



2017
Seniors Housing Industry
Executive Compensation Report

**AMERICAN
SENIORS
HOUSING
ASSOCIATION**
Living Longer Better

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ADVISORS

Christenson Advisors (“CA”) is pleased to present the 2017 ASHA Seniors Housing Industry Executive Compensation Survey report of results. This report provides seniors housing companies with current information on key organization metrics and compensation program structure/design characteristics. In addition, competitive compensation levels are provided (both 2016 actual awards and 2017 target opportunities) for 34 management level positions.

A total of 65 companies participated in the survey. We extend our sincere appreciation to all participating companies for providing valuable information, which has enabled us to perform an extensive examination of compensation within the seniors housing industry. We hope this report serves as a valuable benchmarking resource to compare your company's compensation program and pay practices to the market.

Sincerely,

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Introduction

Survey Methodology

CA designed and administered a questionnaire specific to seniors housing companies to collect and analyze detailed compensation information. Sixty-five (65) companies provided thorough responses, classifying them as participants. CA gathered all of the responses and then analyzed the information to develop this report of results.

Due to differences in organizational and staffing structures across companies, participants were not necessarily able to provide information on every data item requested. In addition, not all participating companies employ each position surveyed. In cases where some participants did not respond to a particular survey question and/or position, the statistics are based on only the actual responses received.

We have, in certain cases, identified trends or made comparisons to the 2015 and 2016 surveys as they relate to organization metrics, compensation program structure/design characteristics, and total compensation by position. Because the participant base differs across these three survey years, direct comparisons of the responses may not be entirely appropriate.

Organization Level Definitions

In the section of the report that discusses compensation program structure, the positions surveyed were categorized to offer more meaningful summary information. Below are the descriptions of how the positions were grouped.

Top Management

Responsible for setting and pursuing the overall strategy of the organization through their vision. This includes, but is not necessarily limited to, the Chief Executive Officer, Chief Operating Officer/President, Chief Financial Officer, Chief Investment Officer, and General Counsel. These positions normally report to either the Board of Directors or the Chief Executive Officer.

Senior Management/Function Heads

In charge of a major department (i.e., Head of Nursing Services, Head of Marketing) or function (i.e., Head of Development, Head of Property Management) in the organization. Participate in the development of company policy and closely advise top management on strategy. Their primary purpose is to achieve business objectives. These positions normally report to the Chief Executive Officer, Chief Operating Officer/President, or other member of top management.

Participating Companies

Participants

Below is a partial list of the participating companies. This list does not include all 65 participants, as some companies prefer to remain anonymous. The companies listed below gave approval to list their name as a participant.

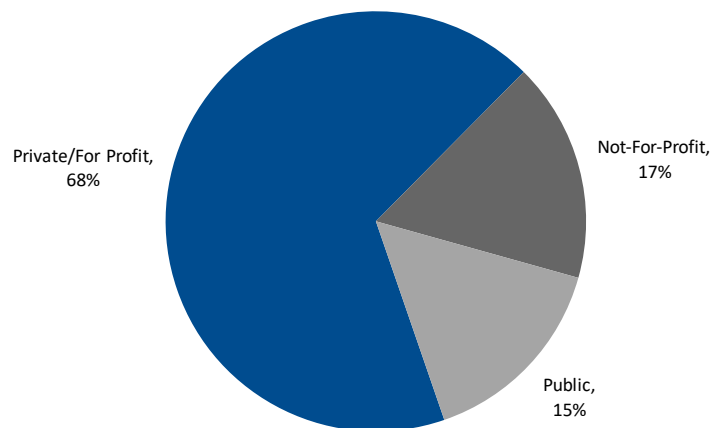
12 Oaks Management Services Inc.	Era Living, LLC	Sagora Senior Living
Allegro Senior Living	Frontline Resource Management	Senior Resource Group, LLC
American House Senior Living Communities	Gardant Management Solutions	Senior Star Management Company
Americare Senior Living	Gorman & Company	Stellar Senior Living
Asbury Communities	Harbor Retirement Associates	The Goodman Group
Avista Senior Living Management, LLC	Human Good	USA Properties Fund
Belmont Village	Immanuel	Validus Senior Living
Benchmark Senior Living	Kisco Senior Living	Ventas, Inc.
Brightview Senior Living, LLC	LCB Senior Living, LLC	Vi
Buckner Retirement Services, Inc.	LCS	Volunteers of America
Capri Senior Communities	Manchester Manor Health Care Center	Watermark Retirement Communities, Inc.
Commonwealth Senior Living, LLC	MBK Real Estate, LLC	West Living, LLC
Cottage Senior Living, Inc.	Merrill Gardens	Westminster Communities of Florida
Elder Care Alliance	National Church Residences	Wilkinson Family of Companies
ER Senior Management, LLC	Northbridge Companies	

Organization Information

Operational Information

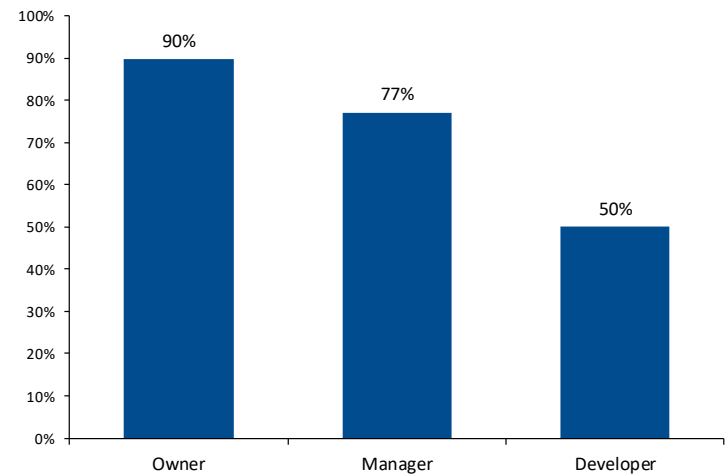
What is the status of your company?

Private/for-profit companies make up over two-thirds (68%) of the survey’s participants. The remaining are fairly evenly split between not-for-profits (17%) and publicly traded organizations (15%).



How is your company classified?

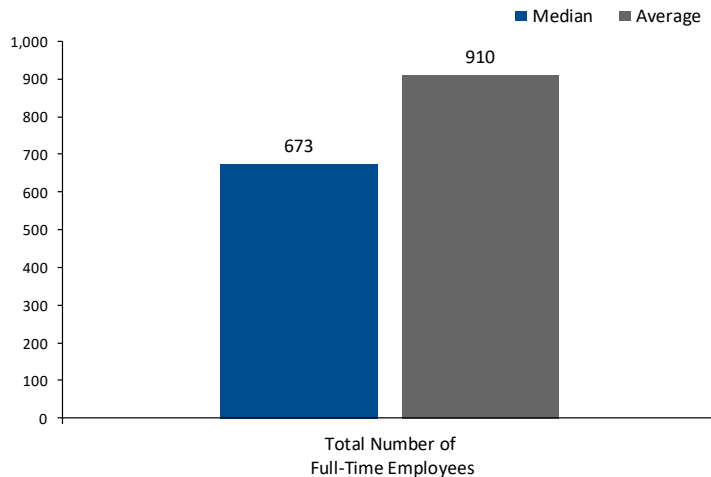
Sixty-seven percent (67%) of the participants categorize their company as an owner and manager of seniors housing properties, while just under one-half (48%) classify their organization as an owner, manager, and developer of such properties.



Operational Information

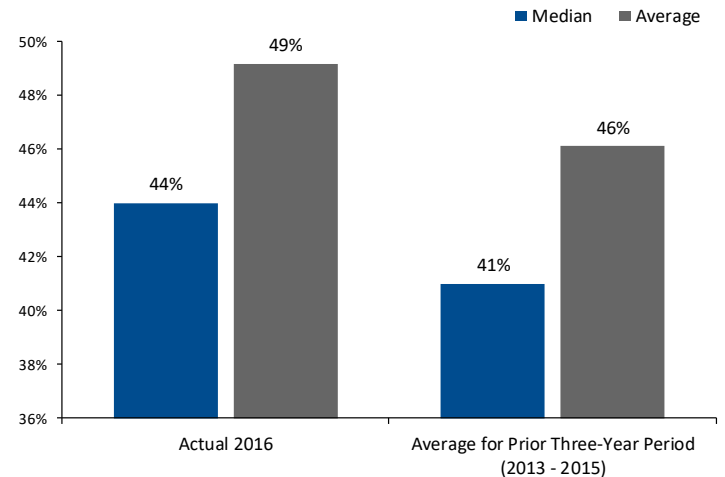
How many people does your company currently employ full-time?

Participant vary greatly in terms of number of employees, one indicator of the range of companies that participated in the survey. This years participating companies have a median and average total number of full-time employees of 673 and 910 respectively. By comparison, last years participants had a median of 711 and an average of 1,915.



What was your company’s annual turnover rate?

Participants reported an annual turnover rate in 2016 that was comparable to the average rate for the prior three-year period (2013 – 2015). Over these four years, on average, just under half of participating companies’ employees left the organization either voluntarily or involuntarily.



Operational Information

Which of the following functions does your company have internally/in-house, externally/outsourced, or a combination of both?

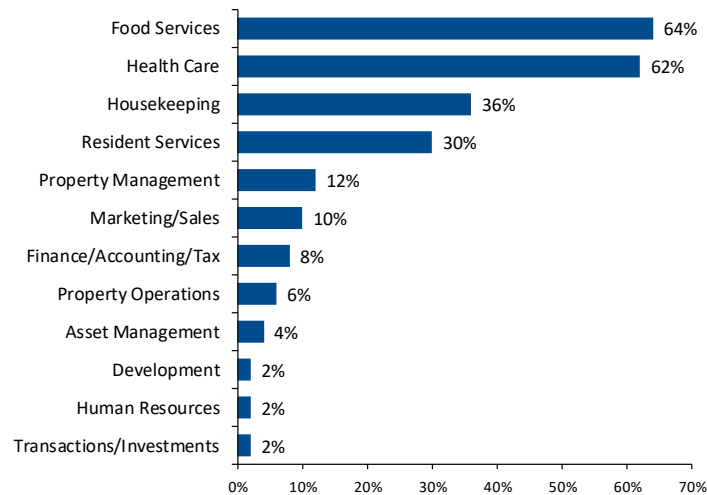
Eleven (11) of the 15 functions surveyed are performed entirely in-house by a majority of the participating companies. The four exceptions are construction, IT, legal, and transactions/investments. Almost one-half (47%) of participants indicated that their company’s construction function is performed both in-house and outsourced, while the legal function is completely outsourced by a majority (54%) of participating companies. The IT and transactions/investments functions are performed internally/in-house only by a plurality of participating companies. Lastly, most of the participating companies have each of the functions surveyed, as demonstrated by the relatively low percentages listed in the “company does not have this function” column.

	Internally/In-House Only	Externally/Outsourced Only	Both Internally/In-House and Externally/Outsourced	Company Does Not Have This Function
Asset Management	64%	0%	21%	15%
Construction	14%	31%	47%	8%
Development	68%	4%	21%	6%
Finance/Accounting/Tax	73%	0%	27%	0%
Food Services	83%	2%	8%	6%
Health Care	62%	7%	27%	4%
Housekeeping	90%	2%	4%	4%
Human Resources	80%	2%	18%	0%
Information Technology	43%	18%	39%	0%
Legal	19%	54%	27%	0%
Marketing/Sales	73%	0%	27%	0%
Property Management	83%	4%	10%	2%
Property Operations/Facilities Management	86%	2%	12%	0%
Resident Services	88%	2%	8%	2%
Transactions/Investments	46%	4%	39%	11%

Operational Information

Into which of the following functions did your company hire the greatest number of employees during 2016?

Participants were asked to indicate the functions into which their company hired the largest number of employees during 2016. A majority of the participants reported food services and/or health care staff as being in highest demand during the year.



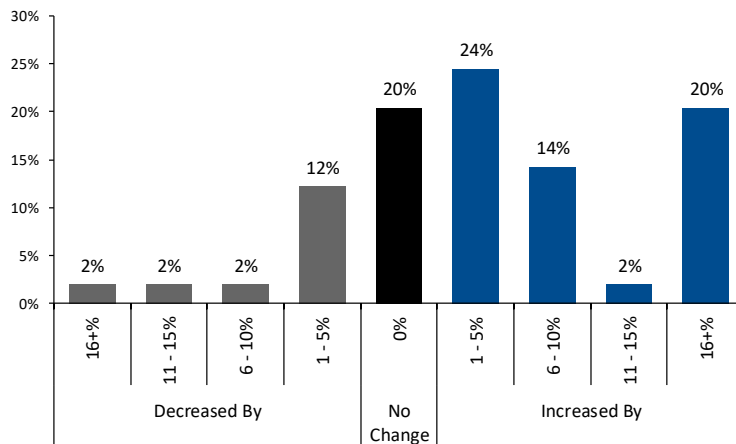
Operational Information

How did the size of your company’s total workforce change during the following full year periods?

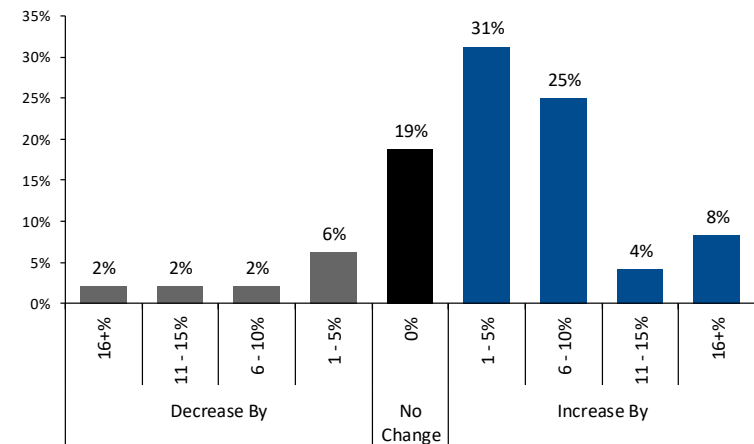
Sixty percent (60%) of the participating companies increased their staff in 2016, with a total workforce change most often in the 1% to 5% range. Conversely, 18% of participants had a workforce reduction during this same time period. Lastly, 20% of the participants reported that the size of their company’s workforce remained unchanged during 2016.

Sixty-eight percent (68%) of participants project a total workforce increase at their company in 2017, which is slightly higher than 2016 (60%). Again, a change in the 1% to 5% range is most common. In addition, the percentage of participants that expect a decrease in staff at their company fell from 18% in 2016 to 12% in 2017. Finally, 19% of participants anticipate no change in workforce size in 2017 (compared to 20% in 2016.)

2016 (Actual)



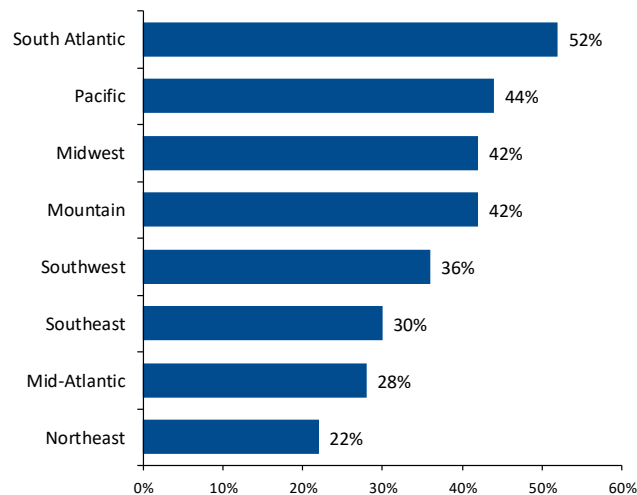
2017 (Projected)



Portfolio Information

In which of the following domestic and international geographic markets does your company currently own and/or manage assets?

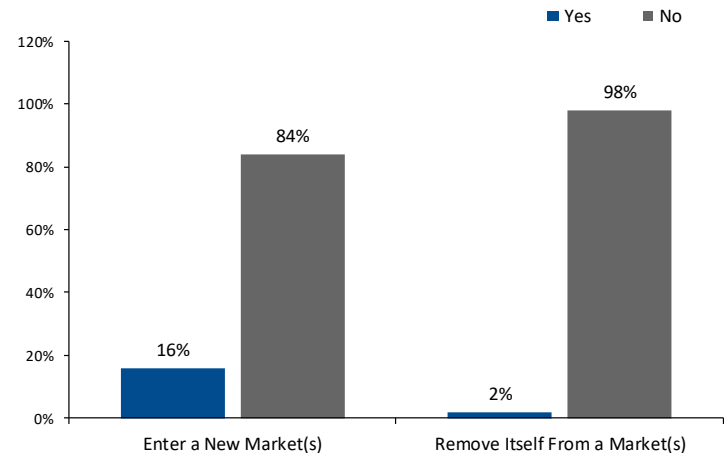
Participating companies own and/or manage assets in each of the U.S. regions surveyed. Moreover, just under one-third (32%) of the participants are locally focused, owning and/or managing properties in a single domestic market. On the other hand, 10% of the participating companies are national, owning and/or managing properties in all eight U.S. markets. There is not a large international presence among participants with only 6% of companies owning and/or managing assets outside of the U.S. all within Canada, Europe, and Asia.



Regions are defined at the beginning of the Compensation by Position section.

Is your company planning to enter a new and/or remove itself from a domestic and/or international geographic market(s) in the next 12 months (expand its assets owned and/or managed, dispose all existing assets owned and/or managed)?

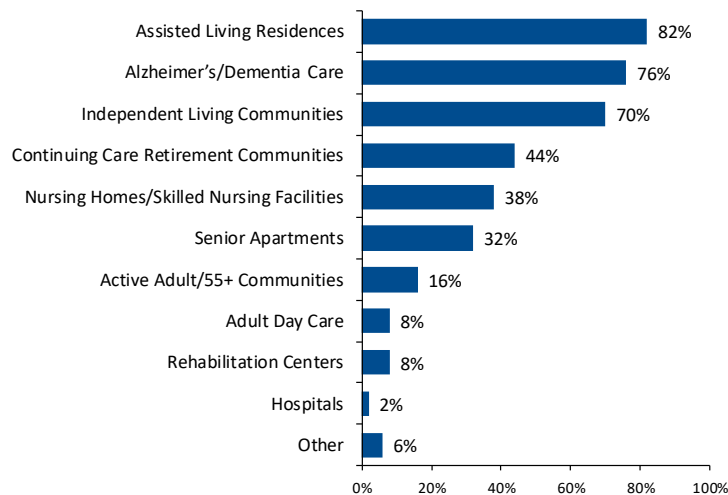
With respect to expansion into or contraction from domestic and/or international markets, transactional activity will be relatively limited over the next year with 16% of participating companies planning to enter a new market(s) in the next 12 months. The Mid-Atlantic, Northeast, Pacific, and Southwest regions of the U.S. were cited as markets being expanded into (none will expand internationally). Furthermore, only 2% of the participating companies currently have plans to dispose all of their existing assets within a market(s).



Portfolio Information

What types of seniors housing properties does your company own and/or manage?

At least two-thirds of the participating companies reported owning and/or managing assisted living residences, alzheimer’s/dementia care facilities, and/or independent living communities. However, the full spectrum of seniors housing properties are represented in the survey results. Furthermore, 86% of participating companies are diversified, owning and/or managing multiple property types (86% in 2016)



Other: Rental Continuum - PACE, Home Health, Senior Meals, Hospice

How many seniors housing properties does your company currently own and/or manage?

The table below provides statistics on the number of properties currently owned and/or managed by participating companies.

	25th %ile	Median	Average	75th %ile
Active Adult/55+ Communities	9	17	14	18
Adult Day Care	2	3	4	5
Alzheimer's/Dementia Care	3	5	10	15
Assisted Living Residences	6	10	17	22
Continuing Care Retirement Communities	1	4	5	7
Independent Living Communities	2	6	10	12
Nursing Homes/Skilled Nursing Facilities	2	5	7	8
Rehabilitation Centers	5	6	6	6
Senior Apartments	2	4	6	8
Other	2	3	5	7

Financial Data

What was your company’s total dollar value, over each of the respective full year periods, for the following activities?

On average, participating companies reported that the value of their development, acquisitions and dispositions activities increased between 2015 and 2016. When projecting 2017 values, participating companies anticipated an increase in development activities and a decrease in acquisitions and dispositions. It should be noted that not all participating companies provided information for each activity and/or full year periods, therefore direct comparison of the values may not be entirely appropriate.

		25th %ile	Median	Average	75th %ile
Development	Actual 2015	\$3,885,000	\$12,208,656	\$22,247,695	\$25,375,000
	Actual 2016	\$4,750,000	\$20,000,000	\$34,823,851	\$47,500,000
	Projected 2017	\$3,500,000	\$10,000,000	\$54,853,744	\$77,015,518
Acquisitions	Actual 2015	\$2,150,000	\$5,000,000	\$14,322,068	\$21,700,000
	Actual 2016	\$3,089,242	\$17,725,000	\$22,445,485	\$24,750,000
	Projected 2017	\$6,251,652	\$10,000,000	\$18,241,835	\$19,000,000
Dispositions	Actual 2015	\$157,620	\$220,000	\$1,558,218	\$1,500,000
	Actual 2016	\$1,975,000	\$2,782,309	\$7,585,871	\$6,013,250
	Projected 2017	\$1,865,879	\$5,000,000	\$6,890,251	\$10,250,000

Please provide the following information for calendar/fiscal year 2016.

The table below shows various expense and income statistics, providing additional indicators of the size of the participating companies. Again, it should be noted that not all participating companies provided information for each item, therefore direct comparison of the values may not be entirely appropriate.

		25th %ile	Median	Average	75th %ile
Aggregate (Company) Full Year Expenses	Total Compensation Expense	\$15,711,275	\$27,547,131	\$52,475,946	\$81,062,511
	Total Benefits Expense	\$1,242,124	\$4,249,555	\$9,259,926	\$17,972,141
	Total G&A Expense	\$5,352,816	\$9,995,148	\$19,859,688	\$18,479,376
	Total Expenses	\$25,645,459	\$65,000,000	\$102,665,984	\$164,197,430
Financial Measures	Total Revenue	\$49,250,000	\$113,604,329	\$326,726,791	\$240,575,750
	Total Net Operating Income (NOI)	\$523,835	\$14,577,539	\$15,791,129	\$23,908,667
	EBITDA ¹	\$2,149,545	\$17,159,126	\$24,572,473	\$43,992,700

¹ Earnings before interest, tax, depreciation, and amortization

Financial Data

How did your company’s performance on the following financial measures compare from one calendar/fiscal year to the next?

In each of the four financial measures surveyed, a majority of the participating companies reported improved performance in calendar/fiscal year 2016 when compared to 2015. Calendar/fiscal year 2017 had a similar finding. A majority of the participants projected improved performance, across each financial measure, when compared to 2016. Finally, a relatively small percentage of the participating companies reported either no change or poorer performance between calendar/fiscal years.

		Decreased By					No Change	Increased By				
		21+%	16-20%	11-15%	6-10%	1-5%		1-5%	6-10%	11-15%	16-20%	21+%
2016 Compared To 2015 (Actual)	Total Revenue	5%	0%	0%	0%	8%	8%	30%	14%	8%	3%	24%
	Total Net Operating Income (NOI)	11%	0%	0%	8%	11%	5%	22%	8%	5%	0%	30%
	EBITDA ¹	11%	0%	0%	6%	9%	9%	14%	6%	9%	6%	31%
	Total Assets (owned and/or managed)	3%	0%	0%	3%	11%	11%	23%	17%	9%	3%	20%
2017 Compared To 2016 (Projected)	Total Revenue	3%	0%	3%	8%	3%	11%	33%	19%	3%	6%	11%
	Total Net Operating Income (NOI)	8%	0%	0%	8%	6%	11%	22%	11%	6%	3%	25%
	EBITDA ¹	11%	3%	0%	8%	3%	8%	31%	6%	8%	0%	22%
	Total Assets (owned and/or managed)	3%	0%	0%	9%	6%	23%	26%	17%	3%	0%	14%

¹ Earnings before interest, tax, depreciation, and amortization

Compensation Program Structure

Base Salary

What was the average percentage change in base salary between the following calendar/fiscal years?

Between calendar/fiscal year 2016 and 2017, 82%, 84% and 85% of the participating companies increased the base salary for top management, senior management/function heads and the company overall (all employees), respectively. On average, an increase between 2.1% and 4% was most common. The results are much the same when projecting base salary changes between calendar/fiscal year 2017 and 2018. Eighty-two percent (82%), 87% and 87% of participants anticipate providing increases to top management, senior management/function heads, and the company overall (all employees), respectively. Again, the largest portion of these increases are expected to fall in the 2.1% to 4% range. Lastly, a relatively small percentage of the participating companies reported either no change or a decrease in base salary between the calendar/fiscal years surveyed.

		Decreased By				No Change	Increased By			
		6.1+	4.1-6%	2.1-4%	0.1-2%		0.1-2%	2.1-4%	4.1-6%	6.1+
Between 2016 & 2017 (Actual)	Top Management	0%	0%	4%	0%	13%	9%	47%	13%	13%
	Senior Management/Function Heads	0%	0%	2%	7%	7%	4%	60%	11%	9%
	Company Overall (all employees)	0%	0%	2%	7%	7%	11%	61%	11%	2%
Between 2017 & 2018 (Projected)	Top Management	0%	0%	0%	4%	13%	9%	58%	13%	2%
	Senior Management/Function Heads	0%	0%	2%	2%	9%	4%	73%	7%	2%
	Company Overall (all employees)	0%	0%	4%	2%	7%	7%	76%	4%	0%

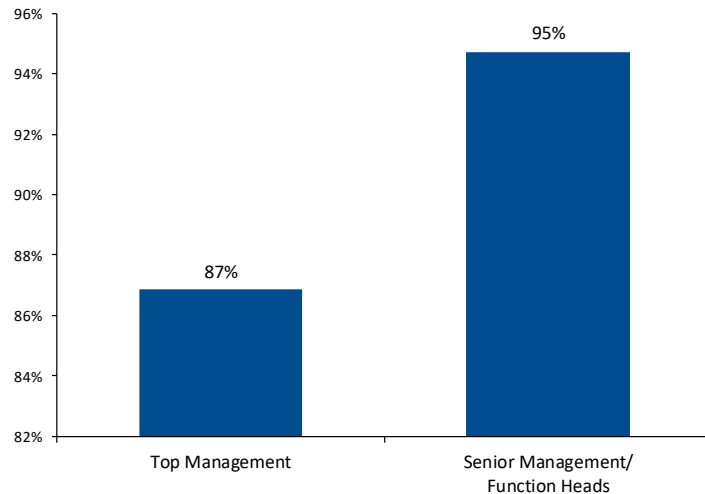
Annual Incentives (Cash Bonus)

Does your company have an annual incentive program?

Over three-quarters (76%) of the participating companies have an annual incentive program.

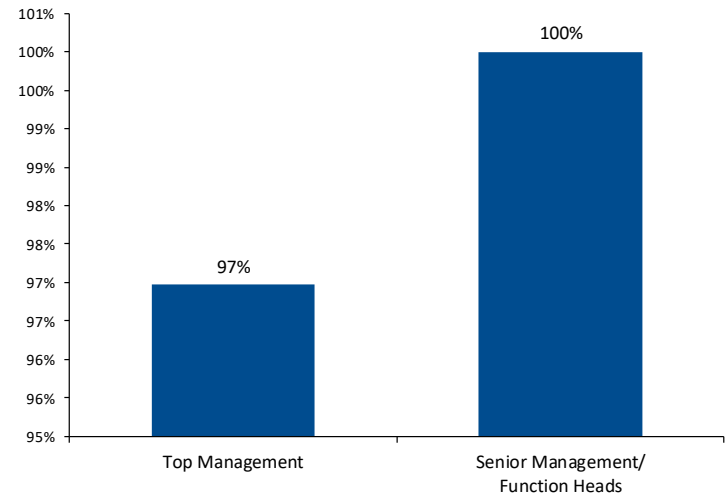
Which of the following organization levels are eligible to receive an annual incentive award?

Most, but not all, participating companies include their top managers and senior management/function heads in the annual incentive program.



Which of the following organization levels have a target annual incentive opportunity (normally expressed as a percentage of base salary)?

The use of target annual incentive opportunities is common among participating companies with most providing target bonuses to top managers and all providing target bonuses to senior management/function heads.



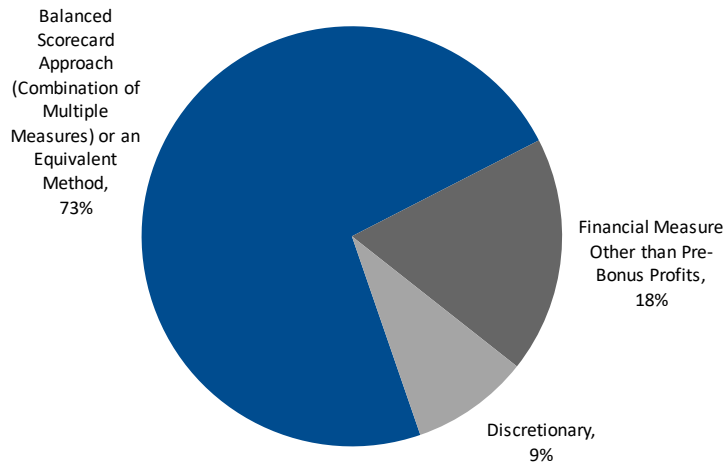
Annual Incentives (Cash Bonus)

Does your company use a bonus pool concept as part of its annual incentive program?

Twenty-nine percent (29%) of the participating companies use a bonus pool concept as part of their annual incentive program.

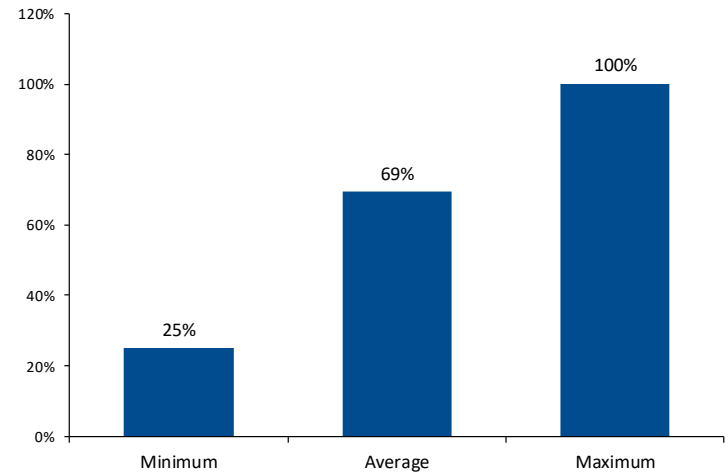
Which of the following best describes how your company’s bonus pool is formed?

Among these participants, nearly three-quarters (73%) use a balanced scorecard approach or an equivalent method to create their company’s bonus pool. A financial measure other than pre-bonus profits and discretion are used to a lesser extent by participating companies.



What percentage of your company’s overall budgeted/target bonus pool was paid out for performance in calendar/fiscal year 2016?

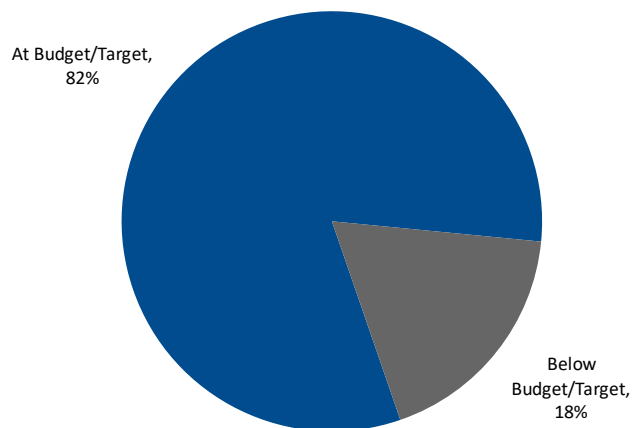
On average, participating companies paid out 69% of their budgeted bonus pool for calendar/fiscal year 2016 performance. Moreover, none of the participating companies paid out more than what was budgeted for cash bonuses in the year.



Annual Incentives (Cash Bonus)

How do you expect your company's payout for performance in calendar/fiscal year 2017 to compare to the overall budgeted/target bonus pool established at the beginning of the year?

When considering calendar/fiscal year 2017 performance, more than three-quarters (82%) of the participants expect their company's payout to be in line with what was budgeted earlier in the year. None of the participating companies anticipate an above budget/target payout.



How did your company weight the following performance levels when determining annual incentive awards for calendar/fiscal year 2016?

Company performance had the greatest impact on determining annual incentive awards for top managers, followed by individual performance and business unit performance. Regarding senior management/function heads, the three performance levels had a relatively equal role in determining awards.

	Top Management	Senior Management/ Function Heads
Company Performance	59%	38%
Business Unit Performance ¹	19%	25%
Individual Performance	20%	29%
Other	1%	8%

¹ Function or department

Average Values

Annual Incentives (Cash Bonus)

Which of the following annual incentive performance measures are currently used by your company?

Net operating income (NOI), subjective/individual performance, and corporate/strategic goals and objectives are the annual incentive performance measures most common among participating companies. Across both organization levels surveyed, each of these measures are currently used by a majority of the participants when gauging performance.

	Top Management	Senior Management/ Function Heads
Total Revenue	24%	24%
EBITDA ¹	21%	18%
Net Operating Income (NOI)	66%	64%
Same Store NOI Growth	21%	15%
Corporate/Strategic Goals & Objectives	52%	52%
Cash Flow from Operations (CFFO)	14%	12%
Leasing/Occupancy Goals	41%	58%
Acquisition/Disposition Volume	14%	9%
Return on Assets	3%	0%
Subjective/Individual Performance	52%	58%
Other	14%	15%

¹ Earnings before interest, tax, depreciation, and amortization

Other: Fixed Charge Coverage, Resident Satisfaction, Regularity & Quality of Care Compliance, Productive Hours, Lost Time (Worker's Compensation), Risk Management, Quality Operating Margin & Debt Ratio, Discretionary.

Annual Incentive (Cash Bonus)

How did your company's average annual incentive award payout compare from one calendar/fiscal year to the next?

Across both organization level surveyed and the company overall (all employees), the leading practice among participating companies was to provide an increased annual incentive award payout for calendar/fiscal year 2016 performance when compared to the payout for 2015 performance. On average an increase between 1% and 5% was most common. When comparing the award for calendar/fiscal year 2016 performance to the award projected for 2017 performance, once again an increased payout is expected to be the leading practice among participating companies across both organizational levels surveyed and the company overall (all employees). Finally, a relatively small percentage of the participating companies reported a decreased payout from one calendar/fiscal year to the next.

		Decreased By					No Change	Increased By				
		21+%	16-20%	11-15%	6-10%	1-5%		1-5%	6-10%	11-15%	16-20%	21+%
2016 Compared To 2015 (Actual)	Top Management	0%	4%	4%	0%	4%	32%	32%	7%	4%	0%	14%
	Senior Management/Function Heads	0%	0%	3%	0%	3%	37%	37%	3%	3%	0%	13%
	Company Overall (all employees)	0%	0%	3%	0%	3%	34%	38%	10%	3%	0%	7%
2017 Compared To 2016 (Projected)	Top Management	0%	0%	4%	0%	0%	37%	33%	11%	0%	4%	11%
	Senior Management/Function Heads	0%	0%	0%	0%	0%	34%	41%	10%	3%	3%	7%
	Company Overall (all employees)	3%	0%	0%	3%	0%	41%	34%	7%	0%	3%	7%

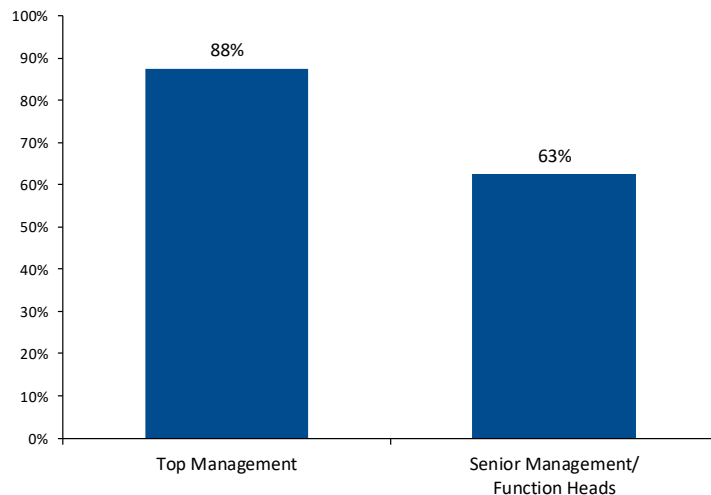
Long Term Incentives

Does your company have a long-term incentive program?

