

BEFORE THE
STATE OF NEW YORK
PUBLIC SERVICE COMMISSION

In the Matter Of

Keyspan Gas East Corporation d/b/a National Grid and
The Brooklyn Union Gas Company d/b/a National Grid NY

Cases 16-G-0058 and 16-G-0059

May 2016

Prepared Exhibits of:

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Office of Market and Regulatory
Economics

State of New York
Department of Public Service
Three Empire State Plaza
Albany, New York 12223-1350

Cases 16-G-0058 AND 16-G-0059

Index of Daniel S. Gadomski Exhibits

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Exhibit __ (DSG-1)
Relied Upon Responses to Information Requests
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Date of Request: March 22, 2016
Due Date: April 1, 2016

DPS Request No. DPS-334 DPS-Staff
KEDNY/ KEDLI Req. No. BULI-291

KEYSPAN GAS EAST CORPORATION d/b/a NATIONAL GRID
THE BROOKLYN UNION GAS COMPANY d/b/a NATIONAL GRID NY

Case 16-G-0058 KeySpan Gas East Corporation d/b/a National Grid
Case 16-G-0059 The Brooklyn Union Gas Company d/b/a National Grid NY

Request for Information

FROM: NYPSC, DPS Staff

TO: National Grid, Maureen Heapy

SUBJECT: Compensation & Benefits Peer Group

Request:

Provide a five year listing of the employers for which new management hires worked prior to joining National Grid and to which employer departing National Grid management employees went. For each management employee who left the company during the last 5 years, indicate the reason the employee left the company (e.g., retirement, transfer to an affiliate, or resignation) and the number of years of service the employee had with the company.

Response:

Please see Attachment 1 for the list of employers for which new management hires worked prior to joining National Grid during the years 2011 through 2015.

Please see Attachment 2 for a list of employers to which departing National Grid management employees have gone. National Grid gathers information from former employees through an exit interview process. The Company sends an e-mail survey to former employees with questions regarding their experiences at National Grid, reasons they are leaving and where they are going to work next. Many departing employees do not respond to the question about where they are going to work next. As a result, National Grid does not have a complete list of the companies to which its former employees went. The attachment provides a list of the employers that were given by departing employees as part of the exit interview process.

Please see Attachment 3 for the list of management employees who left National Grid or transferred during the last 5 years (January 1, 2011 – December 31, 2015), their reason for leaving, and their years of service with National Grid prior to leaving.

Name of Respondent:

Ed Considine

Date of Reply:

March 31, 2016

National Grid Management New Hires 2011 - 2015
List of Previous Employers

A Team Staffing
A&F Financial Securities
A&M Construction Co., Inc
A.K Stamping Co, Inc/Globe Manufacturing
AAA Aircraft Supply
AAA Southern New England
ABI RESEARCH
ABM Facility Services
Accenture
Acclaim Test Equipment
Accomplishments
Actuant Corporation - Hydratight
Adecco
ADEMCO Video Systems
ADP LLC
Advanced Central Services
Advanced Pipe Inspection, Inc
Advanced Recovery Inc
Advantage Resourcing America
AEGIS Energy Services
Aerotek
AES Dominicana
AES Ironwood
Affiliated Managers Group
Affordable Overhead Door
AFLAC
Aggregate Industries-Holcim
Agree Technologies & Solutions
AIG (Chartis Global Services, Inc.
AIG American International Group Inc.
Ailsa Tavern
Air Products
AJH Electric. LLC
Ajit One Mechanical & G.C. Inc
Alcatel-Lucent
Alere Health
Alexander Aronson Finning & Co., P.C.
Alliance Bank
Alliance Bernstein Corporation
Allstate Medical Supplies
Allteck Line Contractor

