

Descriptions of Executive Benchmarks

Executive Benchmarks Listing

AAA Top Executive

AAA000-EX	Chief Executive Officer
AAA010-EX	Executive Chairman of the Board (not CEO)
AAA020-EX	Chief Operating Officer

AAB Business Unit Management

AAB001-EX	Segment Head
AAB003-EX	Division Head
AAB032-EX	Top E-Commerce Business Executive
AAB050-EX	Top Brand/Category Management Executive

AAY Security

AAY000-EX	Top Security Executive
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ACA Corporate Affairs/Communications

ACA000-EX	Top Corporate Affairs Executive
ACA005-EX	Top Public Relations and Internal Communications Executive
ACA010-EX	Top Public Relations Executive
ACA015-EX	Top Internal Communications Executive
ACA020-EX	Top Community Relations Executive
ACA050-EX	Top Regulatory Affairs and Compliance Executive
ACA055-EX	Top State/Region/Province/Local Regulatory Affairs Executive
ACA060-EX	Top Environmental Affairs and Compliance Executive
ACA063-EX	Chief Privacy Officer
ACA070-EX	Top Government Relations Executive
ACA090-EX	Top Investor Relations Executive

ACD Strategic Planning/Corporate Development

ACD000-EX	Top Strategic Planning and Development Executive
ACD016-EX	Top Digital Strategy Executive
ACD020-EX	Top Business/Corporate Development Executive

AFA Finance

AFA000-EX	CFO/Top Financial Officer
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AFB Accounting

AFB000-EX	Financial Controller
AFB001-EX	Assistant Financial Controller
AFB010-EX	Top General Accounting Executive

Descriptions of Executive Benchmarks

Executive Benchmarks Listing (continued)

AFC Credit and Collections

AFC000-EX Top Credit and Collections Executive

AFT Financial Analysis and Tax

AFT020-EX Top Budgeting Executive

AFT030-EX Treasurer

AFT031-EX Assistant Treasurer

AFT034-EX Top Cash Management Executive

AFT036-EX Top Investment Portfolio Management Executive

AFT050-EX Top Tax Executive

AFT080-EX Top Insurance Executive

AFU Audit and Financial/Business Controls

AFU010-EX Top Internal Audit Executive

AFY Risk Management

AFY000-EX Top Risk Management Executive

AGA General Management and Administration

AGA020-EX Top Administration Executive (Major Functions)

AGA030-EX Top Administration Executive (Other Functions)

AGA035-EX Nonmanufacturing Operations Management Executive

AHR Human Resources

AHR001-EX Top Human Resources Executive (with Labor Relations)

AHR002-EX Top Human Resources Executive (without Labor Relations)

AHR010-EX Top Compensation and Benefits Executive

AHR020-EX Top Compensation Executive

AHR060-EX Top Benefits Executive

AHR090-EX Top Employee/Labor Relations Executive

AHR116-EX Top Equal Employment Opportunity Executive

AHR125-EX Top Talent Management Executive

AHR130-EX Top Training and Development Executive

AHR140-EX Top Employment/Recruitment Executive

AHR150-EX Top Human Resources Information Systems Executive

AHS Environmental Health and Safety

AHS000-EX Top Environmental Health and Safety Executive

AHS050-EX Top Safety Executive

Descriptions of Executive Benchmarks

Executive Benchmarks Listing (continued)

AIC Information Technology

AIC000-EX	Chief Information Officer
AIC002-EX	Top Information Technology Executive
AIC010-EX	Top Information Security Executive
AIC035-EX	Top Technology Platforms Executive

AID IT Development

AID010-EX	Top Applications Development Executive
AID015-EX	Top E-commerce Technology Executive
AID100-EX	Top Enterprise Resource Planning Executive

AIT IT Administration

AIT005-EX	Top Technology Infrastructure Executive
AIT035-EX	Top Telecommunications Executive

ALG Legal

ALG000-EX	Top Legal Executive
ALG003-EX	Associate General Counsel
ALG005-EX	Corporate/Company Secretary
ALG020-EX	Top Employment Law Counsel

AMJ Sales, Marketing and Business Development

AMJ000-EX	Top Sales and Marketing Executive
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AMK Marketing

AMK000-EX	Top Marketing Executive
AMK020-EX	Top Marketing Communication Executive
AMK025-EX	Top Advertising and Sales Promotion Executive
AMK040-EX	Top Marketing Research Executive
AMK050-EX	Top Product Management Executive

AMS Customer Support/Operations

AMS000-EX	Top Customer Service/Operations Executive
AMS010-EX	Top Customer Service Executive
AMS020-EX	Top Customer Contact/Call Center Executive

AMT Technical Customer Support

AMT000-EX	Technical Customer Support Executive
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AOL Manufacturing and Engineering

AOL000-EX	Top Manufacturing and Engineering Executive
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Descriptions of Executive Benchmarks

Executive Benchmarks Listing (continued)

AOM Manufacturing/Operations

AOM000-EX	Top Manufacturing Executive
AOM100-EX	Multi-Plant Manager
AOM105-EX	Plant Manager