Sixteen percent (16%) of the participating companies have a long-term incentive program.

Which of the following organization levels are eligible to receive a long-term incentive award?

Most (88%) of the participating companies include their top managers in the long-term incentive program, while over half (63%) include their senior management/function heads.



Which of the following best characterizes the performance period associated with your company's long-term incentive program?

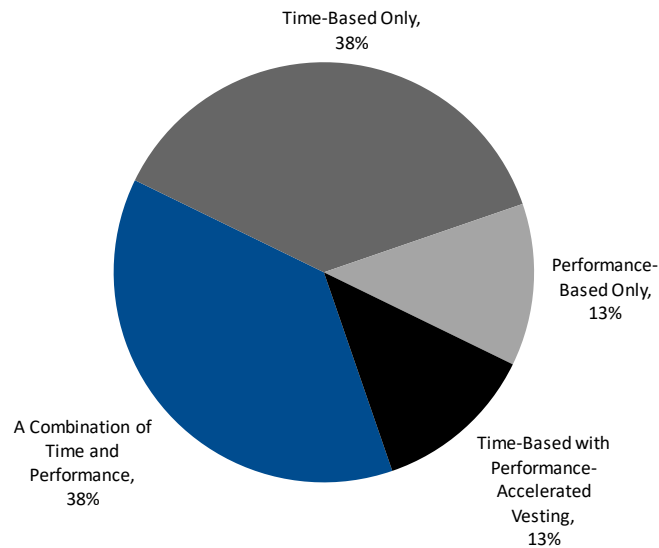
A majority (57%) of participants use a multi-year only performance period for their company's top managers. At the senior management/function head organization level an annual only performance period is most common. For the participating companies that utilize a multi-year performance period in connection with their long-term incentive program, an average of five and three years was reported for top management and senior management/function heads respectively.

	Top Management	Senior Management/Function Heads
Annual Only	43%	60%
Multi-Year Only	57%	40%
Performance Period (average number of years)	5	3

Long-Term Incentives

On what basis do the long-term incentive awards vest?

Thirty-eight percent (38%) of participating companies base the vesting of their long-term incentive awards on time only (e.g., continuous employment) or a combination of time and performance. Among the companies that utilize a combination of time and performance, participants reported the split to be 38% time and 63% performance, on average.

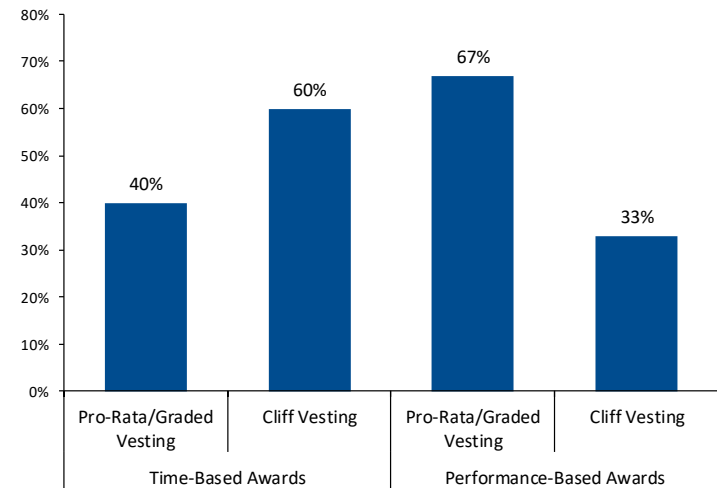


What is the vesting period (in years) for your company's long-term incentive awards?

Participating companies reported a four and three year vesting period, on average, for their time-and performance-based long-term incentive awards, respectively.

Which vesting method does your company use for its long-term incentive awards?

Sixty percent (60%) of the participating companies use cliff vesting (in which the award vests all at the end) for their time based long term incentive awards. Regarding their company's performance based awards, two-thirds of the participants use pro-rata/graded vesting.



Long-Term Incentives

Which of the following long-term incentive performance measures are currently used by your company?

Subjective/individual performance is the long-term incentive performance measure most common among participating companies. Across both organization levels surveyed, this measure is currently used by a majority of the participants when gauging performance.

	Top Management	Senior Management/ Function Heads
EBITDA Growth	20%	25%
Occupancy Targets/ Growth	20%	25%
Net Operating Income (NOI)	20%	25%
Same Store NOI Growth	20%	25%
Subjective/Individual Performance	60%	75%
Other	40%	25%

Other: 1-Year TSR, 3-Year TSR, Net Debt to EBITDA

Which of the following vehicles does your company currently use to deliver long-term incentive awards?

Among participating companies, cash-based awards is the most commonly used vehicle to deliver long-term incentive awards.

	Top Management	Senior Management/ Function Heads
Restricted Stock	25%	25%
Stock Options	25%	25%
Cash-Based Awards	25%	50%
Performance Shares/Units	25%	0%
Phantom Equity	25%	25%

Long-Term Incentives

How did your company's average long-term incentive award payout compare from one calendar/fiscal year to the next?

For top management, the leading practice among participating companies was to provide an increased long-term incentive award payout for calendar/fiscal year 2016 performance when compared to the payout for calendar/fiscal year 2015 performance. Regarding senior management/function heads and the company overall (all employees), the leading practice among participants was to provide the same payout. On average, an increase between 1% and 5% was most common. When comparing the award for calendar/fiscal year 2016 performance to the award projected for 2017 performance, an increased payout is expected to be the leading practice among participating companies for top management. Regarding senior management/function heads, the same and an increased payout is anticipated by an equal number of participating companies. The same payout is expected to be the leading practice among participants for the company overall (all employees). Finally, none of the participating companies reported a decreased payout from one calendar/fiscal year to the next.

		Decreased By					No Change	Increased By				
		21+%	16-20%	11-15%	6-10%	1-5%		1-5%	6-10%	11-15%	16-20%	21+%
2016 Compared to 2015 (Actual)	Top Management	0%	0%	0%	0%	0%	40%	60%	0%	0%	0%	0%
	Senior Management/Function Heads	0%	0%	0%	0%	0%	75%	25%	0%	0%	0%	0%
	Company Overall (all employees)	0%	0%	0%	0%	0%	80%	20%	0%	0%	0%	0%
2017 Compared To 2016 (Projected)	Top Management	0%	0%	0%	0%	0%	20%	60%	20%	0%	0%	0%
	Senior Management/Function Heads	0%	0%	0%	0%	0%	50%	25%	25%	0%	0%	0%
	Company Overall (all employees)	0%	0%	0%	0%	0%	60%	20%	20%	0%	0%	0%

Benefits

What modifications have been made to your company's benefits program over the last plan year?

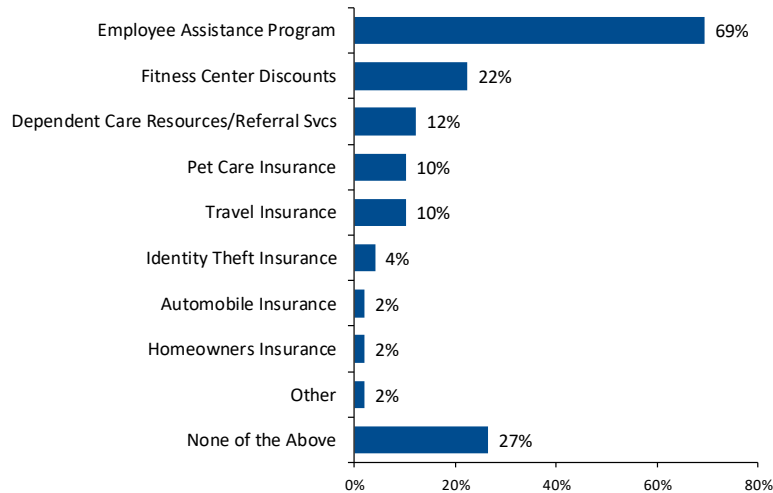
Six of the nine benefit plans surveyed are offered by most (or all) of the participating companies. These include health, dental, group life and disability insurance, 401(k)/defined contribution plans, and flexible spending accounts. For all of these plans, a majority of the participants did not make any modifications over the last plan year. Conversely, long-term care insurance, defined benefit (pension) plans, and stock purchase plans are not included in the benefits program at a majority of the participating companies.

	Increased the Level of Benefits to Employees	Decreased the Level of Benefits to Employees	Added this Plan	Eliminated this Plan	No Modifications were Made	NA - Not Offered by the Company
Health Insurance	18%	4%	2%	0%	76%	0%
Dental Insurance	16%	0%	2%	0%	82%	0%
Group Life Insurance	8%	0%	2%	0%	90%	0%
Disability Insurance	8%	0%	2%	0%	82%	8%
Long-Term Care Insurance	0%	0%	2%	0%	39%	59%
401(k)/Defined Contribution Plan	8%	0%	4%	0%	78%	10%
Defined Benefit (Pension) Plan	0%	0%	0%	2%	10%	88%
Stock Purchase Plan	2%	0%	0%	0%	6%	92%
Flexible Spending Accounts	10%	0%	4%	0%	65%	21%

Benefits

Which of the following additional benefits/insurance are provided by your company?

Seventy-three percent (73%) of the participating companies provide additional benefits and/or insurance to their employees. Employee assistance programs are most common, offered by over two-thirds (69%) of the participants.



Other: Employee Discount Plan on a Variety of Products and Services

What percent of the premium is paid by your company?

The table below shows the percent of the premium paid by participants for various types of coverage under their company's benefits plans.

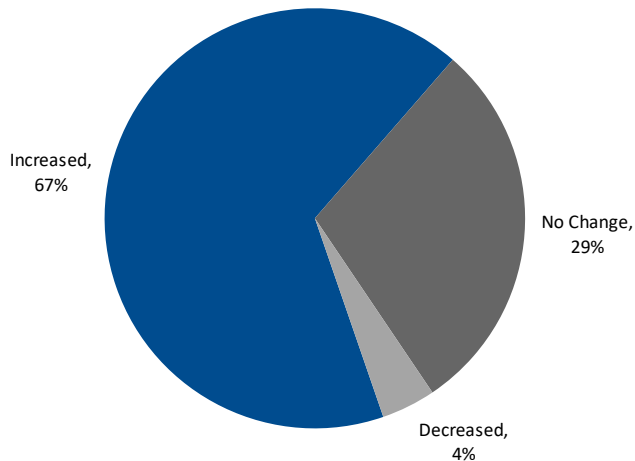
		Median	Average
Exempt	Health Insurance – Employee Only	80%	77%
	Health Insurance – Dependents	60%	45%
	Dental Insurance – Employee Only	43%	42%
	Dental Insurance – Dependents	25%	30%
	Group Life Insurance	100%	88%
	Disability Insurance – Short-Term	0%	46%
	Disability Insurance – Long-Term	100%	67%
	Long-Term Care Insurance	50%	50%
	Other	26%	26%
Non-Exempt	Health Insurance – Employee Only	80%	78%
	Health Insurance – Dependents	60%	46%
	Dental Insurance – Employee Only	43%	41%
	Dental Insurance – Dependents	23%	29%
	Group Life Insurance	100%	82%
	Disability Insurance – Short-Term	0%	40%
	Disability Insurance – Long-Term	0%	43%
	Long-Term Care Insurance	0%	27%
	Other	26%	26%

Other: Vision Insurance

Benefits

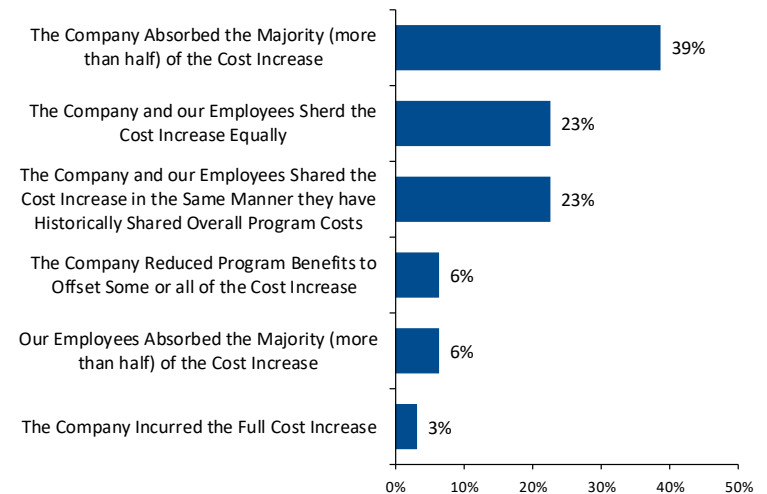
How did the cost associated with your company's benefits program change from the previous plan year to the current plan year?

Sixty-seven percent (67%) of the participating companies had the cost associated with their benefits program increase from the previous plan year to the current plan year, when considering all types of plans offered by the company (e.g., health insurance, dental insurance, etc.). These participants reported an increase of 9%, on average. Among the participating companies that indicated a decrease in cost, the average decrease was 6%.



How was the cost increase handled by your company?

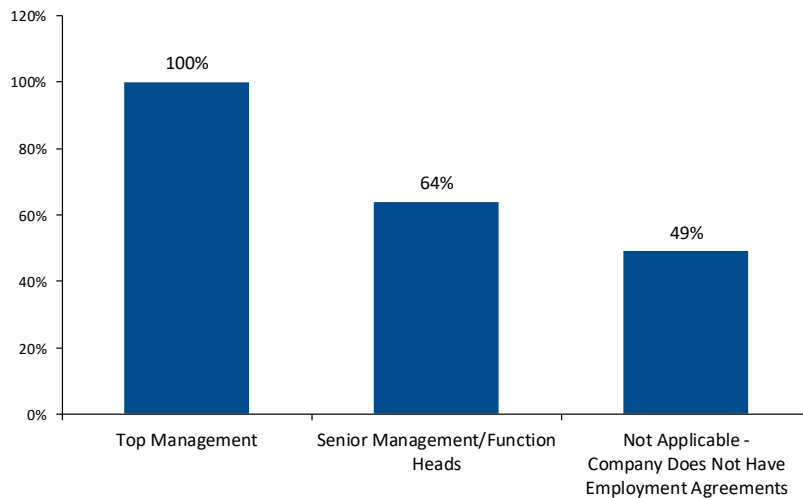
Among the participants that had the cost associated with their company's benefits program increase from the previous plan year to the current plan year, the leading practice was for the company to absorb the majority of the cost increase.



Operational Information

For which of the following organization levels does your company utilize employment agreements (e.g., formal employment contract, employment letter)?

Fifty-one percent (51%) of the participating companies use employment agreements. Among these participating companies, all use them for their top managers, while nearly two-thirds (64%) have such agreements in place with their senior management/function heads.



Perquisites

Which of the following perquisites does your company provide at no charge or for a nominal charge?

Cellular phone/wireless email, flu immunizations, tuition reimbursement, and professional association fees are the most common perks, provided by a majority of the participating companies to both organization levels surveyed.

	Top Management	Senior Management/Function Heads
Annual Medical Examination	17%	13%
Automobile Allowance	36%	19%
Cellular Phone/Wireless Email	83%	74%
Chronic Disease Management	9%	9%
Club Memberships	15%	6%
Financial/Tax Planning Services	2%	2%
Flex Time	19%	17%
Flu Immunizations	53%	53%
Home Office Expense	21%	17%
On-Site Fitness	6%	9%
Parking	45%	40%
Professional Association Fees	64%	62%
Smoking Cessation	19%	21%
Subsidized Meals/Cafeteria	9%	13%
Tuition Reimbursement	53%	51%
Wellness Programs	45%	45%

Paid Time Off Policy

How much paid time off (in days) will your company’s employees receive in 2017?

In general, the number of vacation days provided to employees is dependent on both organization level and tenure, with top management and more tenured employees receiving a greater number of paid vacation days. Additionally, there is a very small difference in the number of sick and personal days given across organization levels and years of employment. The total days off reported in the table below represents participating companies that have a uniform program (e.g., Paid Time Off (“PTO”) where employees a granted a bank of paid days off rather than a specific number of days for vacation, illness, and personal reasons.

		Vacation	Illness	Personal	Total Days Off
Organization Level	Top Management	18	8	2	26
	Senior Management/Function Heads	17	8	2	24
Tenure	5 Years and Under	12	7	2	19
	6 - 10 Years	16	6	2	23
	11 - 15 Years	19	6	2	26
	16 - 20 Years	27	6	2	33
	21 Years and Over	20	7	2	27

Average Number of Days

Compensation By Position

Compensation Data By Position

The data presented represent calendar/fiscal year 2016 actual compensation paid and calendar/fiscal year 2017 targets for 34 positions within seniors housing real estate companies. The data is organized by position and broken out into the following categories. It is important to note that the number of companies reported within a category may not equal the aggregate number of companies for a particular position. In the incumbent location category, a company is counted for each geographic region in which they have an incumbent(s). Additionally, some companies chose to keep their revenue confidential resulting in their exclusion from the category.

- Aggregate
- Ownership Status (*Public, Private/For-Profit, Not-For-Profit*)
- Incumbent Location (*Northeast, Midwest, South, West*)
- Revenue (*Under \$75 Million; Between \$75 Million - \$225 Million; Over \$225 Million*)
- Number of Employees (*Under 350, 350 – 1,000, Over 1,000*)

Location cuts are defined as follows:

- Northeast (*Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont*)
- Midwest (*Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin*)
- South (*Alabama, Arkansas, Delaware, District of Columbia, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, West Virginia*)
- West (*Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, Wyoming*)

For each position, participants were asked to report the information listed below. In the event that multiple incumbents occupy the same position, participants were asked to report individual incumbent data as opposed to average or median values.

Calendar/Fiscal Year 2016 Information

- Base Salary
- Annual Incentive (Cash Bonus) Award
- Long-Term Incentive Award
- Type of Long-Term Incentive Vehicle(s)

Calendar/Fiscal Year 2017 Information

- Base Salary
- Target Annual Incentive (Cash Bonus) Award (*% of Base Salary*)
- Target Long-Term Incentive Award

Incumbent Information

- City
- State
- Number of Direct Reports
- Years in Current Position
- Job Description Degree of Match

Assessing the Compensation by Position Data

The particular components of pay, for which statistics have been provided for each position, include:

- Base Salary
- Annual Incentive Award
- Total Annual Cash Compensation (*Base Salary + Annual Incentive Award*)
- Long-Term Incentive Award
- Total Compensation (*Base Salary + Annual Incentive Award + Long-Term Incentive Award*)

Base salary is provided for both calendar/fiscal year 2016 and calendar/fiscal year 2017 (effective as of May 1, 2017).

Annual incentive award represents cash bonuses paid for a given calendar/fiscal year, inclusive of commissions. These may have been paid at the end of the given calendar/fiscal year or early the following year. *It is important to note that statistics for annual incentive award include only those observations for which an annual incentive award (and/or target) was reported and do not include a value of zero in circumstances when an award was not provided.*

Total annual cash compensation for an individual employee is the sum of base salary and annual incentive award. When the statistics for total annual cash compensation are similar to, or the same as, the statistics for base salary, this indicates that few, if any, participants reported annual incentive awards for the position. *However, it is important to note that total annual cash compensation, when reported as an aggregate for three or more companies, is a separate statistical calculation and not simply the sum of the statistics for base salary and annual incentive award. Because not all incumbents in a given position may receive annual incentive awards, and the statistics for annual incentive award include only “receivers,” it is inappropriate to simply add the statistics for base salary and annual incentive award.*

Long-term incentive award represents the sum of the value of stock options at the time of grant (as calculated by the company, using its preferred option valuation method), the market value of restricted stock at the time of grant, and the value of any other long-term incentive award vehicles (such as performance share units or dividend equivalents). Generally, the long-term incentive award paid in a given calendar/fiscal year is compensation for the prior calendar/fiscal year’s performance. *It is important to note that statistics for long-term incentive award include only those observations for which a long-term incentive award (and/or target) was reported and do not include a value of zero in circumstances when an award was not provided.*

Total compensation for an individual employee is the sum of all components of pay (base salary + annual incentive award + long-term incentive award). When the statistics for total compensation are similar to, or the same as, the statistics for total annual cash compensation, this indicates that few, if any, participants reported long-term incentive awards for the position. *However, it is important to note that total compensation, when reported as an aggregate for three or more companies, is a separate statistical calculation and not simply the sum of the statistics for total annual cash compensation and long-term incentive award. Because not all incumbents in a given position may receive long-term incentive awards, and the statistics for long-term incentive award include only “receivers,” it is inappropriate to simply add the statistics for total annual cash compensation and long-term incentive award.*

At least three companies must report data for each component of pay displayed in order to provide meaningful 25th percentile, median, average, and 75th percentile statistics. “ISD” is shown in circumstances where there is insufficient data (i.e., fewer than three observations).

The following statistics are provided for each component of pay:

- 25th Percentile – The data point at which 25% of the observations are at or below this value, and 75% of the observations are at or above this value.
- Median – The data point at which 50% of the observations are at or below this value, and 50% of the observations are at or above this value.
- Average – The data point derived by adding all of the observations together and dividing by the total number of observations.
- 75th Percentile – The data point at which 75% of the observations are at or below this value, and 25% of the observations are at or above this value.

An average observation greater than (less than) the median or 75th percentile (25th percentile) indicates that the data is skewed toward the higher (lower) end of the distribution.

Participants were asked to indicate if their company’s position entails more, equal, or less responsibility than the listed job description. The following range was used for this assessment of the degree of match:

- 80% - Responsibilities considerably less than job description
- 90% - Responsibilities less than job description
- 100% - Responsibilities equal match with job description
- 110% - Responsibilities more than job description
- 120% - Responsibilities considerably more than job description

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Top Management

				Calendar/Fiscal Year 2016						
Chief Executive Officer			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation
						Aggregate	45	48	25th %ile	\$250,000
					Median	\$346,150	\$185,000	\$401,646	\$755,797	\$401,646
					Average	\$355,547	\$367,756	\$516,440	\$1,050,345	\$647,733
					75th %ile	\$431,618	\$364,800	\$600,000	\$979,860	\$649,211
Ownership Status	Public	7	7	25th %ile	\$360,000	\$465,000	\$820,000	\$561,593	\$1,317,385	
				Median	\$450,000	\$806,250	\$900,000	\$950,000	\$1,829,813	
				Average	\$553,571	\$921,764	\$1,343,654	\$1,198,829	\$2,199,961	
				75th %ile	\$727,500	\$1,279,223	\$1,742,816	\$989,813	\$2,876,541	
	Private/For-Profit	29	33	25th %ile	\$191,000	\$75,000	\$250,000	ISD	\$250,000	
				Median	\$300,000	\$136,000	\$370,000	ISD	\$370,000	
				Average	\$314,610	\$164,977	\$369,602	ISD	\$378,933	
				75th %ile	\$377,800	\$225,000	\$468,528	ISD	\$468,528	
	Not-For-Profit	9	9	25th %ile	\$338,486	\$74,468	\$349,800	ISD	\$349,800	
				Median	\$349,599	\$86,579	\$401,646	ISD	\$401,646	
				Average	\$351,139	\$94,388	\$398,333	ISD	\$398,333	
				75th %ile	\$415,797	\$106,500	\$508,307	ISD	\$508,307	
Incumbent Location	Northeast	4	4	25th %ile	\$381,881	ISD	\$381,881	ISD	\$381,881	
				Median	\$447,184	ISD	\$447,184	ISD	\$447,184	
				Average	\$415,692	ISD	\$415,692	ISD	\$415,692	
				75th %ile	\$480,996	ISD	\$480,996	ISD	\$480,996	
	Midwest	9	9	25th %ile	\$310,008	\$139,500	\$397,497	ISD	\$397,497	
				Median	\$374,944	\$175,000	\$574,360	ISD	\$574,360	
				Average	\$454,858	\$445,481	\$751,845	ISD	\$751,845	
				75th %ile	\$448,948	\$276,907	\$677,486	ISD	\$677,486	
	South	16	19	25th %ile	\$291,500	\$87,000	\$354,599	\$416,932	\$354,599	
				Median	\$349,198	\$250,000	\$377,800	\$561,593	\$377,800	
				Average	\$336,529	\$250,551	\$455,211	\$607,892	\$551,194	
				75th %ile	\$395,371	\$364,800	\$552,471	\$775,703	\$552,471	
West	16	16	25th %ile	\$150,000	\$75,225	\$150,000	\$628,962	\$150,000		
			Median	\$210,812	\$148,450	\$266,025	\$950,000	\$266,025		
			Average	\$307,231	\$465,839	\$481,921	\$1,492,798	\$761,820		
			75th %ile	\$375,000	\$805,625	\$545,000	\$2,085,235	\$691,981		

Top Management

				Calendar/Fiscal Year 2016						
Chief Executive Officer			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation
					Revenue	Aggregate	45	48	25th %ile	\$250,000
Median	\$346,150	\$185,000	\$401,646	\$755,797					\$401,646	
Average	\$355,547	\$367,756	\$516,440	\$1,050,345					\$647,733	
75th %ile	\$431,618	\$364,800	\$600,000	\$979,860					\$649,211	
Under \$75 Million	12	13	25th %ile	\$163,900		\$54,500	\$256,250	ISD	\$256,250	
			Median	\$300,000		\$63,000	\$350,000	ISD	\$350,000	
			Average	\$293,030		\$116,759	\$337,937	ISD	\$381,137	
			75th %ile	\$350,000		\$111,900	\$425,841	ISD	\$425,841	
\$75 Million - \$225 Million	15	18	25th %ile	\$258,250		\$90,750	\$274,800	\$628,962	\$274,800	
			Median	\$362,071		\$243,771	\$377,800	\$950,000	\$377,800	
			Average	\$333,129		\$440,897	\$529,084	\$749,245	\$653,958	
			75th %ile	\$404,157		\$568,125	\$508,736	\$969,907	\$634,350	
Over \$225 Million	13	13	25th %ile	\$340,002	\$175,000	\$547,902	ISD	\$547,902		
			Median	\$452,474	\$250,000	\$649,474	ISD	\$649,474		
			Average	\$500,535	\$504,393	\$794,764	ISD	\$1,085,826		
			75th %ile	\$662,143	\$482,400	\$805,200	ISD	\$908,668		
Number of Employees	Under 350	13	14	25th %ile	\$251,563	\$215,475	\$261,138	\$561,593	\$261,138	
				Median	\$324,599	\$360,000	\$559,200	\$950,000	\$559,200	
				Average	\$365,518	\$514,629	\$659,591	\$1,198,829	\$1,087,745	
				75th %ile	\$442,500	\$703,125	\$830,000	\$989,813	\$1,389,943	
	350 - 1,000	15	15	25th %ile	\$207,687	\$63,000	\$207,687	ISD	\$207,687	
				Median	\$325,000	\$81,159	\$397,497	ISD	\$397,497	
				Average	\$296,131	\$137,219	\$341,871	ISD	\$362,399	
				75th %ile	\$362,472	\$185,000	\$442,240	ISD	\$442,240	
	Over 1,000	17	19	25th %ile	\$288,394	\$90,750	\$326,894	ISD	\$326,894	
				Median	\$377,800	\$143,000	\$377,800	ISD	\$377,800	
				Average	\$395,106	\$364,969	\$548,777	ISD	\$548,777	
				75th %ile	\$452,474	\$241,200	\$611,654	ISD	\$611,654	

				Calendar/Fiscal Year 2017			Incumbent Information			
			# of Companies	# of Incumbents	Statistics	Base Salary	Target Annual Incentive Award	Target Long-Term Incentive Award	Number of Direct Reports	Job Description Degree of Match
					Aggregate	31	35	25th %ile	\$262,500	30%
Median	\$350,000	31%	ISD	6				100%		
Average	\$360,868	52%	ISD	6				101%		
75th %ile	\$451,408	72%	ISD	8				100%		

Top Management

				Calendar/Fiscal Year 2016						
Chief Operating Officer/President			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation
					Aggregate	36	34	25th %ile	\$200,000	\$24,500
					Median	\$250,000	\$50,500	\$257,942	\$110,190	\$257,942
					Average	\$254,131	\$128,643	\$329,803	\$309,214	\$366,181
					75th %ile	\$326,846	\$127,096	\$373,603	\$374,825	\$373,603
Ownership Status	Public	2	2	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
	Private/For-Profit	28	28	25th %ile	\$200,000	\$21,000	\$223,000	\$38,607	\$223,000	
				Median	\$250,000	\$44,063	\$250,000	\$50,551	\$250,000	
				Average	\$257,857	\$103,053	\$318,926	\$82,348	\$328,076	
				75th %ile	\$336,026	\$69,917	\$363,500	\$110,190	\$363,500	
	Not-For-Profit	6	6	25th %ile	\$200,000	ISD	\$200,000	ISD	\$200,000	
				Median	\$245,000	ISD	\$255,733	ISD	\$255,733	
				Average	\$205,660	ISD	\$237,460	ISD	\$237,460	
				75th %ile	\$255,733	ISD	\$338,000	ISD	\$338,000	
Incumbent Location	Northeast	3	3	25th %ile	\$250,000	ISD	\$250,000	ISD	\$250,000	
				Median	\$250,000	ISD	\$250,000	ISD	\$250,000	
				Average	\$308,614	ISD	\$308,614	ISD	\$308,614	
				75th %ile	\$337,920	ISD	\$337,920	ISD	\$337,920	
	Midwest	12	12	25th %ile	\$200,000	\$22,500	\$215,125	ISD	\$215,125	
				Median	\$231,625	\$55,000	\$255,075	ISD	\$255,075	
				Average	\$257,076	\$90,999	\$317,742	ISD	\$321,954	
				75th %ile	\$286,929	\$122,095	\$338,189	ISD	\$338,189	
	South	12	12	25th %ile	\$184,000	\$44,063	\$227,000	ISD	\$227,000	
				Median	\$255,733	\$51,000	\$255,733	ISD	\$255,733	
				Average	\$243,482	\$193,961	\$366,911	ISD	\$472,333	
				75th %ile	\$325,000	\$243,000	\$378,813	ISD	\$463,727	
West	9	9	25th %ile	\$192,860	\$10,000	\$198,610	ISD	\$198,610		
			Median	\$245,000	\$23,000	\$278,087	ISD	\$278,087		
			Average	\$243,925	\$97,427	\$304,816	ISD	\$308,149		
			75th %ile	\$298,354	\$99,668	\$370,741	ISD	\$377,407		

Top Management

				Calendar/Fiscal Year 2016						
			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation
						Chief Operating Officer/President	Revenue	Aggregate	36	34
Median	\$250,000	\$50,500	\$257,942	\$110,190	\$257,942					
Average	\$254,131	\$128,643	\$329,803	\$309,214	\$366,181					
75th %ile	\$326,846	\$127,096	\$373,603	\$374,825	\$373,603					
Number of Employees	Under \$75 Million	10	10	25th %ile	\$181,250		\$9,733	\$200,125	ISD	\$200,125
				Median	\$200,000		\$15,000	\$229,625	ISD	\$229,625
				Average	\$208,309		\$26,567	\$226,906	ISD	\$226,906
				75th %ile	\$213,688		\$50,000	\$250,000	ISD	\$250,000
	\$75 Million - \$225 Million	13	13	25th %ile	\$230,000		\$36,563	\$250,000	ISD	\$250,000
				Median	\$286,707		\$66,000	\$350,000	ISD	\$350,000
				Average	\$274,498		\$171,748	\$366,978	ISD	\$456,181
				75th %ile	\$350,000		\$310,056	\$380,625	ISD	\$550,454
	Over \$225 Million	8	8	25th %ile	\$257,327		\$68,250	\$333,827	ISD	\$333,827
				Median	\$307,500		\$96,334	\$338,756	ISD	\$338,756
				Average	\$296,673		\$197,441	\$465,908	ISD	\$476,939
				75th %ile	\$336,026		\$181,952	\$514,923	ISD	\$553,530
Under 350	10	10	25th %ile	\$200,000	\$11,250		\$200,000	ISD	\$200,000	
			Median	\$200,000	\$32,500		\$233,250	ISD	\$233,250	
			Average	\$214,220	\$140,083		\$307,609	ISD	\$417,588	
			75th %ile	\$230,000	\$271,250		\$255,733	ISD	\$255,733	
	350 - 1,000	12	12	25th %ile	\$198,250	\$29,000	\$220,005	ISD	\$220,005	
				Median	\$226,011	\$38,125	\$250,000	ISD	\$250,000	
				Average	\$255,920	\$68,815	\$296,062	ISD	\$310,214	
				75th %ile	\$300,655	\$50,500	\$310,187	ISD	\$321,490	
	Over 1,000	14	14	25th %ile	\$250,000	\$63,000	\$260,150	ISD	\$260,150	
				Median	\$297,412	\$93,000	\$338,756	ISD	\$338,756	
				Average	\$280,109	\$178,664	\$376,313	ISD	\$382,253	
				75th %ile	\$338,756	\$154,524	\$377,000	ISD	\$377,000	
				Calendar/Fiscal Year 2017			Incumbent Information			
			# of Companies	# of Incumbents	Statistics	Base Salary	Target Annual Incentive Award	Target Long-Term Incentive Award	Number of Direct Reports	Job Description Degree of Match
						Aggregate	28	28	25th %ile	\$199,698
					Median	\$300,000	25%	\$50,000	6	100%
					Average	\$279,181	32%	\$75,732	6	102%
					75th %ile	\$355,000	44%	\$100,000	8	100%

Top Management

				Calendar/Fiscal Year 2016															
Chief Financial Officer	Ownership Status	Incumbent Location	Aggregate	Public	Private/For-Profit	Not-For-Profit	Northeast	Midwest	South	West	# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
											25th %ile	Median	Average	75th %ile	25th %ile	Median	Average	75th %ile	25th %ile
											45	44	25th %ile	\$184,375	\$34,456	\$228,666	\$51,105	\$228,666	
													Median	\$249,705	\$60,000	\$289,137	\$220,782	\$291,266	
													Average	\$257,544	\$124,163	\$345,023	\$373,269	\$412,890	
													75th %ile	\$300,000	\$115,400	\$386,690	\$496,180	\$417,356	
													25th %ile	\$220,000	\$225,000	\$416,250	\$280,776	\$640,388	
													Median	\$300,000	\$360,000	\$600,000	\$494,906	\$1,094,906	
													Average	\$323,214	\$403,587	\$669,146	\$574,202	\$1,079,291	
													75th %ile	\$431,250	\$484,607	\$798,071	\$500,000	\$1,375,762	
													25th %ile	\$170,000	\$33,875	\$209,150	\$29,250	\$209,150	
													Median	\$215,698	\$49,000	\$259,000	\$34,500	\$259,000	
													Average	\$239,390	\$57,964	\$277,366	\$38,380	\$281,337	
													75th %ile	\$287,200	\$82,356	\$325,001	\$45,570	\$325,001	
													25th %ile	\$226,178	\$35,793	\$240,375	ISD	\$240,375	
													Median	\$263,515	\$49,942	\$294,037	ISD	\$294,037	
													Average	\$265,890	\$54,371	\$306,668	ISD	\$306,668	
													75th %ile	\$292,131	\$67,750	\$343,021	ISD	\$343,021	
													25th %ile	\$206,434	ISD	\$223,434	ISD	\$223,434	
													Median	\$211,298	ISD	\$235,570	ISD	\$235,570	
													Average	\$222,426	ISD	\$246,480	ISD	\$246,480	
													75th %ile	\$232,854	ISD	\$264,071	ISD	\$264,071	
													25th %ile	\$199,071	\$38,750	\$245,000	ISD	\$245,000	
													Median	\$256,400	\$55,500	\$281,753	ISD	\$299,003	
													Average	\$274,345	\$142,688	\$393,252	ISD	\$396,127	
													75th %ile	\$310,155	\$87,771	\$383,678	ISD	\$383,678	
													25th %ile	\$162,259	\$49,000	\$228,666	\$220,782	\$228,666	
													Median	\$215,069	\$70,000	\$287,057	\$280,776	\$287,057	
													Average	\$224,064	\$112,948	\$308,775	\$312,156	\$386,814	
													75th %ile	\$278,800	\$150,000	\$366,421	\$387,841	\$431,772	
													25th %ile	\$175,000	\$23,500	\$209,150	\$48,480	\$209,150	
													Median	\$280,000	\$61,931	\$300,000	\$278,320	\$300,000	
													Average	\$275,515	\$133,348	\$353,955	\$503,796	\$472,495	
													75th %ile	\$300,001	\$113,175	\$464,900	\$733,636	\$464,900	