Alstom Power
ALWAYS BETTER GROWN, INC
Amarchand & Managaldas & Suresh A. Shroff & Co, Mumbai, India
AMEC Power & Process
American Bureau of Shipping
American Ecotech
American Express
American Iron & Steel Institute
American Maritime Officers Union and ARC
AMERICAN TOWER CORP
American Water Company Works Inc.
Amerit Fleet Solutions
Amgen Inc.
Andover EMS
Anna Maria College
Anson T&S Company
Apex CoVantage
Apple & Eve
Applied Materials
applied Technical Services
AQCS Brayton Point Station
AQUA LINE UTILITY
ARAMARK
Arent Fox
ARK Engineering
Armstrong Franklin
Army (Active Duty) Operation Enduring Freedom, Afghanistan
Aspect Medical Systems (Covidien)
Asplundh
Assemblyman Andrew Raia
Assured Information Security
AT&T, New Jersey, Digital Marketing
ATCOTS Contract (Federal Aviation Administration)
Atlantic Energy Solutions, Inc.
ATLAS AIR, Worldwide Holdings
Auburn Community Hospital
Auburn Fire Dept
Audiovox Corp
Auto Europe
Automatic Data Processing
AXA Equitable Life Insurance Company
Axalta Coating Systems, LLC
Axelon
AXXUN Inc

B&N Welding & Construction
BAE Systems
BAIN & COMPANY
Baker Testing ServicesInc
Bancker Construction
Bank of America Corp
Barbizon
Bartholomew Lighting
BARTON ASSOCIATES, INC
Bay State Gas Company / Northern Utilities
Bayshore Grove
BBVA
BCBSMA
BCS, Incorporated
BDOUSA, LLP
Beacon Federal
Beacon Power LLC
Becker College Center for Accelerated and Professional Studies
Belk
Belmont Light
Berger, Torquato & Davis LLP
BERKELEY RESEARCH GROUP, LLC
Berkshire Gas
Best Buy
Best of Boston
Best Yet Installations
BET Networks
Bethpage Federal Credit Union
Big Apple Energy, Llc
BJ's Wholesale Club
Blackstone National Golf Club
Bladykas and Panetta, P.E. and L.S., P.C.
Bloomberg LP
Blue Cross Blue Shield
Blue Cross Blue Shield of RI
BlueCross BlueShield of CNY
Blume Construction (Self Employment)
BM Global Services
BMO Bank of Montreal
BNY Mellon
BOIES, SCHILLER, & FLEXNER
Booz Allen Hamilton
BORDERS
BOSH Global Services

Boston College Residential Networking Services
Boston Financial Data Services
Boston Medical Center
Boston Power
Boston Scientific
BOWDITCH & DEWEY, LLP
BPA International
Bravo auto service and sales
Bridgewater Raynhan Regional High School
Bright Renovations
Bristol County Sheriff's Office
BrixMor Properties Group
Broadridge Financial Solutions
Brockton Hospital Employee Health.
BROOK HAVEN NATIONAL LABORATORY
BROOKFIELD RENEWABLE POWER
Brooks Automation
Bruno, Gerbino & Soriano
BRYANT UNIVERSITY (AMICA CENTER)
BTS Tire Service
Bullhorn Inc
Burlington Coat Factory Warehouse Corporation
Busek Co.
BYRNE DAIRY
C R Fletcher Associates, Inc. (National Grid)
C&S Companies
C&S Engineers
C.R. Fletcher Associates
Cablevision Systems
Cadaret, Grant & Co., Inc.
Cadmus Group
Calpine
Cambridge Health Alliance
Canada Revenue Agency
Canisius College Athletics
Cap World Truck Accessories
CAPE LIGHT COMPACT
CAPITAL ONE BANK
Capital Power Corporation
Capitalize Albany Corporation
Carol's Daughter
Carrier Corporation
Carrols Rest Group Inc.
CB&I Chicago Bridge & Iron Company