APM Project/Program Management

APM020-EX	Top Facilities Construction Project Management Executive
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AQY Quality Assurance Methods

AQY000-EX	Top Total Quality Executive
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ARE Real Estate and Facilities

ARE000-EX	Top Property Management Executive
ARE005-EX	Top Real Estate Development/Construction Executive
ARE020-EX	Top Facilities Management Executive

ARO Research and Development

ARO000-EX	Top Research and Development Executive
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ASC Supply Chain and Logistics

ASC000-EX	Top Supply Chain Executive
ASC005-EX	Top Materials Procurement and Logistics Executive
ASC030-EX	Top Logistics Executive
ASC050-EX	Top Transportation Executive
ASC051-EX	Top Distribution Executive
ASC060-EX	Top Procurement/Purchasing Executive

AZE Engineering

AZE000-EX	Top Engineering Executive
AZE030-EX	Top Quality Control Executive

AZT Technical Specialty/Skilled Trade

AZT005-EX	Top Maintenance Executive
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CAM Account/Relationship Management

CAM010-EX	National/Global Accounts Executive
CAM020-EX	Global Account Management Executive

CSA Sales

CSA001-EX	Top Sales Executive
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Descriptions of Executive Benchmarks

Executive Benchmarks Listing (continued)

CSC	Channel Sales	
	CSC000-EX	Top Channel Sales Executive
CSD	Direct Sales	
	CSD005-EX	Regional Field Sales Executive
CSG	Government Sales	
	CSG000-EX	Top Government Sales Executive
CUS	Sales Support and Administration	
	CUS060-EX	Top Sales Operations Executive
CUT	Technical Sales Support	
	CUT000-EX	Top Technical Sales Support Executive

Descriptions of Executive Benchmarks

Executive Benchmark Definitions

<u>Code</u>	<u>Function</u>
AAA	Top Executive
AAA000-EX	<p>Chief Executive Officer</p> <ul style="list-style-type: none"> Manages the profitability and growth of the organization Accountable to the Board of Directors for all activities of the organization Directs the organization in establishing long-range plans, strategy and policy
AAA010-EX	<p>Executive Chairman of the Board (not CEO)</p> <ul style="list-style-type: none"> Directs the activities and meetings of the Board of Directors Works closely with the executive team; oversees and coordinates the strategic direction of the organization
AAA020-EX	<p>Chief Operating Officer</p> <ul style="list-style-type: none"> Under the direction of the Chief Executive Officer, typically has primary responsibility for the profitability of the organization's line operations Corporate staff functions (e.g., legal, employee relations, finance) may report to this position
<u>Code</u>	<u>Function</u>
AAB	Business Unit Management
AAB001-EX	<p>Segment Head</p> <ul style="list-style-type: none"> Has primary responsibility for a major segment of the organization's operations, which may consist of multiple divisions and typically represents a significant portion (15% or more) of corporate revenues Sets the overall strategic direction for the segment Typically reports to the CEO or COO Corporate/Noncorporate must be "N" (Noncorporate)
AAB003-EX	<p>Division Head</p> <ul style="list-style-type: none"> Has primary responsibility for the profitability and growth of a division, which typically represents a small to moderate portion of corporate revenues (less than 15%) Sets the overall strategic direction for the division that may include a range of activities (e.g., sales, marketing, operations, staff functions) Typically reports to the head of a segment or head of a larger division Corporate/Noncorporate must be "N" (Noncorporate)
AAB032-EX	<p>Top E-Commerce Business Executive</p> <ul style="list-style-type: none"> Has primary responsibility for the profitability and growth of the organization's e-commerce business Develops and implements strategies to manage the organization's digital commerce or e-commerce products, services and/or ebusiness platforms that align with the organization's overall strategies Identifies market trends and e-commerce opportunities across the organization, working closely with both the relevant business and technology functions to develop these opportunities
AAB050-EX	<p>Top Brand/Category Management Executive</p> <ul style="list-style-type: none"> Has primary responsibility for the profitability and growth of a brand or product category Establishes the overall strategy, plan development and execution of brand/category management activities to achieve annual long-range volume and profit goals Plans, directs and coordinates the efforts of category management toward the accomplishment of corporate objectives including promotions, packaging, product quality standards and line extensions Works with the broader organization to leverage distribution channels which may cut across multiple brands and/or product categories

Descriptions of Executive Benchmarks

Executive Benchmark Definitions (continued)

