long Term Incentive (%)	14%	41%	84%	142%
\$500 - \$1,500M	N = 87	Revenue (Millions)	\$605	\$778	\$1,050	\$1,288
		Assets (Millions)	\$2,012	\$8,130	\$18,678	\$24,567
		Base Salary	\$613	\$799	\$900	\$1,000
		Total Cash	\$1,150	\$1,623	\$2,403	\$4,099
		Total Direct	\$2,049	\$2,977	\$4,782	\$6,897
		Short Term Incentive (%)	65%	105%	186%	446%
		Long Term Incentive (%)	81%	161%	265%	559%
\$1.5\$B+	N = 24	Revenue (Millions)	\$1,965	\$2,425	\$3,782	\$6,218
		Assets (Millions)	\$4,344	\$13,074	\$29,911	\$67,689
		Base Salary	\$629	\$973	\$1,000	\$1,034
		Total Cash	\$2,166	\$3,253	\$4,572	\$7,400
		Total Direct	\$4,115	\$6,586	\$9,087	\$12,507
		Short Term Incentive (%)	187%	243%	644%	1240%
		Long Term Incentive (%)	199%	265%	460%	702%



# Financials – Chief Financial Officer

CFO: Financials		P25	P50	P75	P90	
\$0 - \$500M	N = 218	Revenue (Millions)	\$69	\$126	\$234	\$363
		Assets (Millions)	\$1,714	\$2,852	\$5,894	\$9,079
		Base Salary	\$243	\$300	\$371	\$427
		Total Cash	\$317	\$427	\$553	\$740
		Total Direct	\$377	\$521	\$779	\$1,006
		Short Term Incentive (%)	26%	37%	58%	89%
		Long Term Incentive (%)	12%	30%	53%	95%
\$500 - \$1,500M	N = 83	Revenue (Millions)	\$605	\$778	\$1,050	\$1,288
		Assets (Millions)	\$2,012	\$8,130	\$18,678	\$24,567
		Base Salary	\$344	\$425	\$487	\$549
		Total Cash	\$550	\$749	\$1,013	\$1,767
		Total Direct	\$863	\$1,108	\$1,703	\$2,397
		Short Term Incentive (%)	46%	67%	113%	327%
		Long Term Incentive (%)	45%	83%	156%	245%
\$1.5\$B+	N = 18	Revenue (Millions)	\$1,965	\$2,425	\$3,782	\$6,218
		Assets (Millions)	\$4,344	\$13,074	\$29,911	\$67,689
		Base Salary	\$419	\$587	\$688	\$742
		Total Cash	\$1,272	\$1,639	\$2,225	\$4,565
		Total Direct	\$1,651	\$2,209	\$3,097	\$6,369
		Short Term Incentive (%)	140%	177%	405%	613%
		Long Term Incentive (%)	93%	113%	176%	217%

# Financials – Chief Operating Officer

COO: Financials		P25	P50	P75	P90	
\$0 - \$500M	N = 110	Revenue (Millions)	\$69	\$126	\$234	\$363
		Assets (Millions)	\$1,714	\$2,852	\$5,894	\$9,079
		Base Salary	\$250	\$326	\$382	\$448
		Total Cash	\$349	\$472	\$619	\$930
		Total Direct	\$401	\$550	\$838	\$1,455
		Short Term Incentive (%)	28%	43%	67%	129%
		Long Term Incentive (%)	10%	30%	62%	106%
\$500 - \$1,500M	N = 36	Revenue (Millions)	\$605	\$778	\$1,050	\$1,288
		Assets (Millions)	\$2,012	\$8,130	\$18,678	\$24,567
		Base Salary	\$400	\$531	\$581	\$692
		Total Cash	\$734	\$1,046	\$1,364	\$1,870
		Total Direct	\$1,027	\$1,547	\$1,993	\$2,637
		Short Term Incentive (%)	51%	84%	123%	286%
		Long Term Incentive (%)	57%	90%	162%	231%
\$1.5\$B+	N = 9	Revenue (Millions)	\$1,965	\$2,425	\$3,782	\$6,218
		Assets (Millions)	\$4,344	\$13,074	\$29,911	\$67,689
		Base Salary	\$400	\$651	\$700	\$837
		Total Cash	\$1,523	\$2,466	\$2,800	\$3,832
		Total Direct	\$2,249	\$3,230	\$3,997	\$5,463
		Short Term Incentive (%)	118%	174%	589%	633%
		Long Term Incentive (%)	36%	113%	158%	233%

# Financials – General Counsel/Top Legal Officer

GC: Financials		P25	P50	P75	P90	
\$0 - \$500M	N = 37	Revenue (Millions)	\$69	\$126	\$234	\$363
		Assets (Millions)	\$1,714	\$2,852	\$5,894	\$9,079
		Base Salary	\$260	\$340	\$384	\$443
		Total Cash	\$408	\$450	\$717	\$931
		Total Direct	\$489	\$636	\$936	\$1,347
		Short Term Incentive (%)	36%	48%	74%	117%
		Long Term Incentive (%)	23%	40%	59%	172%
\$500 - \$1,500M	N = 34	Revenue (Millions)	\$605	\$778	\$1,050	\$1,288
		Assets (Millions)	\$2,012	\$8,130	\$18,678	\$24,567
		Base Salary	\$338	\$386	\$448	\$500
		Total Cash	\$548	\$683	\$998	\$1,835
		Total Direct	\$821	\$1,026	\$1,739	\$2,506
		Short Term Incentive (%)	40%	71%	120%	358%
		Long Term Incentive (%)	41%	57%	138%	229%
\$1.5\$B+	N = 13	Revenue (Millions)	\$1,965	\$2,425	\$3,782	\$6,218
		Assets (Millions)	\$4,344	\$13,074	\$29,911	\$67,689
		Base Salary	\$400	\$475	\$580	\$679
		Total Cash	\$904	\$1,130	\$1,410	\$2,747
		Total Direct	\$1,214	\$1,614	\$2,428	\$3,408
		Short Term Incentive (%)	94%	129%	150%	376%
		Long Term Incentive (%)	66%	86%	135%	166%

# Financials – 3<sup>rd</sup>-Highest-Paid

3rd-Highest-Paid Executive: Financials		P25	P50	P75	P90	
\$0 - \$500M	N = 233	Revenue (Millions)	\$69	\$126	\$234	\$363
		Assets (Millions)	\$1,714	\$2,852	\$5,894	\$9,079
		Base Salary	\$248	\$302	\$366	\$420
		Total Cash	\$314	\$427	\$543	\$754
		Total Direct	\$360	\$505	\$714	\$1,069
		Short Term Incentive (%)	21%	36%	56%	93%
		Long Term Incentive (%)	10%	27%	45%	108%
\$500 - \$1,500M	N = 87	Revenue (Millions)	\$605	\$778	\$1,050	\$1,288
		Assets (Millions)	\$2,012	\$8,130	\$18,678	\$24,567
		Base Salary	\$367	\$425	\$500	\$560
		Total Cash	\$578	\$763	\$1,038	\$1,635
		Total Direct	\$835	\$1,112	\$1,749	\$2,415
		Short Term Incentive (%)	42%	73%	117%	341%
		Long Term Incentive (%)	44%	79%	157%	289%
\$1.5\$B+	N = 24	Revenue (Millions)	\$1,965	\$2,425	\$3,782	\$6,218
		Assets (Millions)	\$4,344	\$13,074	\$29,911	\$67,689
		Base Salary	\$395	\$488	\$597	\$699
		Total Cash	\$1,082	\$1,520	\$2,849	\$3,330
		Total Direct	\$1,510	\$2,480	\$3,499	\$4,782
		Short Term Incentive (%)	113%	155%	450%	614%
		Long Term Incentive (%)	86%	117%	171%	233%

# Financials – 4<sup>th</sup>-Highest-Paid

4th-Highest-Paid Executive: Financials		P25	P50	P75	P90	
\$0 - \$500M	N = 142	Revenue (Millions)	\$69	\$126	\$234	\$363
		Assets (Millions)	\$1,714	\$2,852	\$5,894	\$9,079
		Base Salary	\$235	\$283	\$350	\$400
		Total Cash	\$300	\$395	\$510	\$672
		Total Direct	\$327	\$466	\$691	\$995
		Short Term Incentive (%)	24%	35%	55%	77%
		Long Term Incentive (%)	11%	27%	49%	92%
\$500 - \$1,500M	N = 66	Revenue (Millions)	\$605	\$778	\$1,050	\$1,288
		Assets (Millions)	\$2,012	\$8,130	\$18,678	\$24,567
		Base Salary	\$350	\$395	\$464	\$500
		Total Cash	\$550	\$688	\$967	\$1,661
		Total Direct	\$715	\$1,031	\$1,446	\$2,303
		Short Term Incentive (%)	42%	69%	110%	280%
		Long Term Incentive (%)	33%	68%	124%	210%
\$1.5\$B+	N = 19	Revenue (Millions)	\$1,965	\$2,425	\$3,782	\$6,218
		Assets (Millions)	\$4,344	\$13,074	\$29,911	\$67,689
		Base Salary	\$391	\$454	\$538	\$617
		Total Cash	\$993	\$1,413	\$2,547	\$3,158
		Total Direct	\$1,460	\$2,092	\$2,926	\$4,127
		Short Term Incentive (%)	132%	188%	473%	618%
		Long Term Incentive (%)	47%	119%	146%	186%

# Financials – 5<sup>th</sup>-Highest-Paid

5th-Highest-Paid Executive: Financials		P25	P50	P75	P90	
\$0 - \$500M	N = 82	Revenue (Millions)	\$69	\$126	\$234	\$363
		Assets (Millions)	\$1,714	\$2,852	\$5,894	\$9,079
		Base Salary	\$229	\$277	\$341	\$383
		Total Cash	\$301	\$385	\$496	\$612
		Total Direct	\$333	\$471	\$583	\$886
		Short Term Incentive (%)	29%	35%	55%	74%
		Long Term Incentive (%)	10%	22%	40%	65%
\$500 - \$1,500M	N = 51	Revenue (Millions)	\$605	\$778	\$1,050	\$1,288
		Assets (Millions)	\$2,012	\$8,130	\$18,678	\$24,567
		Base Salary	\$301	\$350	\$400	\$477
		Total Cash	\$478	\$610	\$733	\$1,380
		Total Direct	\$590	\$779	\$1,081	\$1,698
		Short Term Incentive (%)	36%	67%	109%	200%
		Long Term Incentive (%)	17%	49%	80%	143%
\$1.5\$B+	N = 13	Revenue (Millions)	\$1,965	\$2,425	\$3,782	\$6,218
		Assets (Millions)	\$4,344	\$13,074	\$29,911	\$67,689
		Base Salary	\$350	\$489	\$592	\$638
		Total Cash	\$981	\$1,342	\$1,573	\$1,930
		Total Direct	\$1,340	\$1,616	\$2,000	\$2,207
		Short Term Incentive (%)	118%	144%	234%	434%
		Long Term Incentive (%)	31%	65%	96%	146%



Grant Thornton

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**Health Care**



# Health Care – Chief Executive Officer

CEO: Health Care		P25	P50	P75	P90	
\$0 - \$500M	N = 427	Revenue (Millions)	\$0	\$22	\$97	\$228
		Assets (Millions)	\$140	\$250	\$462	\$693
		Base Salary	\$450	\$538	\$600	\$701
		Total Cash	\$677	\$857	\$1,080	\$1,336
		Total Direct	\$1,612	\$2,771	\$4,451	\$6,035
		Short Term Incentive (%)	48%	61%	81%	112%
		Long Term Incentive (%)	172%	341%	559%	945%
\$500 - \$1,500M	N = 34	Revenue (Millions)	\$723	\$898	\$995	\$1,131
		Assets (Millions)	\$881	\$1,403	\$1,872	\$2,536
		Base Salary	\$587	\$765	\$903	\$992
		Total Cash	\$1,054	\$1,489	\$1,936	\$2,634
		Total Direct	\$2,862	\$4,296	\$5,668	\$7,377
		Short Term Incentive (%)	61%	98%	159%	180%
		Long Term Incentive (%)	147%	346%	542%	833%
\$1.5\$B+	N = 19	Revenue (Millions)	\$2,003	\$2,804	\$5,140	\$9,303
		Assets (Millions)	\$2,642	\$3,236	\$6,193	\$10,506
		Base Salary	\$864	\$916	\$996	\$1,072
		Total Cash	\$1,459	\$2,264	\$3,337	\$3,913
		Total Direct	\$3,924	\$4,517	\$6,083	\$7,099
		Short Term Incentive (%)	98%	137%	249%	333%
		Long Term Incentive (%)	223%	268%	352%	454%



# Health Care – Chief Financial Officer

CFO: Health Care		P25	P50	P75	P90	
\$0 - \$500M	N = 286	Revenue (Millions)	\$0	\$22	\$97	\$228
		Assets (Millions)	\$140	\$250	\$462	\$693
		Base Salary	\$277	\$375	\$414	\$450
		Total Cash	\$390	\$532	\$625	\$703
		Total Direct	\$737	\$1,138	\$1,614	\$2,228
		Short Term Incentive (%)	37%	46%	60%	83%
		Long Term Incentive (%)	83%	175%	282%	493%
\$500 - \$1,500M	N = 29	Revenue (Millions)	\$723	\$898	\$995	\$1,131
		Assets (Millions)	\$881	\$1,403	\$1,872	\$2,536
		Base Salary	\$321	\$400	\$479	\$514
		Total Cash	\$547	\$744	\$865	\$982
		Total Direct	\$980	\$1,341	\$1,990	\$2,785
		Short Term Incentive (%)	46%	69%	104%	139%
		Long Term Incentive (%)	92%	145%	304%	704%
\$1.5\$B+	N = 18	Revenue (Millions)	\$2,003	\$2,804	\$5,140	\$9,303
		Assets (Millions)	\$2,642	\$3,236	\$6,193	\$10,506
		Base Salary	\$392	\$511	\$552	\$612
		Total Cash	\$634	\$1,079	\$1,544	\$2,388
		Total Direct	\$1,346	\$1,874	\$2,212	\$4,826
		Short Term Incentive (%)	78%	97%	197%	266%
		Long Term Incentive (%)	92%	199%	313%	359%

# Health Care – Chief Operating Officer

COO: Health Care		P25	P50	P75	P90	
\$0 - \$500M	N = 122	Revenue (Millions)	\$0	\$22	\$97	\$228
		Assets (Millions)	\$140	\$250	\$462	\$693
		Base Salary	\$342	\$413	\$459	\$494
		Total Cash	\$498	\$616	\$714	\$798
		Total Direct	\$888	\$1,370	\$2,013	\$3,215
		Short Term Incentive (%)	40%	48%	60%	78%
		Long Term Incentive (%)	111%	199%	338%	542%
\$500 - \$1,500M	N = 17	Revenue (Millions)	\$723	\$898	\$995	\$1,131
		Assets (Millions)	\$881	\$1,403	\$1,872	\$2,536
		Base Salary	\$353	\$443	\$461	\$577
		Total Cash	\$668	\$725	\$850	\$965
		Total Direct	\$1,129	\$1,206	\$1,489	\$2,487
		Short Term Incentive (%)	36%	57%	113%	163%
		Long Term Incentive (%)	74%	118%	191%	371%
\$1.5\$B+	N = 7	Revenue (Millions)	\$2,003	\$2,804	\$5,140	\$9,303
		Assets (Millions)	\$2,642	\$3,236	\$6,193	\$10,506
		Base Salary	\$510	\$547	\$679	\$853
		Total Cash	\$1,187	\$1,407	\$2,584	\$3,358
		Total Direct	\$1,837	\$2,022	\$4,007	\$6,004
		Short Term Incentive (%)	117%	163%	205%	562%
		Long Term Incentive (%)	117%	189%	248%	367%

# Health Care – General Counsel/Top Legal Officer

GC: Health Care		P25	P50	P75	P90	
\$0 - \$500M	N = 93	Revenue (Millions)	\$0	\$22	\$97	\$228
		Assets (Millions)	\$140	\$250	\$462	\$693
		Base Salary	\$331	\$390	\$426	\$464
		Total Cash	\$436	\$561	\$650	\$711
		Total Direct	\$825	\$1,161	\$1,771	\$2,351
		Short Term Incentive (%)	39%	46%	58%	72%
		Long Term Incentive (%)	93%	189%	297%	450%
\$500 - \$1,500M	N = 16	Revenue (Millions)	\$723	\$898	\$995	\$1,131
		Assets (Millions)	\$881	\$1,403	\$1,872	\$2,536
		Base Salary	\$349	\$382	\$416	\$457
		Total Cash	\$550	\$603	\$780	\$832
		Total Direct	\$891	\$1,202	\$1,408	\$1,690
		Short Term Incentive (%)	45%	59%	87%	111%
		Long Term Incentive (%)	91%	113%	192%	247%
\$1.5\$B+	N = 12	Revenue (Millions)	\$2,003	\$2,804	\$5,140	\$9,303
		Assets (Millions)	\$2,642	\$3,236	\$6,193	\$10,506
		Base Salary	\$421	\$463	\$533	\$559
		Total Cash	\$744	\$877	\$1,140	\$1,545
		Total Direct	\$1,075	\$1,612	\$2,129	\$3,262
		Short Term Incentive (%)	63%	84%	126%	195%
		Long Term Incentive (%)	70%	119%	216%	333%

# Health Care – 3<sup>rd</sup>-Highest-Paid

3rd-Highest-Paid Executive: Health Care		P25	P50	P75	P90	
\$0 - \$500M	N = 344	Revenue (Millions)	\$0	\$22	\$97	\$228
		Assets (Millions)	\$140	\$250	\$462	\$693
		Base Salary	\$300	\$381	\$424	\$455
		Total Cash	\$420	\$554	\$644	\$721
		Total Direct	\$752	\$1,095	\$1,579	\$2,284
		Short Term Incentive (%)	38%	48%	60%	83%
		Long Term Incentive (%)	80%	148%	263%	433%
\$500 - \$1,500M	N = 33	Revenue (Millions)	\$723	\$898	\$995	\$1,131
		Assets (Millions)	\$881	\$1,403	\$1,872	\$2,536
		Base Salary	\$326	\$406	\$437	\$473
		Total Cash	\$483	\$651	\$819	\$928
		Total Direct	\$826	\$1,199	\$1,472	\$2,329
		Short Term Incentive (%)	36%	58%	96%	121%
		Long Term Incentive (%)	63%	105%	207%	434%
\$1.5\$B+	N = 20	Revenue (Millions)	\$2,003	\$2,804	\$5,140	\$9,303
		Assets (Millions)	\$2,642	\$3,236	\$6,193	\$10,506
		Base Salary	\$434	\$505	\$552	\$667
		Total Cash	\$755	\$874	\$1,447	\$2,871
		Total Direct	\$1,360	\$1,767	\$2,263	\$4,345
		Short Term Incentive (%)	65%	84%	164%	259%
		Long Term Incentive (%)	83%	169%	279%	322%

# Health Care – 4<sup>th</sup>-Highest-Paid

4th-Highest-Paid Executive: Health Care		P25	P50	P75	P90	
\$0 - \$500M	N = 142	Revenue (Millions)	\$0	\$22	\$97	\$228
		Assets (Millions)	\$140	\$250	\$462	\$693
		Base Salary	\$299	\$375	\$426	\$460
		Total Cash	\$390	\$541	\$637	\$708
		Total Direct	\$720	\$1,145	\$1,569	\$2,176
		Short Term Incentive (%)	35%	46%	57%	78%
		Long Term Incentive (%)	79%	166%	273%	467%
\$500 - \$1,500M	N = 31	Revenue (Millions)	\$723	\$898	\$995	\$1,131
		Assets (Millions)	\$881	\$1,403	\$1,872	\$2,536
		Base Salary	\$321	\$365	\$400	\$430
		Total Cash	\$416	\$584	\$660	\$775
		Total Direct	\$649	\$866	\$1,190	\$1,368
		Short Term Incentive (%)	34%	52%	79%	114%
		Long Term Incentive (%)	48%	88%	146%	297%
\$1.5\$B+	N = 19	Revenue (Millions)	\$2,003	\$2,804	\$5,140	\$9,303
		Assets (Millions)	\$2,642	\$3,236	\$6,193	\$10,506
		Base Salary	\$396	\$426	\$533	\$562
		Total Cash	\$655	\$885	\$1,387	\$1,828
		Total Direct	\$1,060	\$1,372	\$1,751	\$2,432
		Short Term Incentive (%)	67%	90%	175%	220%
		Long Term Incentive (%)	54%	82%	190%	339%