CDM Constructors
Centerline Communications LLC
Central Hudson Gas & Electric
CETRULO & CAPONE LLP
CH2M Hill
CHA consulting
Champion Optical Network Engineering
Champion Windows
Charles River Laboratories International, Inc.
CHARLES STARK DRAPER LABORATORY
Charter Communications
Charter School Business Management Inc.
Chicago Bridge & Iron
Choate, Hall & Stewart LLP
Cigna Healthcare
Cintas Corporation
CIT Group Inc
Citigroup
CITIZENS BANK
City Harvest
City of Boston
City of Newburyport
City of Newton
City of Syracuse
CITY OF VIRGINIA BEACH · Virginia Beach
City of Warwick Police Department
City of Woonsocket
Clark University ITS
Clean Harbors Environmental Services
Cleanroom Facility Services
CLEANTECH GROUP/GREENORDER
Clear Channel Radio
CLEARResult Consulting
ClickSoftware
Clough Harbour and Associates (CHA)
CMS/CONSUMERS ENERGY COMPANY
Coates Field Services, Inc
CodeGreen Solutions
COFACE NORTH AMERICA
Columbia Gas
Columbia Gas of MA
Columbia University
Comcast
Commercial Developer

Commercial Mortgage Credit Analyst
Compassionate Family Medicine
Computer Aid, Inc.
Computer Sciences Corp
COMTECH TELECOMMUNICATIONS
Concentric Energy Advisors
Conifer Financial Services (formerly Vastardis Capital Services)
Connecticut Valley Electric Exchange
Conservation Law Foundation Inc
Conservation Services Group
Consolidated Edison
Constellation Energy
Continuous Improvement (CI)
Contractor at National Grid
ControlPoint Technologies, Inc
ConvergEx Group-FINOPS
Cornell University
Cornell University - Hudson River Estuary Biodiversity Program
CORNING INC.
Covidien
CR Fletcher Associates
Creighton Manning Engineering
Cross Country Healthcare
Crowe Horwath LLP
Crucible Materials Corporation
Crunch
Crusade k9 Academy
CSC Computer Sciences Corp
CTC Construction
Cullen and Dykman LLP
CUNY NYC College of TEchnology
Customer Gas Connections Representative Temp National Grid
CVS/Caremark Genpact
CXtec
D&D Power Inc (Self Employment)
D.A. Collins Construction Co.
D3 LED
D'Allesandro Corp
Dana Farber Cancer Institute
Dapexs Consulting
Data Analytics Compliance, Conflict of Interest and Privacy
Data Device Corporation
Davey Resource Group
DAVIS STANDARD

Daylor Consulting Group
Days Inn
Del Frisco's Steak House
Del Rio Yachts
Deloitte
Delta Air Lines, Inc./Northwest Airlines
Demco
Department of Criminal Justice , Chelsea
Department of Defense - U S Navy
Department of Energy, Office of International Affairs
Department of the Navy/United States Navy
Deutsche Bank
DHR Construction
DIAGEO
Diamond Offshore Drilling Inc
Diebold
Disney Company
Disney Cruise Lines
District Electric
Doherty for Congress Campaign
Dominian East Ohio Gas (Integrity Svc)
Dominion Virginia Power
Domino's Pizza
Donovan & Hatem
Doosan Fuel Cell America, Inc
Dovetail Health
Dow Jones & Company Inc
Draft FCB
Dream Elite Motor Sports
Duke Energy
Dupont
DWS Printing
E&C Consultants
Eastern Locating Service
Eastman Kodak Co.
ECI
Edelweiss Capital
EDI SPECIALISTS INC @ NATIONAL GRID
EDISON CO of NY
EECS Inc
Elecnor Hawkeye llc
Electric Reliability Council of Texas(ERCOT)
Electrical Dynamics Inc.
Electropolishing Systems Inc