<u>Code</u>	<u>Function</u>
AAY	Security
AAY000-EX	<p>Top Security Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for policy development and compliance for the protection of all the organization's assets, including government security, investigations, information protection, security operations, crisis management, executive protection, export compliance and awareness and training • Serves as the primary point of contact with local-country and host-country intelligence and investigative agencies
<u>Code</u>	<u>Function</u>
ACA	Corporate Affairs/Communications
ACA000-EX	<p>Top Corporate Affairs Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for designing, developing and implementing policies and programs to enhance the public reputation of the organization, direct the development and management of an integrated communications function (internally and externally), and represent the organization in legislative and regulatory matters • May be responsible for community relations
ACA005-EX	<p>Top Public Relations and Internal Communications Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for designing, developing and implementing policies and programs to enhance the public reputation of the organization and for directing the development and management of an integrated Communications Function • Responsibilities include both external and internal communications
ACA010-EX	<p>Top Public Relations Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for designing, developing and implementing policies and programs to enhance the public reputation of the organization • Initiates programs that ensure the public's understanding of the organization's goals and achievements • This position is not responsible for representing the organization in legislative or regulatory matters
ACA015-EX	<p>Top Internal Communications Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for developing a program to communicate to all employees the organization's policies and programs • Typically includes the communication of business strategy, key events, management changes, benefits and compensation programs, and developing communication channels to ensure all employees are well informed
ACA020-EX	<p>Top Community Relations Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for developing and implementing policies and programs to enhance the organization's standing in the communities where plants, offices and other facilities are located
ACA050-EX	<p>Top Regulatory Affairs and Compliance Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for managing the relationship with regulatory commissions/authorities and ensuring that the policies and procedures of the organization comply with all applicable laws and regulations • Oversees the review and interpretation of new pending laws and regulations, which potentially affect the organization's business practices, and coordinates the development or revision of policies, procedures, contracts and agreements to ensure compliance
ACA055-EX	<p>Top State/Region/Province/Local Regulatory Affairs Executive</p> <ul style="list-style-type: none"> • Serves as the liaison with state/region/province and local regulators and advises management of new developments in this area

Descriptions of Executive Benchmarks

Executive Benchmark Definitions (continued)

<u>Code</u>	<u>Function</u>
ACA	Corporate Affairs/Communications (continued)
ACA060-EX	<p>Top Environmental Affairs and Compliance Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for developing the organization's positions on environmental policy issues regarding the impact of the organization's operations on water, air and land quality • Responsible for establishing organization-wide policies and programs that comply with regulations and ensure overall compliance at all sites
ACA063-EX	<p>Chief Privacy Officer</p> <ul style="list-style-type: none"> • Has primary responsibility for the development, implementation, administration of and adherence to the organization's policies and procedures covering the privacy of and access to personal data in compliance with organization and regulatory requirements • Collaborates with Legal and IT leadership to identify personal data risks and to establish procedures to mitigate these risks • Monitors and reviews progress of business units and trading partners to develop and implement data privacy strategies, goals, monitoring and reporting
ACA070-EX	<p>Top Government Relations Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for representing the organization in legislative and regulatory matters with national, regional and local governments and quasi-government agencies by providing policy direction, coordinating operating unit government affairs initiatives and lobbying for the organization's interests
ACA090-EX	<p>Top Investor Relations Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for developing, maintaining and enhancing close working relationships with institutions in the financial community that hold, or may hold, the organization's stock or debt • Maintains and improves relations and communications between the organization and the investing public, shareholders and financial professionals to enhance the standing of the organization's stock • Monitors and assesses changes and trends in investment markets and determines appropriate strategy

<u>Code</u>	<u>Function</u>
ACD	Strategic Planning/Corporate Development
ACD000-EX	<p>Top Strategic Planning and Development Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for developing and securing approval for the organization's strategic plan • Coordinates and expedites the organization's growth program through merger and acquisition activities, formation of strategic business alliances and licensing agreements
ACD016-EX	<p>Top Digital Strategy Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for the development and implementation of digital products, services and/or e-business platforms
ACD020-EX	<p>Top Business/Corporate Development Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for identifying, investigating and evaluating business investment opportunities, including acquisitions/divestitures, licensing opportunities and strategic business alliances that are in line with the organization's long-range goals • May be involved in negotiating terms of agreements

Descriptions of Executive Benchmarks

Executive Benchmark Definitions (continued)

<u>Code</u>	<u>Function</u>
AFA	Finance
AFA000-EX	<p>CFO/Top Financial Officer</p> <ul style="list-style-type: none"> ● Establishes, implements, and maintains the financial plans and policies of the organization, including fiscal controls, preparation and interpretation of financial reports, and safeguarding of the organization's assets ● Develops and maintains overall accounting policies and controls ● Establishes and maintains good corporate relations with the investment and banking communities ● Assists in long-range planning and advises management on financial affairs ● May manage one or more significant staff functions, but primary focus is the management of the organization's finances

<u>Code</u>	<u>Function</u>
AFB	Accounting
AFB000-EX	<p>Financial Controller</p> <ul style="list-style-type: none"> ● Has primary responsibility for management of the organization's accounting function ● Maintains all accounting records (general, property, cost, etc.), designs and implements budgetary and other systems for internal control, and prepares financial reports for management and shareholders
AFB001-EX	<p>Assistant Financial Controller</p> <ul style="list-style-type: none"> ● Has primary responsibility for one or more specialized functions that are assigned to the Financial Controller ● Responsibilities may include consolidations, budgeting, general accounting, cost accounting and/or financial reporting
AFB010-EX	<p>Top General Accounting Executive</p> <ul style="list-style-type: none"> ● Has primary responsibility for development and day-to-day maintenance of the accounting system, including monthly financial report preparation, cost and general accounting, payroll, and accounts payable and accounts receivable statements ● Directs the consolidation of monthly financial and operating statements