Top Management

				Calendar/Fiscal Year 2016							
			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
						Chief Financial Officer	Aggregate		45	44	25th %ile
Median	\$249,705	\$60,000	\$289,137	\$220,782	\$291,266						
Average	\$257,544	\$124,163	\$345,023	\$373,269	\$412,890						
75th %ile	\$300,000	\$115,400	\$386,690	\$496,180	\$417,356						
Revenue	Under \$75 Million		12	12	25th %ile		\$150,012	\$20,975	\$159,763	ISD	\$159,763
					Median		\$169,006	\$34,456	\$210,224	ISD	\$210,224
					Average		\$187,192	\$44,687	\$216,983	ISD	\$240,381
					75th %ile		\$209,343	\$49,250	\$259,990	ISD	\$259,990
	\$75 Million - \$225 Million		17	17	25th %ile		\$200,928	\$33,938	\$234,462	\$275,773	\$234,462
					Median		\$268,944	\$65,000	\$275,596	\$494,906	\$275,596
					Average		\$256,339	\$147,550	\$367,001	\$350,515	\$432,723
					75th %ile		\$300,000	\$208,886	\$410,708	\$497,453	\$422,676
	Over \$225 Million		13	13	25th %ile		\$254,410	\$64,500	\$328,800	\$31,875	\$328,800
					Median		\$300,000	\$90,870	\$389,712	\$97,644	\$413,712
					Average		\$328,022	\$168,208	\$457,413	\$413,457	\$584,631
					75th %ile		\$428,287	\$115,650	\$464,900	\$479,226	\$520,787
Number of Employees	Under 350		12	12	25th %ile		\$157,500	\$43,750	\$226,178	\$280,776	\$226,178
					Median		\$221,218	\$175,000	\$312,501	\$494,906	\$422,894
					Average		\$244,911	\$207,505	\$383,248	\$574,202	\$622,499
					75th %ile		\$300,000	\$330,000	\$504,375	\$500,000	\$798,727
	350 - 1,000		15	15	25th %ile	\$167,687	\$28,375	\$207,000	ISD	\$207,000	
					Median	\$208,692	\$34,762	\$221,250	ISD	\$221,250	
					Average	\$214,931	\$49,358	\$251,126	ISD	\$254,902	
					75th %ile	\$263,559	\$43,942	\$282,576	ISD	\$282,576	
	Over 1,000		18	18	25th %ile	\$245,000	\$57,500	\$276,000	ISD	\$276,000	
					Median	\$287,200	\$72,500	\$328,800	ISD	\$328,800	
					Average	\$304,061	\$137,174	\$400,890	ISD	\$404,331	
					75th %ile	\$318,809	\$97,746	\$402,100	ISD	\$413,712	
				Calendar/Fiscal Year 2017			Incumbent Information				
			# of Companies	# of Incumbents	Statistics	Base Salary	Target Annual Incentive Award	Target Long-Term Incentive Award	Number of Direct Reports	Job Description Degree of Match	
						Aggregate	34	34	25th %ile	\$200,000	15%
						Median	\$265,994	30%	\$58,880	5	100%
						Average	\$268,294	35%	\$324,367	5	102%
						75th %ile	\$313,750	45%	\$128,477	7	100%

Top Management

				Calendar/Fiscal Year 2016							
				# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation
				Chief Investment Officer	Aggregate	13	13	25th %ile		\$271,103	\$78,943
Median		\$300,000	\$168,966					\$472,500	\$500,000	\$515,000	
Average		\$332,716	\$257,929					\$550,963	\$705,352	\$713,736	
75th %ile		\$390,000	\$340,000					\$600,000	\$967,271	\$786,513	
Public	4	4	25th %ile			\$336,250	\$468,071	\$571,875	\$340,757	\$1,243,735	
			Median			\$431,250	\$506,142	\$750,571	\$500,000	\$1,400,482	
			Average			\$380,500	\$618,821	\$844,616	\$705,352	\$1,373,630	
			75th %ile			\$475,500	\$713,232	\$1,023,312	\$967,271	\$1,530,376	
Private/For-Profit	8	9	25th %ile			\$271,103	\$57,250	\$365,989	ISD	\$365,989	
			Median			\$287,200	\$104,893	\$413,000	ISD	\$413,000	
			Average			\$311,478	\$122,594	\$420,451	ISD	\$420,451	
			75th %ile			\$350,000	\$180,475	\$515,000	ISD	\$515,000	
Not-For-Profit	1	0	25th %ile			ISD	ISD	ISD	ISD	ISD	
			Median			ISD	ISD	ISD	ISD	ISD	
			Average			ISD	ISD	ISD	ISD	ISD	
			75th %ile			ISD	ISD	ISD	ISD	ISD	
Incumbent Location	Northeast	2	2		25th %ile		ISD	ISD	ISD	ISD	ISD
					Median		ISD	ISD	ISD	ISD	ISD
					Average		ISD	ISD	ISD	ISD	ISD
					75th %ile		ISD	ISD	ISD	ISD	ISD
	Midwest	3	3	25th %ile		\$250,000	\$104,483	\$354,483	ISD	\$354,483	
				Median		\$280,000	\$168,966	\$448,966	ISD	\$448,966	
				Average		\$328,167	\$376,429	\$704,596	ISD	\$704,596	
				75th %ile		\$382,250	\$544,644	\$926,894	ISD	\$926,894	
	South	4	4	25th %ile		\$259,150	\$189,975	\$486,775	ISD	\$486,775	
				Median		\$293,600	\$232,500	\$557,500	ISD	\$557,500	
				Average		\$278,050	\$252,475	\$530,525	ISD	\$575,903	
				75th %ile		\$312,500	\$295,000	\$601,250	ISD	\$646,628	
West	4	4	25th %ile		\$380,000	ISD	\$457,625	ISD	\$515,750		
			Median		\$431,250	ISD	\$511,250	ISD	\$973,071		
			Average		\$440,625	ISD	\$582,911	ISD	\$1,066,546		
			75th %ile		\$491,875	ISD	\$636,536	ISD	\$1,523,867		

Top Management

				Calendar/Fiscal Year 2016						
		# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
Chief Investment Officer	Aggregate	13	13	25th %ile	\$271,103	\$78,943	\$402,100	\$340,757	\$402,100	
				Median	\$300,000	\$168,966	\$472,500	\$500,000	\$515,000	
				Average	\$332,716	\$257,929	\$550,963	\$705,352	\$713,736	
				75th %ile	\$390,000	\$340,000	\$600,000	\$967,271	\$786,513	
	Revenue	Under \$75 Million	1	1	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
		\$75 Million - \$225 Million	4	4	25th %ile	\$237,500	\$101,483	\$338,983	ISD	\$338,983
					Median	\$280,000	\$168,966	\$448,966	ISD	\$448,966
					Average	\$288,333	\$236,369	\$524,703	ISD	\$691,369
					75th %ile	\$335,000	\$337,554	\$672,554	ISD	\$922,554
		Over \$225 Million	8	9	25th %ile	\$271,103	\$104,893	\$402,100	ISD	\$402,100
					Median	\$300,000	\$215,000	\$515,000	ISD	\$550,000
					Average	\$345,589	\$295,015	\$575,046	ISD	\$754,607
					75th %ile	\$472,500	\$340,000	\$600,000	ISD	\$786,513
	Number of Employees	Under 350	4	5	25th %ile	\$300,000	\$241,250	\$515,000	\$340,757	\$600,000
					Median	\$350,000	\$340,000	\$600,000	\$500,000	\$786,513
					Average	\$337,500	\$350,286	\$617,728	\$705,352	\$1,040,939
					75th %ile	\$390,000	\$449,036	\$605,000	\$967,271	\$1,396,142
350 - 1,000		2	2	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
Over 1,000		7	7	25th %ile	\$232,776	\$40,000	\$286,497	ISD	\$286,497	
				Median	\$279,152	\$94,886	\$384,045	ISD	\$384,045	
				Average	\$334,634	\$240,821	\$535,318	ISD	\$535,318	
				75th %ile	\$435,175	\$114,900	\$513,025	ISD	\$513,025	
				Calendar/Fiscal Year 2017			Incumbent Information			
		# of Companies	# of Incumbents	Statistics	Base Salary	Target Annual Incentive Award	Target Long-Term Incentive Award	Number of Direct Reports	Job Description Degree of Match	
Aggregate	10	11	25th %ile	\$274,200	43%	ISD	2	100%		
			Median	\$300,000	60%	ISD	3	100%		
			Average	\$332,464	62%	ISD	4	97%		
			75th %ile	\$355,250	72%	ISD	6	100%		

Top Management

				Calendar/Fiscal Year 2016							
			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
General Counsel	Aggregate		14	14	25th %ile	\$233,328	\$24,085	\$261,923	ISD	\$261,923	
					Median	\$288,534	\$50,000	\$306,717	ISD	\$306,717	
					Average	\$268,421	\$107,862	\$353,170	ISD	\$370,394	
					75th %ile	\$300,150	\$92,500	\$383,193	ISD	\$383,193	
	Ownership Status	Public		1	1	25th %ile	ISD	ISD	ISD	ISD	ISD
						Median	ISD	ISD	ISD	ISD	ISD
						Average	ISD	ISD	ISD	ISD	ISD
						75th %ile	ISD	ISD	ISD	ISD	ISD
		Private/For-Profit		9	9	25th %ile	\$235,811	\$20,400	\$275,192	ISD	\$275,192
						Median	\$281,500	\$45,148	\$313,433	ISD	\$313,433
						Average	\$261,776	\$98,572	\$349,396	ISD	\$351,492
						75th %ile	\$300,000	\$80,419	\$377,173	ISD	\$377,173
		Not-For-Profit		4	4	25th %ile	\$228,780	ISD	\$246,157	ISD	\$246,157
						Median	\$265,853	ISD	\$277,438	ISD	\$277,438
						Average	\$262,977	ISD	\$290,019	ISD	\$290,019
						75th %ile	\$300,050	ISD	\$321,300	ISD	\$321,300
	Incumbent Location	Northeast		1	1	25th %ile	ISD	ISD	ISD	ISD	ISD
						Median	ISD	ISD	ISD	ISD	ISD
						Average	ISD	ISD	ISD	ISD	ISD
						75th %ile	ISD	ISD	ISD	ISD	ISD
		Midwest		6	6	25th %ile	\$277,500	\$20,048	\$281,394	ISD	\$281,394
						Median	\$306,717	\$37,500	\$306,717	ISD	\$306,717
						Average	\$298,851	\$92,482	\$360,506	ISD	\$397,551
						75th %ile	\$323,738	\$109,934	\$361,238	ISD	\$361,238
		South		4	4	25th %ile	\$228,780	\$31,733	\$246,157	ISD	\$246,157
						Median	\$233,759	\$40,295	\$265,491	ISD	\$274,923
						Average	\$242,254	\$183,689	\$380,021	ISD	\$384,737
						75th %ile	\$247,233	\$263,948	\$399,355	ISD	\$413,503
West		3	3	25th %ile	\$200,000	\$45,800	\$245,900	ISD	\$245,900		
				Median	\$300,000	\$85,000	\$385,200	ISD	\$385,200		
				Average	\$233,400	\$63,867	\$297,267	ISD	\$297,267		
				75th %ile	\$300,100	\$92,500	\$392,600	ISD	\$392,600		

Top Management

				Calendar/Fiscal Year 2016						
			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation
						General Counsel	Aggregate	14	14	25th %ile
Median	\$288,534	\$50,000	\$306,717	ISD	\$306,717					
Average	\$268,421	\$107,862	\$353,170	ISD	\$370,394					
75th %ile	\$300,150	\$92,500	\$383,193	ISD	\$383,193					
Revenue	Under \$75 Million	1	1	25th %ile	ISD		ISD	ISD	ISD	ISD
				Median	ISD		ISD	ISD	ISD	ISD
				Average	ISD		ISD	ISD	ISD	ISD
				75th %ile	ISD		ISD	ISD	ISD	ISD
	\$75 Million - \$225 Million	2	2	25th %ile	ISD		ISD	ISD	ISD	ISD
				Median	ISD		ISD	ISD	ISD	ISD
				Average	ISD		ISD	ISD	ISD	ISD
	Over \$225 Million	10	10	25th %ile	\$285,017		\$47,574	\$303,358	ISD	\$303,358
				Median	\$300,000		\$79,446	\$373,316	ISD	\$373,316
				Average	\$293,618		\$143,940	\$408,771	ISD	\$432,884
				75th %ile	\$310,125		\$147,434	\$396,300	ISD	\$396,300
	Number of Employees	Under 350	2	2	25th %ile		ISD	ISD	ISD	ISD
Median					ISD	ISD	ISD	ISD	ISD	
Average					ISD	ISD	ISD	ISD	ISD	
75th %ile					ISD	ISD	ISD	ISD	ISD	
350 - 1,000		2	2	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
Over 1,000		10	10	25th %ile	\$285,017	\$47,574	\$303,358	ISD	\$303,358	
				Median	\$300,000	\$79,446	\$373,316	ISD	\$373,316	
				Average	\$293,618	\$143,940	\$408,771	ISD	\$432,884	
				75th %ile	\$310,125	\$147,434	\$396,300	ISD	\$396,300	
				Calendar/Fiscal Year 2017			Incumbent Information			
			# of Companies	# of Incumbents	Statistics	Base Salary	Target Annual Incentive Award	Target Long-Term Incentive Award	Number of Direct Reports	Job Description Degree of Match
						Aggregate	13	13	25th %ile	\$240,974
Median	\$290,000	27%	\$120,000	3	100%					
Average	\$279,179	30%	\$97,833	4	102%					
75th %ile	\$322,836	46%	\$136,848	5	100%					

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation
						Aggregate	14	14	25th %ile	\$109,250
				Median	\$141,250	\$41,621	\$153,250	ISD	\$153,250	
				Average	\$131,565	\$77,448	\$170,289	ISD	\$190,602	
				75th %ile	\$158,726	\$104,246	\$203,494	ISD	\$209,442	
Chief Accounting Officer	Ownership Status	Public	1	1	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
	Private/For-Profit	12	12	25th %ile	\$100,750	\$9,288	\$100,969	ISD	\$100,969	
				Median	\$141,250	\$37,885	\$153,000	ISD	\$153,000	
				Average	\$130,451	\$65,356	\$163,129	ISD	\$165,257	
				75th %ile	\$161,956	\$54,274	\$192,183	ISD	\$209,247	
	Not-For-Profit	1	1	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
Incumbent Location	Northeast	1	1	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
	Midwest	4	4	25th %ile	\$122,026	\$21,310	\$139,250	ISD	\$139,250	
				Median	\$139,018	\$41,621	\$168,764	ISD	\$180,269	
				Average	\$137,488	\$33,704	\$162,766	ISD	\$169,149	
				75th %ile	\$154,480	\$50,056	\$192,280	ISD	\$210,168	
	South	6	6	25th %ile	\$126,875	\$75,438	\$137,250	ISD	\$137,250	
				Median	\$142,000	\$150,000	\$153,250	ISD	\$153,250	
				Average	\$142,500	\$135,625	\$210,313	ISD	\$253,454	
				75th %ile	\$154,125	\$203,000	\$245,000	ISD	\$380,750	
West	3	3	25th %ile	\$101,984	ISD	\$101,984	ISD	\$101,984		
			Median	\$159,968	ISD	\$159,968	ISD	\$159,968		
			Average	\$126,323	ISD	\$137,706	ISD	\$137,706		
			75th %ile	\$167,484	ISD	\$184,559	ISD	\$184,559		

Senior Management/Function Heads

				Calendar/Fiscal Year 2016					
		# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation
Chief Accounting Officer	Aggregate	14	14	25th %ile	\$109,250	\$17,575	\$111,125	ISD	\$111,125
				Median	\$141,250	\$41,621	\$153,250	ISD	\$153,250
				Average	\$131,565	\$77,448	\$170,289	ISD	\$190,602
				75th %ile	\$158,726	\$104,246	\$203,494	ISD	\$209,442
	Under \$75 Million	5	5	25th %ile	\$57,990	\$17,575	\$57,990	ISD	\$57,990
				Median	\$125,000	\$34,150	\$151,000	ISD	\$151,000
				Average	\$110,398	\$61,717	\$147,428	ISD	\$199,198
				75th %ile	\$150,000	\$92,075	\$209,150	ISD	\$209,150
	\$75 Million - \$225 Million	5	5	25th %ile	\$151,500	ISD	\$151,500	ISD	\$151,500
				Median	\$155,000	ISD	\$155,000	ISD	\$155,000
				Average	\$145,077	ISD	\$153,576	ISD	\$153,576
				75th %ile	\$159,968	ISD	\$159,968	ISD	\$159,968
	Over \$225 Million	3	3	25th %ile	\$116,018	ISD	\$145,264	ISD	\$158,029
				Median	\$128,035	ISD	\$186,527	ISD	\$212,057
				Average	\$144,012	ISD	\$248,842	ISD	\$257,352
				75th %ile	\$164,018	ISD	\$321,264	ISD	\$334,029
	Under 350	5	5	25th %ile	\$57,990	ISD	\$57,990	ISD	\$57,990
				Median	\$125,000	ISD	\$151,000	ISD	\$151,000
				Average	\$105,698	ISD	\$135,898	ISD	\$187,668
				75th %ile	\$150,000	ISD	\$151,500	ISD	\$151,500
350 - 1,000	5	5	25th %ile	\$132,500	\$17,513	\$132,500	ISD	\$132,500	
			Median	\$159,968	\$34,150	\$159,968	ISD	\$159,968	
			Average	\$145,277	\$25,549	\$160,606	ISD	\$160,606	
			75th %ile	\$167,918	\$37,885	\$209,150	ISD	\$209,150	
Over 1,000	4	4	25th %ile	\$122,026	ISD	\$142,250	ISD	\$142,250	
			Median	\$141,518	ISD	\$170,764	ISD	\$183,529	
			Average	\$146,759	ISD	\$225,382	ISD	\$231,764	
			75th %ile	\$166,250	ISD	\$253,895	ISD	\$273,043	
				Calendar/Fiscal Year 2017			Incumbent Information		
		# of Companies	# of Incumbents	Statistics	Base Salary	Target Annual Incentive Award	Target Long-Term Incentive Award	Number of Direct Reports	Job Description Degree of Match
Aggregate	11	11	25th %ile	\$123,438	30%	ISD	4	98%	
			Median	\$159,968	30%	ISD	6	100%	
			Average	\$144,550	30%	ISD	5	97%	
			75th %ile	\$179,147	35%	ISD	6	100%	

Senior Management/Function Heads

				Calendar/Fiscal Year 2016							
			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
Chief Administrative Officer	Aggregate		5	5	25th %ile	\$225,000	\$64,501	\$225,000	ISD	\$225,000	
					Median	\$269,300	\$95,550	\$345,500	ISD	\$345,500	
					Average	\$255,280	\$90,563	\$327,731	ISD	\$327,731	
					75th %ile	\$287,200	\$121,613	\$402,100	ISD	\$402,100	
	Ownership Status	Public		0	0	25th %ile	ISD	ISD	ISD	ISD	ISD
						Median	ISD	ISD	ISD	ISD	ISD
						Average	ISD	ISD	ISD	ISD	ISD
						75th %ile	ISD	ISD	ISD	ISD	ISD
		Private/For-Profit		3	3	25th %ile	\$256,100	ISD	\$313,550	ISD	\$313,550
						Median	\$287,200	ISD	\$402,100	ISD	\$402,100
						Average	\$270,733	ISD	\$356,283	ISD	\$356,283
						75th %ile	\$293,600	ISD	\$421,925	ISD	\$421,925
		Not-For-Profit		2	2	25th %ile	ISD	ISD	ISD	ISD	ISD
						Median	ISD	ISD	ISD	ISD	ISD
						Average	ISD	ISD	ISD	ISD	ISD
						75th %ile	ISD	ISD	ISD	ISD	ISD
	Incumbent Location	Northeast		0	0	25th %ile	ISD	ISD	ISD	ISD	ISD
						Median	ISD	ISD	ISD	ISD	ISD
						Average	ISD	ISD	ISD	ISD	ISD
						75th %ile	ISD	ISD	ISD	ISD	ISD
Midwest			1	1	25th %ile	ISD	ISD	ISD	ISD	ISD	
					Median	ISD	ISD	ISD	ISD	ISD	
					Average	ISD	ISD	ISD	ISD	ISD	
					75th %ile	ISD	ISD	ISD	ISD	ISD	
South			2	2	25th %ile	ISD	ISD	ISD	ISD	ISD	
					Median	ISD	ISD	ISD	ISD	ISD	
					Average	ISD	ISD	ISD	ISD	ISD	
					75th %ile	ISD	ISD	ISD	ISD	ISD	
West		2	2	25th %ile	ISD	ISD	ISD	ISD	ISD		
				Median	ISD	ISD	ISD	ISD	ISD		
				Average	ISD	ISD	ISD	ISD	ISD		
				75th %ile	ISD	ISD	ISD	ISD	ISD		

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation
						Chief Administrative Officer	Aggregate		5	5
Median	\$269,300	\$95,550	\$345,500	ISD	\$345,500					
Average	\$255,280	\$90,563	\$327,731	ISD	\$327,731					
75th %ile	\$287,200	\$121,613	\$402,100	ISD	\$402,100					
Under \$75 Million		1	1	25th %ile	ISD		ISD	ISD	ISD	ISD
				Median	ISD		ISD	ISD	ISD	ISD
				Average	ISD		ISD	ISD	ISD	ISD
				75th %ile	ISD		ISD	ISD	ISD	ISD
\$75 Million - \$225 Million		2	2	25th %ile	ISD		ISD	ISD	ISD	ISD
				Median	ISD		ISD	ISD	ISD	ISD
				Average	ISD		ISD	ISD	ISD	ISD
				75th %ile	ISD		ISD	ISD	ISD	ISD
Over \$225 Million		2	2	25th %ile	ISD		ISD	ISD	ISD	ISD
				Median	ISD		ISD	ISD	ISD	ISD
				Average	ISD		ISD	ISD	ISD	ISD
				75th %ile	ISD		ISD	ISD	ISD	ISD
Under 350		0	0	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
350 - 1,000		1	1	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
Over 1,000		4	4	25th %ile	\$258,225	\$95,550	\$315,375	ISD	\$315,375	
				Median	\$278,250	\$114,900	\$373,800	ISD	\$373,800	
				Average	\$270,375	\$110,950	\$353,588	ISD	\$353,588	
				75th %ile	\$290,400	\$128,325	\$412,013	ISD	\$412,013	

				Calendar/Fiscal Year 2017			Incumbent Information			
			# of Companies	# of Incumbents	Statistics	Base Salary	Target Annual Incentive Award	Target Long-Term Incentive Award	Number of Direct Reports	Job Description Degree of Match
						Aggregate			4	4
Median	\$297,950	ISD	ISD	6	100%					
Average	\$288,225	ISD	ISD	6	100%					
75th %ile	\$303,000	ISD	ISD	7	100%					

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
Chief Information Officer			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation
						Aggregate	12	12	25th %ile	\$137,058
				Median	\$169,350	\$35,785	\$192,478	ISD	\$192,478	
				Average	\$168,853	\$40,665	\$195,963	ISD	\$198,646	
				75th %ile	\$186,322	\$51,459	\$245,294	ISD	\$260,714	
Ownership Status	Public	0	0	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
	Private/For-Profit	10	10	25th %ile	\$141,681	\$19,121	\$145,452	ISD	\$152,952	
				Median	\$169,350	\$35,785	\$192,478	ISD	\$192,478	
				Average	\$167,829	\$41,668	\$192,830	ISD	\$196,049	
				75th %ile	\$183,954	\$52,123	\$232,174	ISD	\$248,821	
	Not-For-Profit	2	2	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
Incumbent Location	Northeast	1	1	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
	Midwest	5	5	25th %ile	\$137,744	\$22,807	\$163,153	ISD	\$163,153	
				Median	\$161,725	\$32,747	\$201,811	ISD	\$201,811	
				Average	\$162,262	\$34,158	\$189,589	ISD	\$194,028	
				75th %ile	\$184,223	\$44,098	\$207,620	ISD	\$207,620	
	South	2	2	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
	West	4	4	25th %ile	\$152,825	ISD	\$156,551	ISD	\$159,051	
				Median	\$172,623	ISD	\$172,623	ISD	\$172,623	
				Average	\$170,111	ISD	\$186,312	ISD	\$188,812	
				75th %ile	\$189,909	ISD	\$202,384	ISD	\$202,384	

Senior Management/Function Heads

				Calendar/Fiscal Year 2016							
			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
						Chief Information Officer	Aggregate		12	12	25th %ile
Median	\$169,350	\$35,785	\$192,478	ISD	\$192,478						
Average	\$168,853	\$40,665	\$195,963	ISD	\$198,646						
75th %ile	\$186,322	\$51,459	\$245,294	ISD	\$260,714						
Revenue	Under \$75 Million		2	2	25th %ile		ISD	ISD	ISD	ISD	ISD
					Median		ISD	ISD	ISD	ISD	ISD
					Average		ISD	ISD	ISD	ISD	ISD
					75th %ile		ISD	ISD	ISD	ISD	ISD
	\$75 Million - \$225 Million		3	3	25th %ile		\$161,912	ISD	\$172,623	ISD	\$172,623
					Median		\$162,100	ISD	\$183,145	ISD	\$183,145
					Average		\$168,990	ISD	\$182,352	ISD	\$182,352
					75th %ile		\$172,623	ISD	\$192,478	ISD	\$192,478
	Over \$225 Million		6	6	25th %ile		\$178,506	\$19,121	\$215,805	ISD	\$220,740
					Median		\$188,422	\$40,692	\$250,230	ISD	\$261,327
					Average		\$190,087	\$43,304	\$233,391	ISD	\$238,756
					75th %ile		\$205,805	\$54,577	\$266,775	ISD	\$267,389
Number of Employees	Under 350		1	1	25th %ile		ISD	ISD	ISD	ISD	ISD
					Median		ISD	ISD	ISD	ISD	ISD
					Average		ISD	ISD	ISD	ISD	ISD
					75th %ile		ISD	ISD	ISD	ISD	ISD
	350 - 1,000		4	4	25th %ile	\$129,808	ISD	\$148,865	ISD	\$148,865	
					Median	\$149,735	ISD	\$173,149	ISD	\$173,149	
					Average	\$147,154	ISD	\$163,527	ISD	\$163,527	
					75th %ile	\$167,080	ISD	\$187,811	ISD	\$187,811	
	Over 1,000		7	7	25th %ile	\$169,350	\$19,121	\$184,860	ISD	\$184,860	
					Median	\$184,223	\$40,692	\$240,359	ISD	\$260,100	
					Average	\$186,089	\$43,304	\$223,206	ISD	\$227,806	
					75th %ile	\$201,410	\$54,577	\$264,550	ISD	\$265,777	

				Calendar/Fiscal Year 2017			Incumbent Information			
			# of Companies	# of Incumbents	Statistics	Base Salary	Target Annual Incentive Award	Target Long-Term Incentive Award	Number of Direct Reports	Job Description Degree of Match
						Aggregate			10	10
Median	\$182,523	30%	\$22,500	5	100%					
Average	\$184,552	25%	\$32,729	4	99%					
75th %ile	\$196,245	30%	\$43,994	6	100%					

Senior Management/Function Heads

				Calendar/Fiscal Year 2016							
			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
Executive/Senior Vice President	Aggregate		11	17	25th %ile	\$176,234	\$43,431	\$196,440	\$22,543	\$196,440	
		Median			\$206,855	\$69,522	\$231,700	\$26,014	\$231,700		
		Average			\$202,298	\$69,147	\$238,905	\$25,358	\$243,380		
		75th %ile			\$219,879	\$89,232	\$301,022	\$28,502	\$301,022		
	Ownership Status	Public		0	0	25th %ile	ISD	ISD	ISD	ISD	ISD
			Median			ISD	ISD	ISD	ISD	ISD	
			Average			ISD	ISD	ISD	ISD	ISD	
			75th %ile			ISD	ISD	ISD	ISD	ISD	
		Private/For-Profit		8	11	25th %ile	\$162,500	\$56,477	\$162,500	\$22,543	\$162,500
			Median			\$196,440	\$80,492	\$250,286	\$26,014	\$250,286	
			Average			\$189,295	\$73,646	\$236,161	\$25,358	\$243,076	
			75th %ile			\$219,913	\$90,524	\$312,507	\$28,502	\$312,507	
		Not-For-Profit		3	6	25th %ile	\$202,850	ISD	\$214,679	ISD	\$214,679
			Median			\$211,573	ISD	\$225,790	ISD	\$225,790	
			Average			\$226,138	ISD	\$243,938	ISD	\$243,938	
			75th %ile			\$218,146	ISD	\$259,600	ISD	\$259,600	
	Incumbent Location	Northeast		2	2	25th %ile	ISD	ISD	ISD	ISD	ISD
			Median			ISD	ISD	ISD	ISD	ISD	
			Average			ISD	ISD	ISD	ISD	ISD	
			75th %ile			ISD	ISD	ISD	ISD	ISD	
Midwest			3	4	25th %ile	\$158,676	\$58,408	\$197,659	ISD	\$197,659	
		Median			\$192,280	\$91,816	\$243,965	ISD	\$256,972		
		Average			\$177,610	\$77,614	\$235,820	ISD	\$250,071		
		75th %ile			\$211,214	\$103,921	\$282,126	ISD	\$309,383		
South			2	4	25th %ile	ISD	ISD	ISD	ISD	ISD	
		Median			ISD	ISD	ISD	ISD	ISD		
		Average			ISD	ISD	ISD	ISD	ISD		
		75th %ile			ISD	ISD	ISD	ISD	ISD		
West			4	7	25th %ile	\$171,700	\$53,400	\$173,220	ISD	\$173,220	
		Median			\$196,440	\$68,500	\$231,700	ISD	\$231,700		
	Average	\$206,948			\$65,344	\$234,952	ISD	\$237,677			
	75th %ile	\$219,397			\$78,866	\$294,450	ISD	\$294,450			

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation
						Executive/Senior Vice President	Revenue	Aggregate	11	17
Median	\$206,855	\$69,522	\$231,700	\$26,014	\$231,700					
Average	\$202,298	\$69,147	\$238,905	\$25,358	\$243,380					
75th %ile	\$219,879	\$89,232	\$301,022	\$28,502	\$301,022					
Number of Employees	Under \$75 Million	2	4	25th %ile	ISD		ISD	ISD	ISD	ISD
				Median	ISD		ISD	ISD	ISD	ISD
				Average	ISD		ISD	ISD	ISD	ISD
				75th %ile	ISD		ISD	ISD	ISD	ISD
	\$75 Million - \$225 Million	4	6	25th %ile	\$199,044		\$38,823	\$202,300	ISD	\$202,300
				Median	\$213,367		\$56,477	\$235,082	ISD	\$235,082
				Average	\$200,696		\$54,611	\$237,103	ISD	\$237,103
				75th %ile	\$228,595		\$72,265	\$288,338	ISD	\$288,338
	Over \$225 Million	4	6	25th %ile	\$195,150	\$68,500	\$268,263	\$22,543	\$275,191	
				Median	\$204,363	\$89,232	\$294,450	\$26,014	\$307,032	
				Average	\$222,792	\$80,775	\$290,104	\$25,358	\$302,784	
				75th %ile	\$230,876	\$91,816	\$323,264	\$28,502	\$340,022	
Number of Employees	Under 350	2	3	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
	350 - 1,000	3	4	25th %ile	\$139,000	ISD	\$145,250	ISD	\$145,250	
				Median	\$150,000	ISD	\$150,000	ISD	\$150,000	
				Average	\$145,250	ISD	\$151,500	ISD	\$151,500	
				75th %ile	\$156,250	ISD	\$156,250	ISD	\$156,250	
	Over 1,000	6	10	25th %ile	\$197,430	\$62,233	\$254,727	\$22,543	\$254,939	
				Median	\$207,590	\$75,007	\$284,961	\$26,014	\$297,543	
				Average	\$221,505	\$74,665	\$281,237	\$25,358	\$288,844	
				75th %ile	\$236,670	\$89,878	\$322,994	\$28,502	\$322,994	

				Calendar/Fiscal Year 2017			Incumbent Information			
			# of Companies	# of Incumbents	Statistics	Base Salary	Target Annual Incentive Award	Target Long-Term Incentive Award	Number of Direct Reports	Job Description Degree of Match
						Executive/Senior Vice President	Revenue	Aggregate	9	16
Median	\$208,110	35%	\$29,250	6	100%					
Average	\$211,914	42%	\$75,089	7	102%					
75th %ile	\$243,125	50%	\$79,875	8	100%					

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
Corporate Controller			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation
						Aggregate	30	36	25th %ile	\$106,250
				Median	\$124,900	\$13,550	\$134,808	\$12,400	\$134,808	
				Average	\$129,927	\$31,773	\$152,873	\$73,451	\$158,994	
				75th %ile	\$146,250	\$25,257	\$166,092	\$106,535	\$166,092	
Ownership Status	Public	1	1	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
	Private/For-Profit	26	32	25th %ile	\$103,671	\$3,874	\$108,489	ISD	\$108,489	
				Median	\$124,900	\$11,000	\$134,808	ISD	\$134,808	
				Average	\$126,896	\$25,818	\$146,259	ISD	\$146,874	
				75th %ile	\$146,250	\$25,086	\$159,693	ISD	\$159,693	
	Not-For-Profit	3	3	25th %ile	\$115,600	ISD	\$115,600	ISD	\$115,600	
				Median	\$124,200	ISD	\$124,200	ISD	\$124,200	
				Average	\$125,219	ISD	\$132,219	ISD	\$132,219	
				75th %ile	\$134,328	ISD	\$144,828	ISD	\$144,828	
Incumbent Location	Northeast	3	3	25th %ile	\$117,500	\$15,850	\$133,350	ISD	\$133,350	
				Median	\$140,000	\$17,100	\$154,600	ISD	\$154,600	
				Average	\$137,249	\$37,233	\$174,483	ISD	\$174,483	
				75th %ile	\$158,374	\$48,550	\$205,674	ISD	\$205,674	
	Midwest	10	16	25th %ile	\$107,364	\$2,428	\$109,239	ISD	\$109,239	
				Median	\$123,208	\$3,498	\$126,274	ISD	\$126,274	
				Average	\$133,280	\$22,880	\$147,581	ISD	\$160,122	
				75th %ile	\$135,000	\$7,750	\$141,550	ISD	\$141,550	
	South	9	9	25th %ile	\$110,000	\$15,250	\$110,000	ISD	\$110,000	
				Median	\$131,581	\$25,342	\$155,000	ISD	\$155,000	
				Average	\$125,337	\$54,406	\$167,653	ISD	\$167,653	
				75th %ile	\$144,456	\$31,500	\$165,456	ISD	\$165,456	
	West	8	8	25th %ile	\$86,540	\$10,438	\$87,939	ISD	\$87,939	
				Median	\$140,860	\$19,875	\$163,235	ISD	\$168,685	
				Average	\$125,636	\$17,457	\$138,728	ISD	\$141,189	
				75th %ile	\$156,750	\$24,925	\$176,488	ISD	\$182,325	

