

LTI Plan Design

Stock Options (continued)

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

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

LTI Plan Design

Stock Options (continued)

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

LTI Plan Design

Stock Options (continued)

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

LTI Plan Design

Stock Options (continued)

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

Table continues on next page.

LTI Plan Design

Stock Options (continued)

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

Table continues on next page.

LTI Plan Design

Stock Options (continued)

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

Table continues on next page.

LTI Plan Design

Stock Options (continued)

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

Table continues on next page.

LTI Plan Design

Stock Options (continued)

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

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

Table continues on next page.

LTI Plan Design

Stock Options (continued)

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

Table continues on next page.

LTI Plan Design

Stock Options (continued)

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

Table continues on next page.

LTI Plan Design

Stock Options (continued)

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

Table continues on next page.

LTI Plan Design

Stock Options (continued)

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

LTI Plan Design

Stock Options (continued)

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

LTI Plan Design

Stock Options (continued)

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

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

LTI Plan Design

Stock Options (continued)

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

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

LTI Plan Design

Stock Options (continued)

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

LTI Plan Design

Restricted Stock/Stock Units

ORGANIZATIONS GRANTING DURING MOST RECENT ANNUAL LTI GRANT

	# of Organizations	% of Organizations	# of Responses
Total Sample	605	67.0%	903
Industry Sector			
Energy Services	71	65.1%	109
Financial Services	90	57.0%	158
High Tech	118	72.0%	164
Manufacturing	260	67.2%	387
Media/Entertainment	22	88.0%	25
Pharmaceutical/Biotechnology	36	67.9%	53
Retail/Wholesale Trade	46	71.9%	64
Services	126	76.4%	165
Health Care	12	60.0%	20
Revenue Size			
Under \$500 Million	16	39.0%	41
\$500 Million - \$1 Billion	36	69.2%	52
\$1 Billion - \$3 Billion	145	70.0%	207
\$3 Billion - \$6 Billion	117	69.2%	169
\$6 Billion - \$10 Billion	68	71.6%	95
\$10 Billion - \$20 Billion	108	74.5%	145
\$20 Billion or More	115	59.3%	194

TYPE OF GRANT

	% of Responses				# of Responses
	Restricted Stock Only	Restricted Stock Units Only	Both Restricted Stock and Restricted Stock Units	Phantom Stock Only	
Total Sample	30.5%	60.4%	8.6%	0.5%	606
Industry Sector					
Energy Services	35.2%	60.6%	2.8%	1.4%	71
Financial Services	34.4%	51.1%	14.4%	0.0%	90
High Tech	23.7%	71.2%	4.2%	0.8%	118
Manufacturing	24.9%	65.9%	8.8%	0.4%	261
Media/Entertainment	36.4%	59.1%	0.0%	4.5%	22
Pharmaceutical/Biotechnology	11.1%	80.6%	8.3%	0.0%	36
Retail/Wholesale Trade	47.8%	34.8%	17.4%	0.0%	46
Services	30.2%	64.3%	4.8%	0.8%	126
Health Care	33.3%	66.7%	0.0%	0.0%	12
Revenue Size					
Under \$500 Million	50.0%	43.8%	6.3%	0.0%	16
\$500 Million - \$1 Billion	55.6%	36.1%	8.3%	0.0%	36
\$1 Billion - \$3 Billion	31.0%	60.0%	7.6%	1.4%	145
\$3 Billion - \$6 Billion	32.2%	61.0%	6.8%	0.0%	118
\$6 Billion - \$10 Billion	25.0%	61.8%	13.2%	0.0%	68
\$10 Billion - \$20 Billion	20.4%	69.4%	9.3%	0.9%	108
\$20 Billion or More	30.4%	60.9%	8.7%	0.0%	115

LTI Plan Design

Restricted Stock/Stock Units (continued)

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

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

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

LTI Plan Design

Restricted Stock/Stock Units (continued)