<u>Code</u>	<u>Function</u>
AFC	Credit and Collections
AFC000-EX	<p>Top Credit and Collections Executive</p> <ul style="list-style-type: none"> ● Has primary responsibility for formulating and implementing policies and procedures governing the organization's credit and collection operations, including investigating new customers and the collection of overdue accounts

Descriptions of Executive Benchmarks

Executive Benchmark Definitions (continued)

<u>Code</u>	<u>Function</u>
AFT	Financial Analysis and Tax
AFT020-EX	Top Budgeting Executive <ul style="list-style-type: none"> Has responsibility for designing, developing and administering the organization's budgetary control system Prepares forecasts pertaining to cash, sales, income, expense, capital expenditures, etc., and analyzes operating results to determine amount and causes of variances from budget
AFT030-EX	Treasurer <ul style="list-style-type: none"> Has primary responsibility for managing the treasury and banking activities of the organization Responsible for the care and custody of the organization's cash and other financial assets and for banking operations and relationships Determines the amount and sources of funds required to meet outstanding and planned commitments May have responsibility for insurance/risk management activities
AFT031-EX	Assistant Treasurer <ul style="list-style-type: none"> Has primary responsibility for one or more specialized functions that are assigned to the Treasurer Responsibilities may include cash management, asset/property accounting, banking and/or credit activities
AFT034-EX	Top Cash Management Executive <ul style="list-style-type: none"> Has primary responsibility for maintaining programs that simultaneously provide an adequate supply of funds and the highest possible level of investment income for the organization
AFT036-EX	Top Investment Portfolio Management Executive <ul style="list-style-type: none"> Has primary responsibility for developing strategies, policies, and programs for the investment management of the organization's assets May manage benefit plan assets as well as the organization's assets Recommends strategies that will maximize return within acceptable risk parameters
AFT050-EX	Top Tax Executive <ul style="list-style-type: none"> Has primary responsibility for setting the organization's tax policy and compliance with all federal, state/region/province, local and applicable foreign tax laws and regulations Directs the preparation and filing of tax returns Conducts tax research programs to ascertain the optimal tax minimization strategy for the organization
AFT080-EX	Top Insurance Executive <ul style="list-style-type: none"> Has primary responsibility for providing adequate insurance coverage for the organization's properties and potential liabilities This position is not responsible for employee benefit insurance

<u>Code</u>	<u>Function</u>
AFU	Audit and Financial/Business Controls
AFU010-EX	Top Internal Audit Executive <ul style="list-style-type: none"> Has primary responsibility for designing, developing and implementing the organization's audit program for accounting and financial control systems

<u>Code</u>	<u>Function</u>
AFY	Risk Management
AFY000-EX	Top Risk Management Executive <ul style="list-style-type: none"> Has primary responsibility for developing, recommending and administering the risk management strategy to minimize adverse effects Reviews and analyzes data and devises risk minimization programs Develops and implements controls and cost-effective approaches to minimize the organization's risk

Descriptions of Executive Benchmarks

Executive Benchmark Definitions (continued)

<u>Code</u>	<u>Function</u>
AGA	General Management and Administration
AGA020-EX	<p>Top Administration Executive (Major Functions)</p> <ul style="list-style-type: none"> • Has primary responsibility for the administration of two or more major staff functions such as Finance, Government Relations, Public Relations, Legal, Human Resources or Information Technology • May be responsible for other staff functions • Executives who are primarily responsible for finance with one of the above major functions reporting to him/her should be matched as the CFO/Top Financial Executive
AGA030-EX	<p>Top Administration Executive (Other Functions)</p> <ul style="list-style-type: none"> • Has primary responsibility for the administration of two or more minor staff functions such as Facilities Management, Library Services, Mail Room and Food Service • Executives who are primarily responsible for finance with some of the above minor functions reporting to him/her should be matched as the CFO/Top Financial Executive
AGA035-EX	<p>Nonmanufacturing Operations Management Executive</p> <ul style="list-style-type: none"> • Manages, directs and coordinates all or a major segment of the organization's operations in a nonmanufacturing environment/industry • Plans, develops and manages the fulfillment and technical services functions in order to increase customer satisfaction and profitability • May formulate policies, forecast requirements for manpower, technology and facilities and develop quality standards
<u>Code</u>	<u>Function</u>
AHR	Human Resources
AHR001-EX	<p>Top Human Resources Executive (with Labor Relations)</p> <ul style="list-style-type: none"> • Has primary responsibility for designing, developing and implementing all human resource policies, including labor relations • For noncorporate positions, this position is typically responsible for the execution and administration of policies within a segment of the organization • In highly decentralized organizations, responsibilities could also include policy design at the segment level • If the position is not responsible for labor relations, or if labor relations are not applicable for the organization, match to Top Human Resources Executive (without Labor Relations)
AHR002-EX	<p>Top Human Resources Executive (without Labor Relations)</p> <ul style="list-style-type: none"> • Has primary responsibility for designing, developing and implementing all human resource policies and programs • For noncorporate positions, this position is typically responsible for the execution and administration of policies within a segment of the organization • In highly decentralized organizations, responsibilities could also include policy design at the segment level
AHR010-EX	<p>Top Compensation and Benefits Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for designing, developing and implementing the organization's benefit and compensation programs (executive compensation, salary, hourly, sales incentives, etc.) • At the corporate level, this position has design/development emphasis; for noncorporate, the emphasis is on administration unless the organization is highly decentralized
AHR020-EX	<p>Top Compensation Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for designing, developing and implementing the organization's compensation programs (executive compensation, salary, hourly, sales incentives, etc.)
AHR060-EX	<p>Top Benefits Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for designing, developing and implementing the organization's employee benefit programs