# Health Care – 5<sup>th</sup>-Highest-Paid

5th-Highest-Paid Executive: Health Care		P25	P50	P75	P90	
\$0 - \$500M	N = 77	Revenue (Millions)	\$0	\$22	\$97	\$228
		Assets (Millions)	\$140	\$250	\$462	\$693
		Base Salary	\$250	\$335	\$413	\$440
		Total Cash	\$366	\$516	\$600	\$684
		Total Direct	\$684	\$918	\$1,282	\$1,686
		Short Term Incentive (%)	36%	46%	61%	74%
		Long Term Incentive (%)	89%	143%	216%	313%
\$500 - \$1,500M	N = 17	Revenue (Millions)	\$723	\$898	\$995	\$1,131
		Assets (Millions)	\$881	\$1,403	\$1,872	\$2,536
		Base Salary	\$227	\$317	\$353	\$390
		Total Cash	\$348	\$495	\$579	\$705
		Total Direct	\$531	\$643	\$764	\$1,008
		Short Term Incentive (%)	39%	58%	72%	113%
		Long Term Incentive (%)	37%	51%	79%	88%
\$1.5\$B+	N = 11	Revenue (Millions)	\$2,003	\$2,804	\$5,140	\$9,303
		Assets (Millions)	\$2,642	\$3,236	\$6,193	\$10,506
		Base Salary	\$390	\$500	\$534	\$546
		Total Cash	\$680	\$810	\$1,022	\$1,363
		Total Direct	\$844	\$1,181	\$1,666	\$2,020
		Short Term Incentive (%)	41%	76%	122%	152%
		Long Term Incentive (%)	25%	78%	172%	199%



Grant Thornton

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**Industrials**



# Industrials – Chief Executive Officer

CEO: Industrials		P25	P50	P75	P90	
\$0 - \$500M	N = 66	Revenue (Millions)	\$120	\$306	\$403	\$458
		Assets (Millions)	\$187	\$392	\$621	\$1,069
		Base Salary	\$420	\$515	\$627	\$712
		Total Cash	\$522	\$850	\$1,171	\$1,634
		Total Direct	\$958	\$1,784	\$2,381	\$3,148
		Short Term Incentive (%)	0%	60%	110%	172%
		Long Term Incentive (%)	55%	140%	239%	438%
\$500 - \$1,500M	N = 85	Revenue (Millions)	\$693	\$906	\$1,160	\$1,414
		Assets (Millions)	\$736	\$1,026	\$1,435	\$2,081
		Base Salary	\$627	\$725	\$825	\$895
		Total Cash	\$847	\$1,345	\$1,860	\$2,109
		Total Direct	\$1,654	\$2,871	\$3,971	\$5,160
		Short Term Incentive (%)	40%	92%	147%	183%
		Long Term Incentive (%)	91%	166%	257%	412%
\$1.5\$B+	N = 89	Revenue (Millions)	\$1,860	\$2,581	\$3,596	\$5,387
		Assets (Millions)	\$1,893	\$2,524	\$3,792	\$5,546
		Base Salary	\$723	\$856	\$946	\$1,053
		Total Cash	\$1,357	\$1,788	\$2,297	\$3,430
		Total Direct	\$3,158	\$4,351	\$6,161	\$7,667
		Short Term Incentive (%)	76%	118%	179%	275%
		Long Term Incentive (%)	192%	281%	404%	544%



# Industrials – Chief Financial Officer

CFO: Industrials		P25	P50	P75	P90	
\$0 - \$500M	N = 53	Revenue (Millions)	\$120	\$306	\$403	\$458
		Assets (Millions)	\$187	\$392	\$621	\$1,069
		Base Salary	\$267	\$332	\$365	\$422
		Total Cash	\$360	\$459	\$521	\$922
		Total Direct	\$493	\$833	\$1,027	\$1,810
		Short Term Incentive (%)	0%	41%	62%	128%
		Long Term Incentive (%)	39%	80%	165%	235%
\$500 - \$1,500M	N = 75	Revenue (Millions)	\$693	\$906	\$1,160	\$1,414
		Assets (Millions)	\$736	\$1,026	\$1,435	\$2,081
		Base Salary	\$328	\$400	\$455	\$490
		Total Cash	\$513	\$658	\$819	\$1,002
		Total Direct	\$714	\$1,089	\$1,372	\$1,799
		Short Term Incentive (%)	35%	64%	91%	124%
		Long Term Incentive (%)	51%	98%	149%	224%
\$1.5\$B+	N = 86	Revenue (Millions)	\$1,860	\$2,581	\$3,596	\$5,387
		Assets (Millions)	\$1,893	\$2,524	\$3,792	\$5,546
		Base Salary	\$423	\$484	\$551	\$619
		Total Cash	\$707	\$850	\$1,186	\$1,419
		Total Direct	\$1,207	\$1,768	\$2,209	\$2,871
		Short Term Incentive (%)	55%	86%	137%	190%
		Long Term Incentive (%)	110%	146%	226%	332%

# Industrials – Chief Operating Officer

COO: Industrials		P25	P50	P75	P90	
\$0 - \$500M	N = 22	Revenue (Millions)	\$120	\$306	\$403	\$458
		Assets (Millions)	\$187	\$392	\$621	\$1,069
		Base Salary	\$265	\$338	\$414	\$447
		Total Cash	\$392	\$470	\$647	\$1,161
		Total Direct	\$514	\$707	\$1,048	\$1,859
		Short Term Incentive (%)	18%	55%	82%	198%
		Long Term Incentive (%)	21%	49%	102%	246%
\$500 - \$1,500M	N = 27	Revenue (Millions)	\$693	\$906	\$1,160	\$1,414
		Assets (Millions)	\$736	\$1,026	\$1,435	\$2,081
		Base Salary	\$371	\$434	\$506	\$571
		Total Cash	\$567	\$734	\$939	\$1,238
		Total Direct	\$1,004	\$1,242	\$1,622	\$1,982
		Short Term Incentive (%)	33%	65%	93%	117%
		Long Term Incentive (%)	76%	103%	168%	217%
\$1.5\$B+	N = 34	Revenue (Millions)	\$1,860	\$2,581	\$3,596	\$5,387
		Assets (Millions)	\$1,893	\$2,524	\$3,792	\$5,546
		Base Salary	\$393	\$461	\$579	\$667
		Total Cash	\$717	\$879	\$1,220	\$1,678
		Total Direct	\$1,177	\$1,486	\$2,516	\$3,521
		Short Term Incentive (%)	61%	97%	136%	202%
		Long Term Incentive (%)	67%	163%	237%	346%

# Industrials – General Counsel/Top Legal Officer

GC: Industrials		P25	P50	P75	P90	
\$0 - \$500M	N = 9	Revenue (Millions)	\$120	\$306	\$403	\$458
		Assets (Millions)	\$187	\$392	\$621	\$1,069
		Base Salary	\$307	\$353	\$388	\$463
		Total Cash	\$380	\$534	\$713	\$919
		Total Direct	\$709	\$821	\$1,092	\$1,348
		Short Term Incentive (%)	0%	52%	78%	135%
		Long Term Incentive (%)	44%	81%	117%	172%
\$500 - \$1,500M	N = 39	Revenue (Millions)	\$693	\$906	\$1,160	\$1,414
		Assets (Millions)	\$736	\$1,026	\$1,435	\$2,081
		Base Salary	\$312	\$366	\$395	\$417
		Total Cash	\$411	\$535	\$639	\$741
		Total Direct	\$565	\$829	\$1,044	\$1,143
		Short Term Incentive (%)	27%	56%	80%	92%
		Long Term Incentive (%)	49%	81%	117%	136%
\$1.5\$B+	N = 53	Revenue (Millions)	\$1,860	\$2,581	\$3,596	\$5,387
		Assets (Millions)	\$1,893	\$2,524	\$3,792	\$5,546
		Base Salary	\$378	\$423	\$456	\$491
		Total Cash	\$572	\$777	\$967	\$1,278
		Total Direct	\$960	\$1,178	\$1,537	\$1,982
		Short Term Incentive (%)	52%	88%	123%	185%
		Long Term Incentive (%)	49%	98%	138%	194%

# Industrials – 3<sup>rd</sup>-Highest-Paid

3rd-Highest-Paid Executive: Industrials		P25	P50	P75	P90	
\$0 - \$500M	N = 55	Revenue (Millions)	\$120	\$306	\$403	\$458
		Assets (Millions)	\$187	\$392	\$621	\$1,069
		Base Salary	\$286	\$313	\$353	\$402
		Total Cash	\$353	\$430	\$505	\$735
		Total Direct	\$507	\$640	\$882	\$1,050
		Short Term Incentive (%)	0%	38%	65%	103%
		Long Term Incentive (%)	23%	57%	106%	188%
\$500 - \$1,500M	N = 77	Revenue (Millions)	\$693	\$906	\$1,160	\$1,414
		Assets (Millions)	\$736	\$1,026	\$1,435	\$2,081
		Base Salary	\$327	\$389	\$445	\$476
		Total Cash	\$478	\$573	\$762	\$944
		Total Direct	\$764	\$982	\$1,264	\$1,750
		Short Term Incentive (%)	28%	57%	84%	102%
		Long Term Incentive (%)	60%	98%	150%	191%
\$1.5\$B+	N = 92	Revenue (Millions)	\$1,860	\$2,581	\$3,596	\$5,387
		Assets (Millions)	\$1,893	\$2,524	\$3,792	\$5,546
		Base Salary	\$379	\$443	\$501	\$557
		Total Cash	\$597	\$774	\$1,032	\$1,341
		Total Direct	\$1,037	\$1,412	\$1,873	\$2,210
		Short Term Incentive (%)	48%	82%	136%	191%
		Long Term Incentive (%)	92%	133%	196%	282%

# Industrials – 4<sup>th</sup>-Highest-Paid

4th-Highest-Paid Executive: Industrials		P25	P50	P75	P90	
\$0 - \$500M	N = 29	Revenue (Millions)	\$120	\$306	\$403	\$458
		Assets (Millions)	\$187	\$392	\$621	\$1,069
		Base Salary	\$248	\$299	\$365	\$426
		Total Cash	\$356	\$380	\$464	\$687
		Total Direct	\$464	\$527	\$766	\$969
		Short Term Incentive (%)	0%	32%	56%	76%
		Long Term Incentive (%)	17%	46%	77%	187%
\$500 - \$1,500M	N = 63	Revenue (Millions)	\$693	\$906	\$1,160	\$1,414
		Assets (Millions)	\$736	\$1,026	\$1,435	\$2,081
		Base Salary	\$279	\$330	\$390	\$437
		Total Cash	\$400	\$472	\$618	\$746
		Total Direct	\$555	\$721	\$960	\$1,249
		Short Term Incentive (%)	28%	51%	70%	98%
		Long Term Incentive (%)	35%	64%	106%	139%
\$1.5\$B+	N = 83	Revenue (Millions)	\$1,860	\$2,581	\$3,596	\$5,387
		Assets (Millions)	\$1,893	\$2,524	\$3,792	\$5,546
		Base Salary	\$373	\$423	\$464	\$538
		Total Cash	\$542	\$719	\$941	\$1,183
		Total Direct	\$862	\$1,161	\$1,606	\$1,906
		Short Term Incentive (%)	50%	77%	108%	156%
		Long Term Incentive (%)	55%	103%	151%	205%

# Industrials – 5<sup>th</sup>-Highest-Paid

5th-Highest-Paid Executive: Industrials		P25	P50	P75	P90	
\$0 - \$500M	N = 19	Revenue (Millions)	\$120	\$306	\$403	\$458
		Assets (Millions)	\$187	\$392	\$621	\$1,069
		Base Salary	\$252	\$285	\$331	\$359
		Total Cash	\$285	\$323	\$413	\$524
		Total Direct	\$382	\$455	\$618	\$703
		Short Term Incentive (%)	0%	12%	48%	69%
		Long Term Incentive (%)	22%	43%	54%	89%
\$500 - \$1,500M	N = 39	Revenue (Millions)	\$693	\$906	\$1,160	\$1,414
		Assets (Millions)	\$736	\$1,026	\$1,435	\$2,081
		Base Salary	\$283	\$320	\$358	\$395
		Total Cash	\$370	\$478	\$568	\$677
		Total Direct	\$501	\$615	\$771	\$900
		Short Term Incentive (%)	27%	54%	76%	93%
		Long Term Incentive (%)	24%	39%	72%	136%
\$1.5\$B+	N = 56	Revenue (Millions)	\$1,860	\$2,581	\$3,596	\$5,387
		Assets (Millions)	\$1,893	\$2,524	\$3,792	\$5,546
		Base Salary	\$337	\$404	\$450	\$485
		Total Cash	\$514	\$676	\$794	\$991
		Total Direct	\$728	\$935	\$1,302	\$1,528
		Short Term Incentive (%)	49%	81%	103%	149%
		Long Term Incentive (%)	39%	69%	120%	171%



Grant Thornton

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# Information Technology



# Information Technology – Chief Executive Officer

CEO: Information Technology		P25	P50	P75	P90	
\$0 - \$500M	N = 112	Revenue (Millions)	\$111	\$239	\$362	\$434
		Assets (Millions)	\$190	\$341	\$603	\$1,043
		Base Salary	\$384	\$462	\$573	\$699
		Total Cash	\$593	\$795	\$1,061	\$1,453
		Total Direct	\$1,354	\$2,272	\$4,117	\$6,270
		Short Term Incentive (%)	39%	73%	101%	160%
		Long Term Incentive (%)	104%	280%	632%	1135%
\$500 - \$1,500M	N = 52	Revenue (Millions)	\$615	\$832	\$1,089	\$1,288
		Assets (Millions)	\$973	\$1,270	\$1,677	\$2,221
		Base Salary	\$500	\$611	\$682	\$822
		Total Cash	\$804	\$1,135	\$1,476	\$2,105
		Total Direct	\$2,517	\$4,068	\$5,892	\$7,064
		Short Term Incentive (%)	44%	99%	135%	200%
		Long Term Incentive (%)	309%	461%	668%	1036%
\$1.5-\$B+	N = 24	Revenue (Millions)	\$1,999	\$2,717	\$3,543	\$4,899
		Assets (Millions)	\$1,716	\$2,946	\$3,865	\$5,793
		Base Salary	\$750	\$858	\$963	\$1,108
		Total Cash	\$1,365	\$1,947	\$2,919	\$4,055
		Total Direct	\$3,753	\$4,765	\$6,923	\$12,881
		Short Term Incentive (%)	122%	156%	215%	313%
		Long Term Incentive (%)	307%	392%	507%	779%



# Information Technology – Chief Financial Officer

CFO: Information Technology		P25	P50	P75	P90	
\$0 - \$500M	N = 92	Revenue (Millions)	\$111	\$239	\$362	\$434
		Assets (Millions)	\$190	\$341	\$603	\$1,043
		Base Salary	\$283	\$337	\$375	\$405
		Total Cash	\$369	\$455	\$580	\$760
		Total Direct	\$630	\$964	\$1,547	\$2,428
		Short Term Incentive (%)	27%	50%	66%	104%
		Long Term Incentive (%)	62%	141%	264%	531%
\$500 - \$1,500M	N = 49	Revenue (Millions)	\$615	\$832	\$1,089	\$1,288
		Assets (Millions)	\$973	\$1,270	\$1,677	\$2,221
		Base Salary	\$352	\$394	\$418	\$461
		Total Cash	\$493	\$629	\$757	\$899
		Total Direct	\$1,141	\$1,693	\$2,204	\$2,686
		Short Term Incentive (%)	42%	67%	98%	135%
		Long Term Incentive (%)	167%	255%	380%	539%
\$1.5\$B+	N = 22	Revenue (Millions)	\$1,999	\$2,717	\$3,543	\$4,899
		Assets (Millions)	\$1,716	\$2,946	\$3,865	\$5,793
		Base Salary	\$442	\$491	\$517	\$600
		Total Cash	\$658	\$909	\$1,293	\$1,414
		Total Direct	\$1,418	\$1,772	\$2,225	\$2,839
		Short Term Incentive (%)	68%	92%	126%	176%
		Long Term Incentive (%)	77%	194%	241%	308%

# Information Technology – Chief Operating Officer

COO: Information Technology		P25	P50	P75	P90	
\$0 - \$500M	N = 25	Revenue (Millions)	\$111	\$239	\$362	\$434
		Assets (Millions)	\$190	\$341	\$603	\$1,043
		Base Salary	\$285	\$351	\$380	\$507
		Total Cash	\$457	\$502	\$648	\$1,087
		Total Direct	\$774	\$1,118	\$1,815	\$3,184
		Short Term Incentive (%)	43%	64%	89%	105%
		Long Term Incentive (%)	70%	131%	405%	464%
\$500 - \$1,500M	N = 11	Revenue (Millions)	\$615	\$832	\$1,089	\$1,288
		Assets (Millions)	\$973	\$1,270	\$1,677	\$2,221
		Base Salary	\$354	\$379	\$446	\$497
		Total Cash	\$569	\$640	\$999	\$1,073
		Total Direct	\$1,389	\$1,775	\$1,984	\$3,303
		Short Term Incentive (%)	57%	67%	104%	127%
		Long Term Incentive (%)	139%	211%	395%	750%
\$1.5\$B+	N = 8	Revenue (Millions)	\$1,999	\$2,717	\$3,543	\$4,899
		Assets (Millions)	\$1,716	\$2,946	\$3,865	\$5,793
		Base Salary	\$440	\$545	\$597	\$735
		Total Cash	\$943	\$1,279	\$1,758	\$1,953
		Total Direct	\$1,553	\$1,848	\$2,679	\$3,777
		Short Term Incentive (%)	83%	132%	168%	196%
		Long Term Incentive (%)	108%	145%	179%	287%

# Information Technology – General Counsel/Top Legal Officer

GC: Information Technology		P25	P50	P75	P90	
\$0 - \$500M	N = 32	Revenue (Millions)	\$111	\$239	\$362	\$434
		Assets (Millions)	\$190	\$341	\$603	\$1,043
		Base Salary	\$279	\$318	\$350	\$357
		Total Cash	\$356	\$433	\$496	\$590
		Total Direct	\$584	\$793	\$1,391	\$1,948
		Short Term Incentive (%)	25%	42%	57%	67%
		Long Term Incentive (%)	48%	104%	229%	409%
\$500 - \$1,500M	N = 20	Revenue (Millions)	\$615	\$832	\$1,089	\$1,288
		Assets (Millions)	\$973	\$1,270	\$1,677	\$2,221
		Base Salary	\$330	\$360	\$384	\$402
		Total Cash	\$434	\$502	\$580	\$692
		Total Direct	\$832	\$1,053	\$1,260	\$1,852
		Short Term Incentive (%)	24%	42%	68%	88%
		Long Term Incentive (%)	88%	169%	186%	345%
\$1.5\$B+	N = 16	Revenue (Millions)	\$1,999	\$2,717	\$3,543	\$4,899
		Assets (Millions)	\$1,716	\$2,946	\$3,865	\$5,793
		Base Salary	\$411	\$440	\$475	\$515
		Total Cash	\$655	\$873	\$941	\$1,081
		Total Direct	\$1,181	\$1,437	\$1,547	\$1,778
		Short Term Incentive (%)	70%	103%	109%	116%
		Long Term Incentive (%)	91%	150%	185%	230%

# Information Technology – 3<sup>rd</sup>-Highest-Paid

3rd-Highest-Paid Executive: Information Technology		P25	P50	P75	P90	
\$0 - \$500M	N = 103	Revenue (Millions)	\$111	\$239	\$362	\$434
		Assets (Millions)	\$190	\$341	\$603	\$1,043
		Base Salary	\$272	\$319	\$365	\$400
		Total Cash	\$338	\$447	\$581	\$794
		Total Direct	\$519	\$846	\$1,446	\$2,095
		Short Term Incentive (%)	29%	49%	60%	100%
		Long Term Incentive (%)	33%	118%	225%	465%
\$500 - \$1,500M	N = 52	Revenue (Millions)	\$615	\$832	\$1,089	\$1,288
		Assets (Millions)	\$973	\$1,270	\$1,677	\$2,221
		Base Salary	\$341	\$380	\$410	\$451
		Total Cash	\$448	\$644	\$766	\$954
		Total Direct	\$994	\$1,506	\$1,849	\$2,212
		Short Term Incentive (%)	29%	65%	99%	140%
		Long Term Incentive (%)	131%	201%	313%	369%
\$1.5\$B+	N = 24	Revenue (Millions)	\$1,999	\$2,717	\$3,543	\$4,899
		Assets (Millions)	\$1,716	\$2,946	\$3,865	\$5,793
		Base Salary	\$421	\$478	\$530	\$567
		Total Cash	\$664	\$938	\$1,164	\$1,545
		Total Direct	\$1,215	\$1,473	\$1,828	\$2,359
		Short Term Incentive (%)	80%	90%	126%	176%
		Long Term Incentive (%)	59%	150%	187%	255%

