

|                         |  |                                 |                         |
|-------------------------|--|---------------------------------|-------------------------|
| <b>Survey Name:</b>     | <b>2021 United States MBD/TRS - Executive</b>  | <b>Refinement:</b>              | <b>All Data</b>         |
| <b>Job Family:</b>      | <b>Human Resources</b>   | <b>Scale:</b>                   | <b>In Whole Numbers</b> |
| <b>Job Sub-family:</b>  | <b>Training &amp; Development (Internal)</b>   | <b>Currency:</b>                | <b>US Dollar</b>        |
| <b>Job Code:</b>        | <b>HRM.10.001.E10</b>  | <b>Number of Organizations:</b> | <b>64</b>               |
| <b>Job Title:</b>       | <b>Training &amp; Development - Sub-function Executive 1 (E1)</b>  | <b>Number of Observations:</b>  | <b>79</b>               |
| <b>Job Type:</b>        | <b>Job</b>   | <b>Position Class:</b>          | <b>55-62</b>            |
| <b>Job Description:</b> | Training & Development work includes developing training curriculum/materials, selecting appropriate delivery mechanisms, delivering training, and monitoring training effectiveness for the general workforce and for targeted discipline/technical areas: Discipline/Technical Training •Discipline-specific professional and process/tool knowledge training (e.g., Finance function training on external accounting standards and internal financial systems/control processes) •Discipline-specific competency training (e.g., Influence and Negotiation training for Sales Representatives) Non-Technical Training •Training on general workplace standards, processes, and tools (e.g., Supervisor Training, Employee Time Entry, Email, etc.) •Training on general skills and competencies (e.g., Verbal & Written Communications, Time Management Skills, Basic Spreadsheet/Document Creation skills, etc.) •Training on leadership and management development May develop training curriculum/materials. May select and/or oversee vendors to develop training content or conduct training. Establishes and implements strategies that have short to mid-term (1-3 years) impact on business results in alignment with parent/corporate organization objectives. •Leads multiple teams of directors/senior managers, and managers. •Develops short to mid-term (1-3 years) plans for optimizing the organization, function, or sub-function and the talent required to execute strategies in job area. |                                 |                         |

\* More than 25% of the rates within the sample are supplied by one organization

\*\* Note only the Mean and Median will be displayed if more than 50% of the incumbents are supplied by one organization

| Compensation Element          | No. of Orgs | No. of Obs | * / ** | Inc Wtd 10th %ile | Inc Wtd 25th %ile | Inc Wtd Mean   | Inc Wtd Median | Inc Wtd 75th %ile | Inc Wtd 90th %ile |
|-------------------------------|-------------|------------|--------|-------------------|-------------------|----------------|----------------|-------------------|-------------------|
| <b>Base Salary</b>            | <b>64</b>   | <b>79</b>  |        | <b>147,900</b>    | <b>185,000</b>    | <b>205,996</b> | <b>200,000</b> | <b>230,000</b>    | <b>262,869</b>    |
| Salary Min                    | 37          | 46         |        | 124,970           | 133,750           | 152,750        | 145,500        | 163,708           | 185,912           |
| Salary Mid                    | 37          | 46         |        | 166,070           | 176,974           | 205,441        | 200,500        | 219,250           | 245,800           |
| Salary Max                    | 37          | 46         |        | 207,778           | 221,619           | 259,112        | 251,000        | 275,671           | 318,780           |
| STI Threshold % Base          | 10          | 10         |        | 7.6               | 9.7               | 12.5           | 10.6           | 14.4              | 22.3              |
| STI Target                    | 43          | 56         |        | 16,948            | 35,688            | 54,366         | 50,228         | 69,405            | 87,189            |
| STI Target % of Base          | 43          | 56         |        | 9.1               | 20.0              | 24.9           | 25.0           | 30.0              | 35.0              |
| STI Maximum % Base            | 19          | 23         |        | 25.5              | 35.5              | 47.8           | 40.0           | 50.0              | 86.0              |
| STI Actual                    | 41          | 50         |        | 17,113            | 25,861            | 51,182         | 40,946         | 63,991            | 107,648           |
| STI Actual % Base             | 41          | 50         |        | 9.4               | 13.0              | 23.2           | 20.6           | 31.6              | 45.3              |
| Sales Incentive (Target)      | 0           | 0          |        | --                | --                | --             | --             | --                | --                |
| Sales Incentive Target % Base | 0           | 0          |        | --                | --                | --             | --             | --                | --                |
| Sales Incentive Actual        | 0           | 0          |        | --                | --                | --             | --             | --                | --                |
| Sales Incentive Actual % Base | 0           | 0          |        | --                | --                | --             | --             | --                | --                |
| Profit Sharing Actual         | 0           | 0          |        | --                | --                | --             | --             | --                | --                |
| Profit Sharing Actual % Base  | 0           | 0          |        | --                | --                | --             | --             | --                | --                |
| <b>Total Cash - Target</b>    | <b>51</b>   | <b>66</b>  |        | <b>174,000</b>    | <b>207,448</b>    | <b>255,726</b> | <b>250,000</b> | <b>306,225</b>    | <b>329,948</b>    |
| Total Cash Target - Receivers | 43          | 56         |        | 175,876           | 229,934           | 266,282        | 252,810        | 309,395           | 334,588           |
| <b>Total Cash - Actual</b>    | <b>64</b>   | <b>79</b>  |        | <b>158,428</b>    | <b>191,400</b>    | <b>238,389</b> | <b>232,500</b> | <b>261,684</b>    | <b>342,153</b>    |
| Total Cash Actual - Receivers | 41          | 50         |        | 178,849           | 229,813           | 266,593        | 254,750        | 295,143           | 353,856           |
| LTI (B-S)                     | 29          | 32         |        | 18,598            | 32,952            | 75,588         | 59,115         | 80,370            | 121,502           |
| LTI % of Base (B-S)           | 29          | 32         |        | 9.1               | 16.2              | 31.7           | 27.2           | 42.4              | 45.4              |
| <b>TDC Target (B-S)</b>       | <b>51</b>   | <b>66</b>  |        | <b>174,000</b>    | <b>213,155</b>    | <b>290,019</b> | <b>270,128</b> | <b>327,125</b>    | <b>398,659</b>    |
| TDC Target (B-S), Rcvrs       | 25          | 28         |        | 242,047           | 275,267           | 364,248        | 310,378        | 395,769           | 543,634           |
| <b>TDC Actual (B-S)</b>       | <b>64</b>   | <b>79</b>  |        | <b>158,428</b>    | <b>198,000</b>    | <b>269,007</b> | <b>245,104</b> | <b>314,000</b>    | <b>370,357</b>    |
| TDC Actual (B-S) Rcvrs        | 29          | 32         |        | 229,109           | 261,252           | 338,680        | 300,787        | 365,820           | 525,988           |
| Tenure - Organization         | 61          | 75         |        | 2                 | 4                 | 11             | 8              | 16                | 24                |