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

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

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

LTI Plan Design

Restricted Stock/Stock Units (continued)

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

CRITERIA USED TO DETERMINE ELIGIBILITY

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

LTI Plan Design

Restricted Stock/Stock Units (continued)

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

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

LTI Plan Design

Restricted Stock/Stock Units (continued)

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

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

LTI Plan Design

Restricted Stock/Stock Units (continued)

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

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

LTI Plan Design

Restricted Stock/Stock Units (continued)

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

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

LTI Plan Design

Restricted Stock/Stock Units (continued)

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

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

LTI Plan Design

Restricted Stock/Stock Units (continued)

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

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

CONSEQUENCES IF PERFORMANCE CRITERIA ARE NOT MET

	% of Responses			# of Responses
	Shares are Forfeited	Shares Automatically Vest at the End of a Specified Number of Years	Other	
Total Sample	91.2%	5.9%	2.9%	34

REVENUE/PROFIT PERFORMANCE METRICS USED

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

ACCOUNTING RETURN/MARGIN PERFORMANCE METRICS USED

	% of Responses						# of Responses
	ROIC/RONA	ROE	Operating Margin	Net Profit Margin	Gross Margin	Other	
Total Sample	6.5%	8.7%	0.0%	0.0%	0.0%	4.3%	46

LTI Plan Design

Restricted Stock/Stock Units (continued)

SHAREHOLDER VALUE METRICS

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

STRATEGIC PERFORMANCE METRICS USED

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

UNVESTED RESTRICTED STOCK/STOCK UNITS - TREATMENT UPON TERMINATION

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

Table continues on next page.

LTI Plan Design

Restricted Stock/Stock Units (continued)

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

Table continues on next page.

LTI Plan Design

Restricted Stock/Stock Units (continued)

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

Table continues on next page.

LTI Plan Design

Restricted Stock/Stock Units (continued)

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

Table continues on next page.

LTI Plan Design

Restricted Stock/Stock Units (continued)

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

LTI Plan Design

Restricted Stock/Stock Units (continued)

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

LTI Plan Design

Restricted Stock/Stock Units (continued)

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

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

LTI Plan Design

Restricted Stock/Stock Units (continued)

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

LTI Plan Design

Performance Plan Awards

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

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

LTI Plan Design

Performance Plan Awards (continued)

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

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

LTI Plan Design

Performance Plan Awards (continued)

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

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

LTI Plan Design

Performance Plan Awards (continued)

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

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

LTI Plan Design

Performance Plan Awards (continued)

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

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

LTI Plan Design

Performance Plan Awards (continued)

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

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

LTI Plan Design

Performance Plan Awards (continued)

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

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

LTI Plan Design

Performance Plan Awards (continued)

PERFORMANCE MEASURED IN DETERMINING PAYOUT

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

REVENUE/PROFIT PERFORMANCE METRICS USED

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

LTI Plan Design

Performance Plan Awards (continued)

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

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

LTI Plan Design

Performance Plan Awards (continued)

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

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

LTI Plan Design

Performance Plan Awards (continued)

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

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

LTI Plan Design

Performance Plan Awards (continued)

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

LTI Plan Design

Performance Plan Awards (continued)

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

Table continues on next page.

LTI Plan Design

Performance Plan Awards (continued)

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

Table continues on next page.

LTI Plan Design

Performance Plan Awards (continued)

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

LTI Plan Design

Performance Plan Awards (continued)

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

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

LTI Plan Design

Performance Plan Awards (continued)

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

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

LTI Plan Design

Performance Plan Awards (continued)

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

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

LTI Plan Design

Performance Plan Awards (continued)

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

Table continues on next page.

LTI Plan Design

Performance Plan Awards (continued)

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

Table continues on next page.

LTI Plan Design

Performance Plan Awards (continued)

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

Table continues on next page.