# Information Technology – 4<sup>th</sup>-Highest-Paid

4th-Highest-Paid Executive: Information Technology			P25	P50	P75	P90
\$0 - \$500M	N = 51	Revenue (Millions)	\$111	\$239	\$362	\$434
		Assets (Millions)	\$190	\$341	\$603	\$1,043
		Base Salary	\$268	\$292	\$342	\$365
		Total Cash	\$357	\$404	\$494	\$566
		Total Direct	\$546	\$789	\$1,310	\$1,873
		Short Term Incentive (%)	24%	41%	56%	77%
		Long Term Incentive (%)	63%	126%	269%	410%
\$500 - \$1,500M	N = 41	Revenue (Millions)	\$615	\$832	\$1,089	\$1,288
		Assets (Millions)	\$973	\$1,270	\$1,677	\$2,221
		Base Salary	\$303	\$359	\$400	\$425
		Total Cash	\$433	\$561	\$657	\$761
		Total Direct	\$736	\$1,155	\$1,415	\$1,803
		Short Term Incentive (%)	26%	62%	83%	137%
		Long Term Incentive (%)	74%	153%	245%	345%
\$1.5\$B+	N = 20	Revenue (Millions)	\$1,999	\$2,717	\$3,543	\$4,899
		Assets (Millions)	\$1,716	\$2,946	\$3,865	\$5,793
		Base Salary	\$382	\$414	\$467	\$600
		Total Cash	\$657	\$792	\$979	\$1,128
		Total Direct	\$1,055	\$1,125	\$1,441	\$1,711
		Short Term Incentive (%)	68%	95%	111%	124%
		Long Term Incentive (%)	47%	80%	166%	208%

# Information Technology – 5<sup>th</sup>-Highest-Paid

5th-Highest-Paid Executive: Information Technology			P25	P50	P75	P90
\$0 - \$500M	N = 22	Revenue (Millions)	\$111	\$239	\$362	\$434
		Assets (Millions)	\$190	\$341	\$603	\$1,043
		Base Salary	\$254	\$301	\$334	\$350
		Total Cash	\$321	\$403	\$552	\$634
		Total Direct	\$563	\$728	\$1,083	\$1,294
		Short Term Incentive (%)	24%	40%	67%	105%
		Long Term Incentive (%)	33%	86%	160%	319%
\$500 - \$1,500M	N = 25	Revenue (Millions)	\$615	\$832	\$1,089	\$1,288
		Assets (Millions)	\$973	\$1,270	\$1,677	\$2,221
		Base Salary	\$316	\$351	\$390	\$409
		Total Cash	\$421	\$530	\$619	\$721
		Total Direct	\$768	\$1,041	\$1,210	\$1,517
		Short Term Incentive (%)	30%	55%	73%	90%
		Long Term Incentive (%)	70%	106%	229%	305%
\$1.5\$B+	N = 9	Revenue (Millions)	\$1,999	\$2,717	\$3,543	\$4,899
		Assets (Millions)	\$1,716	\$2,946	\$3,865	\$5,793
		Base Salary	\$352	\$425	\$446	\$510
		Total Cash	\$453	\$666	\$890	\$971
		Total Direct	\$900	\$1,043	\$1,457	\$1,666
		Short Term Incentive (%)	64%	72%	89%	121%
		Long Term Incentive (%)	59%	98%	116%	171%



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## Materials



# Materials – Chief Executive Officer

CEO: Materials		P25	P50	P75	P90	
\$0 - \$500M	N = 13	Revenue (Millions)	\$70	\$179	\$311	\$319
		Assets (Millions)	\$182	\$285	\$369	\$679
		Base Salary	\$460	\$596	\$619	\$677
		Total Cash	\$547	\$900	\$1,320	\$1,342
		Total Direct	\$695	\$1,734	\$2,381	\$2,851
		Short Term Incentive (%)	6%	60%	103%	113%
		Long Term Incentive (%)	127%	160%	193%	279%
\$500 - \$1,500M	N = 27	Revenue (Millions)	\$800	\$1,127	\$1,281	\$1,386
		Assets (Millions)	\$1,148	\$1,425	\$1,813	\$2,758
		Base Salary	\$654	\$779	\$927	\$1,007
		Total Cash	\$1,064	\$1,687	\$2,202	\$2,434
		Total Direct	\$2,603	\$3,341	\$4,795	\$5,316
		Short Term Incentive (%)	61%	100%	157%	256%
		Long Term Incentive (%)	162%	241%	305%	348%
\$1.5\$B+	N = 28	Revenue (Millions)	\$1,811	\$2,975	\$3,952	\$6,989
		Assets (Millions)	\$1,994	\$3,774	\$5,834	\$10,584
		Base Salary	\$738	\$1,000	\$1,069	\$1,217
		Total Cash	\$1,404	\$2,259	\$2,996	\$3,658
		Total Direct	\$3,485	\$5,431	\$6,598	\$8,954
		Short Term Incentive (%)	83%	141%	198%	237%
		Long Term Incentive (%)	240%	298%	350%	480%



# Materials – Chief Financial Officer

CFO: Materials		P25	P50	P75	P90	
\$0 - \$500M	N = 13	Revenue (Millions)	\$70	\$179	\$311	\$319
		Assets (Millions)	\$182	\$285	\$369	\$679
		Base Salary	\$231	\$311	\$375	\$427
		Total Cash	\$278	\$409	\$446	\$686
		Total Direct	\$293	\$589	\$661	\$1,091
		Short Term Incentive (%)	11%	24%	52%	87%
		Long Term Incentive (%)	14%	55%	93%	132%
\$500 - \$1,500M	N = 21	Revenue (Millions)	\$800	\$1,127	\$1,281	\$1,386
		Assets (Millions)	\$1,148	\$1,425	\$1,813	\$2,758
		Base Salary	\$377	\$438	\$462	\$477
		Total Cash	\$624	\$732	\$915	\$1,051
		Total Direct	\$968	\$1,396	\$1,635	\$1,774
		Short Term Incentive (%)	52%	72%	108%	137%
		Long Term Incentive (%)	87%	128%	163%	177%
\$1.5\$B+	N = 25	Revenue (Millions)	\$1,811	\$2,975	\$3,952	\$6,989
		Assets (Millions)	\$1,994	\$3,774	\$5,834	\$10,584
		Base Salary	\$431	\$510	\$595	\$669
		Total Cash	\$725	\$1,180	\$1,354	\$1,494
		Total Direct	\$1,216	\$1,900	\$2,161	\$2,514
		Short Term Incentive (%)	75%	103%	130%	172%
		Long Term Incentive (%)	107%	134%	160%	220%

# Materials – Chief Operating Officer

COO: Materials		P25	P50	P75	P90	
\$0 - \$500M	N = 6	Revenue (Millions)	\$70	\$179	\$311	\$319
		Assets (Millions)	\$182	\$285	\$369	\$679
		Base Salary	\$348	\$396	\$439	\$473
		Total Cash	\$431	\$465	\$620	\$812
		Total Direct	\$491	\$661	\$1,131	\$1,443
		Short Term Incentive (%)	17%	29%	68%	86%
		Long Term Incentive (%)	15%	46%	115%	147%
\$500 - \$1,500M	N = 6	Revenue (Millions)	\$800	\$1,127	\$1,281	\$1,386
		Assets (Millions)	\$1,148	\$1,425	\$1,813	\$2,758
		Base Salary	\$386	\$436	\$592	\$637
		Total Cash	\$870	\$1,119	\$1,188	\$1,261
		Total Direct	\$1,034	\$1,592	\$1,900	\$2,058
		Short Term Incentive (%)	92%	147%	203%	222%
		Long Term Incentive (%)	74%	121%	157%	171%
\$1.5\$B+	N = 12	Revenue (Millions)	\$1,811	\$2,975	\$3,952	\$6,989
		Assets (Millions)	\$1,994	\$3,774	\$5,834	\$10,584
		Base Salary	\$524	\$551	\$716	\$957
		Total Cash	\$1,052	\$1,346	\$2,165	\$2,453
		Total Direct	\$1,513	\$2,060	\$2,951	\$3,953
		Short Term Incentive (%)	81%	129%	167%	292%
		Long Term Incentive (%)	56%	122%	144%	231%

# Materials – General Counsel/Top Legal Officer

GC: Materials		P25	P50	P75	P90	
\$0 - \$500M	N = 6	Revenue (Millions)	\$70	\$179	\$311	\$319
		Assets (Millions)	\$182	\$285	\$369	\$679
		Base Salary	\$297	\$339	\$371	\$387
		Total Cash	\$310	\$437	\$524	\$550
		Total Direct	\$412	\$569	\$668	\$764
		Short Term Incentive (%)	4%	23%	34%	49%
		Long Term Incentive (%)	13%	40%	58%	66%
\$500 - \$1,500M	N = 15	Revenue (Millions)	\$800	\$1,127	\$1,281	\$1,386
		Assets (Millions)	\$1,148	\$1,425	\$1,813	\$2,758
		Base Salary	\$360	\$405	\$439	\$455
		Total Cash	\$507	\$631	\$745	\$838
		Total Direct	\$866	\$940	\$1,315	\$1,455
		Short Term Incentive (%)	39%	57%	98%	119%
		Long Term Incentive (%)	80%	104%	118%	162%
\$1.5\$B+	N = 14	Revenue (Millions)	\$1,811	\$2,975	\$3,952	\$6,989
		Assets (Millions)	\$1,994	\$3,774	\$5,834	\$10,584
		Base Salary	\$404	\$443	\$522	\$568
		Total Cash	\$774	\$949	\$1,053	\$1,207
		Total Direct	\$1,119	\$1,481	\$2,008	\$2,148
		Short Term Incentive (%)	78%	106%	121%	133%
		Long Term Incentive (%)	72%	110%	154%	216%

# Materials – 3<sup>rd</sup>-Highest-Paid

3rd-Highest-Paid Executive: Materials		P25	P50	P75	P90	
\$0 - \$500M	N = 12	Revenue (Millions)	\$70	\$179	\$311	\$319
		Assets (Millions)	\$182	\$285	\$369	\$679
		Base Salary	\$264	\$339	\$372	\$387
		Total Cash	\$264	\$431	\$511	\$650
		Total Direct	\$549	\$586	\$671	\$1,085
		Short Term Incentive (%)	11%	25%	39%	76%
		Long Term Incentive (%)	27%	55%	97%	156%
\$500 - \$1,500M	N = 25	Revenue (Millions)	\$800	\$1,127	\$1,281	\$1,386
		Assets (Millions)	\$1,148	\$1,425	\$1,813	\$2,758
		Base Salary	\$320	\$404	\$443	\$456
		Total Cash	\$480	\$673	\$735	\$901
		Total Direct	\$663	\$1,058	\$1,343	\$1,482
		Short Term Incentive (%)	35%	56%	87%	132%
		Long Term Incentive (%)	63%	99%	117%	141%
\$1.5\$B+	N = 28	Revenue (Millions)	\$1,811	\$2,975	\$3,952	\$6,989
		Assets (Millions)	\$1,994	\$3,774	\$5,834	\$10,584
		Base Salary	\$429	\$495	\$580	\$707
		Total Cash	\$831	\$1,069	\$1,292	\$1,762
		Total Direct	\$1,286	\$1,695	\$2,136	\$2,695
		Short Term Incentive (%)	69%	105%	139%	204%
		Long Term Incentive (%)	77%	124%	146%	215%

# Materials – 4<sup>th</sup>-Highest-Paid

4th-Highest-Paid Executive: Materials		P25	P50	P75	P90	
\$0 - \$500M	N = 6	Revenue (Millions)	\$70	\$179	\$311	\$319
		Assets (Millions)	\$182	\$285	\$369	\$679
		Base Salary	\$281	\$286	\$318	\$362
		Total Cash	\$281	\$319	\$373	\$457
		Total Direct	\$384	\$511	\$571	\$700
		Short Term Incentive (%)	4%	18%	23%	29%
		Long Term Incentive (%)	28%	47%	70%	89%
\$500 - \$1,500M	N = 19	Revenue (Millions)	\$800	\$1,127	\$1,281	\$1,386
		Assets (Millions)	\$1,148	\$1,425	\$1,813	\$2,758
		Base Salary	\$328	\$365	\$425	\$442
		Total Cash	\$543	\$651	\$745	\$800
		Total Direct	\$818	\$926	\$1,095	\$1,242
		Short Term Incentive (%)	48%	84%	106%	148%
		Long Term Incentive (%)	31%	73%	111%	131%
\$1.5\$B+	N = 26	Revenue (Millions)	\$1,811	\$2,975	\$3,952	\$6,989
		Assets (Millions)	\$1,994	\$3,774	\$5,834	\$10,584
		Base Salary	\$395	\$445	\$542	\$574
		Total Cash	\$618	\$882	\$1,084	\$1,222
		Total Direct	\$977	\$1,478	\$1,739	\$2,046
		Short Term Incentive (%)	51%	84%	120%	138%
		Long Term Incentive (%)	61%	105%	138%	179%

# Materials – 5<sup>th</sup>-Highest-Paid

5th-Highest-Paid Executive: Materials		P25	P50	P75	P90
\$0 - \$500M	N = 3	Revenue (Millions)	ISD	ISD	ISD
		Assets (Millions)	ISD	ISD	ISD
		Base Salary	ISD	ISD	ISD
		Total Cash	ISD	ISD	ISD
		Total Direct	ISD	ISD	ISD
		Short Term Incentive (%)	ISD	ISD	ISD
		Long Term Incentive (%)	ISD	ISD	ISD
\$500 - \$1,500M	N = 11	Revenue (Millions)	\$800	\$1,127	\$1,281
		Assets (Millions)	\$1,148	\$1,425	\$1,813
		Base Salary	\$292	\$336	\$381
		Total Cash	\$480	\$560	\$671
		Total Direct	\$616	\$865	\$888
		Short Term Incentive (%)	28%	57%	98%
		Long Term Incentive (%)	28%	41%	89%
\$1.5\$B+	N = 20	Revenue (Millions)	\$1,811	\$2,975	\$3,952
		Assets (Millions)	\$1,994	\$3,774	\$5,834
		Base Salary	\$343	\$460	\$503
		Total Cash	\$602	\$820	\$928
		Total Direct	\$707	\$1,078	\$1,482
		Short Term Incentive (%)	58%	83%	106%
		Long Term Incentive (%)	35%	71%	124%



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**Real Estate**



# Real Estate – Chief Executive Officer

CEO: Real Estate		P25	P50	P75	P90	
\$0 - \$500M	N = 72	Revenue (Millions)	\$128	\$200	\$325	\$425
		Assets (Millions)	\$1,049	\$1,877	\$3,029	\$4,231
		Base Salary	\$500	\$650	\$794	\$868
		Total Cash	\$922	\$1,197	\$1,698	\$2,212
		Total Direct	\$1,755	\$3,307	\$4,254	\$5,534
		Short Term Incentive (%)	63%	113%	159%	216%
		Long Term Incentive (%)	129%	285%	407%	527%
\$500 - \$1,500M	N = 10	Revenue (Millions)	\$570	\$712	\$1,108	\$1,203
		Assets (Millions)	\$2,857	\$3,970	\$5,668	\$10,365
		Base Salary	\$604	\$723	\$800	\$939
		Total Cash	\$1,535	\$1,941	\$2,154	\$2,954
		Total Direct	\$3,244	\$4,233	\$6,410	\$7,967
		Short Term Incentive (%)	141%	178%	253%	289%
		Long Term Incentive (%)	166%	397%	511%	752%
\$1.5-\$B+	N = 4	Revenue (Millions)	ISD	ISD	ISD	ISD
		Assets (Millions)	ISD	ISD	ISD	ISD
		Base Salary	ISD	ISD	ISD	ISD
		Total Cash	ISD	ISD	ISD	ISD
		Total Direct	ISD	ISD	ISD	ISD
		Short Term Incentive (%)	ISD	ISD	ISD	ISD
		Long Term Incentive (%)	ISD	ISD	ISD	ISD



# Real Estate – Chief Financial Officer

CFO: Real Estate		P25	P50	P75	P90	
\$0 - \$500M	N = 69	Revenue (Millions)	\$128	\$200	\$325	\$425
		Assets (Millions)	\$1,049	\$1,877	\$3,029	\$4,231
		Base Salary	\$322	\$380	\$462	\$540
		Total Cash	\$494	\$714	\$839	\$1,028
		Total Direct	\$744	\$1,261	\$1,878	\$2,102
		Short Term Incentive (%)	44%	81%	103%	145%
		Long Term Incentive (%)	69%	157%	234%	273%
\$500 - \$1,500M	N = 12	Revenue (Millions)	\$570	\$712	\$1,108	\$1,203
		Assets (Millions)	\$2,857	\$3,970	\$5,668	\$10,365
		Base Salary	\$364	\$430	\$475	\$498
		Total Cash	\$706	\$851	\$1,008	\$1,056
		Total Direct	\$1,225	\$1,555	\$2,067	\$2,799
		Short Term Incentive (%)	75%	111%	171%	199%
		Long Term Incentive (%)	71%	124%	264%	273%
\$1.5\$B+	N = 4	Revenue (Millions)	ISD	ISD	ISD	ISD
		Assets (Millions)	ISD	ISD	ISD	ISD
		Base Salary	ISD	ISD	ISD	ISD
		Total Cash	ISD	ISD	ISD	ISD
		Total Direct	ISD	ISD	ISD	ISD
		Short Term Incentive (%)	ISD	ISD	ISD	ISD
		Long Term Incentive (%)	ISD	ISD	ISD	ISD

# Real Estate – Chief Operating Officer

COO: Real Estate		P25	P50	P75	P90	
\$0 - \$500M	N = 36	Revenue (Millions)	\$128	\$200	\$325	\$425
		Assets (Millions)	\$1,049	\$1,877	\$3,029	\$4,231
		Base Salary	\$337	\$400	\$471	\$540
		Total Cash	\$538	\$708	\$925	\$1,038
		Total Direct	\$923	\$1,383	\$2,035	\$2,568
		Short Term Incentive (%)	42%	86%	112%	159%
		Long Term Incentive (%)	96%	163%	248%	359%
\$500 - \$1,500M	N = 2	Revenue (Millions)	ISD	ISD	ISD	ISD
		Assets (Millions)	ISD	ISD	ISD	ISD
		Base Salary	ISD	ISD	ISD	ISD
		Total Cash	ISD	ISD	ISD	ISD
		Total Direct	ISD	ISD	ISD	ISD
		Short Term Incentive (%)	ISD	ISD	ISD	ISD
		Long Term Incentive (%)	ISD	ISD	ISD	ISD
\$1.5\$B+	N = 1	Revenue (Millions)	ISD	ISD	ISD	ISD
		Assets (Millions)	ISD	ISD	ISD	ISD
		Base Salary	ISD	ISD	ISD	ISD
		Total Cash	ISD	ISD	ISD	ISD
		Total Direct	ISD	ISD	ISD	ISD
		Short Term Incentive (%)	ISD	ISD	ISD	ISD
		Long Term Incentive (%)	ISD	ISD	ISD	ISD

# Real Estate – General Counsel/Top Legal Officer

GC: Real Estate		P25	P50	P75	P90	
\$0 - \$500M	N = 36	Revenue (Millions)	\$128	\$200	\$325	\$425
		Assets (Millions)	\$1,049	\$1,877	\$3,029	\$4,231
		Base Salary	\$300	\$358	\$389	\$435
		Total Cash	\$476	\$591	\$700	\$969
		Total Direct	\$697	\$970	\$1,357	\$1,630
		Short Term Incentive (%)	41%	69%	105%	144%
		Long Term Incentive (%)	57%	106%	163%	310%
\$500 - \$1,500M	N = 4	Revenue (Millions)	ISD	ISD	ISD	ISD
		Assets (Millions)	ISD	ISD	ISD	ISD
		Base Salary	ISD	ISD	ISD	ISD
		Total Cash	ISD	ISD	ISD	ISD
		Total Direct	ISD	ISD	ISD	ISD
		Short Term Incentive (%)	ISD	ISD	ISD	ISD
		Long Term Incentive (%)	ISD	ISD	ISD	ISD
\$1.5\$B+	N = 3	Revenue (Millions)	ISD	ISD	ISD	ISD
		Assets (Millions)	ISD	ISD	ISD	ISD
		Base Salary	ISD	ISD	ISD	ISD
		Total Cash	ISD	ISD	ISD	ISD
		Total Direct	ISD	ISD	ISD	ISD
		Short Term Incentive (%)	ISD	ISD	ISD	ISD
		Long Term Incentive (%)	ISD	ISD	ISD	ISD