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
		# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
Corporate Controller	Aggregate	30	36	25th %ile	\$106,250	\$4,688	\$109,239	\$9,842	\$109,239	
				Median	\$124,900	\$13,550	\$134,808	\$12,400	\$134,808	
				Average	\$129,927	\$31,773	\$152,873	\$73,451	\$158,994	
				75th %ile	\$146,250	\$25,257	\$166,092	\$106,535	\$166,092	
	Under \$75 Million	5	5	25th %ile	\$68,000	\$6,950	\$73,594	ISD	\$73,594	
				Median	\$75,000	\$9,200	\$84,500	ISD	\$84,500	
				Average	\$101,729	\$24,875	\$121,629	ISD	\$121,629	
				75th %ile	\$124,200	\$27,125	\$124,200	ISD	\$124,200	
	\$75 Million - \$225 Million	11	14	25th %ile	\$115,835	\$2,575	\$127,251	ISD	\$127,251	
				Median	\$131,651	\$14,600	\$150,800	ISD	\$150,800	
				Average	\$132,156	\$15,656	\$144,458	ISD	\$144,458	
				75th %ile	\$144,042	\$25,020	\$156,797	ISD	\$156,797	
	Over \$225 Million	9	13	25th %ile	\$107,485	\$6,500	\$112,100	\$9,842	\$112,100	
				Median	\$132,400	\$15,052	\$140,400	\$12,400	\$140,400	
				Average	\$143,702	\$50,397	\$186,345	\$73,451	\$203,296	
				75th %ile	\$155,000	\$26,500	\$175,000	\$106,535	\$182,452	
	Number of Employees	Under 350	5	5	25th %ile	\$68,000	\$3,550	\$69,100	ISD	\$69,100
					Median	\$107,000	\$6,000	\$107,000	ISD	\$107,000
					Average	\$104,000	\$11,700	\$111,020	ISD	\$111,020
					75th %ile	\$140,000	\$17,000	\$145,000	ISD	\$145,000
350 - 1,000		10	13	25th %ile	\$92,720	\$2,489	\$92,720	ISD	\$92,720	
				Median	\$124,200	\$9,200	\$125,347	ISD	\$125,347	
				Average	\$117,120	\$17,468	\$130,557	ISD	\$130,557	
				75th %ile	\$131,720	\$21,649	\$145,546	ISD	\$145,546	
Over 1,000		15	18	25th %ile	\$111,983	\$8,000	\$119,474	\$9,842	\$119,474	
				Median	\$136,200	\$17,100	\$154,800	\$12,400	\$154,800	
				Average	\$146,378	\$47,408	\$180,617	\$73,451	\$192,859	
				75th %ile	\$155,000	\$25,342	\$173,763	\$106,535	\$181,950	

				Calendar/Fiscal Year 2017			Incumbent Information		
		# of Companies	# of Incumbents	Statistics	Base Salary	Target Annual Incentive Award	Target Long-Term Incentive Award	Number of Direct Reports	Job Description Degree of Match
Corporate Controller	Aggregate	25	34	25th %ile	\$111,535	5%	\$11,428	2	100%
				Median	\$136,461	10%	\$14,233	3	100%
				Average	\$137,681	15%	\$39,059	3	101%
				75th %ile	\$155,000	19%	\$41,863	5	100%

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
Property Controller	Ownership Status	Incumbent Location	Statistics	# of Companies	# of Incumbents	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation
				Aggregate	8	8	25th %ile			\$78,571
			Median			\$102,500	\$17,719	\$118,859	ISD	\$118,859
			Average			\$107,038	\$18,666	\$123,371	ISD	\$123,371
			75th %ile			\$118,165	\$24,228	\$142,206	ISD	\$142,206
	Public		25th %ile	0	0	ISD	ISD	ISD	ISD	ISD
			Median			ISD	ISD	ISD	ISD	ISD
			Average			ISD	ISD	ISD	ISD	ISD
			75th %ile			ISD	ISD	ISD	ISD	ISD
	Private/For-Profit		25th %ile	7	7	\$77,142	\$4,904	\$77,911	ISD	\$77,911
			Median			\$100,000	\$16,359	\$115,000	ISD	\$115,000
			Average			\$94,843	\$13,994	\$106,838	ISD	\$106,838
			75th %ile			\$110,760	\$22,321	\$131,547	ISD	\$131,547
	Not-For-Profit		25th %ile	1	1	ISD	ISD	ISD	ISD	ISD
			Median			ISD	ISD	ISD	ISD	ISD
			Average			ISD	ISD	ISD	ISD	ISD
			75th %ile			ISD	ISD	ISD	ISD	ISD
	Northeast		25th %ile	1	1	ISD	ISD	ISD	ISD	ISD
			Median			ISD	ISD	ISD	ISD	ISD
			Average			ISD	ISD	ISD	ISD	ISD
			75th %ile			ISD	ISD	ISD	ISD	ISD
	Midwest		25th %ile	4	5	\$74,284	\$1,466	\$74,284	ISD	\$74,284
			Median			\$80,000	\$8,269	\$81,539	ISD	\$81,539
			Average			\$102,337	\$16,122	\$115,235	ISD	\$115,235
			75th %ile			\$100,000	\$22,925	\$115,000	ISD	\$115,000
	South		25th %ile	2	2	ISD	ISD	ISD	ISD	ISD
			Median			ISD	ISD	ISD	ISD	ISD
			Average			ISD	ISD	ISD	ISD	ISD
			75th %ile			ISD	ISD	ISD	ISD	ISD
	West		25th %ile	1	0	ISD	ISD	ISD	ISD	ISD
			Median			ISD	ISD	ISD	ISD	ISD
			Average			ISD	ISD	ISD	ISD	ISD
			75th %ile			ISD	ISD	ISD	ISD	ISD

Senior Management/Function Heads

				Calendar/Fiscal Year 2016							
			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
						Property Controller	Aggregate		8	8	25th %ile
Median	\$102,500	\$17,719	\$118,859	ISD	\$118,859						
Average	\$107,038	\$18,666	\$123,371	ISD	\$123,371						
75th %ile	\$118,165	\$24,228	\$142,206	ISD	\$142,206						
Revenue	Under \$75 Million		1	0	25th %ile		ISD	ISD	ISD	ISD	ISD
					Median		ISD	ISD	ISD	ISD	ISD
					Average		ISD	ISD	ISD	ISD	ISD
					75th %ile		ISD	ISD	ISD	ISD	ISD
	\$75 Million - \$225 Million		3	4	25th %ile		\$76,250	\$1,466	\$77,716	ISD	\$77,716
					Median		\$90,000	\$8,269	\$98,269	ISD	\$98,269
					Average		\$90,380	\$10,411	\$100,791	ISD	\$100,791
					75th %ile		\$104,130	\$17,214	\$121,344	ISD	\$121,344
	Over \$225 Million		4	4	25th %ile		\$97,321	\$21,159	\$110,610	ISD	\$110,610
					Median		\$114,050	\$24,600	\$135,209	ISD	\$135,209
					Average		\$123,696	\$29,673	\$145,951	ISD	\$145,951
					75th %ile		\$140,425	\$35,650	\$170,550	ISD	\$170,550
Number of Employees	Under 350		0	0	25th %ile	ISD	ISD	ISD	ISD	ISD	
					Median	ISD	ISD	ISD	ISD	ISD	
					Average	ISD	ISD	ISD	ISD	ISD	
					75th %ile	ISD	ISD	ISD	ISD	ISD	
	350 - 1,000		2	3	25th %ile	ISD	ISD	ISD	ISD	ISD	
					Median	ISD	ISD	ISD	ISD	ISD	
					Average	ISD	ISD	ISD	ISD	ISD	
	Over 1,000		6	6	25th %ile	\$105,000	\$22,321	\$122,719	ISD	\$122,719	
					Median	\$116,520	\$24,228	\$140,375	ISD	\$140,375	
					Average	\$122,261	\$28,218	\$144,835	ISD	\$144,835	
					75th %ile	\$123,100	\$30,125	\$147,700	ISD	\$147,700	

				Calendar/Fiscal Year 2017			Incumbent Information			
			# of Companies	# of Incumbents	Statistics	Base Salary	Target Annual Incentive Award	Target Long-Term Incentive Award	Number of Direct Reports	Job Description Degree of Match
						Aggregate			7	8
Median	\$106,100	10%	ISD	5	100%					
Average	\$110,660	11%	ISD	4	100%					
75th %ile	\$121,719	14%	ISD	5	100%					

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
		# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
Senior Corporate Tax Executive	Aggregate	6	6	25th %ile	\$146,980	\$72,050	\$164,785	ISD	\$164,785	
				Median	\$193,868	\$114,900	\$197,964	ISD	\$197,964	
				Average	\$194,822	\$106,242	\$247,943	ISD	\$271,289	
				75th %ile	\$253,223	\$144,762	\$357,825	ISD	\$357,825	
	Ownership Status	Public	1	1	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
		Private/For-Profit	5	5	25th %ile	\$141,728	ISD	\$162,737	ISD	\$162,737
					Median	\$162,737	ISD	\$170,929	ISD	\$170,929
					Average	\$181,260	ISD	\$210,080	ISD	\$210,080
					75th %ile	\$225,000	ISD	\$225,000	ISD	\$225,000
		Not-For-Profit	0	0	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
	Incumbent Location	Northeast	0	0	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
		Midwest	4	4	25th %ile	\$128,705	ISD	\$144,461	ISD	\$144,461
					Median	\$152,232	ISD	\$166,833	ISD	\$166,833
					Average	\$164,183	ISD	\$215,139	ISD	\$250,159
					75th %ile	\$187,710	ISD	\$237,510	ISD	\$272,530
South		1	1	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
West		1	1	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	

Senior Management/Function Heads

				Calendar/Fiscal Year 2016							
			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
Senior Corporate Tax Executive	Aggregate		6	6	25th %ile	\$146,980	\$72,050	\$164,785	ISD	\$164,785	
					Median	\$193,868	\$114,900	\$197,964	ISD	\$197,964	
					Average	\$194,822	\$106,242	\$247,943	ISD	\$271,289	
					75th %ile	\$253,223	\$144,762	\$357,825	ISD	\$357,825	
	Revenue	Under \$75 Million		0	0	25th %ile	ISD	ISD	ISD	ISD	ISD
						Median	ISD	ISD	ISD	ISD	ISD
						Average	ISD	ISD	ISD	ISD	ISD
						75th %ile	ISD	ISD	ISD	ISD	ISD
		\$75 Million - \$225 Million	1	1	25th %ile	ISD	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD	
					Average	ISD	ISD	ISD	ISD	ISD	
		Over \$225 Million	5	5	25th %ile	\$162,737	ISD	\$162,737	ISD	\$162,737	
					Median	\$225,000	ISD	\$225,000	ISD	\$225,000	
					Average	\$205,441	ISD	\$263,345	ISD	\$291,361	
					75th %ile	\$262,631	ISD	\$402,100	ISD	\$402,100	
		Number of Employees	Under 350		0	0	25th %ile	ISD	ISD	ISD	ISD
	Median						ISD	ISD	ISD	ISD	ISD
	Average						ISD	ISD	ISD	ISD	ISD
	75th %ile						ISD	ISD	ISD	ISD	ISD
	350 - 1,000		1	1	25th %ile	ISD	ISD	ISD	ISD	ISD	
Median					ISD	ISD	ISD	ISD	ISD		
Average					ISD	ISD	ISD	ISD	ISD		
Over 1,000	5		5	25th %ile	\$162,737	ISD	\$162,737	ISD	\$162,737		
				Median	\$225,000	ISD	\$225,000	ISD	\$225,000		
				Average	\$205,441	ISD	\$263,345	ISD	\$291,361		
				75th %ile	\$262,631	ISD	\$402,100	ISD	\$402,100		
				Calendar/Fiscal Year 2017			Incumbent Information				
			# of Companies	# of Incumbents	Statistics	Base Salary	Target Annual Incentive Award	Target Long-Term Incentive Award	Number of Direct Reports	Job Description Degree of Match	
Aggregate			6	6	25th %ile	\$150,736	24%	ISD	1	93%	
					Median	\$198,785	38%	ISD	1	100%	
					Average	\$199,937	39%	ISD	2	90%	
					75th %ile	\$259,695	53%	ISD	2	100%	

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
		# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
				Director of Financial Reporting	Aggregate	6	5	25th %ile	\$130,410	\$22,688
Median	\$135,000	\$31,976	\$154,431					ISD	\$165,200	
Average	\$133,673	\$33,100	\$160,153					ISD	\$167,192	
75th %ile	\$146,931	\$42,388	\$179,772					ISD	\$179,772	
Ownership Status	Public	1	1		25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
	Private/For-Profit	5	5		25th %ile	\$133,853	\$17,626	\$149,573	ISD	\$149,573
					Median	\$140,966	\$27,751	\$167,102	ISD	\$167,102
					Average	\$141,091	\$32,067	\$165,141	ISD	\$167,690
					75th %ile	\$148,204	\$44,351	\$182,669	ISD	\$185,219
	Not-For-Profit	0	0		25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
Incumbent Location	Northeast	1	1		25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
	Midwest	1	1	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
	South	1	1	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
West	3	2	25th %ile	ISD	ISD	ISD	ISD	ISD		
			Median	ISD	ISD	ISD	ISD	ISD		
			Average	ISD	ISD	ISD	ISD	ISD		
			75th %ile	ISD	ISD	ISD	ISD	ISD		

Senior Management/Function Heads

				Calendar/Fiscal Year 2016							
			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
Director of Financial Reporting	Aggregate		6	5	25th %ile	\$130,410	\$22,688	\$140,200	ISD	\$154,431	
					Median	\$135,000	\$31,976	\$154,431	ISD	\$165,200	
					Average	\$133,673	\$33,100	\$160,153	ISD	\$167,192	
					75th %ile	\$146,931	\$42,388	\$179,772	ISD	\$179,772	
	Under \$75 Million		3	2	25th %ile	ISD	ISD	ISD	ISD	ISD	
					Median	ISD	ISD	ISD	ISD	ISD	
					Average	ISD	ISD	ISD	ISD	ISD	
					75th %ile	ISD	ISD	ISD	ISD	ISD	
	\$75 Million - \$225 Million		1	1	25th %ile	ISD	ISD	ISD	ISD	ISD	
					Median	ISD	ISD	ISD	ISD	ISD	
					Average	ISD	ISD	ISD	ISD	ISD	
	Over \$225 Million		2	2	25th %ile	ISD	ISD	ISD	ISD	ISD	
					Median	ISD	ISD	ISD	ISD	ISD	
					Average	ISD	ISD	ISD	ISD	ISD	
	Number of Employees	Under 350		1	1	25th %ile	ISD	ISD	ISD	ISD	ISD
						Median	ISD	ISD	ISD	ISD	ISD
						Average	ISD	ISD	ISD	ISD	ISD
						75th %ile	ISD	ISD	ISD	ISD	ISD
		350 - 1,000		1	1	25th %ile	ISD	ISD	ISD	ISD	ISD
						Median	ISD	ISD	ISD	ISD	ISD
Average						ISD	ISD	ISD	ISD	ISD	
Over 1,000			4	4	25th %ile	\$119,500	ISD	\$137,600	ISD	\$150,100	
					Median	\$135,000	ISD	\$140,200	ISD	\$165,200	
					Average	\$130,340	ISD	\$151,657	ISD	\$159,991	
					75th %ile	\$143,511	ISD	\$159,986	ISD	\$172,486	
				Calendar/Fiscal Year 2017			Incumbent Information				
			# of Companies	# of Incumbents	Statistics	Base Salary	Target Annual Incentive Award	Target Long-Term Incentive Award	Number of Direct Reports	Job Description Degree of Match	
	Aggregate		5	5	25th %ile	\$130,000	ISD	ISD	0	93%	
					Median	\$139,000	ISD	ISD	1	100%	
					Average	\$136,869	ISD	ISD	1	95%	
					75th %ile	\$150,605	ISD	ISD	2	100%	

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
Vice President of Finance			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation
					Aggregate	11	11	25th %ile	\$126,585	\$15,013
					Median	\$150,504	\$22,466	\$166,000	\$7,476	\$173,476
					Average	\$155,944	\$30,175	\$183,376	\$8,377	\$185,661
					75th %ile	\$171,556	\$33,198	\$203,801	\$9,938	\$203,801
Ownership Status	Public	0	0	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
	Private/For-Profit	9	9	25th %ile	\$148,000	\$15,000	\$160,504	\$6,366	\$160,504	
				Median	\$155,000	\$18,000	\$170,052	\$7,476	\$182,452	
				Average	\$162,468	\$30,536	\$193,004	\$8,377	\$195,797	
				75th %ile	\$175,000	\$34,150	\$209,150	\$9,938	\$209,150	
	Not-For-Profit	2	2	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
Incumbent Location	Northeast	1	1	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
	Midwest	4	4	25th %ile	\$130,293	\$18,466	\$150,171	ISD	\$150,171	
				Median	\$142,252	\$26,931	\$160,718	ISD	\$160,718	
				Average	\$142,947	\$22,424	\$159,764	ISD	\$159,764	
				75th %ile	\$154,906	\$28,636	\$170,311	ISD	\$170,311	
	South	2	1	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
West	4	5	25th %ile	\$115,000	\$15,000	\$130,000	\$6,366	\$135,255		
			Median	\$148,000	\$15,052	\$166,000	\$7,476	\$173,476		
			Average	\$137,760	\$19,400	\$157,160	\$8,377	\$162,187		
			75th %ile	\$155,000	\$18,000	\$170,052	\$9,938	\$182,452		

Senior Management/Function Heads

				Calendar/Fiscal Year 2016					
		# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation
Vice President of Finance	Aggregate	11	11	25th %ile	\$126,585	\$15,013	\$145,252	\$6,366	\$147,880
				Median	\$150,504	\$22,466	\$166,000	\$7,476	\$173,476
				Average	\$155,944	\$30,175	\$183,376	\$8,377	\$185,661
				75th %ile	\$171,556	\$33,198	\$203,801	\$9,938	\$203,801
	Under \$75 Million	4	4	25th %ile	\$114,900	\$20,866	\$135,766	ISD	\$135,766
				Median	\$134,000	\$26,931	\$160,931	ISD	\$160,931
				Average	\$134,933	\$25,294	\$160,227	ISD	\$160,227
				75th %ile	\$154,500	\$30,541	\$185,041	ISD	\$185,041
	\$75 Million - \$225 Million	1	1	25th %ile	ISD	ISD	ISD	ISD	ISD
				Median	ISD	ISD	ISD	ISD	ISD
				Average	ISD	ISD	ISD	ISD	ISD
				75th %ile	ISD	ISD	ISD	ISD	ISD
	Over \$225 Million	6	7	25th %ile	\$149,252	\$15,026	\$163,252	\$6,366	\$166,990
				Median	\$155,000	\$18,000	\$170,052	\$7,476	\$182,452
				Average	\$170,202	\$32,267	\$202,470	\$8,377	\$206,060
				75th %ile	\$182,856	\$32,460	\$215,316	\$9,938	\$215,316
	Under 350	2	2	25th %ile	ISD	ISD	ISD	ISD	ISD
				Median	ISD	ISD	ISD	ISD	ISD
				Average	ISD	ISD	ISD	ISD	ISD
				75th %ile	ISD	ISD	ISD	ISD	ISD
350 - 1,000	3	2	25th %ile	ISD	ISD	ISD	ISD	ISD	
			Median	ISD	ISD	ISD	ISD	ISD	
			Average	ISD	ISD	ISD	ISD	ISD	
			75th %ile	ISD	ISD	ISD	ISD	ISD	
Over 1,000	6	7	25th %ile	\$149,252	\$15,026	\$163,252	\$6,366	\$166,990	
			Median	\$155,000	\$18,000	\$170,052	\$7,476	\$182,452	
			Average	\$170,202	\$32,267	\$202,470	\$8,377	\$206,060	
			75th %ile	\$182,856	\$32,460	\$215,316	\$9,938	\$215,316	
				Calendar/Fiscal Year 2017			Incumbent Information		
		# of Companies	# of Incumbents	Statistics	Base Salary	Target Annual Incentive Award	Target Long-Term Incentive Award	Number of Direct Reports	Job Description Degree of Match
Aggregate	10	11	25th %ile	\$138,733	14%	\$7,031	3	98%	
			Median	\$155,019	25%	\$10,113	5	100%	
			Average	\$161,441	25%	\$24,213	4	98%	
			75th %ile	\$176,469	30%	\$27,295	5	100%	

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
		# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
Associate General Counsel	Aggregate	7	9	25th %ile	\$185,000	\$33,636	\$222,000	\$91,315	\$222,000	
				Median	\$209,500	\$112,114	\$272,449	\$119,619	\$272,449	
				Average	\$219,396	\$104,676	\$300,810	\$154,054	\$369,279	
				75th %ile	\$242,177	\$138,646	\$323,519	\$182,358	\$415,217	
	Ownership Status	Public	1	4	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
		Private/For-Profit	4	4	25th %ile	\$173,556	ISD	\$201,306	ISD	\$201,306
					Median	\$205,067	ISD	\$223,567	ISD	\$223,567
					Average	\$197,883	ISD	\$214,701	ISD	\$214,701
					75th %ile	\$229,394	ISD	\$236,962	ISD	\$236,962
		Not-For-Profit	2	1	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
	Incumbent Location	Northeast	1	1	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
Midwest		3	6	25th %ile	\$206,875	\$113,543	\$248,378	\$91,315	\$270,920	
				Median	\$217,317	\$138,646	\$320,817	\$119,619	\$411,749	
				Average	\$234,176	\$163,874	\$343,425	\$154,054	\$446,128	
				75th %ile	\$281,283	\$188,977	\$428,335	\$182,358	\$561,914	
South		3	2	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
West	0	0	25th %ile	ISD	ISD	ISD	ISD	ISD		
			Median	ISD	ISD	ISD	ISD	ISD		
			Average	ISD	ISD	ISD	ISD	ISD		
			75th %ile	ISD	ISD	ISD	ISD	ISD		

Senior Management/Function Heads

				Calendar/Fiscal Year 2016								
			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation		
						Associate General Counsel	Aggregate		7	9	25th %ile	\$185,000
Median	\$209,500	\$112,114	\$272,449	\$119,619	\$272,449							
Average	\$219,396	\$104,676	\$300,810	\$154,054	\$369,279							
75th %ile	\$242,177	\$138,646	\$323,519	\$182,358	\$415,217							
Revenue	Under \$75 Million		0	0	25th %ile		ISD	ISD	ISD	ISD	ISD	
					Median		ISD	ISD	ISD	ISD	ISD	
					Average		ISD	ISD	ISD	ISD	ISD	
					75th %ile		ISD	ISD	ISD	ISD	ISD	
	\$75 Million - \$225 Million	1	0		0		25th %ile	ISD	ISD	ISD	ISD	ISD
							Median	ISD	ISD	ISD	ISD	ISD
							Average	ISD	ISD	ISD	ISD	ISD
							75th %ile	ISD	ISD	ISD	ISD	ISD
	Over \$225 Million	5	8		8		25th %ile	\$200,750	\$55,779	\$224,350	\$91,315	\$224,350
							Median	\$217,317	\$113,067	\$295,282	\$119,619	\$340,365
							Average	\$229,029	\$120,461	\$319,375	\$154,054	\$396,402
							75th %ile	\$256,632	\$150,960	\$358,458	\$182,358	\$464,116
Number of Employees	Under 350	2	1	1	25th %ile	ISD	ISD	ISD	ISD	ISD		
					Median	ISD	ISD	ISD	ISD	ISD		
					Average	ISD	ISD	ISD	ISD	ISD		
					75th %ile	ISD	ISD	ISD	ISD	ISD		
	350 - 1,000	2	5		5	25th %ile	ISD	ISD	ISD	ISD	ISD	
						Median	ISD	ISD	ISD	ISD	ISD	
						Average	ISD	ISD	ISD	ISD	ISD	
						75th %ile	ISD	ISD	ISD	ISD	ISD	
	Over 1,000	3	3		3	25th %ile	\$182,179	ISD	\$182,179	ISD	\$182,179	
						Median	\$225,133	ISD	\$225,133	ISD	\$225,133	
						Average	\$202,178	ISD	\$212,269	ISD	\$212,269	
						75th %ile	\$233,655	ISD	\$248,791	ISD	\$248,791	

				Calendar/Fiscal Year 2017			Incumbent Information			
			# of Companies	# of Incumbents	Statistics	Base Salary	Target Annual Incentive Award	Target Long-Term Incentive Award	Number of Direct Reports	Job Description Degree of Match
						Associate General Counsel	Aggregate		7	10
Median	\$214,000	40%	\$75,530	0	100%					
Average	\$217,788	38%	\$112,833	1	103%					
75th %ile	\$249,370	50%	\$123,600	2	100%					

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
		# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
Head of Asset Management	Aggregate	13	15	25th %ile	\$128,900	\$25,486	\$138,000	\$240,000	\$138,000	
				Median	\$150,000	\$79,434	\$153,115	\$252,221	\$153,115	
				Average	\$173,399	\$113,015	\$248,743	\$211,560	\$319,263	
				75th %ile	\$248,735	\$219,508	\$373,512	\$252,221	\$493,512	
	Ownership Status	Public	2	4	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
		Private/For-Profit	10	10	25th %ile	\$120,450	\$16,750	\$125,000	ISD	\$125,000
					Median	\$139,058	\$28,971	\$146,900	ISD	\$146,900
					Average	\$144,902	\$38,805	\$168,184	ISD	\$170,135
					75th %ile	\$156,851	\$63,636	\$184,587	ISD	\$184,587
		Not-For-Profit	1	1	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
	Incumbent Location	Northeast	0	0	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
Midwest		9	10	25th %ile	\$125,879	\$18,500	\$140,950	\$246,111	\$140,950	
				Median	\$145,000	\$35,943	\$151,558	\$252,221	\$151,558	
				Average	\$164,044	\$105,387	\$237,815	\$262,024	\$316,422	
				75th %ile	\$190,514	\$215,089	\$354,187	\$273,036	\$534,187	
South		3	3	25th %ile	\$194,900	ISD	\$237,900	ISD	\$237,900	
				Median	\$253,800	ISD	\$339,800	ISD	\$339,800	
				Average	\$215,767	ISD	\$322,291	ISD	\$406,364	
				75th %ile	\$255,650	ISD	\$415,436	ISD	\$541,547	
West	2	2	25th %ile	ISD	ISD	ISD	ISD	ISD		
			Median	ISD	ISD	ISD	ISD	ISD		
			Average	ISD	ISD	ISD	ISD	ISD		
			75th %ile	ISD	ISD	ISD	ISD	ISD		

Senior Management/Function Heads

				Calendar/Fiscal Year 2016							
			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
					Head of Asset Management	Aggregate		13	15	25th %ile	\$128,900
Median	\$150,000	\$79,434	\$153,115	\$252,221						\$153,115	
Average	\$173,399	\$113,015	\$248,743	\$211,560						\$319,263	
75th %ile	\$248,735	\$219,508	\$373,512	\$252,221						\$493,512	
Revenue	Under \$75 Million		2	2		25th %ile	ISD	ISD	ISD	ISD	ISD
						Median	ISD	ISD	ISD	ISD	ISD
						Average	ISD	ISD	ISD	ISD	ISD
						75th %ile	ISD	ISD	ISD	ISD	ISD
	\$75 Million - \$225 Million		3	3		25th %ile	\$94,458	ISD	\$94,966	ISD	\$94,966
						Median	\$136,000	ISD	\$136,000	ISD	\$136,000
						Average	\$116,017	ISD	\$128,337	ISD	\$128,337
						75th %ile	\$147,568	ISD	\$165,539	ISD	\$165,539
	Over \$225 Million		6	8		25th %ile	\$185,731	\$79,434	\$275,681	\$240,000	\$290,313
						Median	\$248,735	\$206,250	\$373,512	\$252,221	\$493,512
						Average	\$223,945	\$153,027	\$357,843	\$211,560	\$490,068
						75th %ile	\$257,500	\$228,750	\$491,072	\$252,221	\$743,293
Number of Employees	Under 350		5	5		25th %ile	\$120,000	ISD	\$120,000	ISD	\$120,000
						Median	\$136,000	ISD	\$136,000	ISD	\$136,000
						Average	\$145,876	ISD	\$163,076	ISD	\$163,076
						75th %ile	\$150,000	ISD	\$150,000	ISD	\$150,000
	350 - 1,000		3	5	25th %ile	\$159,135	\$35,943	\$195,078	ISD	\$195,078	
					Median	\$257,500	\$223,927	\$491,072	ISD	\$743,293	
					Average	\$205,410	\$145,606	\$351,016	ISD	\$510,675	
					75th %ile	\$257,500	\$233,572	\$491,072	ISD	\$743,293	
	Over 1,000		5	5	25th %ile	\$138,115	\$20,250	\$143,800	ISD	\$143,800	
					Median	\$140,000	\$47,434	\$153,115	ISD	\$153,115	
					Average	\$168,912	\$79,029	\$232,135	ISD	\$284,037	
					75th %ile	\$200,974	\$106,213	\$316,536	ISD	\$336,045	
				Calendar/Fiscal Year 2017			Incumbent Information				
			# of Companies	# of Incumbents	Statistics	Base Salary	Target Annual Incentive Award	Target Long-Term Incentive Award	Number of Direct Reports	Job Description Degree of Match	
					Aggregate	13	15	25th %ile	\$136,250	34%	\$120,000
Median	\$155,000	55%	\$198,900	2				100%			
Average	\$190,095	47%	\$151,076	3				98%			
75th %ile	\$263,307	75%	\$198,900	4				100%			

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
		# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
Head of Clinical Wellness	Aggregate	15	10	25th %ile	\$118,500	\$21,061	\$154,128	ISD	\$154,128	
				Median	\$131,100	\$38,000	\$173,408	ISD	\$173,408	
				Average	\$142,138	\$47,037	\$179,768	ISD	\$179,768	
				75th %ile	\$157,253	\$56,200	\$188,300	ISD	\$188,300	
	Ownership Status	Public	0	0	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
		Private/For-Profit	12	12	25th %ile	\$118,000	\$31,012	\$153,000	ISD	\$153,000
					Median	\$129,500	\$41,000	\$185,024	ISD	\$185,024
					Average	\$140,307	\$53,303	\$181,765	ISD	\$181,765
					75th %ile	\$155,012	\$56,300	\$189,200	ISD	\$189,200
		Not-For-Profit	3	1	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
	Incumbent Location	Northeast	2	1	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
Midwest		1	1	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
South		7	7	25th %ile	\$114,850	\$20,893	\$151,350	ISD	\$151,350	
				Median	\$136,506	\$31,012	\$155,256	ISD	\$155,256	
				Average	\$134,103	\$26,381	\$160,484	ISD	\$160,484	
				75th %ile	\$155,759	\$36,500	\$164,390	ISD	\$164,390	
West	7	7	25th %ile	\$126,138	\$29,636	\$150,357	ISD	\$150,357		
			Median	\$131,100	\$56,100	\$173,696	ISD	\$173,696		
			Average	\$134,218	\$38,591	\$163,161	ISD	\$163,161		
			75th %ile	\$139,180	\$56,300	\$186,500	ISD	\$186,500		

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
		# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
Head of Clinical Wellness	Aggregate	15	10	25th %ile	\$118,500	\$21,061	\$154,128	ISD	\$154,128	
				Median	\$131,100	\$38,000	\$173,408	ISD	\$173,408	
				Average	\$142,138	\$47,037	\$179,768	ISD	\$179,768	
				75th %ile	\$157,253	\$56,200	\$188,300	ISD	\$188,300	
	Under \$75 Million	4	4	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
	\$75 Million - \$225 Million	5	5	25th %ile	\$136,506	\$14,762	\$155,256	ISD	\$155,256	
				Median	\$155,012	\$27,024	\$157,512	ISD	\$157,512	
				Average	\$143,671	\$21,508	\$165,179	ISD	\$165,179	
				75th %ile	\$156,506	\$31,012	\$171,268	ISD	\$171,268	
	Over \$225 Million	5	5	25th %ile	\$123,475	\$48,550	\$175,800	ISD	\$175,800	
				Median	\$131,100	\$56,100	\$187,400	ISD	\$187,400	
				Average	\$148,925	\$51,200	\$187,325	ISD	\$187,325	
				75th %ile	\$156,550	\$56,300	\$198,925	ISD	\$198,925	
	Number of Employees	Under 350	0	0	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
350 - 1,000		6	6	25th %ile	\$119,013	\$2,836	\$147,147	ISD	\$147,147	
				Median	\$137,506	\$3,172	\$159,652	ISD	\$159,652	
				Average	\$137,421	\$53,557	\$177,589	ISD	\$177,589	
				75th %ile	\$155,914	\$79,086	\$190,094	ISD	\$190,094	
Over 1,000		9	9	25th %ile	\$120,875	\$35,000	\$161,006	ISD	\$161,006	
				Median	\$131,100	\$41,000	\$185,312	ISD	\$185,312	
				Average	\$145,284	\$43,125	\$181,221	ISD	\$181,221	
				75th %ile	\$151,675	\$56,100	\$188,300	ISD	\$188,300	

				Calendar/Fiscal Year 2017			Incumbent Information		
		# of Companies	# of Incumbents	Statistics	Base Salary	Target Annual Incentive Award	Target Long-Term Incentive Award	Number of Direct Reports	Job Description Degree of Match
Head of Clinical Wellness	Aggregate	12	17	25th %ile	\$108,181	15%	ISD	0	100%
				Median	\$133,400	25%	ISD	1	100%
				Average	\$139,780	22%	ISD	2	99%
				75th %ile	\$163,378	28%	ISD	3	100%

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
Head of Construction			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation
						Aggregate	17	18	25th %ile	\$114,765
					Median	\$140,270	\$25,221	\$154,254	ISD	\$154,254
					Average	\$140,424	\$28,259	\$159,263	ISD	\$163,230
					75th %ile	\$172,304	\$33,273	\$195,554	ISD	\$195,554
Ownership Status	Public	0	0	25th %ile	ISD	ISD	ISD	ISD	ISD	ISD
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
	Private/For-Profit	13	13	25th %ile	\$126,731	\$11,438	\$143,160	ISD	\$143,160	
				Median	\$153,747	\$20,053	\$157,347	ISD	\$157,347	
				Average	\$154,310	\$28,766	\$178,282	ISD	\$184,231	
				75th %ile	\$181,915	\$34,330	\$217,100	ISD	\$217,212	
	Not-For-Profit	4	6	25th %ile	\$110,172	ISD	\$110,172	ISD	\$110,172	
				Median	\$115,068	ISD	\$115,068	ISD	\$115,068	
				Average	\$112,652	ISD	\$121,226	ISD	\$121,226	
				75th %ile	\$138,742	ISD	\$157,823	ISD	\$157,823	
Incumbent Location	Northeast	0	0	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
	Midwest	4	4	25th %ile	\$120,060	ISD	\$120,060	ISD	\$120,060	
				Median	\$135,716	ISD	\$148,437	ISD	\$148,437	
				Average	\$139,439	ISD	\$153,985	ISD	\$153,985	
				75th %ile	\$155,095	ISD	\$182,362	ISD	\$182,362	
	South	9	10	25th %ile	\$114,765	\$15,026	\$114,765	ISD	\$114,765	
				Median	\$130,708	\$20,053	\$150,761	ISD	\$150,761	
				Average	\$130,270	\$20,361	\$142,486	ISD	\$142,486	
				75th %ile	\$164,475	\$25,750	\$177,275	ISD	\$177,275	
	West	4	4	25th %ile	\$139,441	\$7,938	\$142,753	ISD	\$142,753	
				Median	\$170,950	\$26,378	\$192,703	ISD	\$200,079	
				Average	\$166,795	\$39,689	\$206,484	ISD	\$224,332	
				75th %ile	\$198,305	\$58,129	\$256,433	ISD	\$281,657	