Emblem Health
EMBLEMHEALTH CARE
EMC Corporation
EMD Millipore
EmPower Solar
Energy Consumers Alliance of New England, dba Mass Energy and People's Power & Light
Energy Federation Inc.
Energy Lab
Energy Trade Management
EnerNOC
Engineering and Diving Support Unit, Integrated Systems
Engineering Planning and Management-Inc
Entergy Nuclear
ENTERPRISE
Enterprise Bank and Trust
Enterprise Risk Management
ENVIRON Corporation
Environmental Chemical Corporation
Environmental Consultants Inc
Environmental Defense Fund
Epic Pharma, LLC (Sandoz)
Ernst & Young
Essance Massage Therapy (Self Employment)
Essex County Sheriff's Department
Estee Lauder Companies
Eversource Energy
Executive Office of Energy and Environmental Affairs
Exelon Corp
Experis
Expressions After School
FAA
FairPoint Communications Inc.
Falconwood Group of Companies
Falls Church
Falmouth Bait
Family Medicine of Carthage
Fareportal
Farmers Insurance Group
FDM Group
Federal Energy Regulatory Commission FERC
Federal Home Loan Bank of New York
Federated Payments
Feehan Consulting, LLC
Feeney Brothers Excavation

Ferrellgas Partners, L.P.
Fidelity Investments
First Marblehead Corp
First USA, Bank One Corporation Formerly First Card Services
Fisherman's Wharf Co-ops
Fitchburg Fire Department
FleishmanHillard
FLORIDA KEYS ELECTRIC COOPERATIVE
FORRESTER RESEARCH, INC
Fortress Investment Group
Fougera Pharmaceuticals Inc
FRACTYL LABORATORIES
Frontline Energy Services
Frontline Limited
FrontStreet Facility Solutions
Fulton Thermal Corporation
Fusco Personnel
GAGOSIAN GALLERY
Gardiner Manor Liquor
Gates Restaurant
Gatzal, Schiff & Ross LLP
Gayron deBruin Land Surveying
GE Aviation
GE Energy
GE Healthcare
GE Inspection Technologies
GE Oil & Gas/Dresser Flow Technologies
GE Transportation
GE Water
GELLER & COMPANY
Gemini Fund Services
General Dynamic Robotic Systems
General Dynamics Corporation
General Dynamics, Electric Boat Corp
General Electric
General Utilities
Gerdau, Tampa
Gilbane
Glauber Equipment Corp
GLG Advisors
Global IT Solutions USI Inc
Go Ventures
Goldman Sachs & Co
Golub Corporation

GOODWILL INDUSTRIES
Grant Thornton LLP
Grassi & Co. CPAs
Green Mountain Power
GREEN WALD DOHERTY LLP
Greenhouse Café
Greenough Communications
Green-Pedersen, Inc.
GROM ASSOCIATES, INC
GROUPSPACES
Hampton Inn Cortland
Harlan Electric Company
Harmon Law Offices, P.C.
Harvard Extension School
Harvard University
Harvest Trading Group.
Hasbro, Inc.,
Havas Worldwide Health
Hawkeye Construction-A Division of WILLBROS
Hawkeye LLC Transmission Group
HealthConnections
Heating Pro's
Heineken Americas
Hematology Oncology Associates of CNY
Henry Schein
Hess Corporation
Hewlett Packard
HILL HOLLIDAY CONNORS COSMOPULOS
HINDUJA GROUP, INC
Hiscock & Barclay
HMS Holdings Corporation
Hockomock Area YMCA
Hoegh Lng Fleet Management
Hofstra University
Holiday Inn
HOLTZ RUBENSTEIN REMINICK
HOLY CROSS ENERGY
Home HeadQuarters Inc
HomeServe Energy Services
Honda Of Staten Island
Honeywell International Inc.
Hong Kong Electric, System Control Department, Hong Kong
HP Enterprise Services
HUDSON FIRE DEPARTMENT