# Real Estate – 3<sup>rd</sup>-Highest-Paid

3rd-Highest-Paid Executive: Real Estate		P25	P50	P75	P90	
\$0 - \$500M	N = 71	Revenue (Millions)	\$128	\$200	\$325	\$425
		Assets (Millions)	\$1,049	\$1,877	\$3,029	\$4,231
		Base Salary	\$301	\$372	\$441	\$500
		Total Cash	\$460	\$581	\$790	\$950
		Total Direct	\$713	\$1,087	\$1,628	\$1,965
		Short Term Incentive (%)	41%	70%	101%	144%
		Long Term Incentive (%)	55%	150%	237%	281%
\$500 - \$1,500M	N = 11	Revenue (Millions)	\$570	\$712	\$1,108	\$1,203
		Assets (Millions)	\$2,857	\$3,970	\$5,668	\$10,365
		Base Salary	\$343	\$400	\$463	\$500
		Total Cash	\$478	\$822	\$979	\$1,170
		Total Direct	\$1,171	\$1,678	\$2,023	\$2,181
		Short Term Incentive (%)	70%	100%	178%	192%
		Long Term Incentive (%)	120%	142%	241%	342%
\$1.5\$B+	N = 5	Revenue (Millions)	\$2,064	\$4,355	\$6,918	\$7,490
		Assets (Millions)	\$3,074	\$5,447	\$6,953	\$7,059
		Base Salary	\$460	\$531	\$568	\$599
		Total Cash	\$782	\$1,013	\$1,018	\$1,446
		Total Direct	\$1,013	\$1,377	\$2,790	\$2,865
		Short Term Incentive (%)	63%	70%	79%	167%
		Long Term Incentive (%)	129%	170%	223%	277%

# Real Estate – 4<sup>th</sup>-Highest-Paid

4th-Highest-Paid Executive: Real Estate		P25	P50	P75	P90	
\$0 - \$500M	N = 41	Revenue (Millions)	\$128	\$200	\$325	\$425
		Assets (Millions)	\$1,049	\$1,877	\$3,029	\$4,231
		Base Salary	\$256	\$322	\$375	\$450
		Total Cash	\$408	\$596	\$696	\$866
		Total Direct	\$625	\$970	\$1,266	\$1,450
		Short Term Incentive (%)	39%	68%	110%	159%
		Long Term Incentive (%)	31%	105%	165%	250%
\$500 - \$1,500M	N = 7	Revenue (Millions)	\$570	\$712	\$1,108	\$1,203
		Assets (Millions)	\$2,857	\$3,970	\$5,668	\$10,365
		Base Salary	\$359	\$371	\$383	\$433
		Total Cash	\$636	\$795	\$902	\$939
		Total Direct	\$1,150	\$1,240	\$1,492	\$1,587
		Short Term Incentive (%)	64%	90%	152%	161%
		Long Term Incentive (%)	108%	124%	161%	242%
\$1.5-\$B+	N = 4	Revenue (Millions)	ISD	ISD	ISD	ISD
		Assets (Millions)	ISD	ISD	ISD	ISD
		Base Salary	ISD	ISD	ISD	ISD
		Total Cash	ISD	ISD	ISD	ISD
		Total Direct	ISD	ISD	ISD	ISD
		Short Term Incentive (%)	ISD	ISD	ISD	ISD
		Long Term Incentive (%)	ISD	ISD	ISD	ISD

# Real Estate – 5<sup>th</sup>-Highest-Paid

5th-Highest-Paid Executive: Real Estate			P25	P50	P75	P90
\$0 - \$500M	N = 22	Revenue (Millions)	\$128	\$200	\$325	\$425
		Assets (Millions)	\$1,049	\$1,877	\$3,029	\$4,231
		Base Salary	\$263	\$303	\$354	\$442
		Total Cash	\$313	\$425	\$664	\$800
		Total Direct	\$505	\$725	\$969	\$1,152
		Short Term Incentive (%)	30%	58%	74%	101%
		Long Term Incentive (%)	31%	71%	125%	165%
\$500 - \$1,500M	N = 4	Revenue (Millions)	ISD	ISD	ISD	ISD
		Assets (Millions)	ISD	ISD	ISD	ISD
		Base Salary	ISD	ISD	ISD	ISD
		Total Cash	ISD	ISD	ISD	ISD
		Total Direct	ISD	ISD	ISD	ISD
		Short Term Incentive (%)	ISD	ISD	ISD	ISD
		Long Term Incentive (%)	ISD	ISD	ISD	ISD
\$1.5\$B+	N = 3	Revenue (Millions)	ISD	ISD	ISD	ISD
		Assets (Millions)	ISD	ISD	ISD	ISD
		Base Salary	ISD	ISD	ISD	ISD
		Total Cash	ISD	ISD	ISD	ISD
		Total Direct	ISD	ISD	ISD	ISD
		Short Term Incentive (%)	ISD	ISD	ISD	ISD
		Long Term Incentive (%)	ISD	ISD	ISD	ISD



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## Utilities



# Utilities – Chief Executive Officer

CEO: Utilities		P25	P50	P75	P90	
\$0 - \$500M	N = 12	Revenue (Millions)	\$50	\$79	\$232	\$425
		Assets (Millions)	\$188	\$351	\$1,109	\$1,761
		Base Salary	\$362	\$450	\$581	\$628
		Total Cash	\$593	\$680	\$877	\$946
		Total Direct	\$792	\$1,042	\$1,536	\$2,784
		Short Term Incentive (%)	40%	52%	103%	111%
		Long Term Incentive (%)	30%	57%	133%	196%
\$500 - \$1,500M	N = 12	Revenue (Millions)	\$650	\$867	\$1,213	\$1,336
		Assets (Millions)	\$3,154	\$3,809	\$6,425	\$8,806
		Base Salary	\$599	\$677	\$739	\$776
		Total Cash	\$1,027	\$1,217	\$1,368	\$1,712
		Total Direct	\$1,818	\$2,539	\$2,961	\$3,229
		Short Term Incentive (%)	71%	88%	103%	151%
		Long Term Incentive (%)	104%	147%	225%	245%
\$1.5-\$B+	N = 8	Revenue (Millions)	\$1,668	\$1,874	\$2,183	\$2,537
		Assets (Millions)	\$7,636	\$8,688	\$8,930	\$8,976
		Base Salary	\$776	\$862	\$957	\$982
		Total Cash	\$1,412	\$1,661	\$1,854	\$2,686
		Total Direct	\$2,875	\$3,205	\$3,938	\$4,679
		Short Term Incentive (%)	84%	107%	121%	173%
		Long Term Incentive (%)	171%	199%	215%	222%



# Utilities – Chief Financial Officer

CFO: Utilities		P25	P50	P75	P90	
\$0 - \$500M	N = 10	Revenue (Millions)	\$50	\$79	\$232	\$425
		Assets (Millions)	\$188	\$351	\$1,109	\$1,761
		Base Salary	\$232	\$350	\$379	\$404
		Total Cash	\$373	\$407	\$477	\$677
		Total Direct	\$397	\$556	\$790	\$844
		Short Term Incentive (%)	16%	32%	46%	72%
		Long Term Incentive (%)	14%	25%	39%	144%
\$500 - \$1,500M	N = 11	Revenue (Millions)	\$650	\$867	\$1,213	\$1,336
		Assets (Millions)	\$3,154	\$3,809	\$6,425	\$8,806
		Base Salary	\$347	\$405	\$462	\$480
		Total Cash	\$463	\$655	\$695	\$743
		Total Direct	\$797	\$1,015	\$1,129	\$1,157
		Short Term Incentive (%)	43%	56%	69%	79%
		Long Term Incentive (%)	65%	90%	113%	134%
\$1.5\$B+	N = 7	Revenue (Millions)	\$1,668	\$1,874	\$2,183	\$2,537
		Assets (Millions)	\$7,636	\$8,688	\$8,930	\$8,976
		Base Salary	\$394	\$419	\$433	\$452
		Total Cash	\$680	\$712	\$752	\$772
		Total Direct	\$946	\$1,190	\$1,199	\$1,245
		Short Term Incentive (%)	74%	78%	80%	81%
		Long Term Incentive (%)	54%	106%	114%	121%

# Utilities – Chief Operating Officer

COO: Utilities		P25	P50	P75	P90	
\$0 - \$500M	N = 5	Revenue (Millions)	\$50	\$79	\$232	\$425
		Assets (Millions)	\$188	\$351	\$1,109	\$1,761
		Base Salary	\$223	\$309	\$325	\$344
		Total Cash	\$316	\$364	\$380	\$426
		Total Direct	\$371	\$527	\$955	\$1,046
		Short Term Incentive (%)	17%	18%	28%	36%
		Long Term Incentive (%)	20%	25%	191%	210%
\$500 - \$1,500M	N = 3	Revenue (Millions)	ISD	ISD	ISD	ISD
		Assets (Millions)	ISD	ISD	ISD	ISD
		Base Salary	ISD	ISD	ISD	ISD
		Total Cash	ISD	ISD	ISD	ISD
		Total Direct	ISD	ISD	ISD	ISD
		Short Term Incentive (%)	ISD	ISD	ISD	ISD
		Long Term Incentive (%)	ISD	ISD	ISD	ISD
\$1.5\$B+	N = 3	Revenue (Millions)	ISD	ISD	ISD	ISD
		Assets (Millions)	ISD	ISD	ISD	ISD
		Base Salary	ISD	ISD	ISD	ISD
		Total Cash	ISD	ISD	ISD	ISD
		Total Direct	ISD	ISD	ISD	ISD
		Short Term Incentive (%)	ISD	ISD	ISD	ISD
		Long Term Incentive (%)	ISD	ISD	ISD	ISD

# Utilities – General Counsel/Top Legal Officer

GC: Utilities		P25	P50	P75	P90
\$0 - \$500M	N = 2	Revenue (Millions)	ISD	ISD	ISD
		Assets (Millions)	ISD	ISD	ISD
		Base Salary	ISD	ISD	ISD
		Total Cash	ISD	ISD	ISD
		Total Direct	ISD	ISD	ISD
		Short Term Incentive (%)	ISD	ISD	ISD
		Long Term Incentive (%)	ISD	ISD	ISD
\$500 - \$1,500M	N = 10	Revenue (Millions)	\$650	\$867	\$1,213
		Assets (Millions)	\$3,154	\$3,809	\$6,425
		Base Salary	\$318	\$352	\$402
		Total Cash	\$471	\$576	\$621
		Total Direct	\$653	\$774	\$936
		Short Term Incentive (%)	48%	52%	55%
		Long Term Incentive (%)	37%	75%	97%
\$1.5\$B+	N = 6	Revenue (Millions)	\$1,668	\$1,874	\$2,183
		Assets (Millions)	\$7,636	\$8,688	\$8,930
		Base Salary	\$381	\$398	\$413
		Total Cash	\$639	\$652	\$833
		Total Direct	\$1,052	\$1,070	\$1,150
		Short Term Incentive (%)	59%	75%	88%
		Long Term Incentive (%)	100%	104%	116%

# Utilities – 3<sup>rd</sup>-Highest-Paid

3rd-Highest-Paid Executive: Utilities		P25	P50	P75	P90	
\$0 - \$500M	N = 10	Revenue (Millions)	\$50	\$79	\$232	\$425
		Assets (Millions)	\$188	\$351	\$1,109	\$1,761
		Base Salary	\$190	\$255	\$349	\$395
		Total Cash	\$224	\$330	\$438	\$508
		Total Direct	\$263	\$352	\$517	\$846
		Short Term Incentive (%)	17%	28%	36%	42%
		Long Term Incentive (%)	5%	18%	24%	106%
\$500 - \$1,500M	N = 12	Revenue (Millions)	\$650	\$867	\$1,213	\$1,336
		Assets (Millions)	\$3,154	\$3,809	\$6,425	\$8,806
		Base Salary	\$318	\$383	\$417	\$447
		Total Cash	\$458	\$611	\$633	\$711
		Total Direct	\$775	\$867	\$1,047	\$1,065
		Short Term Incentive (%)	45%	50%	62%	92%
		Long Term Incentive (%)	47%	94%	116%	131%
\$1.5-\$B+	N = 8	Revenue (Millions)	\$1,668	\$1,874	\$2,183	\$2,537
		Assets (Millions)	\$7,636	\$8,688	\$8,930	\$8,976
		Base Salary	\$375	\$382	\$428	\$460
		Total Cash	\$572	\$669	\$784	\$893
		Total Direct	\$936	\$1,119	\$1,192	\$1,273
		Short Term Incentive (%)	55%	65%	82%	105%
		Long Term Incentive (%)	87%	105%	115%	124%

# Utilities – 4<sup>th</sup>-Highest-Paid

4th-Highest-Paid Executive: Utilities		P25	P50	P75	P90
\$0 - \$500M	N = 4	Revenue (Millions)	ISD	ISD	ISD
		Assets (Millions)	ISD	ISD	ISD
		Base Salary	ISD	ISD	ISD
		Total Cash	ISD	ISD	ISD
		Total Direct	ISD	ISD	ISD
		Short Term Incentive (%)	ISD	ISD	ISD
		Long Term Incentive (%)	ISD	ISD	ISD
\$500 - \$1,500M	N = 11	Revenue (Millions)	\$650	\$867	\$1,213
		Assets (Millions)	\$3,154	\$3,809	\$6,425
		Base Salary	\$289	\$333	\$359
		Total Cash	\$398	\$427	\$547
		Total Direct	\$531	\$645	\$709
		Short Term Incentive (%)	35%	50%	53%
		Long Term Incentive (%)	23%	40%	84%
\$1.5\$B+	N = 7	Revenue (Millions)	\$1,668	\$1,874	\$2,183
		Assets (Millions)	\$7,636	\$8,688	\$8,930
		Base Salary	\$352	\$390	\$406
		Total Cash	\$594	\$644	\$722
		Total Direct	\$743	\$869	\$1,040
		Short Term Incentive (%)	76%	79%	81%
		Long Term Incentive (%)	30%	34%	93%

# Utilities – 5<sup>th</sup>-Highest-Paid

5th-Highest-Paid Executive: Utilities		P25	P50	P75	P90
\$0 - \$500M	N = 3	Revenue (Millions)	ISD	ISD	ISD
		Assets (Millions)	ISD	ISD	ISD
		Base Salary	ISD	ISD	ISD
		Total Cash	ISD	ISD	ISD
		Total Direct	ISD	ISD	ISD
		Short Term Incentive (%)	ISD	ISD	ISD
		Long Term Incentive (%)	ISD	ISD	ISD
\$500 - \$1,500M	N = 7	Revenue (Millions)	\$650	\$867	\$1,213
		Assets (Millions)	\$3,154	\$3,809	\$6,425
		Base Salary	\$294	\$313	\$343
		Total Cash	\$396	\$429	\$510
		Total Direct	\$470	\$494	\$672
		Short Term Incentive (%)	43%	44%	52%
		Long Term Incentive (%)	21%	27%	49%
\$1.5\$B+	N = 4	Revenue (Millions)	ISD	ISD	ISD
		Assets (Millions)	ISD	ISD	ISD
		Base Salary	ISD	ISD	ISD
		Total Cash	ISD	ISD	ISD
		Total Direct	ISD	ISD	ISD
		Short Term Incentive (%)	ISD	ISD	ISD
		Long Term Incentive (%)	ISD	ISD	ISD



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## Appendix



# Survey Constituents (Emerging/Growth)

Ticker	Company	Ticker	Company	Ticker	Company
AAIC	Arlington Asset Investment Corp.	AGFY	Agrify Corporation	ALTR	Altair Engineering Inc.
AAOI	Applied Optoelectronics, Inc.	AGLE	Aeglea BioTherapeutics, Inc.	ALVR	AlloVir, Inc.
AAON	AAON, Inc.	AGM	Federal Agricultural Mortgage Corporation	ALXO	ALX Oncology Holdings Inc.
AAT	American Assets Trust, Inc.	AGRX	Agile Therapeutics, Inc.	AMAL	Amalgamated Financial Corp.
ABEO	Abeona Therapeutics Inc.	AGS	PlayAGS, Inc.	AMBA	Ambarella, Inc.
ABTX	Allegiance Bancshares, Inc.	AGTC	Applied Genetic Technologies Corporation	AMBC	Ambac Financial Group, Inc.
AC	Associated Capital Group, Inc.	AGX	Argan, Inc.	AMC	AMC Entertainment Holdings, Inc.
ACBI	Atlantic Capital Bancshares, Inc.	AGYS	Agilysys, Inc.	AMK	AssetMark Financial Holdings, Inc.
ACCD	Accolade, Inc.	AHH	Armada Hoffer Properties, Inc.	AMNB	American National Bankshares Inc.
ACEL	Accel Entertainment, Inc.	AJX	Alexium International Group Limited	AMOT	Allied Motion Technologies Inc.
ACLS	Axcelis Technologies, Inc.	AKBA	Akebia Therapeutics, Inc.	AMPH	Amphastar Pharmaceuticals, Inc.
ACNB	ACNB Corporation	AKR	Acadia Realty Trust	AMRS	Amyris, Inc.
ACRE	Ares Commercial Real Estate Corporation	AKRO	Akero Therapeutics, Inc.	AMSC	American Superconductor Corporation
ACRX	AcelRx Pharmaceuticals, Inc.	AKTS	Akoustis Technologies, Inc.	AMSF	AMERISAFE, Inc.
ACTG	Acacia Research Corporation	AKUS	Akouos, Inc.	AMSW.A	American Software, Inc.
ADC	Agree Realty Corporation	ALBO	Albireo Pharma, Inc.	AMTB	Amerant Bancorp Inc.
ADES	Advanced Emissions Solutions, Inc.	ALCO	Alico, Inc.	AMTI	Applied Molecular Transport Inc.
ADMA	ADMA Biologics, Inc.	ALEC	Alector, Inc.	ANAB	AnaptysBio, Inc.
ADVM	Adverum Biotechnologies, Inc.	ALEX	Alexander & Baldwin, Inc.	ANGN	Angion Biomedica Corp.
AEI	Alset EHome International Inc.	ALGS	Aligos Therapeutics, Inc.	ANGO	AngioDynamics, Inc.
AERI	Aerie Pharmaceuticals, Inc.	ALLK	Allakos Inc.	ANIK	Anika Therapeutics, Inc.
AFIB	Acutus Medical, Inc.	ALLO	Allogene Therapeutics, Inc.	ANIP	ANI Pharmaceuticals, Inc.
AFMD	Affimed N.V.	ALRS	Alerus Financial Corporation	ANNX	Annexon, Inc.
AGEN	Agenus Inc.	ALSK	Alaska Communications Systems Group, Inc.	APEI	American Public Education, Inc.
AGFS	AgroFresh Solutions, Inc.	ALTA	Altabancorp	APLS	Apellis Pharmaceuticals, Inc.



