

Corporate Ethics and Compliance Specialist
Job Code: 1725

Works under very general direction. Independently determines and develops approaches to solutions. Work is reviewed upon completion for adequacy in meeting objectives. Works on assignments to monitor activities relating to standards of conduct, and ethical relationships with customers, contractors, suppliers, employees and the communities in which the organization is conducting their business. Coordinates and participates with other subject matter experts on the corporation's risk management program to assess, prioritize and manage legal and regulatory compliance risks based on the Federal Sentencing Guidelines requirements. Participates in the implementation of the corporation's comprehensive ethics, business conduct and compliance program throughout the organization. Assist in the preparation of communication and distribution of materials to all personnel. Participates in creating the most appropriate methods for maintaining employee awareness of the program and pertinent laws or regulations pertaining to the organization's business. Assures that honest, candid and timely responses from the appropriate management personnel are provided for "helpline" inquiries. Monitors allegations of unethical activity through evaluation of risk and identification of solutions. Ensures that a thorough investigation is conducted of alleged violations of the Code, laws or regulations pertaining to the business. Coordinates closely with Internal Auditing, Human Resources and Legal executives relative to application, interpretation, and enforcement of the Code and the corporation's policies and procedures. Participates as an expert resource in the design and development of employee education and training programs regarding compliance with applicable laws, regulations and code. Participates in preparation and presentation of periodic reports to the senior executive of the corporation, Board of Directors, Ethics and Compliance Committee members. Acts as a technical expert on ethics and compliance projects. Education/Experience: Bachelor's degree and more than 5 years experience. Work experience should include relevant work in government regulatory compliance and laws.

Cash Compensation (All dollar amounts are displayed in \$000s)

Scope	Base Salary							Short-term Incentives						Total Cash Compensation							
	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average
All Organizations	41	92	60.8	70.0	88.0	73.9	74.9	26	48	2.5	6.0	10.2	6.7	7.1	41	92	64.3	76.0	91.6	78.1	79.4
Ownership Type	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average
Public	26	73	59.8	70.0	80.4	73.2	72.9	17	37	3.4	6.3	10.8	6.8	7.1	26	73	62.0	76.1	92.7	77.4	77.5
Private (Other than Pre-IPO)	6	10	57.5	76.2	95.7	73.4	75.8	5	7	4.4	7.0	20.0	9.1	11.2	6	10	62.8	80.5	108.4	80.9	85.1
Number of Employees (FTEs)	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average
< 5,000	10	15	56.4	66.5	85.3	65.9	69.2	6	6	2.1	2.4	5.3	3.4	3.4	10	15	59.0	67.6	86.4	67.2	71.2
5,001 - 15,000	14	20	61.1	78.3	96.3	84.0	83.2	8	11	2.2	5.2	10.9	7.9	8.5	14	20	63.0	86.4	107.5	88.5	88.1
15,001 - 35,000	7	36	70.0	74.0	95.2	76.9	81.5	5	17	5.2	7.0	9.8	5.8	7.4	7	36	74.1	81.0	102.2	81.2	86.8
> 35,000	10	21	58.7	64.8	71.1	65.0	64.2	7	14	5.5	10.0	11.4	8.5	8.6	10	21	62.1	72.5	76.4	70.6	70.2
Revenue	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average
< \$2B	9	11	61.1	85.0	93.5	85.6	85.0	5	6	2.7	5.0	10.6	7.8	6.3	9	11	65.7	91.0	95.5	89.8	88.5
\$2B - \$10B	13	18	55.5	70.0	78.3	73.9	71.6	8	9	2.0	4.2	9.6	5.9	5.2	13	18	56.5	70.0	87.0	76.8	74.8
\$10B - \$20B	8	42	62.2	69.9	89.3	73.2	71.8	7	23	2.3	4.5	6.0	4.3	4.4	8	42	66.5	75.1	89.9	77.0	75.6

Corporate Ethics and Compliance Specialist
Job Code: 1725

Cash Compensation (All dollar amounts are displayed in \$000s)

Scope	Base Salary							Short-term Incentive						Total Cash Compensation								
	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average	
Revenue																						
> \$20B	7	12	64.6	65.6	97.0	73.5	74.8	6	10	9.3	10.7	16.9	12.6	13.5	7	12	70.0	77.0	110.2	84.0	86.4	
Industry																						
Utilities	6	12	53.0	74.1	91.1	82.8	72.0	5	6	1.5	2.1	10.8	6.3	5.4	6	12	54.7	80.5	96.1	86.0	76.4	
Oil and Gas Extraction	6	12	53.0	74.1	91.1	82.8	72.0	5	6	1.5	2.1	10.8	6.3	5.4	6	12	54.7	80.5	96.1	86.0	76.4	
Manufacturing	8	12	64.9	72.5	92.0	86.8	82.0	4	5						8	12	65.6	76.7	95.8	90.3	85.3	
Finance & Insurance	9	40	57.9	65.0	71.8	66.6	65.3	6	20	3.4	5.4	7.8	5.0	5.6	9	40	61.0	66.4	78.0	70.5	69.1	
Finance & Ins - Ins Carriers	8	34	57.7	65.7	72.9	67.9	66.1	6	20	3.4	5.4	7.8	5.0	5.6	8	34	63.4	70.2	79.5	72.4	70.3	