Descriptions of Executive Benchmarks

Executive Benchmark Definitions (continued)

<u>Code</u>	<u>Function</u>
AHR	Human Resources (continued)
AHR090-EX	<p>Top Employee/Labor Relations Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for establishing and maintaining satisfactory employee and labor management relations • Responsibilities include labor contract negotiations and establishment and coordination of management's policies regarding labor/union affairs
AHR116-EX	<p>Top Equal Employment Opportunity Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for designing, developing, implementing, and monitoring effective affirmative action programs within the organization in compliance with government legislation and corporate goals
AHR125-EX	<p>Top Talent Management Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for the organization's workforce planning • Defines the organization's talent needs based upon current and future business objectives • Assesses talent supply (internally and externally), defines critical gaps and develops integrated talent strategies to close the gaps • May be responsible for performance management, employee development and succession planning
AHR130-EX	<p>Top Training and Development Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for designing, developing and implementing training activities to meet the organization's job requirements • Designs and implements programs that adequately supply the organization with trained executives
AHR140-EX	<p>Top Employment/Recruitment Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for designing, developing and implementing external recruitment and/or internal transfer programs to satisfy the organization's total staffing requirements
AHR150-EX	<p>Top Human Resources Information Systems Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for the human resource information systems (HRIS) • Develops, implements and maintains human resource information systems and related policies and procedures designed to obtain, record and process employee information • Interfaces with payroll and information systems to continuously review and modify the human resource system to provide accurate and timely information • Identifies trends in HRIS and software developments

<u>Code</u>	<u>Function</u>
AHS	Environmental Health and Safety
AHS000-EX	<p>Top Environmental Health and Safety Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for designing, developing and implementing programs and policies that provide and maintain healthful and safe working conditions in compliance with environmental health and safety guidelines/regulations and other legal enactments and standards established by senior management • Develops and implements programs in order to abate, control or eliminate environmental health and safety risks
AHS050-EX	<p>Top Safety Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for establishing programs and policies that provide and maintain safe working conditions on the organization's premises in compliance with applicable guidelines/regulations (e.g., Occupational Safety and Health Association [OSHA] in the United States) and other legal enactments as well as standards established by senior management

Descriptions of Executive Benchmarks

Executive Benchmark Definitions (continued)

<u>Code</u>	<u>Function</u>
AIC	Information Technology
AIC000-EX	<p>Chief Information Officer</p> <ul style="list-style-type: none"> • Establishes the strategic direction of the organization's information technology resources • Identifies changes in computer and systems technology and communicates these changes to senior management • Provides support to information users and determines information needs throughout the organization • Identifies systems software and hardware necessary for the successful integration of information systems • Coordinates through subordinate staff the operations of the technology functions on a day-to-day basis
AIC002-EX	<p>Top Information Technology Executive</p> <ul style="list-style-type: none"> • Directs the information technology functions on a day-to-day basis • Provides direction and control of activities such as systems design and analysis, applications and systems programming, database management, network systems, telecommunications and data processing operations • Establishes computer operations control policies and procedures and designates priorities for computer operations and applications development work
AIC010-EX	<p>Top Information Security Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for developing strategies used in the protection of the organization's information systems from unauthorized access and use • Develops information security policies and procedures • Evaluates and recommends hardware and software to provide the appropriate level of protection for data, software and hardware
AIC035-EX	<p>Top Technology Platforms Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for developing and integrating the organization's core technological platforms and is not focused on the maintenance of internal systems • Responsibilities include technology standards, technology convergence, technology migration and/or new product development • May be responsible for promoting the technological vision of the organization among industrial partners
<u>Code</u>	<u>Function</u>
AID	IT Development
AID010-EX	<p>Top Applications Development Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for the organization's applications programming and systems analysis activities • Oversees analysis and preparation of systems feasibility studies, design of new computer systems and programs, and revision of existing computer systems and programs • Directs coding, testing, installation and maintenance of all business and scientific applications programs • Develops systems design standards and quality control standards for programmers
AID015-EX	<p>Top E-commerce Technology Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for designing, developing, implementing and maintaining the organization's e-commerce systems, including web interfaces and related internal databases and systems • Identifies changes in e-commerce and related systems technology, communicates these changes to senior management, and helps develop overall e-commerce strategy to meet the organization's needs and goals

Descriptions of Executive Benchmarks

Executive Benchmark Definitions (continued)