# Survey Constituents (Emerging/Growth)

Ticker	Company	Ticker	Company	Ticker	Company
APLT	Applied Therapeutics, Inc.	ASPU	Aspen Group, Inc.	AVRO	AVROBIO, Inc.
APPF	AppFolio, Inc.	ASUR	Asure Software, Inc.	AVXL	Anavex Life Sciences Corp.
APPN	Appian Corporation	ATEC	Alphatec Holdings, Inc.	AWH	Aspira Women's Health Inc.
APPS	Digital Turbine, Inc.	ATEN	A10 Networks, Inc.	AWR	American States Water Company
APRE	Aprea Therapeutics, Inc.	ATEX	Anterix Inc.	AXDX	Accelerate Diagnostics, Inc.
APT	Alpha Pro Tech, Ltd.	ATHA	Athira Pharma, Inc.	AXGN	AxoGen, Inc.
APTS	Preferred Apartment Communities, Inc.	ATHX	Athersys, Inc.	AXLA	Axcella Health Inc.
APTX	Aptinyx Inc.	ATLC	Atlanticus Holdings Corporation	AXNX	Axonics, Inc.
APYX	Apyx Medical Corporation	ATLO	Ames National Corporation	AXSM	Axsome Therapeutics, Inc.
AQST	Aquestive Therapeutics, Inc.	ATNI	ATN International, Inc.	AXTI	AXT, Inc.
ARAV	Aravive, Inc.	ATNX	Athenex, Inc.	AYTU	Aytu Biopharma, Inc.
ARAY	Accuray Incorporated	ATOM	Atomera Incorporated	AZYO	Aziyo Biologics, Inc.
ARCT	Arcturus Therapeutics Holdings Inc.	ATRA	Atara Biotherapeutics, Inc.	BALY	Bally's Corporation
ARDX	Ardelyx, Inc.	ATRC	AtriCure, Inc.	BANC	Banc of California, Inc.
ARI	Apollo Commercial Real Estate Finance, Inc.	ATRI	Atrion Corporation	BAND	Bandwidth Inc.
ARLO	Arlo Technologies, Inc.	ATRO	Astronics Corporation	BANF	BancFirst Corporation
ARNA	Arena Pharmaceuticals, Inc.	ATRS	Antares Pharma, Inc.	BBCP	Concrete Pumping Holdings, Inc.
AROW	Arrow Financial Corporation	ATXI	Avenue Therapeutics, Inc.	BBIO	BridgeBio Pharma, Inc.
ARQT	Arcutis Biotherapeutics, Inc.	AUBN	Auburn National Bancorporation, Inc.	BCAB	BioAtla, Inc.
ARTN.A	Artesian Resources Corporation	AVAV	AeroVironment, Inc.	BCBP	BCB Bancorp, Inc.
ARVN	Arvinas, Inc.	AVCO	Avalon GloboCare Corp.	BCEI	Bonanza Creek Energy, Inc.
ARWR	Arrowhead Pharmaceuticals, Inc.	AVD	American Vanguard Corporation	BCEL	Atreca, Inc.
ASMB	Assembly Biosciences, Inc.	AVEO	AVEO Pharmaceuticals, Inc.	BCLI	Brainstorm Cell Therapeutics Inc.
ASPN	Aspen Aerogels, Inc.	AVID	Avid Technology, Inc.	BCML	BayCom Corp
ASPS	Altisource Portfolio Solutions S.A.	AVIR	Atea Pharmaceuticals, Inc.	BCOV	Brightcove Inc.

# Survey Constituents (Emerging/Growth)

Ticker	Company	Ticker	Company	Ticker	Company
BCRX	BioCryst Pharmaceuticals, Inc.	BOMN	Boston Omaha Corporation	CALB	California BanCorp
BDSI	BioDelivery Sciences International, Inc.	BOOM	DMC Global Inc.	CAMP	CalAmp Corp.
BDSX	Biodesix, Inc.	BPRN	The Bank of Princeton	CARA	Cara Therapeutics, Inc.
BDTX	Black Diamond Therapeutics, Inc.	BRG	Bluerock Residential Growth REIT, Inc.	CARE	Carter Bankshares, Inc.
BEAM	Beam Therapeutics Inc.	BRID	Bridgford Foods Corporation	CASA	Casa Systems, Inc.
BELF.A	Bel Fuse Inc.	BRKL	Brookline Bancorp, Inc.	CASH	Meta Financial Group, Inc.
BFC	Bank First Corporation	BRMK	Broadmark Realty Capital Inc.	CASI	CASI Pharmaceuticals, Inc.
BFIN	BankFinancial Corporation	BRP	BRP Group, Inc.	CASS	Cass Information Systems, Inc.
BFS	Saul Centers, Inc.	BRT	BRT Apartments Corp.	CATB	Catabasis Pharmaceuticals, Inc.
BFST	Business First Bancshares, Inc.	BRY	Berry Corporation	CATC	Cambridge Bancorp
BGSF	BGSF, Inc.	BSBK	Bogota Financial Corp.	CBAN	Colony Bankcorp, Inc.
BH.A	Biglari Holdings Inc.	BSGM	BioSig Technologies, Inc.	CBAY	CymaBay Therapeutics, Inc.
BHB	Bar Harbor Bankshares	BSRR	Sierra Bancorp	CBFV	CB Financial Services, Inc.
BHLB	Berkshire Hills Bancorp, Inc.	BSVN	Bank7 Corp.	CBIO	Catalyst Biosciences, Inc.
BHVN	Biohaven Pharmaceutical Holding Company Ltd.	BTAI	BioXcel Therapeutics, Inc.	CBNK	Capital Bancorp, Inc.
BL	BlackLine, Inc.	BUSE	First Busey Corporation	CBTX	CBTX, Inc.
BLFS	BioLife Solutions, Inc.	BVH	Bluegreen Vacations Holding Corporation	CCB	Coastal Financial Corporation
BLPH	Bellerophon Therapeutics, Inc.	BVS	Bioventus Inc.	CCBG	Capital City Bank Group, Inc.
BMI	Badger Meter, Inc.	BWB	Bridgewater Bancshares, Inc.	CCCC	C4 Therapeutics, Inc.
BMRC	Bank of Marin Bancorp	BWFG	Bankwell Financial Group, Inc.	CCF	Chase Corporation
BMTC	Bryn Mawr Bank Corporation	BY	Byline Bancorp, Inc.	CCNE	CNB Financial Corporation
BNFT	Benefitfocus, Inc.	CABA	Cabaletta Bio, Inc.	CCXI	ChemoCentryx, Inc.
BNL	Broadstone Net Lease, Inc.	CAC	Camden National Corporation	CDAK	Codiak BioSciences, Inc.
BOCH	Bank of Commerce Holdings	CAI	CAI International, Inc.	CDLX	Cardlytics, Inc.
BOLT	Bolt Biotherapeutics, Inc.	CALA	Calithera Biosciences, Inc.	CDMO	Avid Bioservices, Inc.

# Survey Constituents (Emerging/Growth)

Ticker	Company	Ticker	Company	Ticker	Company
CDNA	CareDx, Inc.	CIVB	Civista Bancshares, Inc.	CNTY	Century Casinos, Inc.
CDTX	Cidara Therapeutics, Inc.	CIX	CompX International Inc.	CODX	Co-Diagnostics, Inc.
CDXC	ChromaDex Corporation	CIZN	Citizens Holding Company	COFS	ChoiceOne Financial Services, Inc.
CDXS	Codexis, Inc.	CKPT	Checkpoint Therapeutics, Inc.	COLL	Collegium Pharmaceutical, Inc.
CDZI	Cadiz Inc.	CLAR	Clarus Corporation	CORT	Corcept Therapeutics Incorporated
CECE	CECO Environmental Corp.	CLBK	Columbia Financial, Inc.	CPF	Central Pacific Financial Corp.
CELH	Celsius Holdings, Inc.	CLDT	Chatham Lodging Trust	CPLG	CorePoint Lodging Inc.
CEMI	Chembio Diagnostics, Inc.	CLFD	Clearfield, Inc.	CPRX	Catalyst Pharmaceuticals, Inc.
CERC	Avalo Therapeutics, Inc.	CLI	Mack-Cali Realty Corporation	CPSI	Computer Programs and Systems, Inc.
CERS	Cerus Corporation	CLNE	Clean Energy Fuels Corp.	CRBP	Corbus Pharmaceuticals Holdings, Inc.
CEVA	CEVA, Inc.	CLPR	Clipper Realty Inc.	CRMD	CorMedix Inc.
CFB	CrossFirst Bankshares, Inc.	CLVS	Clovis Oncology, Inc.	CRNC	Cerence Inc.
CFFI	C&F Financial Corporation	CLXT	Calyxt, Inc.	CRNX	Crinetics Pharmaceuticals, Inc.
CFFN	Capitol Federal Financial, Inc.	CMBM	Cambium Networks Corporation	CRTX	Cortexyme, Inc.
CFRX	ContraFect Corporation	CMCL	Caledonia Mining Corporation Plc	CRY	CryoLife, Inc.
CGEM	Cullinan Oncology, Inc.	CMO	Capstead Mortgage Corporation	CSBR	Champions Oncology, Inc.
CHCO	City Holding Company	CMPI	Checkmate Pharmaceuticals, Inc.	CSII	Cardiovascular Systems, Inc.
CHCT	Community Healthcare Trust Incorporated	CMRX	Chimerix, Inc.	CSR	Centerspace
CHMA	Chiasma, Inc.	CNBK.A	Century Bancorp, Inc.	CSTL	Castle Biosciences, Inc.
CHMG	Chemung Financial Corporation	CNCE	Concert Pharmaceuticals, Inc.	CSTR	Capstar Financial Holdings, Inc.
CHMI	Cherry Hill Mortgage Investment Corporation	CNK	Cinemark Holdings, Inc.	CSV	Carriage Services, Inc.
CHRS	Coherus BioSciences, Inc.	CNOB	ConnectOne Bancorp, Inc.	CSWI	CSW Industrials, Inc.
CHUY	Chuy's Holdings, Inc.	CNS	Cohen & Steers, Inc.	CTBI	Community Trust Bancorp, Inc.
CIA	Citizens, Inc.	CNST	Capsule International LLC	CTMX	CytomX Therapeutics, Inc.
CIO	City Office REIT, Inc.	CNTG	Centogene N.V.	CTO	CTO Realty Growth, Inc.

# Survey Constituents (Emerging/Growth)

Ticker	Company
CTRE	CareTrust REIT, Inc.
CTS	CTS Corporation
CTSO	Cytosorbents Corporation
CTT	CatchMark Timber Trust, Inc.
CUE	Cue Biopharma, Inc.
CUTR	Cutera, Inc.
CVBF	CVB Financial Corp.
CVCY	Central Valley Community Bancorp
CVLY	Codorus Valley Bancorp, Inc.
CVM	CEL-SCI Corporation
CWBR	CohBar, Inc.
CWCO	Consolidated Water Co. Ltd.
CXP	Columbia Property Trust, Inc.
CYBE	CyberOptics Corporation
CYCN	Cyclerion Therapeutics, Inc.
CYRX	Cryoport, Inc.
CYTK	Cytokinetics, Incorporated
CZNC	Citizens & Northern Corporation
DAKT	Daktronics, Inc.
DBTX	Decibel Therapeutics, Inc.
DCPH	Deciphera Pharmaceuticals, Inc.
DEA	Easterly Government Properties, Inc.
DENN	Denny's Corporation
DGII	Digi International Inc.
DHIL	Diamond Hill Investment Group, Inc.

Ticker	Company
DHX	DHI Group, Inc.
DJCO	Daily Journal Corporation
DMRC	Digimarc Corporation
DMTK	DermTech, Inc.
DNLI	Denali Therapeutics Inc.
DOC	Physicians Realty Trust
DOMO	Domo, Inc.
DRH	DiamondRock Hospitality Company
DRNA	Dicerna Pharmaceuticals, Inc.
DRQ	Dril-Quip, Inc.
DRRX	DURECT Corporation
DSP	Viant Technology Inc.
DSPG	DSP Group, Inc.
DSSI	[Invalid Identifier]
DTIL	Precision BioSciences, Inc.
DVAX	Dynavax Technologies Corporation
DX	Dynex Capital, Inc.
DYAI	Dyadic International, Inc.
DYN	Dyne Therapeutics, Inc.
DZSI	DZS Inc.
EAR	Eargo, Inc.
EB	Eventbrite, Inc.
EBF	Ennis, Inc.
EBMT	Eagle Bancorp Montana, Inc.
EBSB	Meridian Bancorp, Inc.

Ticker	Company
EBTC	Enterprise Bancorp, Inc.
ECOM	ChannelAdvisor Corporation
EDIT	Editas Medicine, Inc.
EEX	Emerald Holding, Inc.
EFC	Ellington Financial Inc.
EFSC	Enterprise Financial Services Corp
EGAN	eGain Corporation
EGBN	Eagle Bancorp, Inc.
EGLE	Eagle Bulk Shipping Inc.
EGP	EastGroup Properties, Inc.
EGRX	Eagle Pharmaceuticals, Inc.
EIGR	Eiger BioPharmaceuticals, Inc.
ELA	Envela Corporation
ELF	e.l.f. Beauty, Inc.
ELMD	Electromed, Inc.
ELOX	Eloxx Pharmaceuticals, Inc.
EML	The Eastern Company
ENOB	Enochian Biosciences, Inc.
ENTA	Enanta Pharmaceuticals, Inc.
ENZ	Enzo Biochem, Inc.
EOLS	Evolus, Inc.
EPAC	Enerpac Tool Group Corp.
EPAY	Bottomline Technologies (de), Inc.
EPM	Evolution Petroleum Corporation
EPRT	Essential Properties Realty Trust, Inc.

# Survey Constituents (Emerging/Growth)

Ticker	Company	Ticker	Company	Ticker	Company
EPZM	Epizyme, Inc.	FBMS	The First Bancshares, Inc.	FLIC	The First of Long Island Corporation
EQBK	Equity Bancshares, Inc.	FBNC	First Bancorp	FLMN	Falcon Minerals Corporation
ERII	Energy Recovery, Inc.	FC	Franklin Covey Co.	FLNT	Fluent, Inc.
ESCA	Escalade, Incorporated	FCAP	First Capital, Inc.	FLXN	Flexion Therapeutics, Inc.
ESPR	Esperion Therapeutics, Inc.	FCBC	First Community Bankshares, Inc.	FMAO	Farmers & Merchants Bancorp, Inc.
ESQ	Esquire Financial Holdings, Inc.	FCBP	First Choice Bancorp	FMBH	First Mid Bancshares, Inc.
ESSA	ESSA Bancorp, Inc.	FCCO	First Community Corporation	FMNB	Farmers National Banc Corp.
ESTE	Earthstone Energy, Inc.	FCCY	1st Constitution Bancorp	FMTX	Forma Therapeutics Holdings, Inc.
ESXB	Community Bankers Trust Corporation	FCEL	FuelCell Energy, Inc.	FNCB	FNCB Bancorp, Inc.
ETNB	89bio, Inc.	FCF	First Commonwealth Financial Corporation	FNHC	FedNat Holding Company
ETON	Eton Pharmaceuticals, Inc.	FCPT	Four Corners Property Trust, Inc.	FNLC	The First Bancorp, Inc.
EVBN	Evans Bancorp, Inc.	FDBC	Fidelity D & D Bancorp, Inc.	FNWB	First Northwest Bancorp
EVC	Entravision Communications Corporation	FDMT	4D Molecular Therapeutics, Inc.	FOLD	Amicus Therapeutics, Inc.
EVER	EverQuote, Inc.	FENC	Fennec Pharmaceuticals Inc.	FONR	FONAR Corporation
EVFM	Evoform Biosciences, Inc.	FF	FutureFuel Corp.	FORR	Forrester Research, Inc.
EVI	EVI Industries, Inc.	FFIC	Flushing Financial Corporation	FPI	Farmland Partners Inc.
EVLO	Evelo Biosciences, Inc.	FFIN	First Financial Bankshares, Inc.	FRAF	Franklin Financial Services Corporation
EVOP	EVO Payments, Inc.	FFWM	First Foundation Inc.	FRBA	First Bank
EVRI	Everi Holdings Inc.	FGBI	First Guaranty Bancshares, Inc.	FRBK	Republic First Bancorp, Inc.
EXPO	Exponent, Inc.	FGEN	FibroGen, Inc.	FREQ	Frequency Therapeutics, Inc.
FARM	Farmer Bros. Co.	FHTX	Foghorn Therapeutics Inc.	FRME	First Merchants Corporation
FARO	FARO Technologies, Inc.	FI	Frank's International N.V.	FRPH	FRP Holdings, Inc.
FATE	Fate Therapeutics, Inc.	FISI	Financial Institutions, Inc.	FRPT	Freshpet, Inc.
FBIO	Fortress Biotech, Inc.	FIXX	Homology Medicines, Inc.	FRST	Primis Financial Corp.
FBIZ	First Business Financial Services, Inc.	FLDM	Fluidigm Corporation	FSBW	FS Bancorp, Inc.

# Survey Constituents (Emerging/Growth)

Ticker	Company	Ticker	Company	Ticker	Company
FSFG	First Savings Financial Group, Inc.	GNE	Genie Energy Ltd.	HALO	Halozyne Therapeutics, Inc.
FSP	Franklin Street Properties Corp.	GNK	Genco Shipping & Trading Limited	HARP	Harpoon Therapeutics, Inc.
FSTR	L.B. Foster Company	GNLN	Greenlane Holdings, Inc.	HASI	Harmon Armstrong Sustainable Infrastructure Capital, Inc.
FTHM	Fathom Holdings Inc.	GNPX	Genprex, Inc.	HAYN	Haynes International, Inc.
FULC	Fulcrum Therapeutics, Inc.	GNSS	Genasys Inc.	HBCP	Home Bancorp, Inc.
FUNC	First United Corporation	GNTY	Guaranty Bancshares, Inc.	HBIO	Harvard Bioscience, Inc.
FVCB	FVCBankcorp, Inc.	GOGO	Gogo Inc.	HBMD	Howard Bancorp, Inc.
FVE	Five Star Senior Living Inc.	GORO	Gold Resource Corporation	HBNC	Horizon Bancorp, Inc.
GABC	German American Bancorp, Inc.	GOSS	Gossamer Bio, Inc.	HBT	HBT Financial, Inc.
GAIA	Gaia, Inc.	GPX	GP Strategies Corporation	HCAT	Health Catalyst, Inc.
GALT	Galectin Therapeutics Inc.	GRAY	Graybug Vision, Inc.	HCCI	Heritage-Crystal Clean, Inc
GAN	GAN Limited	GRC	The Gorman-Rupp Company	HCI	HCI Group, Inc.
GATO	Gatos Silver, Inc.	GRTS	Gritstone bio, Inc.	HCKT	The Hackett Group, Inc.
GBIO	Generation Bio Co.	GRTX	Galera Therapeutics, Inc.	HEAR	Turtle Beach Corporation
GBL	GAMCO Investors, Inc.	GRWG	GrowGeneration Corp.	HFWA	Heritage Financial Corporation
GCBC	Greene County Bancorp, Inc.	GSBC	Great Southern Bancorp, Inc.	HIFS	Hingham Institution for Savings
GDP	Goodrich Petroleum Corporation	GSHD	Goosehead Insurance, Inc	HLIT	Harmonic Inc.
GDYN	Grid Dynamics Holdings, Inc.	GSIT	GSI Technology, Inc.	HLNE	Hamilton Lane Incorporated
GENC	Gencor Industries, Inc.	GTHX	G1 Therapeutics, Inc.	HMST	HomeStreet, Inc.
GERN	Geron Corporation	GTY	Getty Realty Corp.	HMTV	Hemisphere Media Group, Inc.
GHL	Greenhill & Co., Inc.	GTYH	GTY Technology Holdings Inc.	HONE	HarborOne Bancorp, Inc.
GHM	Graham Corporation	GWB	Great Western Bancorp, Inc.	HOOK	HOOKIPA Pharma Inc.
GKOS	Glaukos Corporation	GWRS	Global Water Resources, Inc.	HOPE	Hope Bancorp, Inc.
GLYC	GlycoMimetics, Inc.	HA	Hawaiian Holdings, Inc.	HRMY	Harmony Biosciences Holdings, Inc.
GMRE	Global Medical REIT Inc.	HAFC	Hanmi Financial Corporation	HROW	Harrow Health, Inc.