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
Head of Construction			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation
						Revenue	Aggregate	17	18	25th %ile
Median	\$140,270	\$25,221	\$154,254	ISD	\$154,254					
Average	\$140,424	\$28,259	\$159,263	ISD	\$163,230					
75th %ile	\$172,304	\$33,273	\$195,554	ISD	\$195,554					
Under \$75 Million	3	3	25th %ile	\$115,856	\$8,225		\$125,865	ISD	\$125,865	
			Median	\$146,431	\$10,250		\$156,200	ISD	\$156,200	
			Average	\$127,237	\$13,964		\$141,201	ISD	\$141,201	
			75th %ile	\$148,216	\$17,846		\$164,037	ISD	\$164,037	
\$75 Million - \$225 Million	8	10	25th %ile	\$114,765	\$15,026		\$114,765	ISD	\$114,765	
			Median	\$145,801	\$20,553		\$153,854	ISD	\$153,854	
			Average	\$142,288	\$32,827		\$161,985	ISD	\$167,649	
			75th %ile	\$172,304	\$32,644		\$195,554	ISD	\$195,554	
Over \$225 Million	4	4	25th %ile	\$126,731	\$28,873	\$145,481	ISD	\$145,481		
			Median	\$154,196	\$32,745	\$183,069	ISD	\$183,069		
			Average	\$154,450	\$33,417	\$179,512	ISD	\$183,200		
			75th %ile	\$181,915	\$37,625	\$217,100	ISD	\$220,788		
Number of Employees	Under 350	4	5	25th %ile	\$114,462	ISD	\$114,462	ISD	\$114,462	
				Median	\$115,674	ISD	\$115,674	ISD	\$115,674	
				Average	\$123,237	ISD	\$129,477	ISD	\$129,477	
				75th %ile	\$127,308	ISD	\$152,308	ISD	\$152,308	
	350 - 1,000	5	5	25th %ile	\$146,431	\$10,250	\$158,494	ISD	\$158,494	
				Median	\$157,494	\$25,442	\$171,873	ISD	\$171,873	
				Average	\$164,341	\$35,310	\$199,651	ISD	\$210,979	
				75th %ile	\$192,500	\$34,859	\$227,359	ISD	\$227,359	
	Over 1,000	8	8	25th %ile	\$120,060	\$15,105	\$120,060	ISD	\$120,060	
				Median	\$151,704	\$26,000	\$166,757	ISD	\$166,757	
				Average	\$136,218	\$26,271	\$152,637	ISD	\$154,481	
				75th %ile	\$175,250	\$32,745	\$202,936	ISD	\$202,936	

				Calendar/Fiscal Year 2017			Incumbent Information			
			# of Companies	# of Incumbents	Statistics	Base Salary	Target Annual Incentive Award	Target Long-Term Incentive Award	Number of Direct Reports	Job Description Degree of Match
						Aggregate	15	18	25th %ile	\$118,207
Median	\$147,250	20%	ISD	3	100%					
Average	\$154,803	16%	ISD	3	98%					
75th %ile	\$189,464	20%	ISD	6	100%					

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
Head of Development	Ownership Status	Incumbent Location	Statistics	# of Companies	# of Incumbents	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation
				Aggregate	24	27	25th %ile	\$169,018	\$25,000	\$178,450
			Median	\$184,704	\$43,000	\$226,911	\$14,752	\$239,000		
			Average	\$198,434	\$61,254	\$246,076	\$65,500	\$258,205		
			75th %ile	\$226,801	\$81,782	\$278,945	\$105,281	\$294,897		
Head of Development	Public		25th %ile	ISD	ISD	ISD	ISD	ISD		
			Median	ISD	ISD	ISD	ISD	ISD		
			Average	ISD	ISD	ISD	ISD	ISD		
			75th %ile	ISD	ISD	ISD	ISD	ISD		
	Private/For-Profit	19	23	25th %ile	\$157,103	\$25,000	\$165,853	\$12,977	\$165,853	
				Median	\$184,704	\$42,505	\$223,206	\$14,160	\$223,206	
				Average	\$195,348	\$49,522	\$231,951	\$13,568	\$233,721	
				75th %ile	\$226,801	\$60,000	\$266,511	\$14,456	\$272,407	
	Not-For-Profit	3	2	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
Head of Development	Northeast	3	3	25th %ile	\$143,302	\$34,625	\$177,927	ISD	\$177,927	
				Median	\$173,035	\$35,000	\$208,035	ISD	\$208,035	
				Average	\$204,578	\$50,344	\$254,922	ISD	\$254,922	
				75th %ile	\$250,083	\$58,391	\$308,474	ISD	\$308,474	
	Midwest	7	7	25th %ile	\$142,150	\$10,000	\$143,496	ISD	\$143,496	
				Median	\$165,000	\$35,000	\$175,000	ISD	\$175,000	
				Average	\$172,653	\$59,914	\$215,449	ISD	\$230,490	
				75th %ile	\$192,200	\$109,469	\$264,434	ISD	\$310,274	
	South	8	11	25th %ile	\$182,290	\$36,625	\$188,661	ISD	\$188,661	
				Median	\$186,000	\$50,166	\$243,000	ISD	\$243,000	
				Average	\$218,863	\$75,404	\$273,702	ISD	\$290,203	
				75th %ile	\$250,832	\$73,725	\$290,511	ISD	\$290,511	
West	6	6	25th %ile	\$158,005	\$25,000	\$174,257	\$12,977	\$177,945		
			Median	\$199,353	\$42,505	\$245,956	\$14,160	\$254,232		
			Average	\$187,985	\$46,501	\$226,736	\$13,568	\$233,520		
			75th %ile	\$233,575	\$52,500	\$266,350	\$14,456	\$274,295		

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
Head of Development			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation
						Revenue	Aggregate	24	27	25th %ile
Median	\$184,704	\$43,000	\$226,911	\$14,752	\$239,000					
Average	\$198,434	\$61,254	\$246,076	\$65,500	\$258,205					
75th %ile	\$226,801	\$81,782	\$278,945	\$105,281	\$294,897					
Under \$75 Million	2	2	25th %ile	ISD	ISD		ISD	ISD	ISD	
			Median	ISD	ISD		ISD	ISD	ISD	
			Average	ISD	ISD		ISD	ISD	ISD	
			75th %ile	ISD	ISD		ISD	ISD	ISD	
\$75 Million - \$225 Million	10	13	25th %ile	\$179,400	\$35,000		\$184,704	ISD	\$184,704	
			Median	\$184,823	\$43,331		\$223,206	ISD	\$223,206	
			Average	\$194,769	\$53,659		\$231,918	ISD	\$233,007	
			75th %ile	\$208,022	\$60,000		\$268,022	ISD	\$268,022	
Over \$225 Million	10	10	25th %ile	\$181,402	\$42,505		\$234,549	\$14,012	\$245,613	
			Median	\$214,382	\$52,500		\$265,900	\$60,017	\$271,797	
			Average	\$225,220	\$82,684		\$299,636	\$78,335	\$330,970	
			75th %ile	\$275,400	\$109,469		\$374,042	\$124,339	\$400,363	
Number of Employees	Under 350	4	4	25th %ile	\$181,835		\$25,250	\$207,085	ISD	\$207,085
				Median	\$214,464		\$43,000	\$257,464	ISD	\$257,464
				Average	\$219,556		\$105,167	\$324,723	ISD	\$385,227
				75th %ile	\$254,732		\$154,000	\$408,732	ISD	\$499,489
	350 - 1,000	9	9	25th %ile	\$140,000	\$13,798	\$147,818	ISD	\$147,818	
				Median	\$179,400	\$34,625	\$192,500	ISD	\$192,500	
				Average	\$174,612	\$56,103	\$224,481	ISD	\$237,752	
				75th %ile	\$204,000	\$106,117	\$289,869	ISD	\$359,160	
	Over 1,000	11	15	25th %ile	\$176,455	\$36,876	\$184,763	ISD	\$184,763	
				Median	\$184,823	\$47,916	\$226,911	ISD	\$241,663	
				Average	\$208,502	\$52,202	\$243,303	ISD	\$245,073	
				75th %ile	\$227,150	\$59,250	\$267,411	ISD	\$272,407	

				Calendar/Fiscal Year 2017			Incumbent Information			
			# of Companies	# of Incumbents	Statistics	Base Salary	Target Annual Incentive Award	Target Long-Term Incentive Award	Number of Direct Reports	Job Description Degree of Match
						Aggregate	20	24	25th %ile	\$185,121
Median	\$203,195	25%	\$17,325	4	100%					
Average	\$211,268	28%	\$56,492	4	93%					
75th %ile	\$230,000	41%	\$74,320	6	100%					

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
		# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
Head of Dining and Food/Beverage	Aggregate	24	25	25th %ile	\$85,000	\$5,000	\$93,000	\$3,378	\$93,000	
				Median	\$120,000	\$13,000	\$122,500	\$6,581	\$122,500	
				Average	\$114,863	\$18,146	\$127,203	\$7,747	\$128,442	
				75th %ile	\$140,000	\$19,140	\$151,709	\$10,950	\$151,709	
	Ownership Status	Public	1	1	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
		Private/For-Profit	19	20	25th %ile	\$87,250	\$5,000	\$98,904	\$3,193	\$98,904
					Median	\$120,000	\$11,572	\$128,940	\$3,562	\$132,481
					Average	\$118,880	\$18,043	\$132,412	\$5,329	\$133,212
					75th %ile	\$144,976	\$17,260	\$160,300	\$6,581	\$160,300
		Not-For-Profit	4	4	25th %ile	\$72,690	ISD	\$72,690	ISD	\$72,690
					Median	\$103,230	ISD	\$108,750	ISD	\$108,750
					Average	\$101,180	ISD	\$106,180	ISD	\$106,180
					75th %ile	\$131,720	ISD	\$142,240	ISD	\$142,240
	Incumbent Location	Northeast	4	6	25th %ile	\$58,698	ISD	\$58,698	ISD	\$58,698
					Median	\$62,504	ISD	\$62,504	ISD	\$62,504
					Average	\$88,621	ISD	\$94,121	ISD	\$94,121
					75th %ile	\$115,250	ISD	\$125,000	ISD	\$125,000
		Midwest	6	6	25th %ile	\$80,438	\$7,536	\$83,343	ISD	\$83,343
					Median	\$95,025	\$11,572	\$102,586	ISD	\$102,586
					Average	\$105,305	\$10,974	\$110,792	ISD	\$113,292
					75th %ile	\$100,854	\$14,711	\$106,400	ISD	\$117,650
		South	6	6	25th %ile	\$88,000	\$19,140	\$110,000	ISD	\$110,000
					Median	\$128,960	\$20,000	\$148,960	ISD	\$148,960
					Average	\$126,373	\$37,908	\$164,281	ISD	\$164,281
					75th %ile	\$140,606	\$25,000	\$159,746	ISD	\$159,746
West	8	8	25th %ile	\$120,000	\$4,428	\$132,159	\$3,193	\$135,625		
			Median	\$135,909	\$5,000	\$139,450	\$3,562	\$143,721		
			Average	\$134,520	\$7,575	\$141,148	\$5,329	\$143,146		
			75th %ile	\$144,522	\$10,646	\$154,272	\$6,581	\$154,272		

Senior Management/Function Heads

				Calendar/Fiscal Year 2016							
		# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation		
Head of Dining and Food/Beverage	Aggregate	24	25	25th %ile	\$85,000	\$5,000	\$93,000	\$3,378	\$93,000		
				Median	\$120,000	\$13,000	\$122,500	\$6,581	\$122,500		
				Average	\$114,863	\$18,146	\$127,203	\$7,747	\$128,442		
				75th %ile	\$140,000	\$19,140	\$151,709	\$10,950	\$151,709		
	Revenue	Under \$75 Million	8	10	25th %ile	\$61,256	\$6,589	\$61,256	ISD	\$61,256	
					Median	\$81,250	\$10,646	\$93,750	ISD	\$93,750	
					Average	\$97,621	\$12,537	\$102,636	ISD	\$102,636	
					75th %ile	\$139,479	\$16,594	\$148,782	ISD	\$148,782	
		\$75 Million - \$225 Million	7	7	25th %ile	\$120,000	\$5,000	\$122,500	ISD	\$122,500	
					Median	\$128,960	\$13,000	\$145,000	ISD	\$145,000	
					Average	\$121,913	\$11,928	\$133,841	ISD	\$133,841	
		Over \$225 Million	7	8	75th %ile	\$132,000	\$19,140	\$148,960	ISD	\$148,960	
					25th %ile	\$106,331	\$8,286	\$111,638	\$3,378	\$120,569	
					Median	\$126,950	\$15,379	\$137,140	\$6,581	\$143,721	
		Number of Employees	Under 350	2	4	Average	\$139,610	\$27,886	\$164,010	\$7,747	\$167,884
						75th %ile	\$182,414	\$18,925	\$201,805	\$10,950	\$201,805
	25th %ile					ISD	ISD	ISD	ISD	ISD	
	Median					ISD	ISD	ISD	ISD	ISD	
	350 - 1,000	6	6	25th %ile	\$85,750	\$3,517	\$97,250	ISD	\$97,250		
				Median	\$104,000	\$4,428	\$116,250	ISD	\$116,250		
Average				\$111,434	\$9,089	\$117,493	ISD	\$117,493			
75th %ile				\$135,000	\$10,000	\$135,625	ISD	\$135,625			
Over 1,000	16	16	25th %ile	\$100,836	\$9,929	\$105,700	\$3,378	\$110,137			
			Median	\$128,960	\$14,585	\$138,900	\$6,581	\$144,979			
			Average	\$125,569	\$22,053	\$143,212	\$7,747	\$145,277			
			75th %ile	\$139,262	\$19,355	\$155,727	\$10,950	\$155,727			

				Calendar/Fiscal Year 2017			Incumbent Information		
		# of Companies	# of Incumbents	Statistics	Base Salary	Target Annual Incentive Award	Target Long-Term Incentive Award	Number of Direct Reports	Job Description Degree of Match
	Aggregate	22	25	25th %ile	\$102,889	10%	\$3,658	0	100%
				Median	\$135,000	10%	\$9,792	1	100%
				Average	\$126,721	16%	\$15,670	5	98%
				75th %ile	\$145,000	23%	\$15,000	3	100%

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation
						Aggregate	39	39	25th %ile	\$90,000
					Median	\$144,745	\$22,850	\$155,319	\$13,835	\$155,319
					Average	\$134,368	\$30,331	\$154,589	\$63,854	\$161,138
					75th %ile	\$177,500	\$29,750	\$208,002	\$71,199	\$208,002
Head of Human Resources	Ownership Status	Public	1	1	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
		Private/For-Profit	32	32	25th %ile	\$86,250	\$7,500	\$94,649	\$6,152	\$98,063
					Median	\$130,000	\$21,875	\$135,000	\$6,828	\$135,000
					Average	\$128,657	\$23,542	\$144,605	\$11,048	\$145,674
					75th %ile	\$161,791	\$30,000	\$196,268	\$13,835	\$196,268
		Not-For-Profit	6	7	25th %ile	\$140,087	\$17,672	\$148,946	ISD	\$148,946
					Median	\$150,837	\$25,600	\$155,319	ISD	\$155,319
					Average	\$146,714	\$21,072	\$158,755	ISD	\$158,755
					75th %ile	\$188,259	\$29,000	\$208,772	ISD	\$208,772
Incumbent Location	Northeast		4	4	25th %ile	\$76,326	\$25,000	\$116,189	ISD	\$116,189
					Median	\$132,332	\$30,000	\$168,907	ISD	\$168,907
					Average	\$131,909	\$34,383	\$157,697	ISD	\$157,697
					75th %ile	\$187,915	\$41,575	\$210,415	ISD	\$210,415
		Midwest	15	15	25th %ile	\$105,000	\$15,000	\$107,760	ISD	\$107,760
					Median	\$144,745	\$23,500	\$155,319	ISD	\$155,319
					Average	\$144,983	\$46,833	\$173,082	ISD	\$189,290
					75th %ile	\$180,330	\$46,536	\$210,665	ISD	\$221,086
		South	11	11	25th %ile	\$72,113	\$12,125	\$72,363	ISD	\$72,363
					Median	\$135,000	\$25,000	\$150,837	ISD	\$150,837
					Average	\$118,730	\$24,728	\$134,466	ISD	\$134,466
					75th %ile	\$157,645	\$34,772	\$185,025	ISD	\$185,025
	West	10	10	25th %ile	\$117,832	\$7,500	\$130,000	ISD	\$130,000	
				Median	\$150,000	\$10,939	\$157,500	ISD	\$161,814	
				Average	\$136,884	\$12,981	\$146,981	ISD	\$148,348	
				75th %ile	\$155,000	\$17,188	\$181,466	ISD	\$181,466	

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
Head of Human Resources			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation
						Revenue	Aggregate	39	39	25th %ile
Median	\$144,745	\$22,850	\$155,319	\$13,835	\$155,319					
Average	\$134,368	\$30,331	\$154,589	\$63,854	\$161,138					
75th %ile	\$177,500	\$29,750	\$208,002	\$71,199	\$208,002					
Under \$75 Million	10	10	25th %ile	\$85,403	\$14,688		\$122,588	ISD	\$122,588	
			Median	\$126,559	\$22,200		\$145,159	ISD	\$145,159	
			Average	\$126,278	\$22,897		\$142,306	ISD	\$142,306	
			75th %ile	\$154,829	\$25,733		\$176,553	ISD	\$176,553	
\$75 Million - \$225 Million	13	15	25th %ile	\$111,416	\$4,639		\$118,510	ISD	\$118,510	
			Median	\$144,745	\$23,625		\$150,837	ISD	\$150,837	
			Average	\$133,446	\$23,211		\$148,920	ISD	\$148,920	
			75th %ile	\$172,145	\$29,750		\$193,763	ISD	\$193,763	
Over \$225 Million	10	10	25th %ile	\$151,875	\$13,985	\$167,040	\$6,490	\$171,146		
			Median	\$172,897	\$24,500	\$208,230	\$13,835	\$208,230		
			Average	\$160,539	\$49,090	\$199,811	\$63,854	\$225,352		
			75th %ile	\$185,760	\$48,352	\$212,072	\$71,199	\$227,703		
Number of Employees	Under 350	7	7	25th %ile	\$83,347	ISD	\$83,347	ISD	\$83,347	
				Median	\$120,000	ISD	\$120,000	ISD	\$120,000	
				Average	\$114,129	ISD	\$115,200	ISD	\$115,200	
				75th %ile	\$148,946	ISD	\$148,946	ISD	\$148,946	
	350 - 1,000	14	14	25th %ile	\$91,500	\$3,572	\$112,765	ISD	\$112,765	
				Median	\$123,916	\$22,850	\$132,677	ISD	\$132,677	
				Average	\$123,248	\$21,956	\$142,068	ISD	\$142,068	
				75th %ile	\$142,309	\$25,367	\$165,871	ISD	\$165,871	
	Over 1,000	18	18	25th %ile	\$116,250	\$15,000	\$120,750	\$6,490	\$120,822	
				Median	\$170,397	\$29,000	\$202,168	\$13,835	\$202,168	
				Average	\$150,888	\$39,818	\$179,646	\$63,854	\$193,836	
				75th %ile	\$187,220	\$40,543	\$217,542	\$71,199	\$223,959	

				Calendar/Fiscal Year 2017			Incumbent Information			
			# of Companies	# of Incumbents	Statistics	Base Salary	Target Annual Incentive Award	Target Long-Term Incentive Award	Number of Direct Reports	Job Description Degree of Match
						Aggregate	32	33	25th %ile	\$120,000
Median	\$158,172	15%	\$21,500	4	100%					
Average	\$160,352	21%	\$40,909	4	100%					
75th %ile	\$193,084	30%	\$48,271	5	100%					

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation
						Aggregate	36	31	25th %ile	\$94,000
					Median	\$130,000	\$19,500	\$146,842	\$6,819	\$146,842
					Average	\$127,696	\$27,833	\$145,653	\$13,881	\$146,996
					75th %ile	\$153,850	\$27,048	\$175,375	\$17,422	\$182,805
Head of Marketing	Ownership Status	Public	0	0	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
	Private/For-Profit	30	30	25th %ile	\$91,000	\$7,500	\$100,789	\$6,809	\$100,789	
				Median	\$130,000	\$22,000	\$150,921	\$6,819	\$150,921	
				Average	\$128,502	\$30,933	\$148,727	\$13,881	\$150,329	
				75th %ile	\$155,565	\$28,420	\$175,563	\$17,422	\$186,707	
	Not-For-Profit	6	6	25th %ile	\$106,923	\$5,900	\$114,408	ISD	\$114,408	
				Median	\$127,370	\$7,485	\$127,370	ISD	\$127,370	
				Average	\$123,506	\$10,267	\$129,666	ISD	\$129,666	
				75th %ile	\$150,000	\$13,242	\$150,000	ISD	\$150,000	
Incumbent Location	Northeast	3	3	25th %ile	\$80,326	\$20,356	\$124,276	ISD	\$124,276	
				Median	\$88,000	\$32,813	\$168,000	ISD	\$168,000	
				Average	\$111,884	\$40,238	\$152,122	ISD	\$152,122	
				75th %ile	\$131,500	\$56,406	\$187,906	ISD	\$187,906	
	Midwest	10	10	25th %ile	\$135,000	\$20,000	\$150,000	ISD	\$150,000	
				Median	\$149,160	\$22,000	\$157,000	ISD	\$157,000	
				Average	\$147,866	\$37,584	\$168,746	ISD	\$171,860	
				75th %ile	\$190,609	\$26,590	\$190,609	ISD	\$203,775	
	South	13	13	25th %ile	\$100,000	\$2,527	\$100,600	ISD	\$100,600	
				Median	\$127,370	\$13,242	\$127,370	ISD	\$127,370	
				Average	\$137,082	\$30,697	\$157,546	ISD	\$157,546	
				75th %ile	\$175,000	\$26,065	\$230,661	ISD	\$230,661	
West	10	10	25th %ile	\$89,070	\$2,898	\$89,539	ISD	\$94,169		
			Median	\$113,283	\$5,908	\$114,496	ISD	\$114,496		
			Average	\$105,839	\$10,641	\$112,224	ISD	\$113,585		
			75th %ile	\$130,000	\$18,530	\$142,632	ISD	\$142,632		

Senior Management/Function Heads

				Calendar/Fiscal Year 2016					
		# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation
Head of Marketing	Aggregate	36	31	25th %ile	\$94,000	\$6,692	\$100,978	\$6,809	\$100,978
				Median	\$130,000	\$19,500	\$146,842	\$6,819	\$146,842
				Average	\$127,696	\$27,833	\$145,653	\$13,881	\$146,996
				75th %ile	\$153,850	\$27,048	\$175,375	\$17,422	\$182,805
	Under \$75 Million	11	11	25th %ile	\$83,800	\$3,370	\$86,950	ISD	\$86,950
				Median	\$107,500	\$7,500	\$132,134	ISD	\$132,134
				Average	\$108,534	\$17,849	\$121,029	ISD	\$121,029
				75th %ile	\$140,867	\$15,053	\$160,186	ISD	\$160,186
	\$75 Million - \$225 Million	12	12	25th %ile	\$111,567	\$5,550	\$111,567	ISD	\$111,567
				Median	\$130,000	\$17,000	\$130,000	ISD	\$130,000
				Average	\$144,183	\$28,338	\$163,075	ISD	\$163,075
				75th %ile	\$203,000	\$26,065	\$230,661	ISD	\$230,661
	Over \$225 Million	8	8	25th %ile	\$118,744	\$25,000	\$137,494	\$6,809	\$144,308
				Median	\$153,430	\$26,590	\$183,180	\$6,819	\$197,192
				Average	\$139,350	\$46,441	\$168,376	\$13,881	\$173,581
				75th %ile	\$178,902	\$32,813	\$214,934	\$17,422	\$214,934
	Under 350	7	7	25th %ile	\$82,400	\$4,050	\$82,400	ISD	\$82,400
				Median	\$100,000	\$7,500	\$100,600	ISD	\$100,600
				Average	\$104,353	\$5,333	\$107,553	ISD	\$107,553
				75th %ile	\$127,370	\$7,700	\$127,370	ISD	\$127,370
350 - 1,000	12	12	25th %ile	\$86,800	\$2,419	\$97,417	ISD	\$97,417	
			Median	\$110,962	\$5,900	\$123,713	ISD	\$123,713	
			Average	\$116,825	\$27,104	\$134,894	ISD	\$134,894	
			75th %ile	\$142,500	\$31,250	\$158,250	ISD	\$158,250	
Over 1,000	17	17	25th %ile	\$120,625	\$22,000	\$126,875	\$6,809	\$127,375	
			Median	\$145,268	\$25,000	\$169,666	\$6,819	\$177,095	
			Average	\$145,350	\$35,981	\$168,481	\$13,881	\$171,455	
			75th %ile	\$186,707	\$28,420	\$224,949	\$17,422	\$224,949	

				Calendar/Fiscal Year 2017			Incumbent Information		
		# of Companies	# of Incumbents	Statistics	Base Salary	Target Annual Incentive Award	Target Long-Term Incentive Award	Number of Direct Reports	Job Description Degree of Match
Head of Marketing	Aggregate	31	31	25th %ile	\$112,523	10%	\$7,788	1	90%
				Median	\$145,617	20%	\$18,184	2	100%
				Average	\$142,798	22%	\$33,379	3	95%
				75th %ile	\$170,300	30%	\$43,775	4	100%

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
Head of MIS/IT	Ownership Status	Incumbent Location	Statistics	# of Companies	# of Incumbents	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation
							25th %ile			\$92,741
	Aggregate		Median	15	15	\$140,000	\$16,162	\$153,700	ISD	\$153,700
			Average			\$130,412	\$18,337	\$143,859	ISD	\$144,914
			75th %ile			\$175,559	\$17,476	\$191,257	ISD	\$191,257
	Public		25th %ile	0	0	ISD	ISD	ISD	ISD	ISD
			Median			ISD	ISD	ISD	ISD	ISD
			Average			ISD	ISD	ISD	ISD	ISD
			75th %ile			ISD	ISD	ISD	ISD	ISD
	Private/For-Profit		25th %ile	12	12	\$84,500	\$2,900	\$86,279	ISD	\$86,279
			Median			\$114,452	\$5,316	\$122,533	ISD	\$122,533
			Average			\$118,893	\$17,473	\$131,998	ISD	\$133,316
			75th %ile			\$157,250	\$16,500	\$165,011	ISD	\$170,633
	Not-For-Profit		25th %ile	3	3	\$171,870	ISD	\$180,595	ISD	\$180,595
			Median			\$174,518	ISD	\$191,970	ISD	\$191,970
			Average			\$176,487	ISD	\$191,305	ISD	\$191,305
			75th %ile			\$180,121	ISD	\$202,346	ISD	\$202,346
	Northeast		25th %ile	1	1	ISD	ISD	ISD	ISD	ISD
			Median			ISD	ISD	ISD	ISD	ISD
			Average			ISD	ISD	ISD	ISD	ISD
			75th %ile			ISD	ISD	ISD	ISD	ISD
	Midwest		25th %ile	4	4	\$135,600	ISD	\$137,925	ISD	\$137,925
			Median			\$160,011	ISD	\$161,461	ISD	\$161,461
			Average			\$150,142	ISD	\$151,017	ISD	\$151,017
			75th %ile			\$174,552	ISD	\$174,552	ISD	\$174,552
	South		25th %ile	9	9	\$88,611	\$5,158	\$90,596	ISD	\$90,596
			Median			\$114,452	\$16,162	\$122,533	ISD	\$122,533
			Average			\$122,403	\$23,458	\$142,929	ISD	\$142,929
			75th %ile			\$175,039	\$22,226	\$197,158	ISD	\$197,158
	West		25th %ile	1	2	ISD	ISD	ISD	ISD	ISD
			Median			ISD	ISD	ISD	ISD	ISD
			Average			ISD	ISD	ISD	ISD	ISD
			75th %ile			ISD	ISD	ISD	ISD	ISD

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
Head of MIS/IT			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation
						Revenue	Aggregate	15	15	25th %ile
Median	\$140,000	\$16,162	\$153,700	ISD	\$153,700					
Average	\$130,412	\$18,337	\$143,859	ISD	\$144,914					
75th %ile	\$175,559	\$17,476	\$191,257	ISD	\$191,257					
Under \$75 Million	2	2	25th %ile	ISD	ISD		ISD	ISD	ISD	
			Median	ISD	ISD		ISD	ISD	ISD	
			Average	ISD	ISD		ISD	ISD	ISD	
			75th %ile	ISD	ISD		ISD	ISD	ISD	
\$75 Million - \$225 Million	8	8	25th %ile	\$88,611	\$3,425		\$90,596	ISD	\$90,596	
			Median	\$114,452	\$5,158		\$122,533	ISD	\$122,533	
			Average	\$118,516	\$9,542		\$125,673	ISD	\$125,673	
			75th %ile	\$155,405	\$13,451		\$157,580	ISD	\$157,580	
Over \$225 Million	3	4	25th %ile	\$167,450	\$17,000	\$182,034	ISD	\$183,908		
			Median	\$183,573	\$17,500	\$200,023	ISD	\$204,185		
			Average	\$174,786	\$42,133	\$206,386	ISD	\$210,342		
			75th %ile	\$190,909	\$54,950	\$224,375	ISD	\$230,619		
Number of Employees	Under 350	4	4	25th %ile	\$67,194	ISD	\$67,494	ISD	\$67,494	
				Median	\$90,000	ISD	\$90,600	ISD	\$90,600	
				Average	\$101,203	ISD	\$101,403	ISD	\$101,403	
				75th %ile	\$129,611	ISD	\$129,911	ISD	\$129,911	
	350 - 1,000	4	4	25th %ile	\$88,611	\$2,394	\$90,596	ISD	\$90,596	
				Median	\$123,141	\$4,108	\$125,028	ISD	\$125,028	
				Average	\$122,200	\$6,636	\$128,835	ISD	\$128,835	
				75th %ile	\$156,730	\$8,350	\$163,267	ISD	\$163,267	
	Over 1,000	7	8	25th %ile	\$122,226	\$16,247	\$134,348	ISD	\$134,348	
				Median	\$158,300	\$17,000	\$173,523	ISD	\$177,271	
				Average	\$145,472	\$29,094	\$167,292	ISD	\$169,269	
				75th %ile	\$186,929	\$24,625	\$210,306	ISD	\$213,999	

				Calendar/Fiscal Year 2017			Incumbent Information			
			# of Companies	# of Incumbents	Statistics	Base Salary	Target Annual Incentive Award	Target Long-Term Incentive Award	Number of Direct Reports	Job Description Degree of Match
						Aggregate	14	15	25th %ile	\$81,370
Median	\$150,800	10%	ISD	3	100%					
Average	\$132,764	14%	ISD	3	96%					
75th %ile	\$180,827	14%	ISD	4	100%					

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
		# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
Head of New Business/Development	Aggregate	8	10	25th %ile	\$142,950	\$10,000	\$173,496	ISD	\$173,496	
				Median	\$168,510	\$15,000	\$212,633	ISD	\$212,633	
				Average	\$175,479	\$34,502	\$206,531	ISD	\$206,531	
				75th %ile	\$202,982	\$30,000	\$248,785	ISD	\$248,785	
	Ownership Status	Public	0	0	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
		Private/For-Profit	6	8	25th %ile	\$127,950	\$7,550	\$163,646	ISD	\$163,646
					Median	\$166,448	\$22,915	\$187,062	ISD	\$187,062
					Average	\$163,138	\$40,502	\$198,578	ISD	\$198,578
					75th %ile	\$171,469	\$47,500	\$245,629	ISD	\$245,629
		Not-For-Profit	2	2	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
	Incumbent Location	Northeast	1	3	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
		Midwest	2	2	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
		South	2	2	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
West	3	3	25th %ile	\$136,448	\$8,550	\$211,770	ISD	\$211,770		
			Median	\$167,895	\$12,000	\$250,545	ISD	\$250,545		
			Average	\$170,480	\$54,700	\$225,180	ISD	\$225,180		
			75th %ile	\$203,220	\$79,500	\$251,273	ISD	\$251,273		

Senior Management/Function Heads

				Calendar/Fiscal Year 2016					
		# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation
Head of New Business/Development	Aggregate	8	10	25th %ile	\$142,950	\$10,000	\$173,496	ISD	\$173,496
				Median	\$168,510	\$15,000	\$212,633	ISD	\$212,633
				Average	\$175,479	\$34,502	\$206,531	ISD	\$206,531
				75th %ile	\$202,982	\$30,000	\$248,785	ISD	\$248,785
	Under \$75 Million	3	3	25th %ile	\$136,448	\$8,550	\$211,770	ISD	\$211,770
				Median	\$167,895	\$12,000	\$250,545	ISD	\$250,545
				Average	\$170,480	\$54,700	\$225,180	ISD	\$225,180
				75th %ile	\$203,220	\$79,500	\$251,273	ISD	\$251,273
	\$75 Million - \$225 Million	3	5	25th %ile	\$169,124	\$20,936	\$199,124	ISD	\$199,124
				Median	\$178,505	\$26,457	\$226,141	ISD	\$226,141
				Average	\$195,671	\$33,229	\$222,254	ISD	\$222,254
				75th %ile	\$211,141	\$38,750	\$243,505	ISD	\$243,505
	Over \$225 Million	1	1	25th %ile	ISD	ISD	ISD	ISD	ISD
				Median	ISD	ISD	ISD	ISD	ISD
				Average	ISD	ISD	ISD	ISD	ISD
				75th %ile	ISD	ISD	ISD	ISD	ISD
	Under 350	1	1	25th %ile	ISD	ISD	ISD	ISD	ISD
				Median	ISD	ISD	ISD	ISD	ISD
				Average	ISD	ISD	ISD	ISD	ISD
				75th %ile	ISD	ISD	ISD	ISD	ISD
350 - 1,000	3	3	25th %ile	\$203,220	\$8,550	\$211,770	ISD	\$211,770	
			Median	\$238,545	\$12,000	\$250,545	ISD	\$250,545	
			Average	\$230,141	\$13,338	\$243,479	ISD	\$243,479	
			75th %ile	\$261,264	\$17,457	\$278,721	ISD	\$278,721	
Over 1,000	4	6	25th %ile	\$142,950	\$10,000	\$145,450	ISD	\$145,450	
			Median	\$167,062	\$15,000	\$187,062	ISD	\$187,062	
			Average	\$159,895	\$24,700	\$180,478	ISD	\$180,478	
			75th %ile	\$176,160	\$30,000	\$219,387	ISD	\$219,387	

				Calendar/Fiscal Year 2017			Incumbent Information		
		# of Companies	# of Incumbents	Statistics	Base Salary	Target Annual Incentive Award	Target Long-Term Incentive Award	Number of Direct Reports	Job Description Degree of Match
Head of New Business/Development	Aggregate	8	10	25th %ile	\$166,983	10%	ISD	0	88%
				Median	\$181,215	10%	ISD	0	100%
				Average	\$185,954	22%	ISD	1	92%
				75th %ile	\$213,311	15%	ISD	1	100%

Senior Management/Function Heads

				Calendar/Fiscal Year 2016							
			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
Head of Nursing Services	Aggregate		20	35	25th %ile	\$4,525	\$4,000	\$4,525	ISD	\$4,525	
					Median	\$95,718	\$13,000	\$105,000	ISD	\$105,000	
					Average	\$81,213	\$18,139	\$87,951	ISD	\$88,331	
					75th %ile	\$127,750	\$22,897	\$139,616	ISD	\$142,276	
	Ownership Status	Public		0	0	25th %ile	ISD	ISD	ISD	ISD	ISD
						Median	ISD	ISD	ISD	ISD	ISD
						Average	ISD	ISD	ISD	ISD	ISD
						75th %ile	ISD	ISD	ISD	ISD	ISD
		Private/For-Profit		17	19	25th %ile	\$105,200	\$4,000	\$113,617	ISD	\$116,632
						Median	\$118,846	\$13,000	\$136,000	ISD	\$141,319
						Average	\$122,214	\$18,139	\$134,626	ISD	\$135,327
						75th %ile	\$146,616	\$22,897	\$153,566	ISD	\$153,566
		Not-For-Profit		3	16	25th %ile	\$3,578	ISD	\$3,578	ISD	\$3,578
						Median	\$4,227	ISD	\$4,227	ISD	\$4,227
						Average	\$32,524	ISD	\$32,524	ISD	\$32,524
						75th %ile	\$71,614	ISD	\$71,614	ISD	\$71,614
	Incumbent Location	Northeast		5	13	25th %ile	\$4,262	\$9,500	\$4,262	ISD	\$4,262
						Median	\$73,299	\$16,000	\$73,299	ISD	\$73,299
						Average	\$65,674	\$19,167	\$70,097	ISD	\$70,097
						75th %ile	\$95,718	\$27,250	\$111,777	ISD	\$111,777
Midwest			6	6	25th %ile	\$118,846	ISD	\$118,846	ISD	\$118,846	
					Median	\$126,000	ISD	\$126,000	ISD	\$126,000	
					Average	\$131,328	ISD	\$133,328	ISD	\$133,328	
					75th %ile	\$143,232	ISD	\$143,232	ISD	\$143,232	
South			6	11	25th %ile	\$1,810	\$12,816	\$1,810	ISD	\$1,810	
					Median	\$4,788	\$15,000	\$4,788	ISD	\$4,788	
					Average	\$55,343	\$18,543	\$63,771	ISD	\$64,498	
					75th %ile	\$107,700	\$22,897	\$135,700	ISD	\$135,700	
West		5	6	25th %ile	\$98,037	\$3,625	\$101,537	ISD	\$102,867		
				Median	\$130,750	\$8,500	\$145,118	ISD	\$147,777		
				Average	\$120,547	\$18,900	\$133,147	ISD	\$134,034		
				75th %ile	\$148,677	\$23,775	\$154,809	ISD	\$154,809		