Husqvarna Outdoor Products
HYPERTRONICS
I.B.E.W. Local 1249
Iberdrola, USA
IBEW local 236
IBM
ICF International
ICONMA
IHS ENERGY (formerly Cambridge Energy Research Associates)
Ikea
Illinois State University
Image Production Services
Incident Control Systems
Independent Consultant for World Resources Inst.
Independent Program Manager
Industrial Assessment Center
Infinity Pharmaceuticals
InfoSource Consulting, NY
Infosys Technologies Ltd
Innerworkings
Integrated Marketing
Integrated Services for the Americas
Intel
Intellaprice, LLC
Intellectual Ventures
Intepro Consulting
INTERGEN SERVICES
INTERNATIONAL CULINARY CENTER
International Paper
International Portfolio Advisors, LLC
INTERTEK
Iowa State Univ
IP KEYS TECHNOLOGIES
IPSOFT, INC
Ira Audi of Danvers
IS Solution Delivery
ISO New England
ITOCHU International Inc.
J Mendel Inc
J. V. Kelly Group Inc
Jacobs Engineering Group Inc
Jamaica Public Service
JetBlue Airways
JF White Contracting

JIM SUNG CPA
JOHN O'CONNOR (SELF EMPLOYED)
Johns Hopkins Sustainability Office
Joint Research Centre of the European Commission
JP Morgan Chase
Judge Group
Kaffco & Co.
KAISER PERMANENTE HEALTH PLAN, INC
Kansas State University
Kaplan PMBR
Kaye Scholer LLP
Keating Enterprises Inc
Kennedy Construction
KeySpan Energy
Kimber Manufacturing, Inc
KinderMorgan/El Paso Energy
Kings Park High School
KIRBY'S RESTAURANT
Kleinfelder
Kmart
KNA Construction Services
KNF & T Staffing
Kohler Distributors
Kongsberg ITS (KITS)
KPMG Bermuda
KPMG Croatia
KPMG LLP
KRIKAY CONSULTING (SELF EMPLOYED)
L.J. Early Company
L.P. Larson Corporation
L-3 Communications LA
Fitness Corporation
Lafayette Power Consulting, LLC
LanceSoft
Land Remediation Inc.
Latin American Agribusiness Development
Law Offices of Denis P. Bergin
Lawson & Weitzen
Lazar Sanders Thaler & Associates, LLP
LEGO Systems Inc
Lehigh Staffing (SCA)
Lehman Brothers
Leominster Credit Union
LG Electronics USA, Inc

Liberty and Escrow
Liberty Utilities
Life Cycle Engineering
Lightpath (A Cablevision Subsidiary) |
LIINC, Inc
LIME ENERGY
LINMEDIA - WWLP 22 NEWS
LIPA-Commercial Efficiency Program
Litle and Co.
littleBits Electronics
lloyds Bank TSB
Lockheed Martin
Locus Telecommunications
LoJack Corporation
London Economics International
L'Oreal USA Products Inc.
Loretto Rest Nursing Home
Lufthansa German Airlines
Luxottica Group
LYNCH CONSTRUCTION INC
M&G Transport
MADFRE/Commercial Insurance
MAGNA
Magna Powertrain
Mainesource
MANULIFE FINANCIAL
MAPFRE Commerce Insurance Company
Marquardt Switches, Inc
Mass Liquors
Mass State Plumbing & Heating
Massachusetts Army National Guard
Massachusetts Department of Conservation and Recreation
Massachusetts Department of Energy Resources
Massachusetts Department of Public Utilities
Massachusetts Department of Transportation
Massachusetts Maritime Academy Health Services
Massachusetts State House
MASTERCARD WORLDWIDE
MASTERPIECE CONSTRUCTION
Mayer CPAs
Mayer Hoffman McCann P.C.
mBlast Inc
McGladrey
Mckee Bros. Energy