# Survey Constituents (Emerging/Growth)

Ticker	Company	Ticker	Company	Ticker	Company
HRTX	Heron Therapeutics, Inc.	IMAX	IMAX Corporation	IRT	Independence Realty Trust, Inc.
HSKA	Heska Corporation	IMGN	ImmunoGen, Inc.	IRTC	iRhythm Technologies, Inc.
HSTM	HealthStream, Inc.	IMMR	Immersion Corporation	IRWD	Ironwood Pharmaceuticals, Inc.
HT	Hersha Hospitality Trust	IMNM	Immunome, Inc.	ISEE	IVERIC bio, Inc.
HTBI	HomeTrust Bancshares, Inc.	IMRA	IMARA Inc.	ISTR	Investar Holding Corporation
HTBK	Heritage Commerce Corp	IMUX	Immunic, Inc.	ITCI	Intra-Cellular Therapies, Inc.
HURC	Hurco Companies, Inc.	IMVT	Immunovant, Inc.	ITI	Iteris, Inc.
HWBK	Hawthorn Bancshares, Inc.	IMXI	International Money Express, Inc.	ITIC	Investors Title Company
HYFM	Hydrofarm Holdings Group, Inc.	INBK	First Internet Bancorp	ITOS	iTeos Therapeutics, Inc.
IBCP	Independent Bank Corporation	INBX	Inhibrx, Inc.	IVAC	Intevac, Inc.
IBIO	iBio, Inc.	INDB	Independent Bank Corp.	JNCE	Jounce Therapeutics, Inc.
IBOC	International Bancshares Corporation	INDT	INDUS Realty Trust, Inc.	JOE	The St. Joe Company
IBRX	ImmunityBio, Inc.	INFU	InfuSystem Holdings Inc.	JYNT	The Joint Corp.
ICAD	iCAD, Inc.	INGN	Inogen, Inc.	KALA	Kala Pharmaceuticals, Inc.
ICBK	County Bancorp, Inc.	INN	Summit Hotel Properties, Inc.	KALV	KalVista Pharmaceuticals, Inc.
ICPT	Intercept Pharmaceuticals, Inc.	INO	Inovio Pharmaceuticals, Inc.	KDMN	Kadmon Holdings, Inc.
IDCC	InterDigital, Inc.	INS	Intelligent Systems Corporation	KDNY	Chinook Therapeutics, Inc.
IDN	Intellicheck, Inc.	INSG	Inseego Corp.	KERN	Akerna Corp.
IDYA	IDEAYA Biosciences, Inc.	INSM	Insmmed Incorporated	KIDS	OrthoPediatics Corp.
IGMS	IGM Biosciences, Inc.	INSP	Inspire Medical Systems, Inc.	KIN	Kindred Biosciences, Inc.
IHC	Independence Holding Company	INSW	International Seaways, Inc.	KLDO	Kaleido Biosciences, Inc.
III	Information Services Group, Inc.	INVA	Innoviva, Inc.	KNSA	Kiniksa Pharmaceuticals, Ltd.
IIIV	i3 Verticals, Inc.	INZY	Inozyme Pharma, Inc.	KNTE	Kinnate Biopharma Inc.
IIN	IntriCon Corporation	IPI	Intrepid Potash, Inc.	KOD	Kodiak Sciences Inc.
IIPR	Innovative Industrial Properties, Inc.	IRMD	IRadimed Corporation	KPTI	Karyopharm Therapeutics Inc.

# Survey Constituents (Emerging/Growth)

Ticker	Company	Ticker	Company	Ticker	Company
KREF	KKR Real Estate Finance Trust Inc.	LEVL	Level One Bancorp, Inc.	LSF	Laird Superfood, Inc.
KRG	Kite Realty Group Trust	LFVN	LifeVantage Corporation	LTC	LTC Properties, Inc.
KRMD	Repro Med Systems, Inc.	LGND	Ligand Pharmaceuticals Incorporated	LTHM	Livent Corporation
KRNY	Kearny Financial Corp.	LHDX	Lucira Health, Inc.	LTRP.A	Liberty TripAdvisor Holdings, Inc.
KRON	Kronos Bio, Inc.	LIND	Lindblad Expeditions Holdings, Inc.	LUNA	Luna Innovations Incorporated
KROS	Keros Therapeutics, Inc.	LIVX	LiveXLive Media, Inc.	LUNG	Pulmonx Corporation
KRTX	Karuna Therapeutics, Inc.	LJPC	La Jolla Pharmaceutical Company	LXFR	Luxfer Holdings PLC
KRUS	Kura Sushi USA, Inc.	LKFN	Lakeland Financial Corporation	LXP	Lexington Realty Trust
KRYS	Krystal Biotech, Inc.	LLNW	Limelight Networks, Inc.	LXRX	Lexicon Pharmaceuticals, Inc.
KURA	Kura Oncology, Inc.	LMAT	LeMaitre Vascular, Inc.	LYRA	Lyra Therapeutics, Inc.
KVHI	KVH Industries, Inc.	LMNR	Limoneira Company	LYTS	LSI Industries Inc.
KW	Kennedy-Wilson Holdings, Inc.	LMNX	Luminex Corporation	MASS	908 Devices Inc.
KYMR	Kymera Therapeutics, Inc.	LMST	Limestone Bancorp, Inc.	MBCN	Middlefield Banc Corp.
KZR	Kezar Life Sciences, Inc.	LNSR	LENSAR, Inc.	MBI	MBIA Inc.
LABP	Landos Biopharma, Inc.	LNTH	Lantheus Holdings, Inc.	MBII	Marrone Bio Innovations, Inc.
LADR	Ladder Capital Corp	LOB	Live Oak Bancshares, Inc.	MBIN	Merchants Bancorp
LAKE	Lakeland Industries, Inc.	LOCO	El Pollo Loco Holdings, Inc.	MBIO	Mustang Bio, Inc.
LARK	Landmark Bancorp, Inc.	LOGC	LogicBio Therapeutics, Inc.	MBWM	Mercantile Bank Corporation
LASR	nLIGHT, Inc.	LORL	Loral Space & Communications Inc.	MCB	Metropolitan Bank Holding Corp.
LAWS	Lawson Products, Inc.	LOVE	The Lovesac Company	MCBC	Macatawa Bank Corporation
LBAI	Lakeland Bancorp, Inc.	LPG	Dorian LPG Ltd.	MCBS	MetroCity Bankshares, Inc.
LBC	Luther Burbank Corporation	LPSN	LivePerson, Inc.	MCF	Contango Oil & Gas Company
LC	LendingClub Corporation	LQDA	Liquidia Corporation	MCFT	MasterCraft Boat Holdings, Inc.
LCNB	LCNB Corp.	LQDT	Liquidity Services, Inc.	MCRB	Seres Therapeutics, Inc.
LEGH	Legacy Housing Corporation	LSCC	Lattice Semiconductor Corporation	MCRI	Monarch Casino & Resort, Inc.



# Survey Constituents (Emerging/Growth)

Ticker	Company	Ticker	Company	Ticker	Company
MCS	The Marcus Corporation	MNTV	Momentive Global Inc.	NBN	Northeast Bank
MDGL	Madrigal Pharmaceuticals, Inc.	MODN	Model N, Inc.	NBSE	NeuBase Therapeutics, Inc.
MDWT	Midwest Holding Inc.	MOFG	MidWestOne Financial Group, Inc.	NBTB	NBT Bancorp Inc.
MEC	Mayville Engineering Company, Inc.	MORF	Morphic Holding, Inc.	NC	NACCO Industries, Inc.
MEG	Montrose Environmental Group, Inc.	MPB	Mid Penn Bancorp, Inc.	NCBS	Nicolet Bankshares, Inc.
MEIP	MEI Pharma, Inc.	MPX	Marine Products Corporation	NCMI	National CineMedia, Inc.
MESA	Mesa Air Group, Inc.	MRBK	Meridian Corporation	NDLS	Noodles & Company
MFA	MFA Financial, Inc.	MRKR	Marker Therapeutics, Inc.	NEO	NeoGenomics, Inc.
MFNC	Mackinac Financial Corporation	MRLN	Marlin Business Services Corp.	NEOG	Neogen Corporation
MGNI	Magnite, Inc.	MRNS	Marinus Pharmaceuticals, Inc.	NERV	Minerva Neurosciences, Inc.
MGNX	MacroGenics, Inc.	MRSN	Mersana Therapeutics, Inc.	NEXI	NexImmune, Inc.
MGPI	MGP Ingredients, Inc.	MRTX	Mirati Therapeutics, Inc.	NEXT	NextDecade Corporation
MGTA	Magenta Therapeutics, Inc.	MSBI	Midland States Bancorp, Inc.	NFBK	Northfield Bancorp, Inc. (Staten Island, NY)
MGTX	MeiraGTx Holdings plc	MSEX	Middlesex Water Company	NGM	NGM Biopharmaceuticals, Inc.
MHH	Mastech Digital, Inc.	MSON	Misonix, Inc.	NH	NantHealth, Inc.
MIRM	Mirum Pharmaceuticals, Inc.	MSTR	MicroStrategy Incorporated	NHI	National Health Investors, Inc.
MITK	Mitek Systems, Inc.	MTCR	Metacrine, Inc.	NKSH	National Bankshares, Inc.
MLAB	Mesa Laboratories, Inc.	MTEM	Molecular Templates, Inc.	NKTX	Nkarta, Inc.
MLP	Maui Land & Pineapple Company, Inc.	MVBF	MVB Financial Corp.	NL	NL Industries, Inc.
MLSS	Milestone Scientific Inc.	MYFW	First Western Financial, Inc.	NLTX	Neoleukin Therapeutics, Inc.
MNKD	MannKind Corporation	NARI	Inari Medical, Inc.	NMIH	NMI Holdings, Inc.
MNOV	MediciNova, Inc.	NATH	Nathan's Famous, Inc.	NMRD	Nemaura Medical Inc.
MNR	Monmouth Real Estate Investment Corporation	NATR	Nature's Sunshine Products, Inc.	NNBR	NN, Inc.
MNRL	Brigham Minerals, Inc.	NBEV	NewAge, Inc.	NODK	NI Holdings, Inc.
MNSB	MainStreet Bancshares, Inc.	NBHC	National Bank Holdings Corporation	NOVA	Sunnova Energy International Inc.

# Survey Constituents (Emerging/Growth)

Ticker	Company	Ticker	Company	Ticker	Company
NPK	National Presto Industries, Inc.	OCX	OncoCyte Corporation	OSG	Overseas Shipholding Group, Inc.
NPTN	NeoPhotonics Corporation	ODC	Oil-Dri Corporation of America	OSMT	Osmotica Pharmaceuticals plc
NR	Newpark Resources, Inc.	ODT	Odonate Therapeutics, Inc.	OSPN	OneSpan Inc.
NRBO	NeuroBo Pharmaceuticals, Inc.	OESX	Orion Energy Systems, Inc.	OSUR	OraSure Technologies, Inc.
NRC	National Research Corporation	OFED	Oconee Federal Financial Corp.	OSW	OneSpaWorld Holdings Limited
NRIM	Northrim Bancorp, Inc.	OFG	OFG Bancorp	OTRK	Ontrak, Inc.
NRIX	Nurix Therapeutics, Inc.	OFIX	Orthofix Medical Inc.	OVBC	Ohio Valley Banc Corp.
NSA	National Storage Affiliates Trust	OFLX	Omega Flex, Inc.	OVID	Ovid Therapeutics Inc.
NSSC	Napco Security Technologies, Inc.	OLMA	Olema Pharmaceuticals, Inc.	OVLY	Oak Valley Bancorp
NSTG	NanoString Technologies, Inc.	OLP	One Liberty Properties, Inc.	OYST	Oyster Point Pharma, Inc.
NTLA	Intellia Therapeutics, Inc.	OM	Outset Medical, Inc.	PACB	Pacific Biosciences of California, Inc.
NTRA	Natera, Inc.	OMER	Omeros Corporation	PACK	Ranpak Holdings Corp.
NTST	NETSTREIT Corp.	ONCR	Oncorus, Inc.	PANL	Pangaea Logistics Solutions, Ltd.
NTUS	Natus Medical Incorporated	ONEM	1Life Healthcare, Inc.	PAR	PAR Technology Corporation
NVEC	NVE Corporation	ONTF	ON24, Inc.	PASG	Passage Bio, Inc.
NVRO	Nevro Corp.	OOMA	Ooma, Inc.	PAVM	PAVmed Inc.
NVTA	Invitae Corporation	OPBK	OP Bancorp	PAYS	PaySign, Inc.
NWBI	Northwest Bancshares, Inc.	OPRX	OptimizeRx Corporation	PBFS	Pioneer Bancorp, Inc.
NWFL	Norwood Financial Corp.	OPTN	OptiNose, Inc.	PBIP	Prudential Bancorp, Inc.
NWPX	Northwest Pipe Company	ORBC	ORBCOMM Inc.	PBYI	Puma Biotechnology, Inc.
NXTC	NextCure, Inc.	ORGO	Organogenesis Holdings Inc.	PCB	PCB Bancorp
NYMT	New York Mortgage Trust, Inc.	ORGS	Orgenesis Inc.	PCRX	Pacira BioSciences, Inc.
OBNK	Origin Bancorp, Inc.	ORIC	ORIC Pharmaceuticals, Inc.	PCSB	PCSB Financial Corporation
OCFC	OceanFirst Financial Corp.	ORRF	Orrstown Financial Services, Inc.	PCTI	PCTEL, Inc.
OCUL	Ocular Therapeutix, Inc.	OSBC	Old Second Bancorp, Inc.	PCVX	Vaxcyte, Inc.

# Survey Constituents (Emerging/Growth)

Ticker	Company	Ticker	Company	Ticker	Company
PCYG	Park City Group, Inc.	PLBC	Plumas Bancorp	PSTX	Poseida Therapeutics, Inc.
PCYO	Pure Cycle Corporation	PLMR	Palomar Holdings, Inc.	PTCT	PTC Therapeutics, Inc.
PDLB	PDL Community Bancorp	PLPC	Preformed Line Products Company	PTGX	Protagonist Therapeutics, Inc.
PEB	Pebblebrook Hotel Trust	PLRX	Pliant Therapeutics, Inc.	PTRS	Partners Bancorp
PEBK	Peoples Bancorp of North Carolina, Inc.	PLSE	Pulse Biosciences, Inc.	PVAC	Penn Virginia Corporation
PEBO	Peoples Bancorp Inc.	PLUG	Plug Power Inc.	PVBC	Provident Bancorp, Inc.
PETS	PetMed Express, Inc.	PLYM	Plymouth Industrial REIT, Inc.	PWFL	PowerFleet, Inc.
PFBC	Preferred Bank	PMVP	PMV Pharmaceuticals, Inc.	PWOD	Penns Woods Bancorp, Inc.
PFBI	Premier Financial Bancorp, Inc.	PNRG	PrimeEnergy Resources Corporation	PXLW	Pixelworks, Inc.
PFC	Premier Financial Corp.	PNTG	The Pennant Group, Inc.	PZN	Pzena Investment Management, Inc
PFHD	Professional Holding Corp.	POWL	Powell Industries, Inc.	QADA	QAD Inc.
PFIS	Peoples Financial Services Corp.	PRAX	Praxis Precision Medicines, Inc.	QCRH	QCR Holdings, Inc.
PFS	Provident Financial Services, Inc.	PRGS	Progress Software Corporation	QLYS	Qualys, Inc.
PFSW	PFSweb, Inc.	PRK	Park National Corporation	QMCO	Quantum Corporation
PGC	Peapack-Gladstone Financial Corporation	PRLB	Proto Labs, Inc.	QTNT	Quotient Limited
PGEN	Precigen, Inc.	PRLD	Prelude Therapeutics Incorporated	QTRX	Quanterix Corporation
PGNY	Progyny, Inc.	PRO	PROS Holdings, Inc.	QTWO	Q2 Holdings, Inc.
PHAS	PhaseBio Pharmaceuticals, Inc.	PROG	Progenity, Inc.	QUOT	Quotient Technology Inc.
PHAT	Phathom Pharmaceuticals, Inc.	PROV	Provident Financial Holdings, Inc.	RAMP	LiveRamp Holdings, Inc.
PHR	Phreesia, Inc.	PRTA	Prothena Corporation plc	RAPT	RAPT Therapeutics, Inc.
PI	Impinj, Inc.	PRTH	Priority Technology Holdings, Inc.	RARE	Ultragenyx Pharmaceutical Inc.
PING	Ping Identity Holding Corp.	PRTK	Paratek Pharmaceuticals, Inc.	RAVN	Raven Industries, Inc.
PIRS	Pieris Pharmaceuticals, Inc.	PRVB	Provention Bio, Inc.	RBB	RBB Bancorp
PKBK	Parke Bancorp, Inc.	PSB	PS Business Parks, Inc.	RBCA.A	Republic Bancorp, Inc.
PKE	Park Aerospace Corp.	PSNL	Personalis, Inc.	RBNC	Reliant Bancorp, Inc.

# Survey Constituents (Emerging/Growth)

Ticker	Company	Ticker	Company	Ticker	Company
RC	Ready Capital Corporation	RMBS	Rambus Inc.	SBFG	SB Financial Group, Inc.
RCKT	Rocket Pharmaceuticals, Inc.	RMNI	Rimini Street, Inc.	SBSI	Southside Bancshares, Inc.
RCKY	Rocky Brands, Inc.	RMR	The RMR Group Inc.	SBT	Sterling Bancorp, Inc. (Southfield, MI)
RCUS	Arcus Biosciences, Inc.	RMTI	Rockwell Medical, Inc.	SBTX	Silverback Therapeutics, Inc.
RDUS	Radius Health, Inc.	RNA	Avidity Biosciences, Inc.	SCOR	comScore, Inc.
RDVT	Red Violet, Inc.	ROIC	Retail Opportunity Investments Corp.	SCPH	scPharmaceuticals Inc.
REAL	The RealReal, Inc.	RPAI	Retail Properties of America, Inc.	SCPS	Scopus BioPharma Inc.
REFR	Research Frontiers Incorporated	RPAY	Repay Holdings Corporation	SDGR	Schrödinger, Inc.
REPH	Recro Pharma, Inc.	RPD	Rapid7, Inc.	SEAS	SeaWorld Entertainment, Inc.
REPL	Replimune Group, Inc.	RPT	RPT Realty	SEER	Seer, Inc.
RESN	Resonant Inc.	RRBI	Red River Bancshares, Inc.	SELB	Selecta Biosciences, Inc.
REX	REX American Resources Corporation	RUBY	Rubius Therapeutics, Inc.	SFBS	ServisFirst Bancshares, Inc.
RFL	Rafael Holdings, Inc.	RUTH	Ruth's Hospitality Group, Inc.	SFE	Safeguard Scientifics, Inc.
RGCO	RGC Resources, Inc.	RVMD	Revolution Medicines, Inc.	SFST	Southern First Bancshares, Inc.
RGNX	REGENXBIO Inc.	RVNC	Revance Therapeutics, Inc.	SGA	Saga Communications, Inc.
RGS	Regis Corporation	RVP	Retractable Technologies, Inc.	SGMO	Sangamo Therapeutics, Inc.
RHP	Ryman Hospitality Properties, Inc.	RVSB	Riverview Bancorp, Inc.	SGTX	Sigilon Therapeutics, Inc.
RICK	RCI Hospitality Holdings, Inc.	RYTM	Rhythm Pharmaceuticals, Inc.	SHBI	Shore Bancshares, Inc.
RIGL	Rigel Pharmaceuticals, Inc.	SAIL	SailPoint Technologies Holdings, Inc.	SHEN	Shenandoah Telecommunications Company
RLAY	Relay Therapeutics, Inc.	SAL	Salisbury Bancorp, Inc.	SHO	Sunstone Hotel Investors, Inc.
RLJ	RLJ Lodging Trust	SAMG	Silvercrest Asset Management Group Inc.	SI	Silvergate Capital Corporation
RLMD	Relmada Therapeutics, Inc.	SASR	Sandy Spring Bancorp, Inc.	SIBN	SI-BONE, Inc.
RM	Regional Management Corp.	SAVA	Cassava Sciences, Inc.	SIEB	Siebert Financial Corp.
RMAX	RE/MAX Holdings, Inc.	SBBP	Strongbridge Biopharma plc	SIEN	Sientra, Inc.
RMBI	Richmond Mutual Bancorporation, Inc.	SBCF	Seacoast Banking Corporation of Florida	SIGA	SIGA Technologies, Inc.