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
		# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
Head of Nursing Services	Aggregate	20	35	25th %ile	\$4,525	\$4,000	\$4,525	ISD	\$4,525	
				Median	\$95,718	\$13,000	\$105,000	ISD	\$105,000	
				Average	\$81,213	\$18,139	\$87,951	ISD	\$88,331	
				75th %ile	\$127,750	\$22,897	\$139,616	ISD	\$142,276	
	Revenue	Under \$75 Million	8	12	25th %ile	\$72,738	\$8,250	\$75,592	ISD	\$75,592
					Median	\$87,691	\$11,500	\$92,332	ISD	\$92,332
					Average	\$95,316	\$16,125	\$100,691	ISD	\$100,691
					75th %ile	\$110,187	\$19,375	\$117,314	ISD	\$117,314
		\$75 Million - \$225 Million	6	16	25th %ile	\$3,578	\$11,875	\$3,578	ISD	\$3,578
					Median	\$4,227	\$15,500	\$4,227	ISD	\$4,227
					Average	\$51,231	\$14,099	\$54,756	ISD	\$54,756
					75th %ile	\$115,000	\$17,724	\$131,974	ISD	\$131,974
		Over \$225 Million	4	5	25th %ile	\$105,400	\$10,612	\$136,000	ISD	\$141,319
					Median	\$129,500	\$26,908	\$143,232	ISD	\$143,232
					Average	\$122,026	\$28,479	\$144,810	ISD	\$147,473
					75th %ile	\$132,000	\$44,775	\$146,400	ISD	\$146,400
	Number of Employees	Under 350	4	4	25th %ile	\$107,833	ISD	\$110,083	ISD	\$110,083
					Median	\$111,598	ISD	\$113,098	ISD	\$113,098
					Average	\$122,940	ISD	\$126,190	ISD	\$126,190
					75th %ile	\$126,705	ISD	\$129,205	ISD	\$129,205
350 - 1,000		5	5	25th %ile	\$87,549	\$10,375	\$90,049	ISD	\$90,049	
				Median	\$95,718	\$14,000	\$125,000	ISD	\$125,000	
				Average	\$96,853	\$17,250	\$110,653	ISD	\$110,653	
				75th %ile	\$110,000	\$20,875	\$126,000	ISD	\$126,000	
Over 1,000		11	26	25th %ile	\$3,956	\$8,408	\$3,956	ISD	\$3,956	
				Median	\$74,828	\$16,000	\$74,828	ISD	\$74,828	
				Average	\$71,786	\$21,973	\$77,702	ISD	\$78,214	
				75th %ile	\$129,875	\$31,949	\$145,608	ISD	\$145,608	

				Calendar/Fiscal Year 2017			Incumbent Information		
		# of Companies	# of Incumbents	Statistics	Base Salary	Target Annual Incentive Award	Target Long-Term Incentive Award	Number of Direct Reports	Job Description Degree of Match
	Aggregate	17	38	25th %ile	\$92,420	6%	ISD	1	100%
				Median	\$110,335	6%	ISD	8	100%
				Average	\$113,059	9%	ISD	22	100%
				75th %ile	\$138,350	8%	ISD	21	100%

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
				# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award
Head of Property Operations/Facilities Management	Aggregate	22	29	25th %ile	\$82,000	\$8,102	\$88,585	ISD	\$88,585	
				Median	\$115,000	\$10,000	\$131,000	ISD	\$131,000	
				Average	\$123,920	\$13,741	\$132,449	ISD	\$132,590	
				75th %ile	\$164,173	\$18,875	\$174,173	ISD	\$174,173	
	Public	0	0	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
	Private/For-Profit	17	25	25th %ile	\$82,000	\$8,305	\$88,585	ISD	\$88,585	
				Median	\$115,000	\$10,000	\$131,000	ISD	\$131,000	
				Average	\$120,327	\$13,340	\$128,864	ISD	\$129,028	
				75th %ile	\$142,000	\$18,410	\$149,776	ISD	\$149,776	
	Not-For-Profit	5	5	25th %ile	\$98,912	ISD	\$100,787	ISD	\$100,787	
				Median	\$142,300	ISD	\$159,250	ISD	\$159,250	
				Average	\$146,377	ISD	\$154,852	ISD	\$154,852	
				75th %ile	\$189,766	ISD	\$213,316	ISD	\$213,316	
	Incumbent Location	Northeast	4	6	25th %ile	\$55,298	ISD	\$55,298	ISD	\$55,298
					Median	\$66,768	ISD	\$66,768	ISD	\$66,768
					Average	\$78,259	ISD	\$81,532	ISD	\$81,532
					75th %ile	\$86,616	ISD	\$93,844	ISD	\$93,844
		Midwest	7	10	25th %ile	\$112,268	\$3,444	\$114,893	ISD	\$114,893
					Median	\$153,087	\$9,000	\$159,724	ISD	\$159,724
					Average	\$145,240	\$14,106	\$156,525	ISD	\$156,525
					75th %ile	\$176,450	\$26,250	\$206,250	ISD	\$206,250
		South	9	10	25th %ile	\$108,250	\$10,000	\$114,125	ISD	\$114,125
					Median	\$115,409	\$14,089	\$134,052	ISD	\$134,052
					Average	\$136,559	\$14,964	\$145,538	ISD	\$145,538
					75th %ile	\$162,959	\$18,875	\$173,959	ISD	\$173,959
West	3	3	25th %ile	\$91,000	ISD	\$103,537	ISD	\$103,537		
			Median	\$100,000	ISD	\$116,667	ISD	\$116,667		
			Average	\$102,043	ISD	\$110,401	ISD	\$110,401		
			75th %ile	\$112,064	ISD	\$120,397	ISD	\$120,397		

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
		# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
Head of Property Operations/Facilities Management	Revenue	Aggregate	22	29	25th %ile	\$82,000	\$8,102	\$88,585	ISD	\$88,585
					Median	\$115,000	\$10,000	\$131,000	ISD	\$131,000
					Average	\$123,920	\$13,741	\$132,449	ISD	\$132,590
					75th %ile	\$164,173	\$18,875	\$174,173	ISD	\$174,173
	Number of Employees	Under \$75 Million	5	7	25th %ile	\$55,496	ISD	\$55,496	ISD	\$55,496
					Median	\$60,400	ISD	\$60,400	ISD	\$60,400
					Average	\$73,653	ISD	\$80,320	ISD	\$80,320
					75th %ile	\$88,823	ISD	\$97,157	ISD	\$97,157
		\$75 Million - \$225 Million	9	9	25th %ile	\$108,652	\$9,637	\$117,907	ISD	\$117,907
					Median	\$119,973	\$18,177	\$132,089	ISD	\$132,089
					Average	\$131,966	\$14,719	\$141,165	ISD	\$141,165
					75th %ile	\$140,750	\$19,108	\$149,945	ISD	\$149,945
Over \$225 Million		6	11	25th %ile	\$108,036	\$9,602	\$112,239	ISD	\$114,289	
				Median	\$164,173	\$10,000	\$174,173	ISD	\$174,173	
				Average	\$151,761	\$14,726	\$162,471	ISD	\$162,844	
				75th %ile	\$186,040	\$15,000	\$210,846	ISD	\$210,846	
Number of Employees	Under 350	3	5	25th %ile	\$55,101	ISD	\$55,101	ISD	\$55,101	
				Median	\$55,890	ISD	\$55,890	ISD	\$55,890	
				Average	\$89,238	ISD	\$89,238	ISD	\$89,238	
				75th %ile	\$60,400	ISD	\$60,400	ISD	\$60,400	
	350 - 1,000	6	6	25th %ile	\$108,250	\$2,500	\$112,407	ISD	\$112,407	
				Median	\$115,000	\$18,177	\$128,653	ISD	\$128,653	
				Average	\$119,507	\$15,470	\$132,398	ISD	\$132,398	
				75th %ile	\$121,846	\$25,000	\$142,044	ISD	\$142,044	
	Over 1,000	13	18	25th %ile	\$92,205	\$8,407	\$101,557	ISD	\$101,557	
				Median	\$132,536	\$10,000	\$134,499	ISD	\$134,499	
				Average	\$135,025	\$13,076	\$144,469	ISD	\$144,697	
				75th %ile	\$171,252	\$16,667	\$181,252	ISD	\$181,252	

				Calendar/Fiscal Year 2017			Incumbent Information			
		# of Companies	# of Incumbents	Statistics	Base Salary	Target Annual Incentive Award	Target Long-Term Incentive Award	Number of Direct Reports	Job Description Degree of Match	
Head of Property Operations/Facilities Management	Revenue	Aggregate	21	29	25th %ile	\$86,914	10%	ISD	1	90%
					Median	\$119,293	10%	ISD	2	100%
					Average	\$130,030	13%	ISD	4	94%
					75th %ile	\$175,104	15%	ISD	4	100%

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
		# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
Head of Property Management	Aggregate	10	15	25th %ile	\$136,498	\$5,817	\$153,500	\$7,042	\$153,500	
				Median	\$150,000	\$10,000	\$166,560	\$10,198	\$169,886	
				Average	\$156,574	\$16,777	\$172,233	\$16,361	\$175,505	
				75th %ile	\$165,239	\$15,750	\$186,526	\$22,599	\$191,625	
	Ownership Status	Public	1	1	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
		Private/For-Profit	9	14	25th %ile	\$132,746	\$4,423	\$151,750	ISD	\$151,750
					Median	\$150,000	\$10,000	\$166,280	ISD	\$168,223
					Average	\$157,401	\$14,164	\$170,553	ISD	\$171,559
					75th %ile	\$167,475	\$15,000	\$182,924	ISD	\$186,721
		Not-For-Profit	0	0	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
	Incumbent Location	Northeast	1	1	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
Midwest		5	9	25th %ile	\$125,000	\$2,375	\$127,404	ISD	\$127,404	
				Median	\$148,523	\$7,212	\$157,000	ISD	\$157,000	
				Average	\$148,539	\$7,017	\$154,776	ISD	\$154,776	
				75th %ile	\$151,560	\$10,000	\$166,560	ISD	\$166,560	
South		3	2	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
West	3	3	25th %ile	\$164,529	\$13,000	\$177,529	ISD	\$179,472		
			Median	\$179,057	\$16,000	\$189,057	ISD	\$189,057		
			Average	\$189,686	\$20,667	\$210,352	ISD	\$211,648		
			75th %ile	\$209,529	\$26,000	\$232,529	ISD	\$232,529		

Senior Management/Function Heads

				Calendar/Fiscal Year 2016							
			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
						Head of Property Management	Aggregate		10	15	25th %ile
Median	\$150,000	\$10,000	\$166,560	\$10,198	\$169,886						
Average	\$156,574	\$16,777	\$172,233	\$16,361	\$175,505						
75th %ile	\$165,239	\$15,750	\$186,526	\$22,599	\$191,625						
Revenue	Under \$75 Million		2	5	25th %ile		ISD	ISD	ISD	ISD	ISD
					Median		ISD	ISD	ISD	ISD	ISD
					Average		ISD	ISD	ISD	ISD	ISD
					75th %ile		ISD	ISD	ISD	ISD	ISD
	\$75 Million - \$225 Million		3	6	25th %ile		\$120,500	\$2,317	\$122,817	ISD	\$122,817
					Median		\$136,000	\$3,413	\$142,202	ISD	\$142,202
					Average		\$161,000	\$9,522	\$170,522	ISD	\$170,522
					75th %ile		\$209,250	\$8,606	\$215,067	ISD	\$215,067
	Over \$225 Million		3	3	25th %ile		\$147,500	\$15,500	\$166,280	ISD	\$168,223
					Median		\$150,000	\$16,000	\$166,560	ISD	\$169,886
					Average		\$148,853	\$27,250	\$176,103	ISD	\$189,065
					75th %ile		\$150,780	\$33,375	\$181,155	ISD	\$200,318
Number of Employees	Under 350		3	5	25th %ile		\$150,000	ISD	\$158,523	ISD	\$158,523
					Median		\$160,767	ISD	\$170,767	ISD	\$170,767
					Average		\$161,612	ISD	\$169,612	ISD	\$169,612
					75th %ile		\$169,711	ISD	\$179,711	ISD	\$179,711
	350 - 1,000		4	7	25th %ile	\$122,000	\$2,346	\$124,346	ISD	\$124,346	
					Median	\$127,995	\$4,423	\$157,000	ISD	\$157,000	
					Average	\$156,285	\$16,162	\$172,447	ISD	\$173,904	
					75th %ile	\$188,500	\$23,000	\$209,209	ISD	\$214,308	
	Over 1,000		3	3	25th %ile	\$147,500	\$15,500	\$166,280	ISD	\$168,223	
					Median	\$150,000	\$16,000	\$166,560	ISD	\$169,886	
					Average	\$148,853	\$27,250	\$176,103	ISD	\$189,065	
					75th %ile	\$150,780	\$33,375	\$181,155	ISD	\$200,318	
				Calendar/Fiscal Year 2017			Incumbent Information				
			# of Companies	# of Incumbents	Statistics	Base Salary	Target Annual Incentive Award	Target Long-Term Incentive Award	Number of Direct Reports	Job Description Degree of Match	
						Aggregate	9	16	25th %ile	\$125,000	2%
					Median	\$154,173	6%	ISD	6	100%	
					Average	\$152,795	12%	ISD	6	97%	
					75th %ile	\$168,340	21%	ISD	10	100%	

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
		# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
Head of Resident/Quality Services and Risk Management	Aggregate	15	16	25th %ile	\$122,500	\$3,500	\$123,125	ISD	\$123,125	
				Median	\$136,981	\$7,000	\$138,231	ISD	\$138,231	
				Average	\$142,598	\$13,105	\$153,246	ISD	\$154,162	
				75th %ile	\$160,468	\$17,869	\$167,368	ISD	\$167,368	
	Public	0	0	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
	Private/For-Profit	12	14	25th %ile	\$117,501	\$3,250	\$119,376	ISD	\$119,376	
				Median	\$133,871	\$6,300	\$136,239	ISD	\$136,239	
				Average	\$143,321	\$13,614	\$154,991	ISD	\$156,038	
				75th %ile	\$165,419	\$18,729	\$171,119	ISD	\$171,119	
	Not-For-Profit	3	2	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
	Incumbent Location	Northeast	1	1	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
Midwest		4	4	25th %ile	\$98,375	\$2,447	\$101,349	ISD	\$101,349	
				Median	\$117,508	\$3,500	\$120,140	ISD	\$120,140	
				Average	\$109,324	\$2,965	\$111,548	ISD	\$111,548	
				75th %ile	\$128,457	\$3,750	\$130,339	ISD	\$130,339	
South		3	3	25th %ile	\$110,500	ISD	\$119,435	ISD	\$119,435	
				Median	\$136,000	ISD	\$136,000	ISD	\$136,000	
				Average	\$120,023	ISD	\$128,312	ISD	\$128,312	
				75th %ile	\$137,534	ISD	\$141,034	ISD	\$141,034	
West	7	8	25th %ile	\$134,721	\$3,800	\$136,596	ISD	\$136,596		
			Median	\$150,023	\$7,500	\$164,427	ISD	\$164,427		
			Average	\$160,175	\$13,801	\$172,251	ISD	\$174,083		
			75th %ile	\$170,421	\$18,154	\$184,921	ISD	\$184,921		

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
Head of Resident/Quality Services and Risk Management			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation
						Revenue	Aggregate	15	16	25th %ile
Median	\$136,981	\$7,000	\$138,231	ISD	\$138,231					
Average	\$142,598	\$13,105	\$153,246	ISD	\$154,162					
75th %ile	\$160,468	\$17,869	\$167,368	ISD	\$167,368					
Under \$75 Million	3	5	25th %ile	\$137,961	\$2,500		\$140,461	ISD	\$140,461	
			Median	\$142,055	\$5,100		\$163,363	ISD	\$163,363	
			Average	\$144,181	\$7,782		\$151,962	ISD	\$151,962	
			75th %ile	\$157,992	\$7,500		\$165,492	ISD	\$165,492	
\$75 Million - \$225 Million	5	5	25th %ile	\$85,000	\$4,197		\$102,869	ISD	\$102,869	
			Median	\$125,000	\$7,000		\$125,000	ISD	\$125,000	
			Average	\$111,514	\$8,754		\$116,766	ISD	\$116,766	
			75th %ile	\$136,000	\$12,435		\$136,000	ISD	\$136,000	
Over \$225 Million	6	6	25th %ile	\$129,780	\$12,250	\$132,016	ISD	\$132,016		
			Median	\$178,000	\$27,500	\$220,700	ISD	\$220,700		
			Average	\$179,219	\$25,425	\$199,559	ISD	\$202,490		
			75th %ile	\$202,800	\$40,675	\$242,800	ISD	\$242,800		
Number of Employees	Under 350	2	4	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
	350 - 1,000	3	3	25th %ile	\$98,750	ISD	\$99,447	ISD	\$99,447	
				Median	\$125,000	ISD	\$125,000	ISD	\$125,000	
				Average	\$121,798	ISD	\$123,963	ISD	\$123,963	
				75th %ile	\$146,448	ISD	\$148,998	ISD	\$148,998	
	Over 1,000	10	10	25th %ile	\$128,016	\$6,250	\$129,780	ISD	\$129,780	
				Median	\$139,068	\$16,435	\$146,068	ISD	\$146,068	
				Average	\$152,135	\$18,922	\$168,955	ISD	\$170,583	
				75th %ile	\$178,000	\$25,981	\$220,700	ISD	\$220,700	

				Calendar/Fiscal Year 2017			Incumbent Information			
			# of Companies	# of Incumbents	Statistics	Base Salary	Target Annual Incentive Award	Target Long-Term Incentive Award	Number of Direct Reports	Job Description Degree of Match
						Aggregate	15	18	25th %ile	\$119,657
Median	\$140,377	10%	ISD	0	100%					
Average	\$141,350	17%	ISD	2	96%					
75th %ile	\$158,957	25%	ISD	1	100%					

Senior Management/Function Heads

				Calendar/Fiscal Year 2016							
Head of Sales			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
	Aggregate		18	18	25th %ile	\$123,500	\$20,000	\$123,500	ISD	\$123,500	
					Median	\$155,929	\$30,000	\$174,865	ISD	\$174,865	
					Average	\$153,909	\$35,748	\$179,727	ISD	\$180,894	
					75th %ile	\$181,625	\$38,798	\$216,548	ISD	\$226,442	
	Ownership Status	Public		0	0	25th %ile	ISD	ISD	ISD	ISD	ISD
						Median	ISD	ISD	ISD	ISD	ISD
						Average	ISD	ISD	ISD	ISD	ISD
						75th %ile	ISD	ISD	ISD	ISD	ISD
		Private/For-Profit		18	18	25th %ile	\$123,500	\$20,000	\$123,500	ISD	\$123,500
						Median	\$155,929	\$30,000	\$174,865	ISD	\$174,865
						Average	\$153,909	\$35,748	\$179,727	ISD	\$180,894
						75th %ile	\$181,625	\$38,798	\$216,548	ISD	\$226,442
		Not-For-Profit		0	0	25th %ile	ISD	ISD	ISD	ISD	ISD
						Median	ISD	ISD	ISD	ISD	ISD
						Average	ISD	ISD	ISD	ISD	ISD
						75th %ile	ISD	ISD	ISD	ISD	ISD
	Incumbent Location	Northeast		2	1	25th %ile	ISD	ISD	ISD	ISD	ISD
						Median	ISD	ISD	ISD	ISD	ISD
						Average	ISD	ISD	ISD	ISD	ISD
						75th %ile	ISD	ISD	ISD	ISD	ISD
Midwest			5	5	25th %ile	\$144,361	\$20,000	\$166,774	ISD	\$166,774	
					Median	\$177,583	\$20,000	\$187,583	ISD	\$187,583	
					Average	\$161,804	\$23,218	\$179,218	ISD	\$179,218	
					75th %ile	\$195,026	\$24,828	\$200,026	ISD	\$200,026	
South			4	4	25th %ile	\$130,625	\$34,399	\$153,125	ISD	\$153,125	
					Median	\$150,813	\$38,798	\$189,713	ISD	\$189,713	
					Average	\$165,781	\$38,866	\$194,931	ISD	\$194,931	
					75th %ile	\$185,969	\$43,300	\$231,519	ISD	\$231,519	
West		7	9	25th %ile	\$117,875	\$10,625	\$117,875	ISD	\$122,973		
				Median	\$125,000	\$25,600	\$125,000	ISD	\$125,000		
				Average	\$141,891	\$33,079	\$163,944	ISD	\$166,277		
				75th %ile	\$175,000	\$36,236	\$195,000	ISD	\$195,000		

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
		# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
Head of Sales	Aggregate	18	18	25th %ile	\$123,500	\$20,000	\$123,500	ISD	\$123,500	
				Median	\$155,929	\$30,000	\$174,865	ISD	\$174,865	
				Average	\$153,909	\$35,748	\$179,727	ISD	\$180,894	
				75th %ile	\$181,625	\$38,798	\$216,548	ISD	\$226,442	
	Revenue	Under \$75 Million	5	5	25th %ile	\$141,595	\$24,375	\$159,907	ISD	\$159,907
					Median	\$163,814	\$55,000	\$212,750	ISD	\$212,750
					Average	\$176,446	\$53,941	\$230,386	ISD	\$230,386
					75th %ile	\$198,664	\$84,566	\$283,229	ISD	\$283,229
		\$75 Million - \$225 Million	5	6	25th %ile	\$119,156	\$21,199	\$119,156	ISD	\$119,156
					Median	\$124,000	\$38,798	\$124,000	ISD	\$124,000
					Average	\$142,482	\$30,066	\$157,515	ISD	\$157,515
					75th %ile	\$158,094	\$43,300	\$193,945	ISD	\$193,945
		Over \$225 Million	6	6	25th %ile	\$169,173	\$20,000	\$187,407	ISD	\$187,407
					Median	\$176,250	\$20,000	\$191,467	ISD	\$191,467
					Average	\$168,157	\$25,823	\$189,676	ISD	\$193,175
					75th %ile	\$185,326	\$31,200	\$210,311	ISD	\$220,961
	Number of Employees	Under 350	2	1	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
350 - 1,000		6	6	25th %ile	\$123,500	\$23,400	\$123,500	ISD	\$123,500	
				Median	\$128,750	\$38,901	\$143,750	ISD	\$143,750	
				Average	\$136,003	\$40,350	\$162,903	ISD	\$162,903	
				75th %ile	\$159,969	\$55,851	\$203,320	ISD	\$203,320	
Over 1,000		10	11	25th %ile	\$121,438	\$20,000	\$121,438	ISD	\$123,987	
				Median	\$175,000	\$30,428	\$187,934	ISD	\$187,934	
				Average	\$164,520	\$36,979	\$191,414	ISD	\$193,322	
				75th %ile	\$202,117	\$38,135	\$225,857	ISD	\$232,957	

				Calendar/Fiscal Year 2017			Incumbent Information		
		# of Companies	# of Incumbents	Statistics	Base Salary	Target Annual Incentive Award	Target Long-Term Incentive Award	Number of Direct Reports	Job Description Degree of Match
Head of Sales	Aggregate	16	18	25th %ile	\$124,438	11%	\$11,016	1	95%
				Median	\$164,125	20%	\$14,484	3	100%
				Average	\$161,760	21%	\$24,844	4	93%
				75th %ile	\$189,906	30%	\$33,492	4	100%

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
Head of Transactions	Ownership Status	Incumbent Location	Statistics	# of Companies	# of Incumbents	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation
				Aggregate	6	7	25th %ile	\$143,631	\$29,670	\$159,047
			Median	\$150,000	\$57,382	\$189,157	\$28,886	\$189,157		
			Average	\$179,062	\$74,656	\$243,052	\$72,060	\$273,935		
			75th %ile	\$235,000	\$96,967	\$330,768	\$98,336	\$354,966		
Head of Transactions	Public		25th %ile	ISD	ISD	ISD	ISD	ISD		
			Median	ISD	ISD	ISD	ISD	ISD		
			Average	ISD	ISD	ISD	ISD	ISD		
			75th %ile	ISD	ISD	ISD	ISD	ISD		
	Private/For-Profit	5	6	25th %ile	\$141,815	\$25,594	\$155,774	ISD	\$155,774	
				Median	\$148,631	\$41,896	\$177,376	ISD	\$177,376	
				Average	\$170,572	\$49,571	\$211,881	ISD	\$219,947	
				75th %ile	\$217,500	\$72,867	\$284,691	ISD	\$299,323	
	Not-For-Profit	0	0	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
Northeast	0	0	25th %ile	ISD	ISD	ISD	ISD	ISD		
			Median	ISD	ISD	ISD	ISD	ISD		
			Average	ISD	ISD	ISD	ISD	ISD		
			75th %ile	ISD	ISD	ISD	ISD	ISD		
Midwest	1	1	25th %ile	ISD	ISD	ISD	ISD	ISD		
			Median	ISD	ISD	ISD	ISD	ISD		
			Average	ISD	ISD	ISD	ISD	ISD		
			75th %ile	ISD	ISD	ISD	ISD	ISD		
South	2	2	25th %ile	ISD	ISD	ISD	ISD	ISD		
			Median	ISD	ISD	ISD	ISD	ISD		
			Average	ISD	ISD	ISD	ISD	ISD		
			75th %ile	ISD	ISD	ISD	ISD	ISD		
West	3	4	25th %ile	\$130,625	\$49,231	\$149,821	ISD	\$149,821		
			Median	\$190,000	\$72,867	\$241,065	ISD	\$250,820		
			Average	\$181,542	\$67,820	\$232,408	ISD	\$244,506		
			75th %ile	\$240,917	\$88,934	\$323,652	ISD	\$345,505		

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
		# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
Head of Transactions	Aggregate	6	7	25th %ile	\$143,631	\$29,670	\$159,047	\$24,198	\$159,047	
				Median	\$150,000	\$57,382	\$189,157	\$28,886	\$189,157	
				Average	\$179,062	\$74,656	\$243,052	\$72,060	\$273,935	
				75th %ile	\$235,000	\$96,967	\$330,768	\$98,336	\$354,966	
	Revenue	Under \$75 Million	1	1	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
		\$75 Million - \$225 Million	3	4	25th %ile	\$145,446	\$19,821	\$162,321	ISD	\$162,321
					Median	\$148,631	\$33,745	\$177,376	ISD	\$177,376
					Average	\$169,315	\$43,748	\$213,063	ISD	\$220,284
					75th %ile	\$172,500	\$57,672	\$228,118	ISD	\$235,340
		Over \$225 Million	2	2	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
	Number of Employees	Under 350	1	1	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
350 - 1,000		3	4	25th %ile	\$147,500	\$19,821	\$162,321	ISD	\$162,321	
				Median	\$190,000	\$65,297	\$255,297	ISD	\$269,740	
				Average	\$190,000	\$83,293	\$273,293	ISD	\$322,461	
				75th %ile	\$232,500	\$128,770	\$366,270	ISD	\$429,880	
Over 1,000		2	2	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
				Calendar/Fiscal Year 2017			Incumbent Information			
		# of Companies	# of Incumbents	Statistics	Base Salary	Target Annual Incentive Award	Target Long-Term Incentive Award	Number of Direct Reports	Job Description Degree of Match	
Aggregate	5	6	25th %ile	\$145,554	26%	\$17,929	2	100%		
			Median	\$194,474	33%	\$30,028	3	100%		
			Average	\$188,857	36%	\$51,436	3	99%		
			75th %ile	\$244,625	43%	\$74,239	4	100%		

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation
						Aggregate	5	13	25th %ile	\$136,121
				Median	\$180,300	\$189,553	\$369,853	\$131,529	\$501,382	
				Average	\$186,892	\$192,060	\$378,952	\$123,366	\$473,849	
				75th %ile	\$240,000	\$315,396	\$555,396	\$175,080	\$730,476	
Senior Level Investment Professional	Ownership Status	Public	1	8	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
	Private/For-Profit	4	5	25th %ile	\$112,000	\$20,000	\$132,000	ISD	\$134,855	
				Median	\$132,000	\$27,000	\$163,121	ISD	\$163,121	
				Average	\$123,199	\$39,173	\$162,372	ISD	\$163,185	
				75th %ile	\$136,121	\$46,400	\$178,400	ISD	\$178,400	
	Not-For-Profit	0	0	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
Incumbent Location	Northeast	0	0	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
	Midwest	2	6	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
	South	2	2	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
West	3	5	25th %ile	\$112,000	\$20,000	\$132,000	\$2,444	\$134,855		
			Median	\$132,000	\$46,400	\$178,400	\$67,192	\$178,400		
			Average	\$162,320	\$150,009	\$312,329	\$105,176	\$396,470		
			75th %ile	\$180,300	\$189,553	\$369,853	\$169,924	\$501,382		

Senior Management/Function Heads

				Calendar/Fiscal Year 2016							
			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
						Senior Level Investment Professional	Aggregate		5	13	25th %ile
Median	\$180,300	\$189,553	\$369,853	\$131,529	\$501,382						
Average	\$186,892	\$192,060	\$378,952	\$123,366	\$473,849						
75th %ile	\$240,000	\$315,396	\$555,396	\$175,080	\$730,476						
Revenue	Under \$75 Million		1	1	25th %ile		ISD	ISD	ISD	ISD	ISD
					Median		ISD	ISD	ISD	ISD	ISD
					Average		ISD	ISD	ISD	ISD	ISD
					75th %ile		ISD	ISD	ISD	ISD	ISD
	\$75 Million - \$225 Million		1	1	25th %ile		ISD	ISD	ISD	ISD	ISD
					Median		ISD	ISD	ISD	ISD	ISD
					Average		ISD	ISD	ISD	ISD	ISD
					75th %ile		ISD	ISD	ISD	ISD	ISD
	Over \$225 Million		3	11	25th %ile		\$158,211	\$101,565	\$266,487	\$58,617	\$287,046
					Median		\$195,700	\$189,553	\$371,830	\$131,529	\$501,382
					Average		\$195,611	\$214,356	\$409,967	\$123,366	\$522,118
					75th %ile		\$240,000	\$315,396	\$555,396	\$175,080	\$730,476
Number of Employees	Under 350		2	2	25th %ile	ISD	ISD	ISD	ISD	ISD	
					Median	ISD	ISD	ISD	ISD	ISD	
					Average	ISD	ISD	ISD	ISD	ISD	
					75th %ile	ISD	ISD	ISD	ISD	ISD	
	350 - 1,000		2	9	25th %ile	ISD	ISD	ISD	ISD	ISD	
					Median	ISD	ISD	ISD	ISD	ISD	
					Average	ISD	ISD	ISD	ISD	ISD	
					75th %ile	ISD	ISD	ISD	ISD	ISD	
	Over 1,000		1	2	25th %ile	ISD	ISD	ISD	ISD	ISD	
					Median	ISD	ISD	ISD	ISD	ISD	
					Average	ISD	ISD	ISD	ISD	ISD	
					75th %ile	ISD	ISD	ISD	ISD	ISD	

				Calendar/Fiscal Year 2017			Incumbent Information			
			# of Companies	# of Incumbents	Statistics	Base Salary	Target Annual Incentive Award	Target Long-Term Incentive Award	Number of Direct Reports	Job Description Degree of Match
						Aggregate			5	13
Median	\$185,700	80%	\$96,825	0	100%					
Average	\$195,381	63%	\$90,121	1	96%					
75th %ile	\$247,200	100%	\$123,600	1	100%					

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
		# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
Vice President of Operations	Aggregate	18	23	25th %ile	\$128,000	\$22,500	\$158,975	\$11,369	\$158,975	
				Median	\$175,000	\$33,000	\$209,000	\$12,236	\$209,000	
				Average	\$176,736	\$36,087	\$206,547	\$16,467	\$208,695	
				75th %ile	\$212,212	\$43,899	\$233,830	\$19,450	\$238,376	
	Ownership Status	Public	0	0	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
		Private/For-Profit	17	23	25th %ile	\$128,000	\$22,500	\$158,975	\$11,369	\$158,975
					Median	\$175,000	\$33,000	\$209,000	\$12,236	\$209,000
					Average	\$176,736	\$36,087	\$206,547	\$16,467	\$208,695
					75th %ile	\$212,212	\$43,899	\$233,830	\$19,450	\$238,376
		Not-For-Profit	1	0	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
	Incumbent Location	Northeast	3	3	25th %ile	\$194,740	\$42,400	\$237,203	ISD	\$237,203
					Median	\$216,424	\$64,800	\$281,351	ISD	\$281,351
					Average	\$204,827	\$49,909	\$254,736	ISD	\$254,736
					75th %ile	\$220,712	\$64,864	\$285,575	ISD	\$285,575
Midwest		2	3	25th %ile	ISD	ISD	ISD	ISD	ISD	
				Median	ISD	ISD	ISD	ISD	ISD	
				Average	ISD	ISD	ISD	ISD	ISD	
				75th %ile	ISD	ISD	ISD	ISD	ISD	
South		8	10	25th %ile	\$107,750	\$25,000	\$130,500	ISD	\$130,500	
				Median	\$128,000	\$34,391	\$168,975	ISD	\$168,975	
				Average	\$141,200	\$32,002	\$170,001	ISD	\$170,001	
				75th %ile	\$171,000	\$38,798	\$211,250	ISD	\$211,250	
West	6	7	25th %ile	\$167,500	\$27,500	\$167,500	\$11,369	\$167,500		
			Median	\$191,174	\$34,117	\$228,000	\$12,236	\$229,409		
			Average	\$207,458	\$46,976	\$234,301	\$16,467	\$241,359		
			75th %ile	\$234,000	\$53,593	\$259,705	\$19,450	\$270,369		

Senior Management/Function Heads

				Calendar/Fiscal Year 2016							
			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
						Vice President of Operations	Aggregate		18	23	25th %ile
Median	\$175,000	\$33,000	\$209,000	\$12,236	\$209,000						
Average	\$176,736	\$36,087	\$206,547	\$16,467	\$208,695						
75th %ile	\$212,212	\$43,899	\$233,830	\$19,450	\$238,376						
Revenue	Under \$75 Million		4	7	25th %ile		\$108,500	\$26,988	\$131,000	ISD	\$131,000
					Median		\$126,000	\$35,592	\$162,950	ISD	\$162,950
					Average		\$140,168	\$38,331	\$173,023	ISD	\$173,023
					75th %ile		\$160,587	\$46,309	\$202,205	ISD	\$202,205
	\$75 Million - \$225 Million		7	7	25th %ile		\$157,000	\$20,000	\$167,500	ISD	\$167,500
					Median		\$173,056	\$34,391	\$193,056	ISD	\$193,056
					Average		\$168,579	\$28,813	\$189,160	ISD	\$189,160
					75th %ile		\$182,250	\$38,798	\$213,945	ISD	\$213,945
	Over \$225 Million		4	5	25th %ile		\$208,000	\$25,000	\$228,000	\$11,369	\$238,502
					Median		\$216,424	\$30,000	\$281,351	\$12,236	\$281,351
					Average		\$242,544	\$47,919	\$290,463	\$16,467	\$300,343
					75th %ile		\$260,000	\$64,927	\$290,000	\$19,450	\$302,236
Number of Employees	Under 350		1	1	25th %ile		ISD	ISD	ISD	ISD	ISD
					Median		ISD	ISD	ISD	ISD	ISD
					Average		ISD	ISD	ISD	ISD	ISD
					75th %ile		ISD	ISD	ISD	ISD	ISD
	350 - 1,000		7	9	25th %ile	\$110,000	\$22,500	\$130,000	ISD	\$130,000	
					Median	\$126,000	\$32,950	\$162,950	ISD	\$162,950	
					Average	\$142,138	\$32,431	\$167,362	ISD	\$167,362	
					75th %ile	\$180,000	\$41,695	\$180,000	ISD	\$180,000	
	Over 1,000		10	13	25th %ile	\$173,056	\$23,750	\$209,000	\$11,369	\$209,000	
					Median	\$195,000	\$35,000	\$228,000	\$12,236	\$229,409	
					Average	\$207,208	\$38,219	\$242,487	\$16,467	\$246,287	
					75th %ile	\$236,250	\$41,599	\$275,298	\$19,450	\$275,298	