Corporate Ethics and Compliance Specialist

Job Code: 1725

Cash Compensation (All dollar amounts are displayed in \$000s)

Scope	Base Salary							Short-Term Incentive							Total Cash Compensation						
Region	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average
Northeast	15	43	61.5	69.6	81.5	73.8	75.7	11	25	2.4	5.5	10.0	5.7	6.4	15	43	66.4	74.1	92.2	78.4	80.3
South	7	12	65.6	70.0	75.1	72.9	71.1	7	12	3.0	6.0	11.4	7.2	6.7	7	12	68.6	76.2	81.7	80.1	77.8
Midwest	9	17	51.4	70.0	96.5	71.9	77.1	4	6						9	17	51.6	75.0	111.5	75.6	82.3
West Coast	6	15	61.7	74.8	88.1	76.6	74.8	1	1						6	15	61.7	75.3	89.2	76.8	75.2
Sub-Region	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average
New England	6	11	61.1	69.2	83.8	72.3	72.5	5	8	4.7	7.0	11.0	7.6	7.7	6	11	64.0	75.4	96.8	78.8	78.9
New York - New Jersey	5	6	63.3	75.0	118.0	97.1	87.5	3	3						5	6	69.4	77.4	118.0	99.5	90.4
Great Lakes	6	9	43.4	67.6	109.5	77.7	77.9	3	5						6	9	43.9	75.6	109.5	81.3	80.8
South Central	6	11	65.7	71.9	80.7	75.0	74.6	6	11	2.8	6.3	11.7	7.4	7.0	6	11	74.2	76.6	88.9	82.4	81.6
State	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average
Texas	5	8	67.8	73.9	86.3	78.5	76.5	5	8	2.6	6.0	9.6	6.0	6.1	5	8	72.3	76.2	96.0	84.4	82.5
Large Metro Area (CSA)	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average
New York - Newark - Bridgeport	7	9	60.0	75.0	95.2	92.6	84.7	4	4						7	9	68.8	77.4	102.2	95.7	87.8
Local Metro Area (CBSA)	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average
New York - Newark - Edison	5	6	63.3	75.0	118.0	97.1	87.5	3	3						5	6	69.4	77.4	118.0	99.5	90.4

Corporate Ethics and Compliance Specialist
Job Code: 1725

Long-Term Incentive Compensation (All dollar amounts are displayed in \$000s)

Type	2005 Annual Grant Value						
	#orgs	#ees	25th pctile	50th pctile (median)	75th pctile	ee-wtd average	org-wtd average
Options*	4	8					
Full Value Shares	4	29					
Long-Term Cash	1	1					
Total Long-Term Incentive	7	34	6.0	13.3	43.2	11.6	23.5

*Options are included at present value. See survey methodology for more details on these calculations.

Long-Term Incentive Plan Design

Long-Term Incentive Eligibility		Frequency of Grants		Average Vesting Period	
Yes	24.4%	More Than Once Per Year	0.0%	More Than Once Per Year	0.0%
No	75.6%	Every Year	100.0%	1 Year	0.0%
		Every 2 Years	0.0%	2 Years	0.0%
		Every 3 Years	0.0%	3 Years	60.0%
				4 Years	30.0%
				5 Years	10.0%
				More Than 5 Years	0.0%

Percentage of Organizations Offering LTI Grants by Ownership Type*

	Public	Private (Pre-IPO)	Private (Other than Pre-IPO)	Government	Not-for-Profit
Options	15.4%	0.0%	0.0%	0.0%	0.0%
Full Value Shares	11.5%	0.0%	16.7%	0.0%	0.0%
Long-Term Cash	0.0%	0.0%	16.7%	0.0%	0.0%

*Percentages based on all organizations that matched this position.

Corporate Ethics and Compliance Specialist
Job Code: 1725

Job Characteristics

Job Match	
Greater Responsibility	22.0%
Equal Responsibility	68.3%
Less Responsibility	9.8%

Short-Term Incentive Eligibility	
Yes	63.4%
No	36.6%

Average Target Bonus (As a Percentage of Base Pay)			
25th pctile	50th pctile (median)	75th pctile	org-wtd average
6.0%	8.0%	12.0%	9.7%