# Survey Constituents (Emerging/Growth)

Ticker	Company	Ticker	Company	Ticker	Company
SILK	Silk Road Medical, Inc.	SPRO	Spero Therapeutics, Inc.	SWAV	ShockWave Medical, Inc.
SITC	SITE Centers Corp.	SPSC	SPS Commerce, Inc.	SWKH	SWK Holdings Corporation
SITM	SiTime Corporation	SPT	Sprout Social, Inc.	SWTX	SpringWorks Therapeutics, Inc.
SKT	Tanger Factory Outlet Centers, Inc.	SQZ	SQZ Biotechnologies Company	SYBT	Stock Yards Bancorp, Inc.
SLCT	Select Bancorp, Inc.	SRCE	1st Source Corporation	SYRS	Syros Pharmaceuticals, Inc.
SLDB	Solid Biosciences Inc.	SRDX	Surmodics, Inc.	TACO	Del Taco Restaurants, Inc.
SLNO	Soleno Therapeutics, Inc.	SREV	ServiceSource International, Inc.	TARA	Protara Therapeutics, Inc.
SLP	Simulations Plus, Inc.	SRG	Seritage Growth Properties	TARS	Tarsus Pharmaceuticals, Inc.
SMBC	Southern Missouri Bancorp, Inc.	SRGA	Surgalign Holdings, Inc.	TBBK	The Bancorp, Inc.
SMBK	SmartFinancial, Inc.	SRNE	Sorrento Therapeutics, Inc.	TBIO	Translate Bio, Inc.
SMED	Sharps Compliance Corp.	SRRK	Scholar Rock Holding Corporation	TBK	Triumph Bancorp, Inc.
SMMF	Summit Financial Group, Inc.	SSTI	ShotSpotter, Inc.	TBNK	Territorial Bancorp Inc.
SMSI	Smith Micro Software, Inc.	STAA	STAAR Surgical Company	TBPH	Theravance Biopharma, Inc.
SNCR	Synchronoss Technologies, Inc.	STAG	STAG Industrial, Inc.	TCBK	TriCo Bancshares
SNDX	Syndax Pharmaceuticals, Inc.	STAR	iStar Inc.	TCDA	Tricida, Inc.
SNR	New Senior Investment Group Inc.	STBA	S&T Bancorp, Inc.	TCFC	The Community Financial Corporation
SNSE	Sensei Biotherapeutics, Inc.	STOK	Stoke Therapeutics, Inc.	TCMD	Tactile Systems Technology, Inc.
SOI	Solaris Oilfield Infrastructure, Inc.	STRO	Sutro Biopharma, Inc.	TCRR	TCR2 Therapeutics Inc.
SOLY	Soliton, Inc.	STRS	Stratus Properties Inc.	TCX	Tucows Inc.
SP	SP Plus Corporation	STSA	Satsuma Pharmaceuticals, Inc.	TDW	Tidewater Inc.
SPFI	South Plains Financial, Inc.	STTK	Shattuck Labs, Inc.	TELA	TELA Bio, Inc.
SPNE	SeaSpine Holdings Corporation	STXB	Spirit of Texas Bancshares, Inc.	TELL	Tellurian Inc.
SPOK	Spok Holdings, Inc.	STXS	Stereotaxis, Inc.	TENB	Tenable Holdings, Inc.
SPPI	Spectrum Pharmaceuticals, Inc.	SUMO	Sumo Logic, Inc.	TERN	Terns Pharmaceuticals, Inc.
SPRB	Spruce Biosciences, Inc.	SVRA	Savara Inc.	TGTX	TG Therapeutics, Inc.

# Survey Constituents (Emerging/Growth)

Ticker	Company	Ticker	Company	Ticker	Company
TH	Target Hospitality Corp.	TXMD	TherapeuticsMD, Inc.	VCYT	Veracyte, Inc.
THFF	First Financial Corporation	TYME	Tyme Technologies, Inc.	VECO	Veeco Instruments Inc.
THR	Thermon Group Holdings, Inc.	UBA	Urstadt Biddle Properties Inc.	VERI	Veritone, Inc.
TIG	Trean Insurance Group, Inc.	UBFO	United Security Bancshares	VERO	Venus Concept Inc.
TLIS	Talis Biomedical Corporation	UBX	Unity Biotechnology, Inc.	VERU	Veru Inc.
TLS	Telos Corporation	UE	Urban Edge Properties	VERY	Vericity, Inc.
TMDX	TransMedics Group, Inc.	UEC	Uranium Energy Corp.	VHC	VirnetX Holding Corp
TMP	Tompkins Financial Corporation	UFPT	UFP Technologies, Inc.	VICR	Vicor Corporation
TPB	Turning Point Brands, Inc.	ULBI	Ultralife Corporation	VIR	Vir Biotechnology, Inc.
TPTX	Turning Point Therapeutics, Inc.	UMH	UMH Properties, Inc.	VITL	Vital Farms, Inc.
TR	Tootsie Roll Industries, Inc.	UNTY	Unity Bancorp, Inc.	VIVO	Meridian Bioscience, Inc.
TRC	Tejon Ranch Co.	UPLD	Upland Software, Inc.	VKTX	Viking Therapeutics, Inc.
TREC	Trecora Resources	URGN	UroGen Pharma Ltd.	VNDA	Vanda Pharmaceuticals Inc.
TRHC	Tabula Rasa HealthCare, Inc.	USLM	United States Lime & Minerals, Inc.	VNRX	VolitionRx Limited
TRNO	Terreno Realty Corporation	USPH	U.S. Physical Therapy, Inc.	VOR	Vor Biopharma Inc.
TRNS	Transcat, Inc.	UTI	Universal Technical Institute, Inc.	VPG	Vishay Precision Group, Inc.
TRST	TrustCo Bank Corp NY	UTL	Unitil Corporation	VRAY	ViewRay, Inc.
TRTX	TPG RE Finance Trust, Inc.	UTMD	Utah Medical Products, Inc.	VRCA	Verrica Pharmaceuticals Inc.
TSBK	Timberland Bancorp, Inc.	UVSP	Univest Financial Corporation	VRNS	Varonis Systems, Inc.
TSC	TriState Capital Holdings, Inc.	VALU	Value Line, Inc.	VRRM	Verra Mobility Corporation
TSHA	Taysha Gene Therapies, Inc.	VAPO	Vapotherm, Inc.	VSTM	Verastem, Inc.
TTGT	TechTarget, Inc.	VBIV	VBI Vaccines Inc.	VTVT	vTv Therapeutics Inc.
TVTX	Traverse Therapeutics, Inc.	VBTX	Veritex Holdings, Inc.	VVI	Viad Corp
TVTY	Tivity Health, Inc.	VCEL	Vericel Corporation	VWTR	Vidler Water Resources, Inc.
TWST	Twist Bioscience Corporation	VCRA	Vocera Communications, Inc.	VXRT	Vaxart, Inc.

# Survey Constituents (Emerging/Growth)

Ticker	Company	Ticker	Company
VYGR	Voyager Therapeutics, Inc.	WVE	Wave Life Sciences Ltd.
VYNE	VYNE Therapeutics Inc.	XAIR	Beyond Air, Inc.
WABC	Westamerica Bancorporation	XBIT	XBiotech Inc.
WASH	Washington Trust Bancorp, Inc.	XCUR	Exicure, Inc.
WDFC	WD-40 Company	XENT	Intersect ENT, Inc.
WETF	WisdomTree Investments, Inc.	XERS	Xeris Pharmaceuticals, Inc.
WEYS	Weyco Group, Inc.	XFOR	X4 Pharmaceuticals, Inc.
WHD	Cactus, Inc.	XGN	Exagen Inc.
WHG	Westwood Holdings Group, Inc.	XHR	Xenia Hotels & Resorts, Inc.
WINA	Winmark Corporation	XNCR	Xencor, Inc.
WING	Wingstop Inc.	XOMA	XOMA Corporation
WK	Workiva Inc.	XONE	The ExOne Company
WKHS	Workhorse Group Inc.	XPEL	XPEL, Inc.
WLDN	Willdan Group, Inc.	YEXT	Yext, Inc.
WLFC	Willis Lease Finance Corporation	YMAB	Y-mAbs Therapeutics, Inc.
WMC	Western Asset Mortgage Capital Corporation	YORW	The York Water Company
WNEB	Western New England Bancorp, Inc.	ZGNX	Zogenix, Inc.
WRAP	Wrap Technologies, Inc.	ZIOP	ZIOPHARM Oncology, Inc.
WRE	Washington Real Estate Investment Trust	ZIXI	Zix Corporation
WSBF	Waterstone Financial, Inc.	ZNTL	Zentalis Pharmaceuticals, Inc.
WSR	Whitestone REIT	ZUO	Zuora, Inc.
WTBA	West Bancorporation, Inc.	ZYXI	Zynex, Inc.
WTI	W&T Offshore, Inc.		
WTRH	Waitr Holdings Inc.		
WTTR	Select Energy Services, Inc.		

# Survey Constituents (Midsize)

Ticker	Company	Ticker	Company	Ticker	Company
ABCB	Ameris Bancorp	ATGE	Adtalem Global Education Inc.	BRKS	Brooks Automation, Inc.
ABR	Arbor Realty Trust, Inc.	AUB	Atlantic Union Bankshares Corporation	BSIG	BrightSphere Investment Group Inc.
ACIW	ACI Worldwide, Inc.	AUD	Audacy, Inc.	BXS	BancorpSouth Bank
ADTN	ADTRAN, Inc.	AVA	Avista Corporation	CADE	Cadence Bancorporation
ADUS	Addus HomeCare Corporation	AVNS	Avanos Medical, Inc.	CALM	Cal-Maine Foods, Inc.
AE	Adams Resources & Energy, Inc.	AVO	Mission Produce, Inc.	CALX	Calix, Inc.
AEIS	Advanced Energy Industries, Inc.	AX	Axos Financial, Inc.	CARG	CarGurus, Inc.
AHCO	AdaptHealth Corp.	AZZ	AZZ Inc.	CARS	Cars.com Inc.
AIN	Albany International Corp.	B	Barnes Group Inc.	CATO	The Cato Corporation
ALE	ALLETE, Inc.	BANR	Banner Corporation	CATY	Cathay General Bancorp
ALG	Alamo Group Inc.	BBSI	Barrett Business Services, Inc.	CBU	Community Bank System, Inc.
ALGT	Allegiant Travel Company	BCOR	Blucora, Inc.	CBZ	CBIZ, Inc.
ALRM	Alarm.com Holdings, Inc.	BCPC	Balchem Corporation	CCMP	CMC Materials, Inc.
ALTG	Alta Equipment Group Inc.	BE	Bloom Energy Corporation	CCOI	Cogent Communications Holdings, Inc.
AMEH	Apollo Medical Holdings, Inc.	BIPC	Brookfield Infrastructure Corporation	CCRN	Cross Country Healthcare, Inc.
AMRC	Ameresco, Inc.	BJRI	BJ's Restaurants, Inc.	CDE	Coeur Mining, Inc.
AOSL	Alpha and Omega Semiconductor Limited	BKE	The Buckle, Inc.	CEIX	CONSOL Energy Inc.
APAM	Artisan Partners Asset Management Inc.	BKU	BankUnited, Inc.	CHDN	Churchill Downs Incorporated
APOG	Apogee Enterprises, Inc.	BLBD	Blue Bird Corporation	CHEF	The Chefs' Warehouse, Inc.
APR	Apria, Inc.	BLKB	Blackbaud, Inc.	CHS	Chico's FAS, Inc.
AQUA	Evoqua Water Technologies Corp.	BOOT	Boot Barn Holdings, Inc.	CIM	Chimera Investment Corporation
ARCH	Arch Resources, Inc.	BOX	Box, Inc.	CIR	CIRCOR International, Inc.
AROC	Archrock, Inc.	BPMC	Blueprint Medicines Corporation	CLDR	Cloudera, Inc.
ASIX	AdvanSix Inc.	BRBR	BellRing Brands, Inc.	CMCO	Columbus McKinnon Corporation
ASTE	Astec Industries, Inc.	BRC	Brady Corporation	CMP	Compass Minerals International, Inc.



# Survey Constituents (Midsize)

Ticker	Company
CMTL	Comtech Telecommunications Corp.
CNMD	CONMED Corporation
CNNE	Cannae Holdings, Inc.
CNSL	Consolidated Communications Holdings, Inc.
CNX	CNX Resources Corporation
COHU	Cohu, Inc.
COLB	Columbia Banking System, Inc.
CONN	Conn's, Inc.
CPK	Chesapeake Utilities Corporation
CRAI	CRA International, Inc.
CRD.B	Crawford & Company
CRK	Comstock Resources, Inc.
CRMT	America's Car-Mart, Inc.
CRS	Carpenter Technology Corporation
CRVL	CorVel Corporation
CSGS	CSG Systems International, Inc.
CSOD	Cornerstone OnDemand, Inc.
CSPR	Casper Sleep Inc.
CSTE	Caesarstone Ltd.
CTRN	Citi Trends, Inc.
CUBI	Customers Bancorp, Inc.
CURO	CURO Group Holdings Corp.
CVCO	Cavco Industries, Inc.
CVGW	Calavo Growers, Inc.
CVLG	Covenant Logistics Group, Inc.

Ticker	Company
CVLT	Commvault Systems, Inc.
CWEN.A	Clearway Energy, Inc.
CWST	Casella Waste Systems, Inc.
CWT	California Water Service Group
DBRG	DigitalBridge Group, Inc.
DCO	Ducommun Incorporated
DDD	3D Systems Corporation
DFIN	Donnelley Financial Solutions, Inc.
DGIC.A	Donegal Group Inc.
DIN	Dine Brands Global, Inc.
DIOD	Diodes Incorporated
DLTH	Duluth Holdings Inc.
DNOW	NOW Inc.
DORM	Dorman Products, Inc.
DSKE	Daseke, Inc.
DXPE	DXP Enterprises, Inc.
EBC	Eastern Bankshares, Inc.
EBIX	Ebix, Inc.
ECOL	US Ecology, Inc.
EGHT	8x8, Inc.
EHTH	eHealth, Inc.
EIG	Employers Holdings, Inc.
ENV	Envestnet, Inc.
ENVA	Enova International, Inc.
ESE	ESCO Technologies Inc.

Ticker	Company
ESNT	Essent Group Ltd.
ETH	Eurotech S.p.A.
EVH	Evolent Health, Inc.
EVTC	EVERTEC, Inc.
EXLS	ExlService Holdings, Inc.
EXPR	Express, Inc.
EXTN	Exterran Corporation
EXTR	Extreme Networks, Inc.
EZPW	EZCORP, Inc.
FBK	FB Financial Corporation
FBP	First BanCorp.
FELE	Franklin Electric Co., Inc.
FFBC	First Financial Bancorp.
FHI	Federated Hermes, Inc.
FIBK	First Interstate BancSystem, Inc.
FIZZ	National Beverage Corp.
FLGT	Fulgent Genetics, Inc.
FLOW	SPX FLOW, Inc.
FMBI	First Midwest Bancorp, Inc.
FNKO	Funko, Inc.
FOCS	Focus Financial Partners Inc.
FOE	Ferro Corporation
FOR	Forestar Group Inc.
FORM	FormFactor, Inc.
FOXF	Fox Factory Holding Corp.

# Survey Constituents (Midsize)

Ticker	Company
FRGI	Fiesta Restaurant Group, Inc.
FSS	Federal Signal Corporation
FULT	Fulton Financial Corporation
FWRD	Forward Air Corporation
GATX	GATX Corporation
GBCI	Glacier Bancorp, Inc.
GCP	GCP Applied Technologies Inc.
GDEN	Golden Entertainment, Inc.
GDOT	Green Dot Corporation
GIC	Global Industrial Company
GLDD	Great Lakes Dredge & Dock Corporation
GLRE	Greenlight Capital Re, Ltd.
GLT	Glatfelter Corporation
GPRO	GoPro, Inc.
GRBK	Green Brick Partners, Inc.
GRPN	Groupon, Inc.
GSKY	GreenSky, Inc.
GTLS	Chart Industries, Inc.
HBB	Hamilton Beach Brands Holding Company
HCC	Warrior Met Coal, Inc.
HCHC	HC2 Holdings, Inc.
HEES	H&E Equipment Services, Inc.
HFFG	HF Foods Group Inc.
HGV	Hilton Grand Vacations Inc.
HL	Hecla Mining Company

Ticker	Company
HLIO	Helios Technologies, Inc.
HLX	Helix Energy Solutions Group, Inc.
HMHC	Houghton Mifflin Harcourt Company
HMN	Horace Mann Educators Corporation
HNGR	Hanger, Inc.
HOFT	Hooker Furniture Corporation
HOMB	Home Bancshares, Inc. (Conway, AR)
HQY	HealthEquity, Inc.
HR	Healthcare Realty Trust Incorporated
HRTG	Heritage Insurance Holdings, Inc.
HSII	Heidrick & Struggles International, Inc.
HTLD	Heartland Express, Inc.
HTLF	Heartland Financial USA, Inc.
HURN	Huron Consulting Group Inc.
HVT	Haverty Furniture Companies, Inc.
HWC	Hancock Whitney Corporation
HWKN	Hawkins, Inc.
IBTX	Independent Bank Group, Inc.
ICHR	Ichor Holdings, Ltd.
IDT	IDT Corporation
IESC	IES Holdings, Inc.
IIIN	Insteel Industries, Inc.
INFN	Infinera Corporation
INOV	Inovalon Holdings, Inc.
IOSP	Innospec Inc.

Ticker	Company
IPAR	Inter Parfums, Inc.
IRDM	Iridium Communications Inc.
ISBC	Investors Bancorp, Inc.
ITGR	Integer Holdings Corporation
IVC	Invacare Corporation
JACK	Jack in the Box Inc.
JBSS	John B. Sanfilippo & Son, Inc.
JJSF	J & J Snack Foods Corp.
JOUT	Johnson Outdoors Inc.
JRVR	James River Group Holdings, Ltd.
KAI	Kadant Inc.
KALU	Kaiser Aluminum Corporation
KAMN	Kaman Corporation
KBAL	Kimball International, Inc.
KE	Kimball Electronics, Inc.
KFRC	Kforce Inc.
KN	Knowles Corporation
KNL	Knoll, Inc.
KNSL	Kinsale Capital Group, Inc.
KODK	Eastman Kodak Company
KOS	Kosmos Energy Ltd.
KTOS	Kratos Defense & Security Solutions, Inc.
KWR	Quaker Chemical Corporation
LANC	Lancaster Colony Corporation
LAUR	Laureate Education, Inc.

# Survey Constituents (Midsize)

Ticker	Company
LBRT	Liberty Oilfield Services Inc.
LCI	Lannett Company, Inc.
LCUT	Lifetime Brands, Inc.
LDL	Lydall, Inc.
LIVN	LivaNova PLC
LL	Lumber Liquidators Holdings, Inc.
LNDC	Landec Corporation
LNN	Lindsay Corporation
LRN	Stride, Inc.
MAC	The Macerich Company
MAX	MediaAlpha, Inc.
MBUU	Malibu Boats, Inc.
MC	Moelis & Company
MDRX	Allscripts Healthcare Solutions, Inc.
MED	Medifast, Inc.
MEDP	Medpace Holdings, Inc.
MEI	Methode Electronics, Inc.
MG	Mistras Group, Inc.
MGEE	MGE Energy, Inc.
MGI	MoneyGram International, Inc.
MGRC	McGrath RentCorp
MGY	Magnolia Oil & Gas Corporation
MIME	Mimecast Limited
MLR	Miller Industries, Inc.
MMI	Marcus & Millichap, Inc.

Ticker	Company
MMSI	Merit Medical Systems, Inc.
MNRO	Monro, Inc.
MODV	ModivCare Inc.
MOV	Movado Group, Inc.
MPAA	Motorcar Parts of America, Inc.
MRTN	Marten Transport, Ltd.
MSGN	MSG Networks Inc.
MTDR	Matador Resources Company
MTRN	Materion Corporation
MTRX	Matrix Service Company
MTSI	MACOM Technology Solutions Holdings, Inc.
MTW	The Manitowoc Company, Inc.
MWA	Mueller Water Products, Inc.
MXL	MaxLinear, Inc.
MYE	Myers Industries, Inc.
MYGN	Myriad Genetics, Inc.
NEX	NexTier Oilfield Solutions Inc.
NGVC	Natural Grocers by Vitamin Cottage, Inc.
NGVT	Ingevity Corporation
NHC	National HealthCare Corporation
NLS	Nautilus, Inc.
NNI	Nelnet, Inc.
NOVT	Novanta Inc.
NP	Neenah, Inc.
NPO	EnPro Industries, Inc.