<u>Code</u>	<u>Function</u>
AID	IT Development (continued)
AID100-EX	<p>Top Enterprise Resource Planning Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for directing and coordinating all enterprise resource planning (ERP) business management systems to integrate all facets of the business, including planning, manufacturing, sales and marketing • Reviews and evaluates project feasibility studies based on management's requirements and priorities and implements the installation and operation of ERP systems • Typically manages the implementation of more widely accepted software applications such as SAP and Oracle
AIT	IT Administration
AIT005-EX	<p>Top Technology Infrastructure Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for the strategic and operational direction of the organization's technological infrastructure, including planning, design, implementation and maintenance • Assures the seamless interface across different systems and the effective operations of LANs/WANs, mainframe and minicomputer platforms
AIT035-EX	<p>Top Telecommunications Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for designing, implementing and maintaining the organization's voice and data communications networks • Ensures that the installed systems are operating effectively and that proposed systems will meet the organization's needs in the future • Collaborates with systems software programmers and may provide some direction in the installation and maintenance of the telecommunications network software
ALG	Legal
ALG000-EX	<p>Top Legal Executive</p> <ul style="list-style-type: none"> • Serves as chief legal adviser and counsels management on the legal implications of all organization activities and problems • Provides legal services as required in legal proceedings • Keeps abreast of legislative and administrative regulatory developments • Obtains the services of outside counsel as required to complement available internal legal resources
ALG003-EX	<p>Associate General Counsel</p> <ul style="list-style-type: none"> • Serves as a senior legal adviser that is assigned responsibility for a major area of the legal department or a geographic or functional area • Counsels management on the legal implications of the area's activities and problems • Ensures the legal activities of the area meet the current and future needs of the organization • Typically manages a group of attorneys
ALG005-EX	<p>Corporate/Company Secretary</p> <ul style="list-style-type: none"> • Has primary responsibility for preparing and maintaining official corporate notices, records and actions of the Board of Directors and ensuring compliance with statutory reporting requirements • Arranges Board of Directors meetings, provides minutes of these meetings and communicates with stockholders with regard to general corporate policy and annual meetings • May be responsible for monitoring and developing procedures set in place by the Board of Directors/executive team regarding corporate governance, following developments affecting corporate governance and making recommendations to the Board on development of best practices

Descriptions of Executive Benchmarks

Executive Benchmark Definitions (continued)

<u>Code</u>	<u>Function</u>
ALG	Legal (continued)
ALG020-EX	<p>Top Employment Law Counsel</p> <ul style="list-style-type: none"> ● Provides advice and counsel on legal matters concerning labor and employment ● Oversees labor and employment litigation and Equal Employment Opportunity compliance

<u>Code</u>	<u>Function</u>
AMJ	Sales, Marketing and Business Development
AMJ000-EX	<p>Top Sales and Marketing Executive</p> <ul style="list-style-type: none"> ● Has primary responsibility for the design, development and implementation of marketing and sales programs for the organization's products and services ● Plans, directs and coordinates the efforts of marketing and sales towards the accomplishment of objectives ● Maintains and constantly improves the organization's competitive position ● Ensures maximum sales volume at minimum cost

<u>Code</u>	<u>Function</u>
AMK	Marketing
AMK000-EX	<p>Top Marketing Executive</p> <ul style="list-style-type: none"> ● Has primary responsibility for plans designing, developing and implementing policies related to the organization's marketing activities ● Develops market objectives and strategies and monitors performance against goals ● Typically directs activities such as market research, brand/product management, advertising and promotion, and new product development
AMK020-EX	<p>Top Marketing Communication Executive</p> <ul style="list-style-type: none"> ● Has primary responsibility for designing, developing and implementing marketing communication programs to promote the organization's products or services ● May involve use of sponsorship, events and sales promotions ● Uses media (e.g., print, broadcast, digital) where appropriate ● May have responsibility for development of advertising strategy
AMK025-EX	<p>Top Advertising and Sales Promotion Executive</p> <ul style="list-style-type: none"> ● Has primary responsibility for designing, developing and implementing the organization's advertising campaigns using internal resources and/or advertising agencies ● Develops and implements promotion policies and programs
AMK040-EX	<p>Top Marketing Research Executive</p> <ul style="list-style-type: none"> ● Has primary responsibility for managing a wide range of investigative studies to assess the organization's present and future market share position, effectiveness of current sales/marketing programs and feasibility of new products ● Provides research findings to marketing management to facilitate development of effective marketing plans and programs
AMK050-EX	<p>Top Product Management Executive</p> <ul style="list-style-type: none"> ● Has primary responsibility for designing, developing and implementing integrated strategies for selected products ● Manages multiple product strategies and determines the best approach to develop the products with limited resources ● Manages development of product marketing plans and promotional activities that will influence the direction of the field sales force

Descriptions of Executive Benchmarks

Executive Benchmark Definitions (continued)

<u>Code</u>	<u>Function</u>
AMS	Customer Support/Operations
AMS000-EX	<p>Top Customer Service/Operations Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for designing, developing and implementing the customer relations programs of the organization in order to maintain high levels of customer service and satisfaction • Oversees and directs customer service operations to ensure that customer claims, inquires and complaints are handled fairly and effectively • Establishes customer service policies and procedures, in accordance with any relevant regulations • Typically has responsibility for all aspects of post-sales service and support, including contact/call center management
AMS010-EX	<p>Top Customer Service Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for developing and implementing the customer relations programs of the organization in order to maintain high levels of customer service and satisfaction • Oversees and directs customer service operations to ensure that customer claims, inquires and complaints are handled fairly and effectively • Establishes customer service policies and procedures, in accordance with any relevant regulations
AMS020-EX	<p>Top Customer Contact/Call Center Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for managing the operation of the organization's contact/call centers • Ensures that responses to customer inquiries are completed on a timely basis to achieve service and quality standards