McQuay International, ATS Business Unit
MeadWestvaco Corporation
Medidata Solutions
MedSave USA
Medstar Ambulance
Medtronic, Inc
Melville Marriott
Memorial Health University Medical Center
Mercer Consulting Group
Merck & Co., Inc.
Merriday School
Merrimack County
Metlife Inc.
Metropolitan Area Planning Council
Michel Tax and Accounting Service
Michels Power
Middleborough Gas and Electric
Milbank, Tweed, Hadley & McCloy LLP
Milford Regional Medical Center
Milton CAT Power Systems
Miriam Hospital
Mitchell & Titus, LLP
Mitten Manufacturing
MJ electric
MKP Capital Management LLC
Modern Assistance Program
Mohawk Global Logistics
MONY
MORGAN STANLEY
MORGANS HOTEL GROUP
Moseley Technical Services contracted at General Dynamics
Motorola Solutions
Mott MacDonald
MultiPlan
Nassau Community College
National Association of Regional Councils
National Electrical Systems, Inc.
National Grid
National Grid PLC UK
Nationwide Credit, Inc
NAVIGANT CONSULTING
Navy Operational Support Center
Neighborhood Health Plan
Neotecra Inc

NETCRACKER TECHNOLOGY
Netter Center for Community
NETWORK INFRASTRUCTURE, INC
New Buildings Institute (NBI)
New Venture Gear Inc
New York Army National Guard
New York City Department of Education
New York City Department of Environmental Protection , Bureau of Engineering Design and
New York City Electric Power Dealer
NEW YORK COMMUNITY BANK
New York County District Attorney's Office
New York Independent System Operator
New York Life Insurance Company
New York Power Authority
New York Times
News Corporation
Next Era Energy Seabrook
Nextera Energy Resources
Nick Spilman Excavating
Niedbala Home Repair
NiSource
Nixon Peabody LLC
NJ School Boards Association
Nobel Home Care Services
Noble Americas
Nole Construction
Nortel Networks Corporation
North Shore Oil Company
North Syracuse Central School District
NORTHEAST OIL & PROPANE
Northeast Utilities
Northeastern University
Northern Power Systems
Northern Reliability
Northrop Grumman Corporation
NorthStar Insurance Services, Inc
Northstar Mechanical, Inc
Northwestern Mutual Financial
NOVARTIS PHARMACEUTICALS
NRG Huntley Operations, Inc
NRPC
NSTAR
NTT DATA Inc
Nucor Steel

Nuvera Fuel Cells, LLC
NYC Health and Hospital Corporation
NYC School Construction Authority Via PB Americas
NYCDEP
NYS Department of Transportation
NyseEuronext
NYSEG
NYU-Poly General Engineering Department
Observant LLC
OCEAN SPRAY CRANBERRIES, INC
O'Connell Electric
O'Connor & Associates
OFFICE OF NAVAL RESEARCH
Old Colony YMCA
Omark Consultants
OMICRON
On Grade USA
On Target
One Communications
Opinion Dynamics Corporation
OpSec Security
Oracle
Osram Sylvania
Oswego Heritage Federal Credit Union
PA CONSULTING
Pacific Gas & Electric
Paragon Environmental Construction, Inc.
PARENTEBEARD, LLC
Parsons Corporation
Partners Healthcare Systems
Patch Media/AOL, Virtual
Pathfinders Career Transition Services
Patriot Land Surveying, LLC
Paulus, Sokolowski and Sartor
Pawa Law Group
PBF HOLDING CO
PENDULUM TRADING CO (SELF EMPLOYMENT)
Penny B Lowe CPA PC
Pepsi Beverages
Perfect Color Tanning Salon
Perficient
PerkinElmer, Inc
Petway Residential
Pfizer Inc.