Ticker	Company
NTCT	NetScout Systems, Inc.
NTGR	NETGEAR, Inc.
NUVA	NuVasive, Inc.
NVAX	Novavax, Inc.
NVEE	NV5 Global, Inc.
NWE	NorthWestern Corporation
NWLI	National Western Life Group, Inc.
NWN	Northwest Natural Holding Company
NX	Quanex Building Products Corporation
NXGN	NextGen Healthcare, Inc.
OEC	Orion Engineered Carbons S.A.
OIS	Oil States International, Inc.
OMCL	Omniceil, Inc.
ONB	Old National Bancorp
ONEW	OneWater Marine Inc.
ONTO	Onto Innovation Inc.
OPRT	Oportun Financial Corporation
OPY	Oppenheimer Holdings Inc.
ORA	Ormat Technologies, Inc.
OSIS	OSI Systems, Inc.
OTTR	Otter Tail Corporation
OXM	Oxford Industries, Inc.
PAHC	Phibro Animal Health Corporation
PBH	Prestige Consumer Healthcare Inc.
PCH	PotlatchDeltic Corporation

# Survey Constituents (Midsize)

Ticker	Company	Ticker	Company	Ticker	Company
PDCE	PDC Energy, Inc.	RBBN	Ribbon Communications Inc.	SCWX	SecureWorks Corp.
PDM	Piedmont Office Realty Trust, Inc.	RCM	R1 RCM Inc.	SENE.A	Seneca Foods Corporation
PETQ	PetIQ, Inc.	RDFN	Redfin Corporation	SFNC	Simmons First National Corporation
PGTI	PGT Innovations, Inc.	RDN	Radian Group Inc.	SGC	Superior Group of Companies, Inc.
PIPR	Piper Sandler Companies	RDNT	RadNet, Inc.	SGH	SMART Global Holdings, Inc.
PJT	PJT Partners Inc.	RES	RPC, Inc.	SHAK	Shake Shack Inc.
PKOH	Park-Ohio Holdings Corp.	RGP	Resources Connection, Inc.	SHOO	Steven Madden, Ltd.
PLAB	Photronics, Inc.	RGR	Sturm, Ruger & Company, Inc.	SHYF	The Shyft Group, Inc.
PLAY	Dave & Buster's Entertainment, Inc.	RILY	B. Riley Financial, Inc.	SJW	SJW Group
PLOW	Douglas Dynamics, Inc.	RLGT	Radiant Logistics, Inc.	SKY	Skyline Champion Corporation
POWI	Power Integrations, Inc.	RLI	RLI Corp.	SLAB	Silicon Laboratories Inc.
PPBI	Pacific Premier Bancorp, Inc.	RNST	Renasant Corporation	SLCA	U.S. Silica Holdings, Inc.
PQG	Ecovyst Inc.	ROAD	Construction Partners, Inc.	SLQT	SelectQuote, Inc.
PRA	ProAssurance Corporation	ROCK	Gibraltar Industries, Inc.	SM	SM Energy Company
PRAA	PRA Group, Inc.	ROG	Rogers Corporation	SMP	Standard Motor Products, Inc.
PRDO	Perdoceo Education Corporation	ROLL	RBC Bearings Incorporated	SMPL	The Simply Good Foods Company
PRFT	Perficient, Inc.	RRGB	Red Robin Gourmet Burgers, Inc.	SMTC	Semtech Corporation
PROS	Prosper Engineering Public Company Limited	RRR	Red Rock Resorts, Inc.	SNFC.A	Security National Financial Corporation
PRPL	Purple Innovation, Inc.	RUN	Sunrun Inc.	SPKE	Via Renewables, Inc.
PRTS	CarParts.com, Inc.	RWT	Redwood Trust, Inc.	SPNT	SiriusPoint Ltd.
PTEN	Patterson-UTI Energy, Inc.	SAFT	Safety Insurance Group, Inc.	SPWR	SunPower Corporation
PTSI	P.A.M. Transportation Services, Inc.	SBRA	Sabra Health Care REIT, Inc.	SRI	Stoneridge, Inc.
PUMP	ProPetro Holding Corp.	SCHL	Scholastic Corporation	SRT	StarTek, Inc.
QNST	QuinStreet, Inc.	SCU	Sculptor Capital Management, Inc.	SSB	South State Corporation
QTS	QTS Realty Trust, Inc.	SCVL	Shoe Carnival, Inc.	SSD	Simpson Manufacturing Co., Inc.

# Survey Constituents (Midsize)

Ticker	Company	Ticker	Company	Ticker	Company
SSTK	Shutterstock, Inc.	TRMK	Trustmark Corporation	VREX	Varex Imaging Corporation
STEP	StepStone Group Inc.	TRS	TriMas Corporation	VRNT	Verint Systems Inc.
STMP	Stamps.com Inc.	TRTN	Triton International Limited	VRS	Verso Corporation
STRA	Strategic Education, Inc.	TRUP	Trupanion, Inc.	VRTS	Virtus Investment Partners, Inc.
STRL	Sterling Construction Company, Inc.	TWNK	Hostess Brands, Inc.	VSEC	VSE Corporation
SUPN	Supernus Pharmaceuticals, Inc.	TWO	Two Harbors Investment Corp.	VTOL	Bristow Group Inc.
SWBI	Smith & Wesson Brands, Inc.	UBSI	United Bankshares, Inc.	VVNT	Vivint Smart Home, Inc.
SWM	Schweitzer-Mauduit International, Inc.	UCBI	United Community Banks, Inc.	WAFD	Washington Federal, Inc.
SXC	SunCoke Energy, Inc.	UCTT	Ultra Clean Holdings, Inc.	WBT	Welbilt, Inc.
SXI	Standex International Corporation	UEIC	Universal Electronics Inc.	WD	Walker & Dunlop, Inc.
SXT	Sensient Technologies Corporation	UFCS	United Fire Group, Inc.	WIRE	Encore Wire Corporation
SYNA	Synaptics Incorporated	UFI	Unifi, Inc.	WLL	Whiting Petroleum Corporation
TALO	Talos Energy Inc.	UIHC	United Insurance Holdings Corp.	WNC	Wabash National Corporation
TCBI	Texas Capital Bancshares, Inc.	ULH	Universal Logistics Holdings, Inc.	WOW	WideOpenWest, Inc.
TG	Tredegar Corporation	UMBF	UMB Financial Corporation	WRLD	World Acceptance Corporation
TGH	Textainer Group Holdings Limited	UNIT	Uniti Group Inc.	WSBC	WesBanco, Inc.
THRM	Gentherm Incorporated	USCR	U.S. Concrete, Inc.	WSFS	WSFS Financial Corporation
TILE	Interface, Inc.	USNA	USANA Health Sciences, Inc.	WW	WW International, Inc.
TIPT	Tiptree Inc.	UVE	Universal Insurance Holdings, Inc.	XPER	Xperi Holding Corporation
TISI	Team, Inc.	VEC	Vectrus, Inc.	YELP	Yelp Inc.
TITN	Titan Machinery Inc.	VG	Vonage Holdings Corp.	YETI	YETI Holdings, Inc.
TLYS	Tilly's, Inc.	VIAV	Viavi Solutions Inc.	ZEUS	Olympic Steel, Inc.
TMST	TimkenSteel Corporation	VLV	Valley National Bancorp	ZUMZ	Zumiez Inc.
TNC	Tennant Company	VOXX	VOXX International Corporation		
TOWN	TowneBank	VRA	Vera Bradley, Inc.		

# Survey Constituents (Mature)

Ticker	Company
AA	Alcoa Corporation
AAN	The Aaron's Company, Inc.
AAWW	Atlas Air Worldwide Holdings, Inc.
ABG	Asbury Automotive Group, Inc.
ABM	ABM Industries Incorporated
ACA	Arcosa, Inc.
ACCO	ACCO Brands Corporation
ADNT	Adient plc
AEL	American Equity Investment Life Holding Company
AEO	American Eagle Outfitters, Inc.
AIMC	Altra Industrial Motion Corp.
AIR	AAR Corp.
AIT	Applied Industrial Technologies, Inc.
AJRD	Aerojet Rocketdyne Holdings, Inc.
AMCX	AMC Networks Inc.
AMKR	Amkor Technology, Inc.
AMN	AMN Healthcare Services, Inc.
AMRK	A-Mark Precious Metals, Inc.
AMRX	Amneal Pharmaceuticals, Inc.
AMWD	American Woodmark Corporation
ANDE	The Andersons, Inc.
ANF	Abercrombie & Fitch Co.
APG	APi Group Corporation
AR	Antero Resources Corporation
ARCB	ArcBest Corporation

Ticker	Company
ARGO	Argo Group International Holdings, Ltd.
ARNC	Arconic Corporation
ASGN	ASGN Incorporated
ASO	Academy Sports and Outdoors, Inc.
ATI	Allegheny Technologies Incorporated
ATKR	Atkore Inc.
ATSG	Air Transport Services Group, Inc.
AVNT	Avient Corporation
AVYA	Avaya Holdings Corp.
AXL	American Axle & Manufacturing Holdings, Inc.
BBBY	Bed Bath & Beyond Inc.
BCC	Boise Cascade Company
BCO	The Brink's Company
BDC	Belden Inc.
BECN	Beacon Roofing Supply, Inc.
BGCP	BGC Partners, Inc.
BGS	B&G Foods, Inc.
BHE	Benchmark Electronics, Inc.
BIG	Big Lots, Inc.
BJ	BJ's Wholesale Club Holdings, Inc.
BKD	Brookdale Senior Living Inc.
BKH	Black Hills Corporation
BLD	TopBuild Corp.
BLDR	Builders FirstSource, Inc.
BLMN	Bloomin' Brands, Inc.

Ticker	Company
BTU	Peabody Energy Corporation
BV	BrightView Holdings, Inc.
BYD	Boyd Gaming Corporation
BZH	Beazer Homes USA, Inc.
CAKE	The Cheesecake Factory Incorporated
CAL	Caleres, Inc.
CAR	Avis Budget Group, Inc.
CBB	Cincinnati Bell Inc.
CBRL	Cracker Barrel Old Country Store, Inc.
CCS	Century Communities, Inc.
CENT	Central Garden & Pet Company
CENX	Century Aluminum Company
CHX	ChampionX Corporation
CIT	CIT Group Inc.
CLF	Cleveland-Cliffs Inc.
CLW	Clearwater Paper Corporation
CMC	Commercial Metals Company
CMPR	Cimpress plc
CNDT	Conduent Incorporated
CNO	CNO Financial Group, Inc.
CNR	Cornerstone Building Brands, Inc.
CNXN	PC Connection, Inc.
COKE	Coca-Cola Consolidated, Inc.
COOP	Mr. Cooper Group Inc.
CORE	Core-Mark Holding Company, Inc.

# Survey Constituents (Mature)

Ticker	Company
COWN	Cowen Inc.
CPS	Cooper-Standard Holdings Inc.
CROX	Crocs, Inc.
CRSR	Corsair Gaming, Inc.
CVA	Covanta Holding Corporation
CVET	Covetrus, Inc.
CVI	CVR Energy, Inc.
CWH	Camping World Holdings, Inc.
CWK	Cushman & Wakefield plc
CXW	CoreCivic, Inc.
CYH	Community Health Systems, Inc.
CZR	Caesars Entertainment, Inc.
DAN	Dana Incorporated
DAR	Darling Ingredients Inc.
DBD	Diebold Nixdorf, Incorporated
DBI	Designer Brands Inc.
DDS	Dillard's, Inc.
DECK	Deckers Outdoor Corporation
DK	Delek US Holdings, Inc.
DLX	Deluxe Corporation
DOOR	Masonite International Corporation
DY	Dycom Industries, Inc.
EAT	Brinker International, Inc.
EBS	Emergent BioSolutions Inc.
ECHO	Echo Global Logistics, Inc.

Ticker	Company
ECPG	Encore Capital Group, Inc.
ELY	Callaway Golf Company
EME	EMCOR Group, Inc.
ENDP	Endo International plc
ENS	EnerSys
ENSG	The Ensign Group, Inc.
EPC	Edgewell Personal Care Company
ESGR	Enstar Group Limited
EXPI	eXp World Holdings, Inc.
EYE	National Vision Holdings, Inc.
FBC	Flagstar Bancorp, Inc.
FCFS	FirstCash, Inc.
FDP	Fresh Del Monte Produce Inc.
FIX	Comfort Systems USA, Inc.
FLR	Fluor Corporation
FLWS	1-800-FLOWERS.COM, Inc.
FN	Fabrinet
FOSL	Fossil Group, Inc.
FRG	Franchise Group, Inc.
FRTA	Forterra, Inc.
FUL	H.B. Fuller Company
GBX	The Greenbrier Companies, Inc.
GCI	Gannett Co., Inc.
GCO	Genesco Inc.
GEF	Greif, Inc.

Ticker	Company
GEO	The GEO Group, Inc.
GES	Guess?, Inc.
GFF	Griffon Corporation
GIII	G-III Apparel Group, Ltd.
GME	GameStop Corp.
GMS	GMS Inc.
GNW	Genworth Financial, Inc.
GOLF	Acushnet Holdings Corp.
GPI	Group 1 Automotive, Inc.
GPRE	Green Plains Inc.
GT	The Goodyear Tire & Rubber Company
GTN	Gray Television, Inc.
GTS	Triple-S Management Corporation
GVA	Granite Construction Incorporated
HCSG	Healthcare Services Group, Inc.
HELE	Helen of Troy Limited
HI	Hillenbrand, Inc.
HIBB	Hibbett, Inc.
HLI	Houlihan Lokey, Inc.
HMPT	Home Point Capital Inc.
HNI	HNI Corporation
HOME	Home Reit Plc
HRI	Herc Holdings Inc.
HSC	Harsco Corporation
HTH	Hilltop Holdings Inc.

# Survey Constituents (Mature)

Ticker	Company	Ticker	Company	Ticker	Company
HUBG	Hub Group, Inc.	LAD	Lithia Motors, Inc.	MTOR	Meritor, Inc.
HY	Hyster-Yale Materials Handling, Inc.	LCII	LCI Industries	MTX	Minerals Technologies Inc.
HZO	MarineMax, Inc.	LE	Lands' End, Inc.	MTZ	MasTec, Inc.
IBP	Installed Building Products, Inc.	LGIH	LGI Homes, Inc.	MUSA	Murphy USA Inc.
ICFI	ICF International, Inc.	LHCG	LHC Group, Inc.	MYRG	MYR Group Inc.
IGT	International Game Technology PLC	LILA	Liberty Latin America Ltd.	NAVI	Navient Corporation
IHRT	iHeartMedia, Inc.	LPX	Louisiana-Pacific Corporation	NBR	Nabors Industries Ltd.
IIVI	II-VI Incorporated	LZB	La-Z-Boy Incorporated	NJR	New Jersey Resources Corporation
IMKT.A	Ingles Markets, Incorporated	M	Macy's, Inc.	NMRK	Newmark Group, Inc.
INT	World Fuel Services Corporation	MANT	ManTech International Corporation	NSIT	Insight Enterprises, Inc.
IRBT	iRobot Corporation	MATW	Matthews International Corporation	NSP	Insperity, Inc.
ITRI	Itron, Inc.	MATX	Matson, Inc.	OCDX	Ortho Clinical Diagnostics Holdings plc
JBT	John Bean Technologies Corporation	MAXR	Maxar Technologies Inc.	ODP	The ODP Corporation
JCOM	J2 Global, Inc.	MD	MEDNAX, Inc.	OGS	ONE Gas, Inc.
JELD	JELD-WEN Holding, Inc.	MDC	M.D.C. Holdings, Inc.	OI	O-I Glass, Inc.
KAR	KAR Auction Services, Inc.	MDP	Meredith Corporation	OII	Oceaneering International, Inc.
KBH	KB Home	MGLN	Magellan Health, Inc.	OMI	Owens & Minor, Inc.
KBR	KBR, Inc.	MHO	M/I Homes, Inc.	OPCH	Option Care Health, Inc.
KELY.A	Kelly Services, Inc.	MLHR	Herman Miller, Inc.	OPK	OPKO Health, Inc.
KFY	Korn Ferry	MLI	Mueller Industries, Inc.	OSTK	Overstock.com, Inc.
KMT	Kennametal Inc.	MMS	Maximus, Inc.	PAE	PAE Incorporated
KOP	Koppers Holdings Inc.	MOD	Modine Manufacturing Company	PARR	Par Pacific Holdings, Inc.
KRA	Kraton Corporation	MOG.A	Moog Inc.	PATK	Patrick Industries, Inc.
KRO	Kronos Worldwide, Inc.	MRC	MRC Global Inc.	PBF	PBF Energy Inc.
KTB	Kontoor Brands, Inc.	MTH	Meritage Homes Corporation	PBI	Pitney Bowes Inc.



# Survey Constituents (Mature)

Ticker	Company
PDCO	Patterson Companies, Inc.
PENN	Penn National Gaming, Inc.
PFGC	Performance Food Group Company
PFSI	PennyMac Financial Services, Inc.
PLCE	The Children's Place, Inc.
PLUS	ePlus inc.
PLXS	Plexus Corp.
PNM	PNM Resources, Inc.
POLY	Plantronics, Inc.
POR	Portland General Electric Company
PRG	PROG Holdings, Inc.
PRIM	Primoris Services Corporation
PSMT	PriceSmart, Inc.
PSN	Parsons Corporation
PTVE	Pactiv Evergreen Inc.
PZZA	Papa John's International, Inc.
QUAD	Quad/Graphics, Inc.
RAD	Rite Aid Corporation
RCII	Rent-A-Center, Inc.
REGI	Renewable Energy Group, Inc.
REV	Revlon, Inc.
REVG	REV Group, Inc.
REZI	Resideo Technologies, Inc.
RH	RH
RIG	Transocean Ltd.

Ticker	Company
RLGY	Realogy Holdings Corp.
RRC	Range Resources Corporation
RUSH.B	Rush Enterprises, Inc.
RXN	Rexnord Corporation
RXT	Rackspace Technology, Inc.
RYAM	Rayonier Advanced Materials Inc.
RYI	Ryerson Holding Corporation
SAFM	Sanderson Farms, Inc.
SAH	Sonic Automotive, Inc.
SAIA	Saia, Inc.
SANM	Sanmina Corporation
SAVE	Spirit Airlines, Inc.
SBGI	Sinclair Broadcast Group, Inc.
SBH	Sally Beauty Holdings, Inc.
SCHN	Schnitzer Steel Industries, Inc.
SCL	Stepan Company
SCS	Steelcase Inc.
SCSC	ScanSource, Inc.
SEM	Select Medical Holdings Corporation
SF	Stifel Financial Corp.
SFIX	Stitch Fix, Inc.
SGMS	Scientific Games Corporation
SGRY	Surgery Partners, Inc.
SIG	Signet Jewelers Limited
SIGI	Selective Insurance Group, Inc.

Ticker	Company
SITE	SiteOne Landscape Supply, Inc.
SJI	South Jersey Industries, Inc.
SKYW	SkyWest, Inc.
SMCI	Super Micro Computer, Inc.
SNBR	Sleep Number Corporation
SNEX	StoneX Group Inc.
SONO	Sonos, Inc.
SPTN	SpartanNash Company
SPWH	Sportsman's Warehouse Holdings, Inc.
SPXC	SPX Corporation
SR	Spire Inc.
SSP	The E.W. Scripps Company
STC	Stewart Information Services Corporation
STFC	State Auto Financial Corporation
SUM	Summit Materials, Inc.
SWN	Southwestern Energy Company
SWX	Southwest Gas Holdings, Inc.
SYKE	Sykes Enterprises, Incorporated
TAST	Carrols Restaurant Group, Inc.
TBI	TrueBlue, Inc.
TEN	Tenneco Inc.
TEX	Terex Corporation
TGI	Triumph Group, Inc.
TGNA	TEGNA Inc.
THC	Tenet Healthcare Corporation

# Survey Constituents (Mature)

Ticker	Company	Ticker	Company
TMHC	Taylor Morrison Home Corporation	VSH	Vishay Intertechnology, Inc.
TNET	TriNet Group, Inc.	VSTO	Vista Outdoor Inc.
TPC	Tutor Perini Corporation	WCC	WESCO International, Inc.
TPH	Tri Pointe Homes, Inc.	WERN	Werner Enterprises, Inc.
TPIC	TPI Composites, Inc.	WGO	Winnebago Industries, Inc.
TROX	Tronox Holdings plc	WMK	Weis Markets, Inc.
TSE	Trinseo S.A.	WMS	Advanced Drainage Systems, Inc.
TTEC	TTEC Holdings, Inc.	WOR	Worthington Industries, Inc.
TTEK	Tetra Tech, Inc.	WSC	WillScot Mobile Mini Holdings Corp.
TTMI	TTM Technologies, Inc.	WTS	Watts Water Technologies, Inc.
TUP	Tupperware Brands Corporation	WWW	Wolverine World Wide, Inc.
TXRH	Texas Roadhouse, Inc.	X	United States Steel Corporation
UFPI	UFP Industries, Inc.		
UFS	Domtar Corporation		
UIS	Unisys Corporation		
UNF	UniFirst Corporation		
UNFI	United Natural Foods, Inc.		
URBN	Urban Outfitters, Inc.		
USX	U.S. Xpress Enterprises, Inc.		
UVV	Universal Corporation		
VAC	Marriott Vacations Worldwide Corporation		
VC	Visteon Corporation		
VGR	Vector Group Ltd.		
VLGE.A	Village Super Market, Inc.		
VRTV	Veritiv Corporation		

# About Us

The professionals within the Human Capital Services (HCS) practice have extensive experience with compensation, in addition to health and welfare, retirement, human resources, and employment tax issues. The Grant Thornton HCS practice is a full-service human capital consulting provider, but we also provide advice and counsel via our other lines of service in Audit, Tax, and Business Advisory services. Our collective background and credentials include public sector decision-makers, accountants, actuaries, ERISA practitioners, technology practitioners, former private sector compensation and benefit administrators, and former IRS and other regulatory agency officials.

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