<u>Code</u>	<u>Function</u>
AMT	Technical Customer Support
AMT000-EX	<p>Technical Customer Support Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for the delivery of one or more technical services for the organization's products • Directs services that are typically funded by sales, including standard and escalated technical support, repairs and field service engineering

<u>Code</u>	<u>Function</u>
AOL	Manufacturing and Engineering
AOL000-EX	<p>Top Manufacturing and Engineering Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for both the manufacturing and engineering aspects of production operations • Responsible for all operations and logistics and is the most senior executive in the manufacturing/engineering hierarchy

Descriptions of Executive Benchmarks

Executive Benchmark Definitions (continued)

<u>Code</u>	<u>Function</u>
AOM	Manufacturing/Operations
AOM000-EX	<p>Top Manufacturing Executive</p> <ul style="list-style-type: none"> ● Has primary responsibility for the effective operation of the manufacturing function ● Formulates manufacturing policies; forecasts manpower and facilities requirements; maintains inventory controls; develops production time and quality standards as well as construction, manufacturing technology, safety and environmental aspects of the Manufacturing Function
AOM100-EX	<p>Multi-Plant Manager</p> <ul style="list-style-type: none"> ● Has overall responsibility for a large or multi-plant manufacturing facility ● Directs all aspects of production activity at assigned plants to ensure that the desired quantities and quality of products are manufactured on schedule in a safe manner at minimum cost ● Plant Managers report to this position
AOM105-EX	<p>Plant Manager</p> <ul style="list-style-type: none"> ● Has overall responsibility for a single manufacturing facility ● Directs all aspects of production activity at the assigned plant to ensure that the desired quantities and quality of products are manufactured on schedule in a safe manner at minimum cost ● May be responsible for Accounting, Human Resources and other staff functions

<u>Code</u>	<u>Function</u>
APM	Project/Program Management
APM020-EX	<p>Top Facilities Construction Project Management Executive</p> <ul style="list-style-type: none"> ● Has primary responsibility for directing the development of plans and designs for major construction or modernization projects ● Oversees architects, project managers, and external contractors to ensure compliance with design specifications, schedules and contractual commitments ● Directs and plans for the effective use of construction resources and project operating budget ● Represents the organization in matters associated with land development, planning commissions, city and county governing bodies, and miscellaneous associations

<u>Code</u>	<u>Function</u>
AQY	Quality Assurance Methods
AQY000-EX	<p>Top Total Quality Executive</p> <ul style="list-style-type: none"> ● Has primary responsibility for developing and implementing Total Quality programs that support the organization's strategic mission ● Develops programs and processes that promote continuous improvements to productivity, quality and customer satisfaction ● Evaluates effectiveness of quality programs and recommends methods to increase quality standards ● Communicates and provides training on quality concepts and programs

Descriptions of Executive Benchmarks

Executive Benchmark Definitions (continued)

<u>Code</u>	<u>Function</u>
ARE	Real Estate and Facilities
ARE000-EX	<p>Top Property Management Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for planning and forecasting the organization's property portfolio • Responsibilities include the selection, acquisition, lease, exchange or disposition of real estate to meet the organization's operating needs • May be responsible for facilities management
ARE005-EX	<p>Top Real Estate Development/Construction Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for the development, design and construction of the organization's facilities, including corporate headquarters, research and development centers, new branch offices/stores/locations and new plants • Monitors all construction contractual arrangements and represents the organization in matters associated with real estate development and construction projects
ARE020-EX	<p>Top Facilities Management Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for operating and maintaining the organization's office, commercial and production facilities
ARO	Research and Development
ARO000-EX	<p>Top Research and Development Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for basic theoretical and experimental scientific and technological investigation directed toward the acquisition of new knowledge • Plans and directs the identification, evaluation and development of new scientific concepts and/or technologies to provide solutions to identified problems • Plans and directs the identification, collection and evaluation of new product ideas or strategic product extensions to determine their potential to address customer needs and to achieve goals in revenue growth and market share • Oversees the translation of research discoveries into usable and marketable products
ASC	Supply Chain and Logistics
ASC000-EX	<p>Top Supply Chain Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for developing and executing supply chain strategies and capabilities • Establishes and manages cross-functional, cross-regional and cross-business unit teams to design and implement end-to-end supply chain capabilities and strategies based on business plans and objectives, new product introduction or business opportunities • Coordinates supply, manufacturing and delivery systems to ensure the optimization of customer service, low inventories, low cost, superior quality, reduced cycle times and order delivery
ASC005-EX	<p>Top Materials Procurement and Logistics Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for developing and implementing the production planning and control, purchasing and distribution activities of the organization • Develops policies for the purchase of raw materials, supplies, equipment and services • Oversees warehousing and distribution activities from the purchase of raw materials to the finished product