LTI Plan Design

Performance Plan Awards (continued)

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

Table continues on next page.

LTI Plan Design

Performance Plan Awards (continued)

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

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

Table continues on next page.

LTI Plan Design

Performance Plan Awards (continued)

UNVESTED PERFORMANCE PLAN AWARDS - TIMING OF PAYMENT UPON VARIOUS TERMINATIONS (continued)

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

Table continues on next page.

LTI Plan Design

Performance Plan Awards (continued)

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

LTI Plan Design

Performance Plan Awards (continued)

UNVESTED PERFORMANCE PLAN AWARDS - TIMING OF PAYMENT UPON VARIOUS TERMINATIONS (continued)

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

LTI Plan Design

Performance Plan Awards (continued)

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

LTI Plan Design

Performance Plan Awards (continued)

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

LTI Plan Design

Performance Plan Awards (continued)

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

LTI Plan Design

Stock Appreciation Rights (SARs)

ORGANIZATIONS GRANTING SARs DURING MOST RECENT ANNUAL LTI GRANT

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

TYPE OF ORGANIZATIONS GRANTING SARs

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

LTI Plan Design

Stock Appreciation Rights (SARs) (continued)

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

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

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

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

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

LTI Plan Design

Stock Appreciation Rights (SARs) (continued)

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

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

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

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

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

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

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

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

LTI Plan Design

Stock Appreciation Rights (SARs) (continued)

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

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

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

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

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

LTI Plan Design

Stock Appreciation Rights (SARs) (continued)

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

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

Report is for Participants only - For Internal Reference only

Stock Ownership and Restrictive Covenants

Report is for Participants only - For Internal Reference only

Stock Ownership and Restrictive Covenants Highlights

Stock Ownership

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

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

Basis for Guidelines

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

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

Restrictive Covenants - Non-compete Provisions

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

Stock Ownership and Restrictive Covenants

Stock Ownership

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

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

Table continues on next page.

Stock Ownership and Restrictive Covenants

Stock Ownership (continued)

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

Stock Ownership and Restrictive Covenants

Stock Ownership (continued)

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

Table continues on next page.

Stock Ownership and Restrictive Covenants

Stock Ownership (continued)

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

Table continues on next page.

Stock Ownership and Restrictive Covenants

Stock Ownership (continued)

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

Stock Ownership and Restrictive Covenants

Stock Ownership (continued)

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

Stock Ownership and Restrictive Covenants

Stock Ownership (continued)

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

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

Stock Ownership and Restrictive Covenants

Stock Ownership (continued)

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

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

Stock Ownership and Restrictive Covenants

Stock Ownership (continued)

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

Stock Ownership and Restrictive Covenants

Restrictive Covenants - Non-compete Provisions

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

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

Stock Ownership and Restrictive Covenants

Restrictive Covenants - Non-compete Provisions (continued)

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

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

Table continues on next page.

Stock Ownership and Restrictive Covenants

Restrictive Covenants - Non-compete Provisions (continued)

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

Table continues on next page.

Stock Ownership and Restrictive Covenants

Restrictive Covenants - Non-compete Provisions (continued)

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

Table continues on next page.

Stock Ownership and Restrictive Covenants

Restrictive Covenants - Non-compete Provisions (continued)

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

Stock Ownership and Restrictive Covenants

Restrictive Covenants - Non-compete Provisions (continued)

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

Report is for Participants only - For Internal Reference only

Glossary of Terms

Report is for Participants only. For Internal Reference only

Glossary of Terms

Stock Options

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

Restricted Stock/Stock Units

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

Performance Plan Awards

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

Stock Appreciation Rights

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

PETITIONER'S EXHIBIT 18-J (RHM) IS CONFIDENTIAL

VERIFICATION

I hereby verify under the penalties of perjury that the foregoing representations are true to the best of my knowledge, information and belief.

Signed: 
Renee H. Metzler

Dated: 7/2/2019