PFS-FSG
Pharmalucence, Inc
Philips Healthcare
Piedmont Airlines
Pivotal Software, Inc.
PKF O'Connor Davies
Plains All American Pipeleline LP
PlumChoice, Inc
PLYMOUTH ROCK ASSURANCE CORPORATION, Boston
POMCO
Potters Industries, LLC
Practice Resources LLC
Precision Heating and Cooling
Precision Pipeline Solutions
Precision Surveying, Inc.
Prestige Management
PriceRite Supermarket
Pricewaterhouse Coopers
Pro Unlimited
Professional
PROPARK AMERICA
ProSource Technologies, LLC
Protiviti
Pro-Wand
Prysmian Group
PS&S
PSE&G
PSEG Long Island and National Grid Regulation & Pricing
Purolator International
Quest Global Services
Quinsigamond Community College
R. H. White Construction Company
R.G. Cassavant Inc
R.G. Vanderweil Engineers
Radiation Shielding Construction
Raytheon
RBS Sempra Energy Trading AIG Trading Corp
Realtime Utility Engineers
Reinauer Transportation Company
REIS, Inc.
Renaissance Electronics
Representative Eric Cantor (VA)
RESTAURANT SCIENCE
Rexel

Rhode Island College
Rhode Island Department of Transportation
Rhode Island Superior Court
RI State Police
Ridgewood Renewable Power
RISE Engineering
Rite Aid Corp
RJH Construction, LLC
ROBERT HALF
Rochester Gas and Electric
Rochester Institute of Technology
Royal Bank of Scotland
RSA, The Security Division of EMC
RSP Architects
RTD Contracting
Russell P. Canevazzi, Esquire
S&R Group, Inc
S. J. ELECTRIC INC
SAIC
Sal Barretta
Salaried FT
SALON 122
SAP
SatCon
Savers
SaxBST LLP
Schiavone Construction Company
SCHINDLER ELEVATOR CORPORATION
Schneider Electric TAC
Scott Eggleston Contracting
Scott-McRae Group
Seabrook International, LLC
Sears Holding Corporation (Sears Kmart)
SECURITAS SECURITY COMPANY
Security Integrations
Sedgwick Capital Corp
Self Employed
Seneca Data Distribution Corporation
serec
Setronics
Sharon Engineering, P.C., Long Island City, NY
Shaw's Supermarket
Sherborn Police Department
Shine Electronics and Affiliates

SHIRE
SHL USA
Siemens Industry, Inc
Sigma Energy Solutions Inc
Sikorsky Aircraft Corporation
Simpson Gumpertz & Heger Inc.
SIMPSON THATCHER & BARTLETT LLP
SINGLE STOP USA
Sky Testing Services Inc.
Slash Energy Inc. Carazo Communications (Self Employment)
Sleepy's
Smart Home Services, LLC
SmartPower
SMSC/Microchip Technology
SOAPProjects
Société Générale
SOLAR DESIGN ASSOCIATES
Solar Energy Industries Association (SEIA)
Solectria Renewables LLC
SolomonEdwardsGroup, LLC
Solytix Capital
South Nassau Communities Hospital
Southern Connecticut Gas
Southern Wine & Spirits
Spectrum Youth and Family Services
Spirit Airlines
SPRINGFIELD ARMOR
Springfield College
SSOE Group
St. Joseph's Hospital
Stahl Eye Center
Stanley Tree Service
Staples
STARBUCKS CORPORATION
State Street Corporation
Stefanini, Inc.
Steven Bachmann & Company
Steven James - Independent Contractor
Steven Madden Ltd
Steven's Office Interiors
Stewart's Shops
Stock Drive Products, Designatronics Inc
Strathmore Products Inc
Sturdy Memorial Hospital