Descriptions of Executive Benchmarks

Executive Benchmark Definitions (continued)

<u>Code</u>	<u>Function</u>
ASC	Supply Chain and Logistics (continued)
ASC030-EX	<p>Top Logistics Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for developing the logistics and distribution strategy of the company to ensure needs of customers are met within cost and working capital standards • Plans, directs, controls, coordinates and evaluates logistics management policies in all or several of the following areas: distribution, inventory management, warehousing and transportation • May be involved with production planning, procurement and customer service on a limited basis
ASC050-EX	<p>Top Transportation Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for developing and implementing cost-effective systems for the transportation and distribution of the organization's raw materials, goods-in-process and finished products • Provides guidance on internal transportation policies to ensure an integrated distribution system • Assures the timely and efficient distribution of materials in order to attain maximum sales potential
ASC051-EX	<p>Top Distribution Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for directing the distribution activities of the organization • Plans and directs the distribution of raw materials and finished goods inventories • Assures the timely and efficient distribution of materials in order to attain maximum sales potential
ASC060-EX	<p>Top Procurement/Purchasing Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for designing and implementing the policies that control the organization's procurement/purchase of raw materials, supplies, equipment and services • Manages relationships/partnerships with key suppliers
AZE	Engineering
AZE000-EX	<p>Top Engineering Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for the engineering aspects of the organization's operations • Responsibilities typically include facilities planning, process engineering, maintenance and application of automation and advanced technology, and engineering work relating to new product development
AZE030-EX	<p>Top Quality Control Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for all aspects of quality control programs in the manufacturing process • Develops methods to check the quality of new products and improve the quality of existing products • Monitors procedures already in operation to maintain quality standards of existing products and develops innovative programs to focus employees on improving product quality
AZT	Technical Specialty/Skilled Trade
AZT005-EX	<p>Top Maintenance Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for developing and implementing the maintenance policies of the organization's manufacturing facilities aimed at improving equipment availability, capability and yield

Descriptions of Executive Benchmarks

Executive Benchmark Definitions (continued)

<u>Code</u>	<u>Function</u>
CAM	Account/Relationship Management
CAM010-EX	<p>National/Global Accounts Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for designing, developing and implementing a sales strategy for increasing sales and profits through one strategic account/customer or several large, complex national or global accounts/customers • Calls on accounts, develops and coordinates sales presentations, and ensures adequate sales service
CAM020-EX	<p>Global Account Management Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for managing the relationship with a single major, integrated global account/customer • Interacts at the highest executive levels of the customer, focusing on the strategic impact of the relationship • Develops integrated sales strategy for all product and service offerings • May manage several National/Global Accounts Executives dedicated to specific products, services or geographic locations for the account • May have profit-and-loss responsibility

<u>Code</u>	<u>Function</u>
CSA	Sales
CSA001-EX	<p>Top Sales Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for developing and implementing sales programs and directing the sales force to achieve volume objectives for the organization's products • Tracks sales performance against objectives and informs management of results • May manage relationships with major clients

<u>Code</u>	<u>Function</u>
CSC	Channel Sales
CSC000-EX	<p>Top Channel Sales Executive</p> <ul style="list-style-type: none"> • Has primary responsibility for the sales and distribution of products and achievement of specific revenue objectives through alternate channels (e.g., third-party sales) • Develops and designs strategies and plans to support selling to indirect sales channels

<u>Code</u>	<u>Function</u>
CSD	Direct Sales
CSD005-EX	<p>Regional Field Sales Executive</p> <ul style="list-style-type: none"> • Under the direction of the Top Sales Executive or Top Sales and Marketing Executive, has primary responsibility for the organization's sales activities within a large geographic area • Typically manages a sales force through district (branch) field sales managers • May manage a sales organization made up of distributors, franchisees and/or other sales outlets appropriate for the organization's products • In smaller companies, this may be the lowest level of sales management

Descriptions of Executive Benchmarks

Executive Benchmark Definitions (continued)

<u>Code</u>	<u>Function</u>
CSG	Government Sales
CSG000-EX	Top Government Sales Executive <ul style="list-style-type: none">• Has primary responsibility for directing and promoting sales of the organization's products and/or services to government agencies• Typically, specializes in one segment of government (national or local)

<u>Code</u>	<u>Function</u>
CUS	Sales Support and Administration
CUS060-EX	Top Sales Operations Executive <ul style="list-style-type: none">• Has primary responsibility for operational support of the field sales function• Oversees analyses and reporting on sales data and communicates pricing• Plans and implements communications to field sales staff on matters such as changes to sales plans, knowledge about customers and competitors, and pricing• May plan and manage trade shows and sales meetings

<u>Code</u>	<u>Function</u>
CUT	Technical Sales Support
CUT000-EX	Top Technical Sales Support Executive <ul style="list-style-type: none">• Has primary responsibility for providing technical support services to the sales force and customers across all accounts• Analyzes customer specifications, designs solutions and presents proposals• May have "shadow" profit-and-loss responsibility• Liaises closely with Top Sales Executive and Top Customer Service Executive