				Calendar/Fiscal Year 2017			Incumbent Information			
			# of Companies	# of Incumbents	Statistics	Base Salary	Target Annual Incentive Award	Target Long-Term Incentive Award	Number of Direct Reports	Job Description Degree of Match
						Aggregate			15	21
Median	\$180,000	20%	\$20,069	5	100%					
Average	\$188,676	20%	\$42,957	8	100%					
75th %ile	\$225,000	20%	\$50,480	13	100%					

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
			# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation
						Aggregate	27	79	25th %ile	\$115,768
				Median	\$143,170	\$13,910	\$154,008	\$12,571	\$154,008	
				Average	\$136,062	\$18,521	\$149,190	\$10,956	\$149,745	
				75th %ile	\$158,750	\$25,896	\$173,878	\$13,442	\$178,632	
Regional Director of Operations	Ownership Status	Public	0	0	25th %ile	ISD	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD	ISD
		Private/For-Profit	23	74	25th %ile	\$116,949	\$5,000	\$120,883	\$10,086	\$120,883
					Median	\$143,685	\$13,658	\$152,004	\$12,571	\$152,004
					Average	\$137,966	\$18,463	\$151,190	\$10,956	\$151,782
					75th %ile	\$157,126	\$25,000	\$172,140	\$13,442	\$174,568
		Not-For-Profit	4	5	25th %ile	\$12,277	\$14,301	\$12,277	ISD	\$12,277
					Median	\$130,422	\$24,783	\$155,205	ISD	\$155,205
					Average	\$107,873	\$19,534	\$119,594	ISD	\$119,594
					75th %ile	\$185,850	\$27,392	\$189,669	ISD	\$189,669
Incumbent Location	Northeast		5	16	25th %ile	\$139,449	\$8,975	\$145,729	ISD	\$145,729
					Median	\$146,233	\$14,162	\$159,219	ISD	\$159,219
					Average	\$139,923	\$14,978	\$150,220	ISD	\$150,220
					75th %ile	\$154,362	\$15,191	\$169,385	ISD	\$169,385
	Midwest		7	20	25th %ile	\$100,000	\$3,429	\$103,918	ISD	\$103,918
					Median	\$110,560	\$4,500	\$118,268	ISD	\$118,268
					Average	\$121,631	\$14,173	\$131,552	ISD	\$131,552
					75th %ile	\$152,010	\$16,750	\$159,788	ISD	\$159,788
	South		12	31	25th %ile	\$110,000	\$12,755	\$120,359	ISD	\$120,359
					Median	\$130,000	\$20,257	\$140,591	ISD	\$140,591
					Average	\$132,894	\$22,291	\$149,432	ISD	\$149,856
					75th %ile	\$159,250	\$30,964	\$186,506	ISD	\$186,506
West		8	12	25th %ile	\$150,000	\$4,705	\$160,736	\$8,171	\$163,502	
				Median	\$156,491	\$14,530	\$171,780	\$12,000	\$177,780	
				Average	\$163,149	\$20,163	\$176,591	\$10,227	\$179,148	
				75th %ile	\$179,741	\$26,447	\$192,015	\$13,170	\$192,015	

Senior Management/Function Heads

		Calendar/Fiscal Year 2016							
		# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation
Regional Director of Operations	Aggregate	27	79	25th %ile	\$115,768	\$5,000	\$120,350	\$10,086	\$120,350
				Median	\$143,170	\$13,910	\$154,008	\$12,571	\$154,008
				Average	\$136,062	\$18,521	\$149,190	\$10,956	\$149,745
				75th %ile	\$158,750	\$25,896	\$173,878	\$13,442	\$178,632
	Alzheimer's/Dementia Care Only	0	0	25th %ile	ISD	ISD	ISD	ISD	ISD
				Median	ISD	ISD	ISD	ISD	ISD
				Average	ISD	ISD	ISD	ISD	ISD
				75th %ile	ISD	ISD	ISD	ISD	ISD
	Assisted Living Residence (AL) Only	2	9	25th %ile	ISD	ISD	ISD	ISD	ISD
				Median	ISD	ISD	ISD	ISD	ISD
Average				ISD	ISD	ISD	ISD	ISD	
75th %ile				ISD	ISD	ISD	ISD	ISD	
CCRC Only	2	2	25th %ile	ISD	ISD	ISD	ISD	ISD	
			Median	ISD	ISD	ISD	ISD	ISD	
			Average	ISD	ISD	ISD	ISD	ISD	
			75th %ile	ISD	ISD	ISD	ISD	ISD	
Independent Living Community (IL) Only	1	1	25th %ile	ISD	ISD	ISD	ISD	ISD	
			Median	ISD	ISD	ISD	ISD	ISD	
			Average	ISD	ISD	ISD	ISD	ISD	
			75th %ile	ISD	ISD	ISD	ISD	ISD	
Nursing Home/Skilled Nursing Facility Only	1	2	25th %ile	ISD	ISD	ISD	ISD	ISD	
			Median	ISD	ISD	ISD	ISD	ISD	
			Average	ISD	ISD	ISD	ISD	ISD	
			75th %ile	ISD	ISD	ISD	ISD	ISD	
AL/IL	3	2	25th %ile	ISD	ISD	ISD	ISD	ISD	
			Median	ISD	ISD	ISD	ISD	ISD	
			Average	ISD	ISD	ISD	ISD	ISD	
			75th %ile	ISD	ISD	ISD	ISD	ISD	
AL/Alzheimer's/Dementia Care	3	2	25th %ile	ISD	ISD	ISD	ISD	ISD	
			Median	ISD	ISD	ISD	ISD	ISD	
			Average	ISD	ISD	ISD	ISD	ISD	
			75th %ile	ISD	ISD	ISD	ISD	ISD	
AL/IL/Alzheimer's/Dementia Care	10	22	25th %ile	\$121,950	\$3,545	\$127,012	ISD	\$127,012	
			Median	\$144,600	\$14,501	\$157,645	ISD	\$157,645	
			Average	\$143,881	\$18,170	\$159,573	ISD	\$159,770	
			75th %ile	\$159,375	\$26,792	\$186,063	ISD	\$186,063	

Senior Management/Function Heads

				Calendar/Fiscal Year 2016						
		# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation	
Regional Director of Operations	Aggregate	27	79	25th %ile	\$115,768	\$5,000	\$120,350	\$10,086	\$120,350	
				Median	\$143,170	\$13,910	\$154,008	\$12,571	\$154,008	
				Average	\$136,062	\$18,521	\$149,190	\$10,956	\$149,745	
				75th %ile	\$158,750	\$25,896	\$173,878	\$13,442	\$178,632	
	Revenue	Under \$75 Million	9	16	25th %ile	\$123,750	\$5,910	\$123,925	ISD	\$123,925
					Median	\$135,995	\$20,000	\$152,500	ISD	\$152,500
					Average	\$131,578	\$23,249	\$147,562	ISD	\$147,562
					75th %ile	\$150,000	\$32,892	\$175,875	ISD	\$175,875
		\$75 Million - \$225 Million	10	32	25th %ile	\$117,392	\$12,882	\$128,688	ISD	\$128,688
					Median	\$142,914	\$15,477	\$149,000	ISD	\$149,000
					Average	\$137,158	\$20,901	\$152,833	ISD	\$152,833
					75th %ile	\$162,138	\$29,297	\$186,296	ISD	\$186,296
	Over \$225 Million	5	20	25th %ile	\$149,366	\$5,000	\$159,418	\$10,086	\$159,418	
				Median	\$157,856	\$9,500	\$168,975	\$12,571	\$168,975	
				Average	\$157,987	\$16,454	\$171,150	\$10,956	\$173,341	
				75th %ile	\$169,963	\$17,345	\$183,056	\$13,442	\$183,845	
	Number of Employees	Under 350	3	5	25th %ile	\$78,000	\$10,350	\$78,000	ISD	\$78,000
					Median	\$100,000	\$20,000	\$120,000	ISD	\$120,000
					Average	\$102,600	\$20,567	\$114,940	ISD	\$114,940
					75th %ile	\$120,000	\$30,500	\$120,700	ISD	\$120,700
350 - 1,000		9	20	25th %ile	\$114,892	\$11,649	\$128,750	ISD	\$128,750	
				Median	\$130,000	\$13,614	\$140,586	ISD	\$140,586	
				Average	\$132,497	\$18,257	\$148,015	ISD	\$148,015	
				75th %ile	\$151,250	\$24,783	\$160,218	ISD	\$160,218	
Over 1,000		15	54	25th %ile	\$119,614	\$5,000	\$121,745	\$10,086	\$121,745	
				Median	\$150,000	\$13,910	\$159,589	\$12,571	\$159,589	
				Average	\$140,480	\$18,475	\$152,797	\$10,956	\$153,608	
				75th %ile	\$163,412	\$25,896	\$179,631	\$13,442	\$182,797	

				Calendar/Fiscal Year 2017			Incumbent Information		
		# of Companies	# of Incumbents	Statistics	Base Salary	Target Annual Incentive Award	Target Long-Term Incentive Award	Number of Direct Reports	Job Description Degree of Match
Regional Director of Operations	Aggregate	24	78	25th %ile	\$129,063	10%	\$17,460	5	100%
				Median	\$152,445	18%	\$33,490	7	100%
				Average	\$150,013	19%	\$29,725	8	99%
				75th %ile	\$170,000	25%	\$38,424	9	100%

Senior Management/Function Heads

				Calendar/Fiscal Year 2016					
		# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation
				Aggregate	33	589	25th %ile	\$76,577	\$2,500
				Median	\$100,000	\$6,994	\$104,751	\$8,556	\$105,189
				Average	\$100,424	\$11,703	\$108,684	\$7,495	\$109,104
				75th %ile	\$121,529	\$14,846	\$132,004	\$9,840	\$133,592
Executive Director - Site	Ownership Status	Public	0	0	25th %ile	ISD	ISD	ISD	ISD
					Median	ISD	ISD	ISD	ISD
					Average	ISD	ISD	ISD	ISD
					75th %ile	ISD	ISD	ISD	ISD
	Private/For-Profit	28	571	25th %ile	\$75,939	\$2,500	\$80,150	\$4,111	\$80,150
				Median	\$98,391	\$6,640	\$102,959	\$8,556	\$103,091
				Average	\$99,437	\$11,223	\$107,291	\$7,495	\$107,724
				75th %ile	\$120,052	\$14,153	\$130,300	\$9,840	\$131,293
	Not-For-Profit	5	18	25th %ile	\$119,581	\$8,141	\$126,124	ISD	\$126,124
				Median	\$133,723	\$14,423	\$144,768	ISD	\$144,768
				Average	\$131,789	\$23,734	\$152,886	ISD	\$152,886
				75th %ile	\$143,500	\$35,250	\$172,799	ISD	\$172,799
Incumbent Location	Northeast	8	103	25th %ile	\$99,036	\$2,009	\$105,959	ISD	\$105,959
				Median	\$111,741	\$7,692	\$120,000	ISD	\$120,000
				Average	\$111,694	\$11,527	\$121,878	ISD	\$121,878
				75th %ile	\$123,552	\$17,817	\$136,417	ISD	\$136,417
	Midwest	10	145	25th %ile	\$60,636	\$2,500	\$62,500	ISD	\$62,500
				Median	\$75,000	\$2,500	\$76,500	ISD	\$76,500
				Average	\$83,142	\$6,035	\$86,305	ISD	\$86,305
				75th %ile	\$97,000	\$6,995	\$98,433	ISD	\$98,433
	South	20	211	25th %ile	\$75,356	\$3,456	\$82,163	\$8,424	\$82,163
				Median	\$93,120	\$7,974	\$97,538	\$9,378	\$97,538
				Average	\$98,244	\$12,819	\$107,601	\$9,224	\$107,994
				75th %ile	\$118,068	\$17,901	\$129,326	\$9,669	\$130,000
West	15	130	25th %ile	\$97,010	\$3,500	\$102,768	\$3,908	\$102,768	
			Median	\$115,360	\$8,646	\$124,701	\$8,130	\$125,000	
			Average	\$114,200	\$14,566	\$124,951	\$6,847	\$126,215	
			75th %ile	\$125,608	\$20,388	\$147,120	\$9,842	\$150,995	

Senior Management/Function Heads

		Calendar/Fiscal Year 2016							
		# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation
Executive Director - Site	Aggregate	33	589	25th %ile	\$76,577	\$2,500	\$82,000	\$4,111	\$82,000
				Median	\$100,000	\$6,994	\$104,751	\$8,556	\$105,189
				Average	\$100,424	\$11,703	\$108,684	\$7,495	\$109,104
				75th %ile	\$121,529	\$14,846	\$132,004	\$9,840	\$133,592
	Alzheimer's/Dementia Care Only	10	29	25th %ile	\$75,000	\$1,500	\$77,500	ISD	\$78,000
				Median	\$82,450	\$2,417	\$84,711	ISD	\$84,711
				Average	\$82,068	\$4,161	\$84,938	ISD	\$84,988
				75th %ile	\$89,919	\$3,000	\$91,180	ISD	\$91,180
	Assisted Living Residence (AL) Only	11	75	25th %ile	\$60,000	\$2,500	\$60,000	\$2,135	\$60,000
				Median	\$73,824	\$4,000	\$76,056	\$2,369	\$76,056
Average				\$75,973	\$5,289	\$78,018	\$2,321	\$78,111	
75th %ile				\$86,274	\$5,406	\$88,416	\$2,531	\$89,763	
CCRC Only	2	2	25th %ile	ISD	ISD	ISD	ISD	ISD	
			Median	ISD	ISD	ISD	ISD	ISD	
			Average	ISD	ISD	ISD	ISD	ISD	
			75th %ile	ISD	ISD	ISD	ISD	ISD	
Independent Living Community (IL) Only	9	47	25th %ile	\$56,005	\$2,500	\$59,545	\$6,814	\$59,545	
			Median	\$62,400	\$2,500	\$65,472	\$8,933	\$65,472	
			Average	\$71,211	\$3,905	\$74,784	\$7,541	\$75,425	
			75th %ile	\$76,994	\$2,500	\$78,904	\$9,660	\$78,904	
Nursing Home/Skilled Nursing Facility Only	3	17	25th %ile	\$75,000	\$3,250	\$77,250	ISD	\$77,250	
			Median	\$90,000	\$5,400	\$90,000	ISD	\$90,000	
			Average	\$99,900	\$8,945	\$105,161	ISD	\$105,161	
			75th %ile	\$113,732	\$14,081	\$116,732	ISD	\$116,732	
AL/IL	11	31	25th %ile	\$89,424	\$8,299	\$98,208	\$9,140	\$98,596	
			Median	\$104,854	\$14,643	\$121,500	\$9,440	\$122,586	
			Average	\$102,268	\$17,051	\$115,058	\$9,307	\$117,460	
			75th %ile	\$118,737	\$24,263	\$131,752	\$9,870	\$140,316	
AL/Alzheimer's/Dementia Care	13	65	25th %ile	\$82,000	\$2,900	\$82,907	ISD	\$82,907	
			Median	\$94,915	\$5,507	\$98,000	ISD	\$98,000	
			Average	\$96,703	\$9,148	\$102,051	ISD	\$102,051	
			75th %ile	\$109,901	\$11,399	\$120,963	ISD	\$120,963	
AL/IL/Alzheimer's/Dementia Care	16	150	25th %ile	\$98,639	\$2,500	\$101,824	\$4,139	\$101,824	
			Median	\$111,407	\$7,031	\$118,865	\$8,197	\$118,865	
			Average	\$111,720	\$12,428	\$120,751	\$7,346	\$121,486	
			75th %ile	\$124,712	\$20,625	\$140,128	\$9,747	\$142,240	

Senior Management/Function Heads

				Calendar/Fiscal Year 2016					
		# of Companies	# of Incumbents	Statistics	Base Salary	Annual Incentive Award	Total Annual Cash Compensation	Long-Term Incentive Award	Total Compensation
Executive Director - Site	Aggregate	33	589	25th %ile	\$76,577	\$2,500	\$82,000	\$4,111	\$82,000
				Median	\$100,000	\$6,994	\$104,751	\$8,556	\$105,189
				Average	\$100,424	\$11,703	\$108,684	\$7,495	\$109,104
				75th %ile	\$121,529	\$14,846	\$132,004	\$9,840	\$133,592
	Under \$75 Million	12	91	25th %ile	\$75,000	\$2,367	\$75,325	ISD	\$75,325
				Median	\$91,078	\$5,500	\$97,000	ISD	\$97,000
				Average	\$92,427	\$11,391	\$99,940	ISD	\$99,940
				75th %ile	\$110,086	\$14,053	\$124,396	ISD	\$124,396
	\$75 Million - \$225 Million	10	258	25th %ile	\$84,046	\$3,410	\$89,939	ISD	\$89,939
				Median	\$106,351	\$8,012	\$111,161	ISD	\$111,161
				Average	\$107,073	\$10,725	\$114,763	ISD	\$114,763
				75th %ile	\$129,569	\$13,461	\$140,669	ISD	\$140,669
	Over \$225 Million	6	134	25th %ile	\$98,098	\$3,500	\$106,756	\$4,111	\$107,675
				Median	\$114,979	\$8,500	\$125,780	\$8,556	\$128,605
				Average	\$113,817	\$17,212	\$128,845	\$7,495	\$130,691
				75th %ile	\$124,894	\$26,485	\$150,837	\$9,840	\$156,250
	Under 350	5	26	25th %ile	\$56,483	\$3,250	\$57,833	ISD	\$57,833
				Median	\$64,050	\$5,000	\$68,950	ISD	\$68,950
				Average	\$68,270	\$4,890	\$70,151	ISD	\$70,151
				75th %ile	\$80,250	\$6,750	\$80,850	ISD	\$80,850
350 - 1,000	12	222	25th %ile	\$80,000	\$2,800	\$84,757	ISD	\$84,757	
			Median	\$100,000	\$7,823	\$106,600	ISD	\$106,600	
			Average	\$104,603	\$9,027	\$110,784	ISD	\$110,784	
			75th %ile	\$128,771	\$10,462	\$135,657	ISD	\$135,657	
Over 1,000	16	341	25th %ile	\$80,000	\$2,500	\$82,577	\$4,111	\$82,577	
			Median	\$100,000	\$5,351	\$107,006	\$8,556	\$108,200	
			Average	\$100,155	\$13,565	\$110,256	\$7,495	\$110,981	
			75th %ile	\$120,000	\$20,882	\$133,847	\$9,840	\$135,799	

				Calendar/Fiscal Year 2017			Incumbent Information		
		# of Companies	# of Incumbents	Statistics	Base Salary	Target Annual Incentive Award	Target Long-Term Incentive Award	Number of Direct Reports	Job Description Degree of Match
Executive Director - Site	Aggregate	29	581	25th %ile	\$85,000	10%	\$7,330	6	100%
				Median	\$109,990	20%	\$17,000	7	100%
				Average	\$108,832	18%	\$17,782	12	100%
				75th %ile	\$129,000	25%	\$28,583	8	100%

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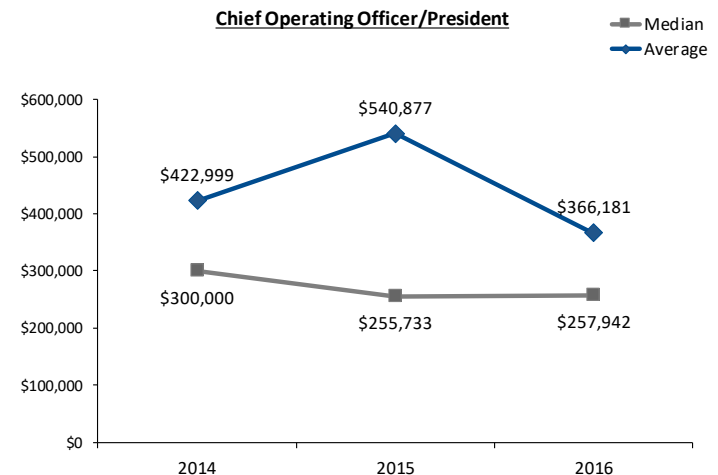
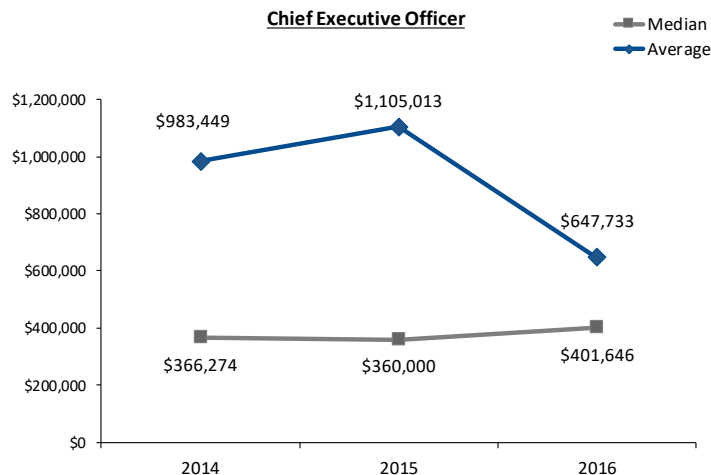
Trend Analysis – Total Compensation

Assessing the Trend Analysis Data

The charts below and on the following pages illustrate compensation trends over a multi-year period. In particular, the median and average total compensation levels are shown as reported in the aggregate data cut of the 2015, 2016, and 2017 surveys.

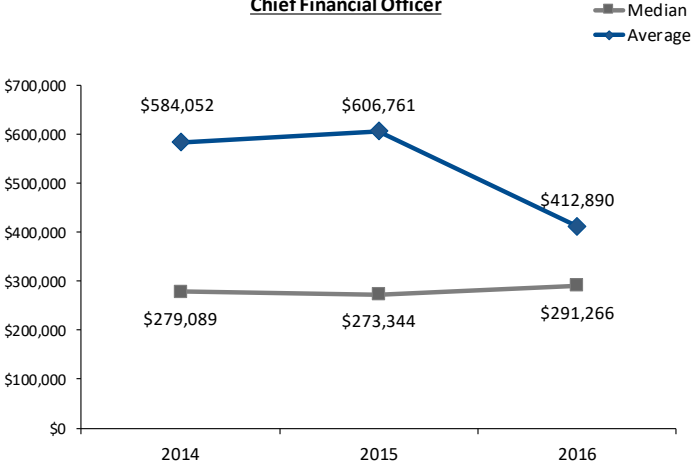
It is important to note that because the participant base differs across these three survey years, direct comparisons of the total compensation values may not be entirely appropriate. Although several companies participate in the survey on an annual basis resulting in participant overlap, the data sets are different, including the number of observations per position.

Top Management

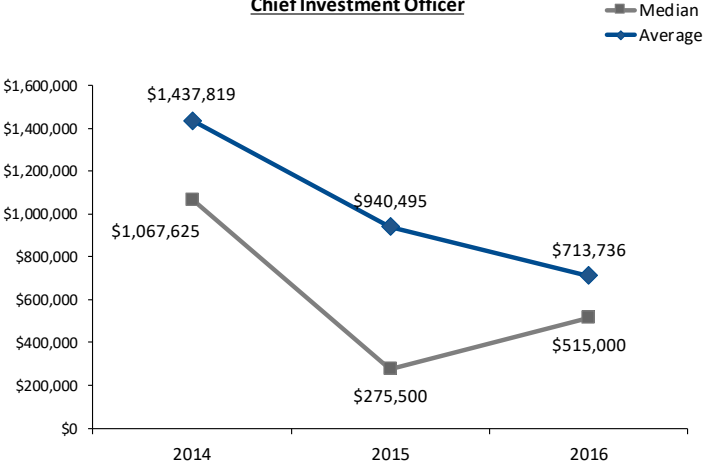


Top Management

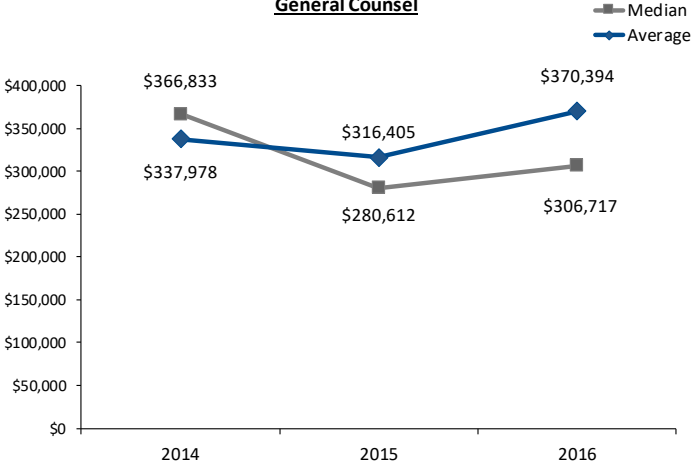
Chief Financial Officer



Chief Investment Officer

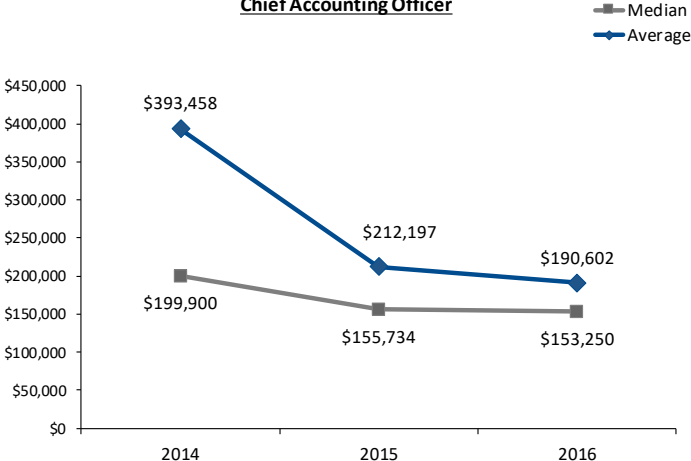


General Counsel

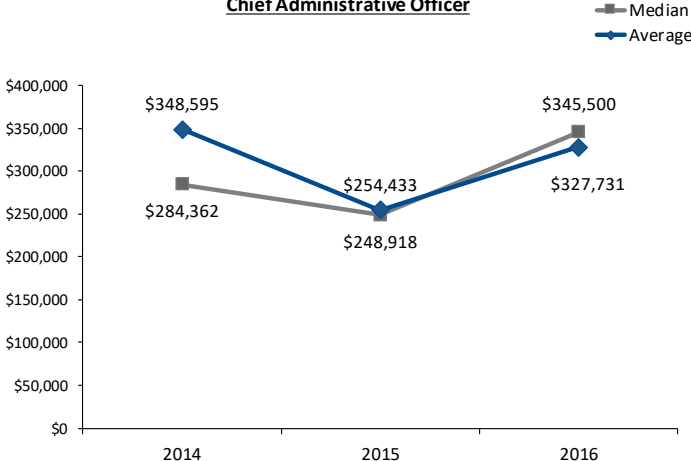


Senior Management/Function Heads

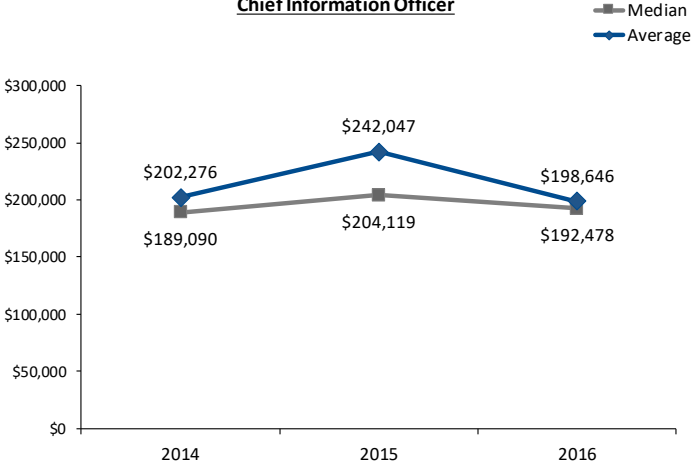
Chief Accounting Officer



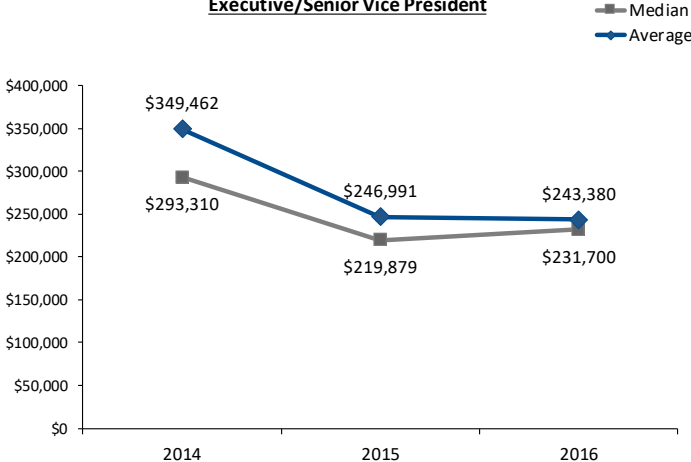
Chief Administrative Officer



Chief Information Officer

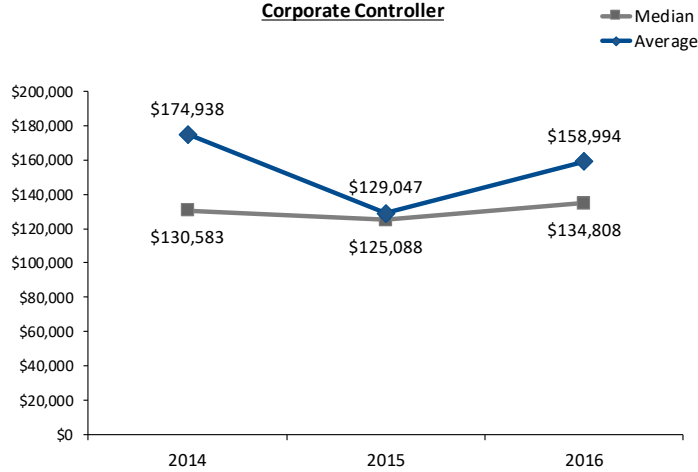


Executive/Senior Vice President

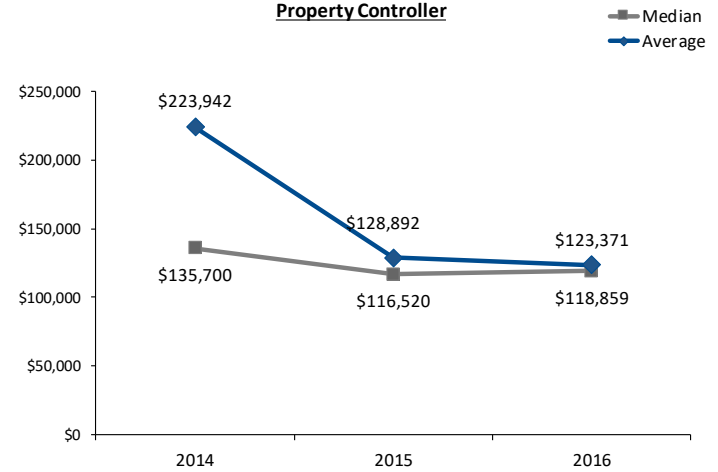


Senior Management/Function Heads

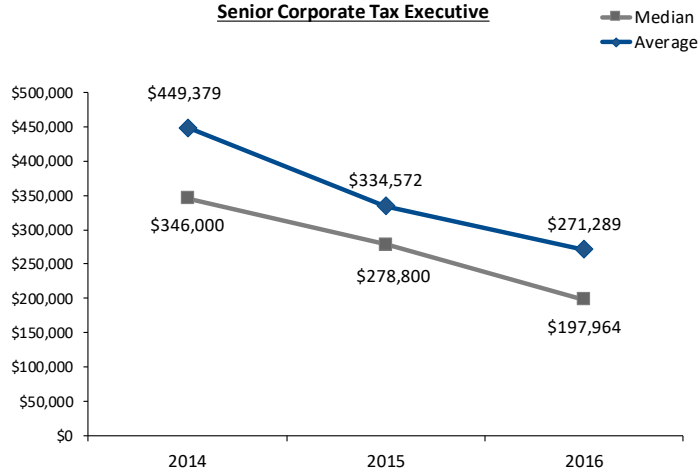
Corporate Controller



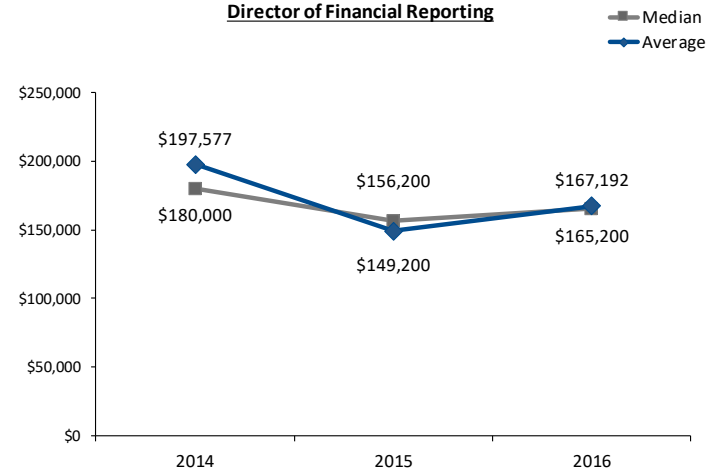
Property Controller



Senior Corporate Tax Executive

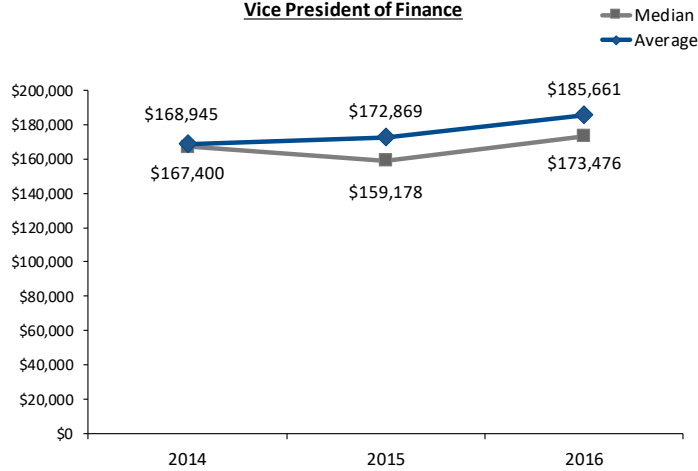


Director of Financial Reporting

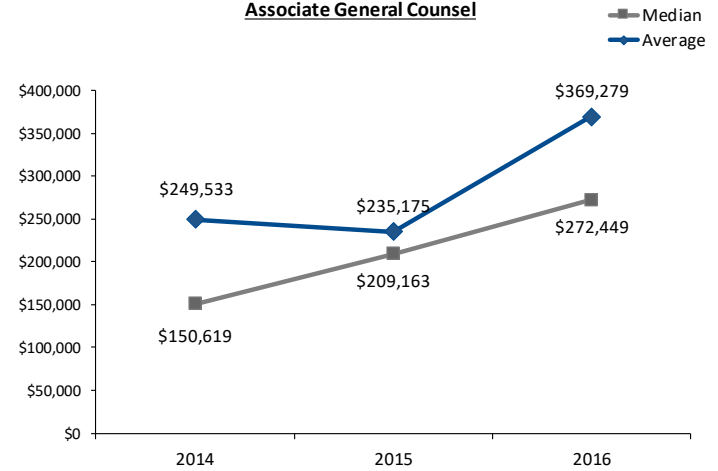


Senior Management/Function Heads

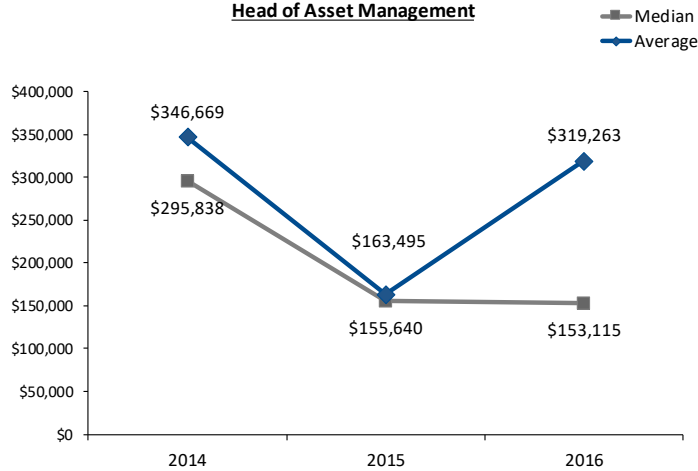
Vice President of Finance



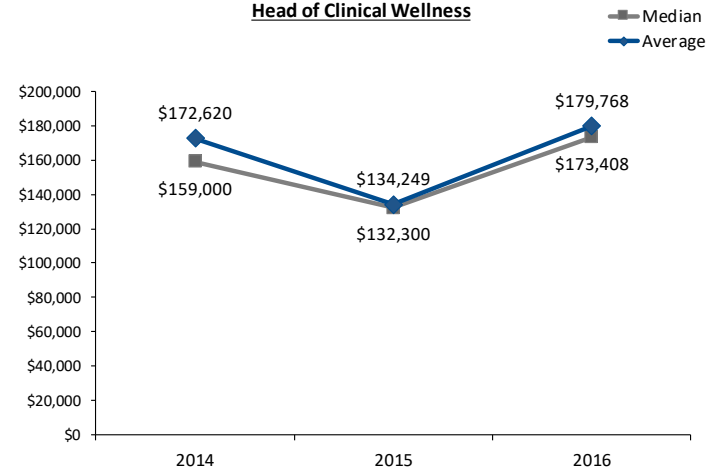
Associate General Counsel



Head of Asset Management

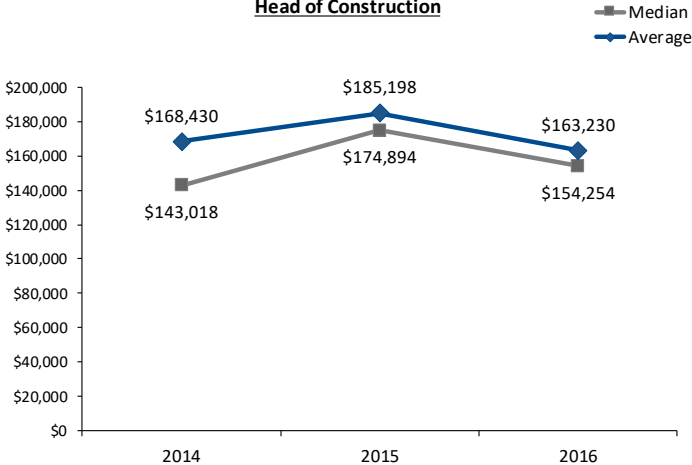


Head of Clinical Wellness

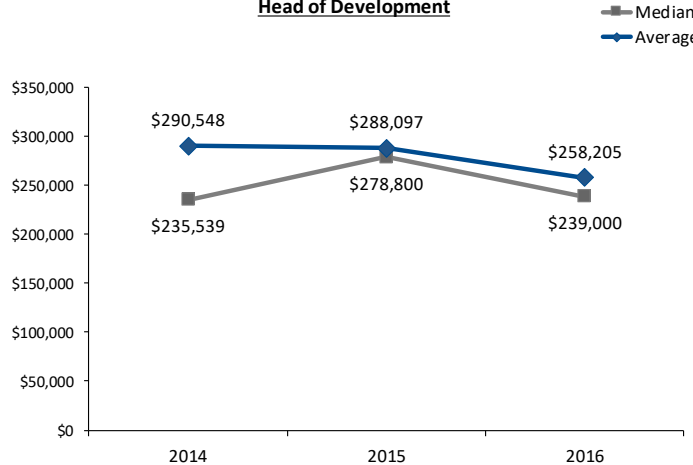


Senior Management/Function Heads

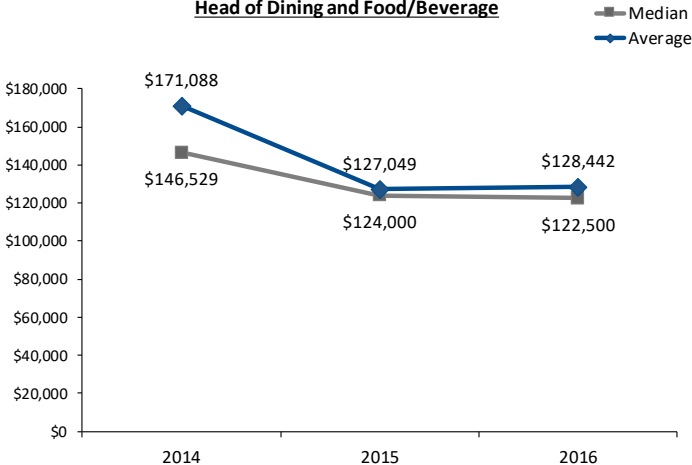
Head of Construction



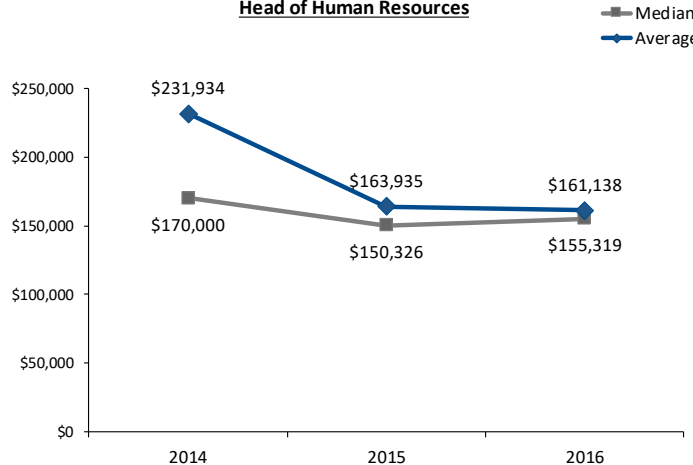
Head of Development



Head of Dining and Food/Beverage

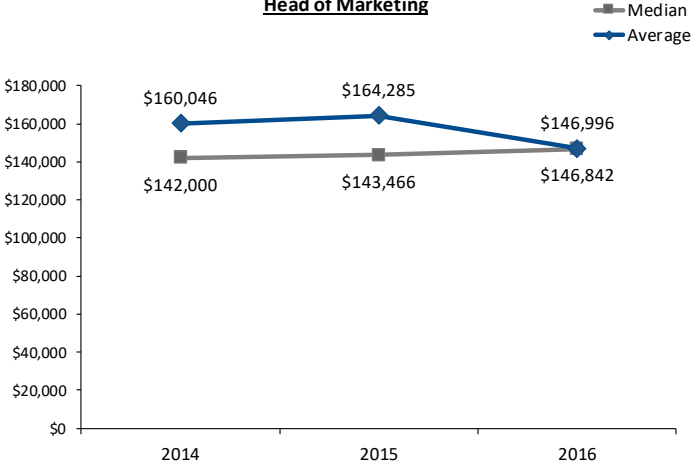


Head of Human Resources

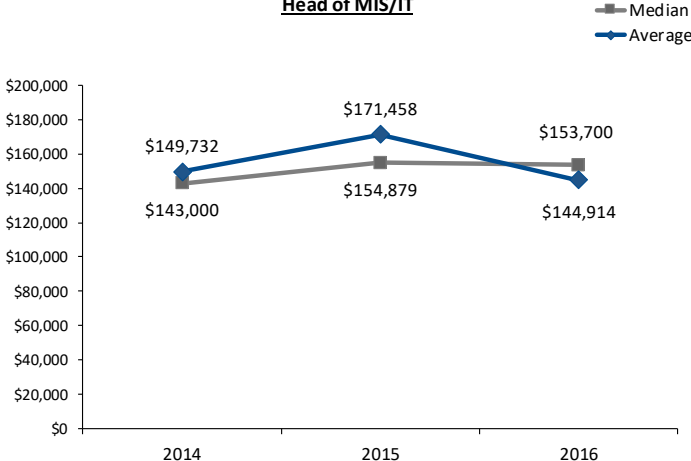


Senior Management/Function Heads

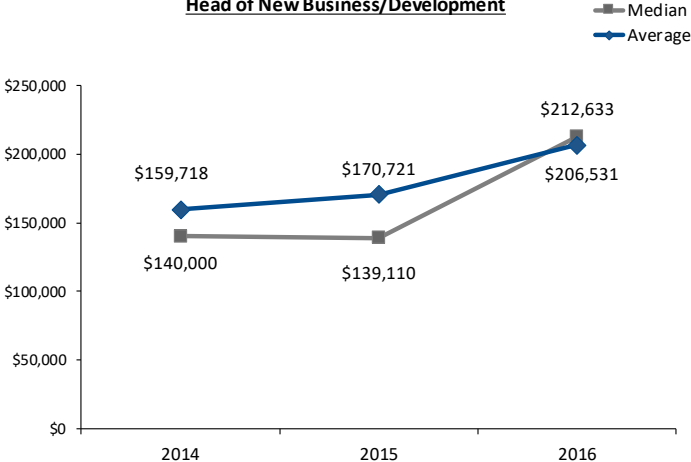
Head of Marketing



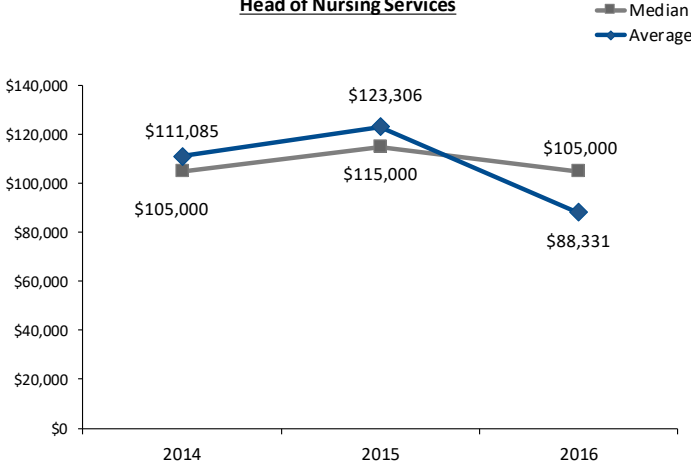
Head of MIS/IT



Head of New Business/Development

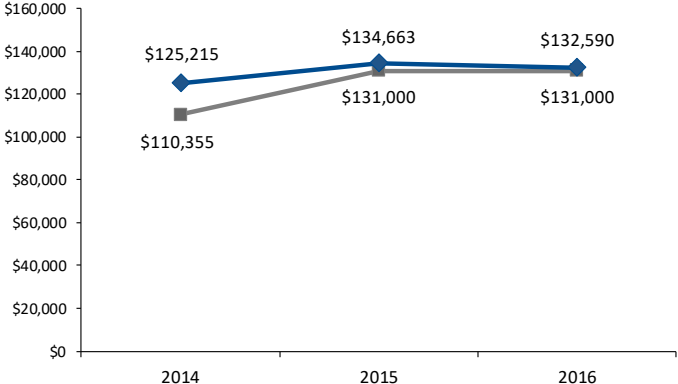


Head of Nursing Services

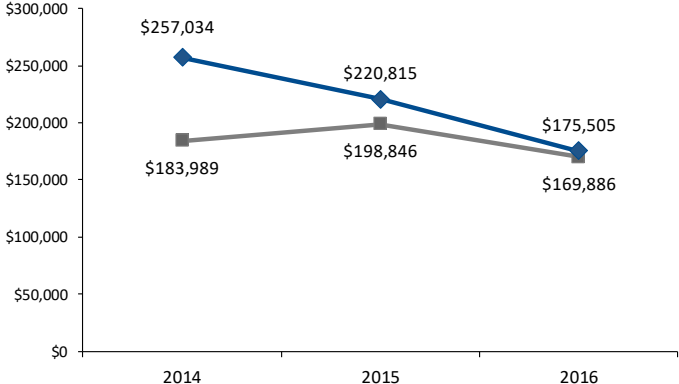


Senior Management/Function Heads

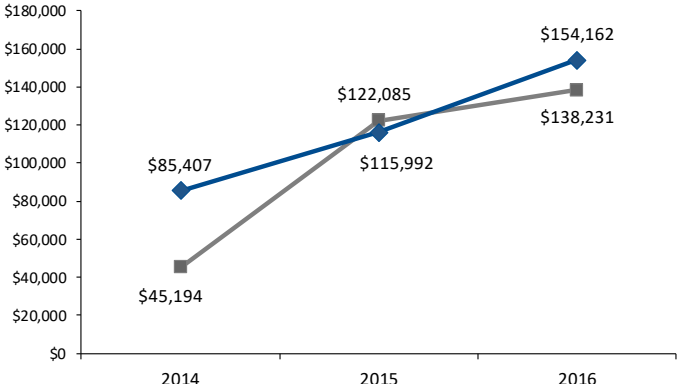
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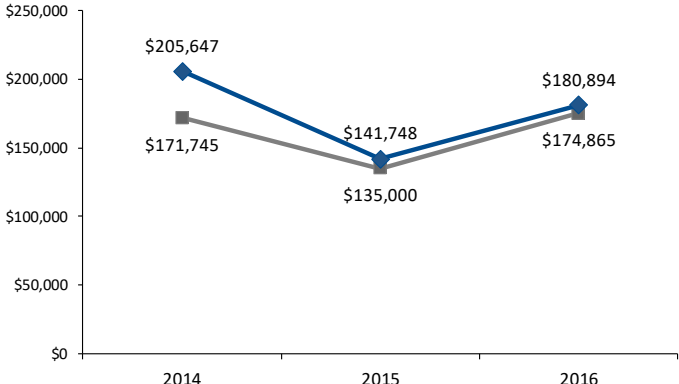
Head of Property Management Median Average



Head of Resident/Quality Services & Risk Management Median Average

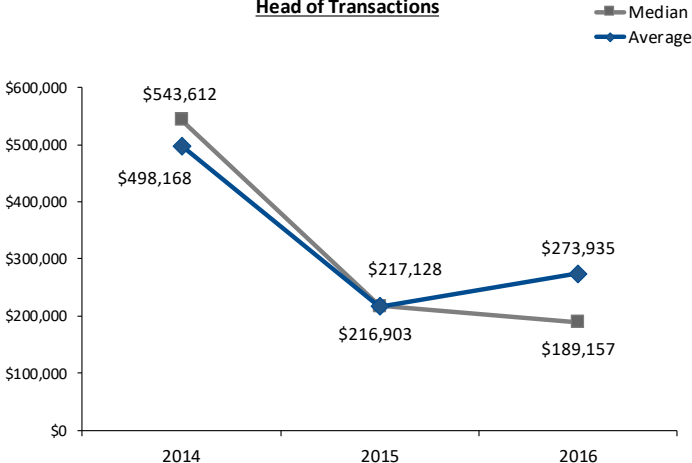


Head of Sales Median Average

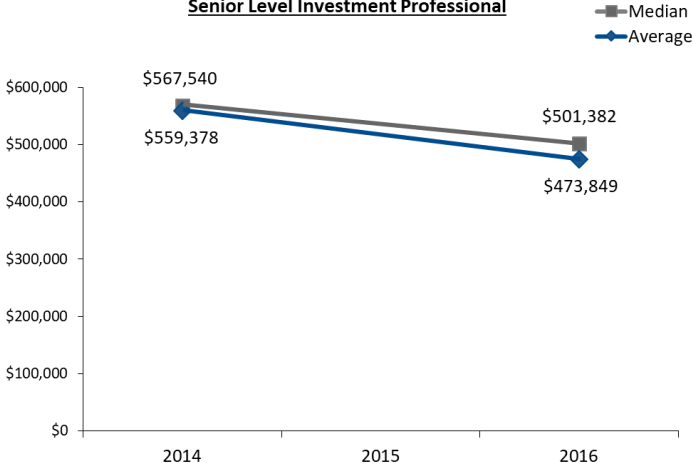


Senior Management/Function Heads

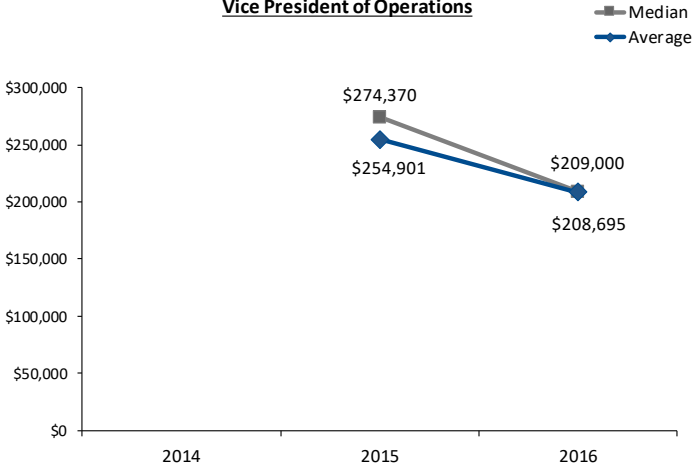
Head of Transactions



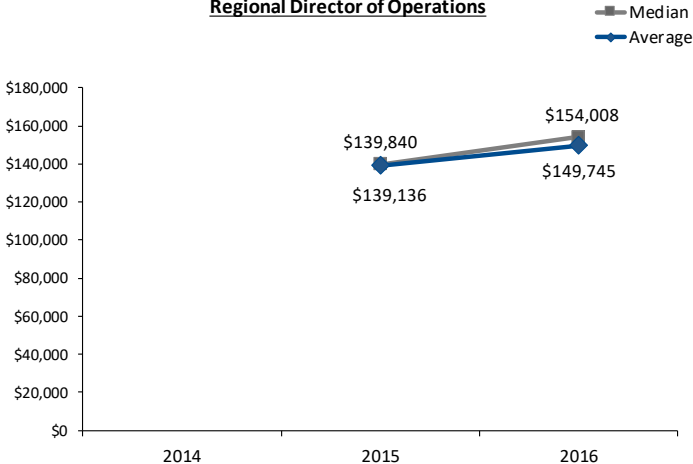
Senior Level Investment Professional



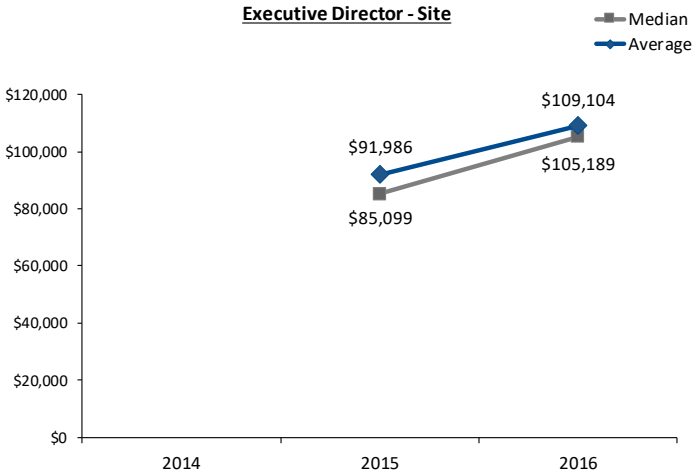
Vice President of Operations



Regional Director of Operations



Senior Management/Function Heads



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Appendix – Job Descriptions

Top Management

Chief Executive Officer	Job Attributes		Job Description
	Typically Reports To:	Chairman of the Board, Board of Directors	Responsible for directing the overall business activities of the company. Establishes short- and long-term company objectives and policies and leads new business development initiatives. Liaises with Board of Directors on corporate matters and focuses on the profitability of the organization.
	Education:	Advanced Degree	
	Experience:	15+ Years	
	Related Title(s):	CEO, President	
Chief Operating Officer/ President	Job Attributes		Job Description
	Typically Reports To:	CEO	Assists the CEO in the overall management of the company. Participates and/or leads the company in establishing operating policies and procedures. Coordinates the company's daily operations and activities. Monitors budget preparation and evaluates operating results.
	Education:	Advanced Degree	
	Experience:	15+ Years	
	Related Title(s):	COO	
Chief Financial Officer	Job Attributes		Job Description
	Typically Reports To:	CEO	Formulates financial policy and plans in conjunction with the CEO/COO/President. Provides overall direction for accounting, financial reporting, tax, and budget activities. Focuses on financial transactions, policies, and procedures. Meets corporate short- and long-term objectives and regulatory requirements. May be involved in the capital-raising efforts of the organization.
	Education:	Advanced Degree	
	Experience:	15+ Years	
	Related Title(s):	CFO, EVP-Finance	
Chief Investment Officer	Job Attributes		Job Description
	Typically Reports To:	CEO, CFO, Investment Committee	Top investment professional responsible for developing and implementing the company's investment strategy. Coordinates the due diligence, acquisitions, development and asset management functions from a strategic perspective, and has a sufficient level of understanding and experience relative to each of these functions. Utilizes a broad perspective of various functions when making investment decisions.
	Education:	Advanced Degree	
	Experience:	15+ Years	
	Related Title(s):	CIO	
General Counsel	Job Attributes		Job Description
	Typically Reports To:	CEO	This is the top legal position. Ensures that business practices, policies, and dealings of the company meet regulatory requirements to protect the company from legal action. Keeps management informed of legislation and governmental regulations and their legal implications for corporate activities. Protects the company's legal interests and maintains its operations within the scope established by law. Participates in deal structuring.
	Education:	Advanced Degree	
	Experience:	15+ Years	
	Related Title(s):	Chief Legal Officer	

Senior Management/Function Heads

	Job Attributes		Job Description
Chief Accounting Officer	Typically Reports To:	CEO, CFO	The most senior accounting professional. Responsibility for accounting functions including payroll, cost and general accounting, accounts payable and receivable. Responsible for all aspects of general ledger maintenance and reporting.
	Education:	Advanced Degree	
	Experience:	15+ Years	
	Related Title(s):	Not Applicable	
Chief Administrative Officer	Job Attributes		Job Description
	Typically Reports To:	CEO	Establishes the company's administrative priorities. Directs and coordinates the planning, development, and implementation of administrative policies, programs, and practices in support of the production and operation of the organization's functions (i.e., administrative services, human resources, information systems, public relations or any other department which supports the company's operations), and directs their application.
	Education:	Advanced Degree	
	Experience:	15+ Years	
Related Title(s):	CAO		
Chief Information Officer	Job Attributes		Job Description
	Typically Reports To:	CEO, COO/President, CAO	Oversees all information technology aspects of the company. Determines short- and long-term needs for company-wide information systems. Leads strategies for systems development, hardware acquisition, and integration. Prepares and oversees the information systems budget. Ensures the integrity of all systems and the efficiency and quality of user support.
	Education:	Advanced Degree	
	Experience:	15+ Years	
Related Title(s):	Chief Technology Officer		
Executive/Senior Vice President	Job Attributes		Job Description
	Typically Reports To:	CEO, COO/President	Responsible for directing all of the activities and corporate functions of several divisions of the company organized by property type, service, or geographic region. Monitors the efficiency of all assigned operations, coordinating functional expertise in asset management, acquisitions, property management, development, etc. Works with the COO/President to develop short- and long-term plans for the organization while establishing the operating budgets of assigned divisions.
	Education:	Advanced Degree	
	Experience:	10+ Years	
Related Title(s):	EVP, SVP, Regional COO/Regional SVP		
Corporate Controller	Job Attributes		Job Description
	Typically Reports To:	CFO, Chief Accounting Officer	Responsible for supervising all accounting policies of the company. Oversees the preparation of financial and management reports, including consolidated financial statements, budgets, and public company reporting information. Responsible for financial analysis and control systems.
	Education:	Advanced Degree	
	Experience:	10+ Years	
Related Title(s):	Controller		
Property Controller	Job Attributes		Job Description
	Typically Reports To:	CFO, Corporate Controller	Serves as Controller on the property accounting side of the business. May oversee a specific region or division. Leads the budget process for the region/division and approves all reporting documents prior to their submission to property owners and/or top management. Oversees property accounting staff.
	Education:	Advanced Degree	
	Experience:	7+ Years	
Related Title(s):	Not Applicable		

Senior Management/Function Heads

	Job Attributes		Job Description
Senior Corporate Tax Executive	Typically Reports To:	CFO	Responsible for developing the corporate tax strategy. Ensures compliance of tax affairs with federal, state, local, and/or foreign tax laws. Leads activities related to the preparation of corporate tax reports and returns. Recommends tax policy for the organization and assesses overall impact.
	Education:	Advanced Degree	
	Experience:	7+ Years	
	Related Title(s):	Senior Level Tax Professional	
Director of Financial Reporting	Typically Reports To:	CFO	Responsible for the preparation of various financial reports/regulatory filings. Prepares all legally required financial statements and oversees reporting to various agencies (e.g. Securities and Exchange Commission). Prepares information for earnings release statements and works with the Chief Accounting Officer and PR department to draft press releases. Assists with coordination of external auditing process.
	Education:	Advanced Degree	
	Experience:	7+ Years	
	Related Title(s):	Not Applicable	
Vice President of Finance	Typically Reports To:	CFO, Corporate Treasurer	With some general direction, responsible for overseeing and managing the analysis of potential acquisitions and/or dispositions (as well as other investments) as they relate to overall organizational initiatives and their impact on financial statements. Supervises financial analyst staff.
	Education:	Advanced Degree	
	Experience:	7+ Years	
	Related Title(s):	Senior Level Finance Professional	
Associate General Counsel	Typically Reports To:	General Counsel	May have responsibility for a major legal function or specialized legal department. Typically handles more complex legal matters and may review the legal work of outside attorneys. Studies legal documents and drafts legal opinions for various company-related issues, as required. Performs General Counsel duties in his/her absence.
	Education:	Advanced Degree	
	Experience:	7+ Years	
	Related Title(s):	Senior Legal Counsel	
Head of Asset Management	Typically Reports To:	CEO, COO/President, CIO	Responsible for the company-wide asset management function. Focuses on maximizing the performance and value of the company's real estate portfolio. Oversees formulation and implementation of long-term asset management strategy. Has strong relationships with business community through experience in the industry.
	Education:	Advanced Degree	
	Experience:	10+ Years	
	Related Title(s):	Senior Vice President, Vice President	
Head of Clinical Wellness	Typically Reports To:	CEO, COO/President	Directs and supervises the work of staff to ensure that the highest quality of care is provided to the residents. Develops wellness, medication, and medical programs and procedures for residents. Organizes the training of staff nurses on new medical developments or wellness programs being implemented.
	Education:	Advanced Degree	
	Experience:	10+ Years	
	Related Title(s):	Senior Vice President, Vice President	

Senior Management/Function Heads

	Job Attributes		Job Description
Head of Construction	Typically Reports To:	Head of Development	Has overall/national responsibility for all construction activities of the company. Ensures that construction meets or exceeds standards and time frames within budget constraints. Provides technical expertise regarding feasibility of proposed projects and monitors the quality of work on current projects.
	Education:	Advanced Degree	
	Experience:	10+ Years	
	Related Title(s):	Senior Vice President, Vice President	
Head of Development	Typically Reports To:	CEO, COO/President, CIO	Responsible for the company's design and development function. Establishes development strategies, policies, and budgets. May oversee the largest and most complex projects. Works with and maintains relationships with top management and city management. Manages a team of professionals who are responsible for sourcing and implementing development opportunities.
	Education:	Advanced Degree	
	Experience:	10+ Years	
	Related Title(s):	Senior Vice President, Vice President	
Head of Dining and Food/Beverage	Typically Reports To:	COO/President	Manages the food preparation and services operations, which includes all dining facilities. Directs and coordinates all activities related to dining, food, and beverage. Develops standards and procedures for dining and food services. Maximizes departmental sales and profits. Rolls out vendor programs for food service departments.
	Education:	Bachelor's Degree	
	Experience:	10+ Years	
	Related Title(s):	Senior Vice President, Vice President	
Head of Human Resources	Typically Reports To:	COO/President, CFO	Provides overall direction for the human resources function. Develops and oversees HR policies and strategies including recruitment and selection, training, organizational development, compensation, benefits and perquisites, safety and health, and employee relations.
	Education:	Advanced Degree	
	Experience:	10+ Years	
	Related Title(s):	Chief Human Resources Officer, SVP, VP	
Head of Marketing	Typically Reports To:	COO/President	Develops the company's overall marketing strategy. Manages the implementation of marketing policies and procedures. Oversees market and consumer research and determines modifications for existing and new offerings. Responsible for the effectiveness of advertising campaigns and promotional activities.
	Education:	Advanced Degree	
	Experience:	10+ Years	
	Related Title(s):	Senior Vice President, Vice President	

Senior Management/Function Heads

	Job Attributes		Job Description
Head of MIS/IT	Typically Reports To:	Chief Information Officer	Responsible for corporate technology services, which includes management information systems, strategic planning, coordinating software/hardware issues, interfacing with accounting, and providing software training for employees.
	Education:	Advanced Degree	
	Experience:	10+ Years	
	Related Title(s):	Senior Vice President, Vice President	
Head of New Business/Development	Typically Reports To:	CEO, COO/President	Top professional responsible for evaluating potential new forms of revenue that may complement the company's operations. Develops and maintains relationships with key contacts of various constituencies such as brokers and sources of capital. Facilitates new business ideas and builds new ancillary businesses.
	Education:	Advanced Degree	
	Experience:	10+ Years	
	Related Title(s):	Senior Vice President, Vice President	
Head of Nursing Services	Typically Reports To:	COO/President, CAO	Responsible for organizing and directing the activities of the department. Establishes department objectives, policies, and budget. Evaluates nursing and related services to improve the quality of patient care.
	Education:	Bachelor's Degree	
	Experience:	7+ Years	
	Related Title(s):	Senior Vice President, Vice President	
Head of Property Operations/Facilities Management	Typically Reports To:	COO/President	Responsible for property operations/facilities management services. Has HVAC certification (highest class) and may specialize in Life Safety and Security. Manages maintenance, security, and climate control staff and works with property/project managers, as necessary.
	Education:	Advanced Degree, Certification	
	Experience:	10+ Years	
	Related Title(s):	Senior Vice President, Vice President	
Head of Property Management	Typically Reports To:	CEO, COO/President, CIO	Directs the overall activities of the property management function. Oversees property management budgets and is responsible for property management strategies. Works with top management and other departments to meet property value increase expectations.
	Education:	Advanced Degree	
	Experience:	10+ Years	
	Related Title(s):	Senior Vice President, Vice President	
Head of Resident/Quality Services and Risk Management	Typically Reports To:	COO/President, CFO, General Counsel	Participates in the design, development, and implementation of systems and procedures related to the resident evaluation process and level of care related programs. Makes recommendations to meet and maintain regulatory requirements related to resident assessment/evaluation. Develops strategies and identifies resources to maintain the highest levels of independence and satisfaction among residents. Responsible for company standards and protocols involving resident and employee risk management. Identifies risk exposure and proposes systematic changes to minimize further exposure and ensure resident and/or employee safety. Works to sustain Federal and State compliance in all company facilities. Works with external agencies as needed to promote regulatory compliance.
	Education:	Bachelor's Degree	
	Experience:	7+ Years	
	Related Title(s):	Senior Vice President, Vice President	

Senior Management/Function Heads

	Job Attributes		Job Description
Head of Sales	Typically Reports To:	COO/President, CFO	Top sales position in the company. Responsible for staff management and sales. Creates sales forecasts and may be responsible for advertising and/or public relations. May also be accountable for revenue management.
	Education:	Bachelor's Degree	
	Experience:	10+ Years	
	Related Title(s):	Senior Vice President, Vice President	
Head of Transactions	Typically Reports To:	CEO, COO/President, CIO	Oversees the transactions group, which includes acquisitions and dispositions activities. Helps execute and implement investment and disposition policy. May work on very large transactions, if required. Responsible for development of new partner relationships.
	Education:	Advanced Degree	
	Experience:	10+ Years	
	Related Title(s):	Senior Vice President, Vice President	
Senior Level Investment Professional	Typically Reports To:	CIO	Responsible for the company's short- and long-term investment policy. Determines acquisition and/or disposition strategy. Communicates with the Investment Committee and advises on appropriate policies for screening, underwriting, and structuring deals to meet overall investment objectives. Works with transactions professionals on deal execution.
	Education:	Advanced Degree	
	Experience:	7+ Years	
	Related Title(s):	Director, Associate Director	
Vice President of Operations	Typically Reports To:	CEO, COO/President, CAO	Directs the overall operation of all facilities. Develops long-term objectives and strategies. Manages sales and asset efforts. Implements operations in a manner that is consistent with organizational objectives and strategic initiatives (i.e., to maintain/improve resident satisfaction, employee satisfaction and operational effectiveness). Ensures adherence to applicable laws and regulations.
	Education:	Advanced Degree	
	Experience:	7+ Years	
	Related Title(s):	Corporate Operations Director	
Regional Director of Operations	Typically Reports To:	COO/President, VP of Operations	Responsible for the overall daily operations of multiple facilities in an assigned geographic area. Ensures the highest quality operation in accordance with facility standards. Develops long-term objectives and strategies. Oversees the budget, cash flow, occupancy and financial performance of the properties. Manages functions and staffing through delegation. Evaluates resident care and implements changes. Maintains compliance with state and federal regulations.
	Education:	Bachelor's Degree	
	Experience:	5+ Years	
	Related Title(s):	Director of Operations Management	
Executive Director - Site	Typically Reports To:	VP of Operations, Reg Dir of Operations	Responsible for the on-site, daily operations of the facility. Ensures the highest quality operation in accordance with facility standards and resident satisfaction. Assists with managing occupancy and monthly financial performance of the property. Maintains good relationships with all employees, residents and resident family members. Responsible for budget performance of the facility. Examines hiring, promotions, disciplinary actions and termination actions in accordance with company policy. Maintains department policies, procedures, licenses and manages all department heads. Evaluates resident care and implements changes. Maintains compliance with state and federal regulations.
	Education:	Bachelor's Degree	
	Experience:	3+ Years	
	Related Title(s):	Site Operations Director	

About the American Seniors Housing Association (ASHA)

The American Seniors Housing Association provides leadership for the seniors housing industry on legislative and regulatory matters, advances research, education and the exchange of strategic business information, and promotes the merits of seniors housing. Members of ASHA are executives involved in the operation, development and finance of the entire spectrum of seniors housing. The Association's membership owns and/or manages an estimated 600,000 units of seniors housing in the U.S. The ASHA membership is comprised of companies with small market and regional presence, as well as most national providers. For more information please visit www.seniorshousing.org. To visit the Association's website for seniors and their families, please go to www.wherelyoulivematters.org.

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Christenson Advisors is a full service real estate consultancy firm which provides customized, hands-on executive recruiting, compensation consulting, financial advisory and other consulting services - including strategic planning, organizational assessments and succession planning to the global real estate industry. The company was founded in 2008 and is headquartered in Chicago with satellite offices in Dallas, Los Angeles and New York. CA is a recognized leader in providing creative, strong, and enduring solutions to public and private real estate organizations in an ever-changing market. For further details regarding CA and its group of companies, please visit www.christensonadvisors.com.

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Christenson Advisors is dedicated to serving our clients with integrity, rooted in communication and trust, to ensure that they receive the very best results every time.

OUR VALUES

- Integrity
- Client-focus
- Quality
- Results

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- Contracts

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- Customized Surveys
- Online Administration

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