Suffolk County Office of Emergency Management Fire
Suffolk County Water Authority
Summit Technical Services @Flo Design Wind Turbine, Inc.
Sunbelt Rentals
Sunpower Corp
SUNY Buffalo
SUNY LEVIN INSTITUTE - JUMPSTART
SUNY Upstate Medical University
SUPPLY RESPONSE DIVISION (SRD)
Supreme Energy
Supreme Fuel Company
SUSTAINABILITY ROUNDTABLE, INC
Sweetwater Tavern
Syracuse University
Talent Burst
TARGET
Taunton Municipal Light Plant
TDK Engineering & Associates
Technisource Inc.
Tek Systems
TekBank Consultants Inc.
Telco Systems
Teradyne Connections Systems
Textron Financial Corp
THE AMERICAN RED CROSS
The Ayco Company
The Berkshire Gas Company
The Claro Group
The Commonwealth Health
The Methodist Hospital
The New York Independent System Operator
THE NEW YORK PUBLIC LIBRARY
The Pennsylvania State University
The Scooter Store
The Scott Lawson Group Ltd.
The Siegfried Group
THREE-C ELECTRICAL
TigerPress
Time Warner Cable
Tiverton Power
TJX Companies
T-Mobile
Toray Plastics America
Town of Cohasset , Cohasset

Town of Geddes Parks & Recreation
Town of North Smithfield
Travelers
TRAVELERS INSURANCE
TRC SOLUTIONS
Trinet Systems/Carousel Industries
Tristar Engineering Solutions
Tropical Foods, North Carolina
TRW Automotive
Tufts University Economics Department
TURNER CONSTRUCTION
Twin River Casino
Tyco International
Tyree Holdings Corp
U.S Engineering-Pro Unlimited
U.S. Congress, Rep. Mike Doyle
U.S. Fund for UNICEF
UBS Financial Services
UC Synergetic/Pike Electric Inc
UGL - Unicco (DTZ, INC.)
Ultra Dairy LLC
Underwriters Laboratories (UL)
Unisys Corp
United Electric Controls
United Nations
United Recovery Service
United States Air Force
United States Army
United States Marine Corps
United States Navy
United States Postal Service
United States Senate Committee on Energy/Federal Energy Regulatory Commission
United Technologies Aerospace Systems, UTC
Unitil
University of CA - Davis
University of Maryland, College Park
University of Rhode Island-Outreach Center
University of the West Indies, Jamaica
University of Waterloo
Upper Valley Press
Upstate Medical University
US Engineering
US Environmental Protection Agency
US Security Associates

UTC AEROSPACE SYSTEMS
UTEGRATION, INC
Utilities Board
VALKYRIE ENTERPRISES LLC
Van Buren Truck Sales, Garden City Park
Vanderweil Engineering
VCE Company, LLC
VENROCK VENTURES PARTNERS (VENTURE CAPITAL)
Verde LLC
VERIZON
Vermont Electric Power Company
Vertex Pharmaceuticals Inc
VHB Engineering
Viesel Fuel
Vision Government Solutions, Inc
Visiting Nurse Service of NY
Vizsafe, Inc
Volt Information Sciences
VOLT INFORMATION SCIENCES, INC
Vornado Realty Trust
W Hotel Union Square
W.R. GRACE
Waldbaum's Supermarket
Walgreen's
Wal-Mart
Warren County High School
WASA/Studio A
Washington Gas
Washington State University
Watchers International, Inc
Wave Sales Group
WCI Communities
WEATHERVANE SEAFOODS CO
Weepin ' Willie's Market & Deli
WEI Inc
Weir Valves
WeiserMazars LLP
WELLS ENTERPRISES INC
Wenner Bread Products
Wesley College (Asst Professor)
Westerbeke Corporation
White Mountain Cable
Willis Group
Wipro Limited

Wiss & Company
Wolfram Research
Woodard & Curran Inc
Worcester Telegram & Gazette
Workers Credit Union
World Resources Institute
WPI Human Resources
WPP
WSWHE BOCES
WTAS LLC
WTH Consulting
WWLP-TV22
WYMAN GORDON COMPANY
Xcel Energy
Xerox Business Solutions, CDR Associates
Yankee Gas Services
ZeroDraft

National Grid Management Terminations 2011 - 2015
List of Employers to Which Departing Employees Went

Alliance Bank
Bank of NY (Merril Lynch)
Bank of NY Mellon
Benderson Development
Black & Veatch
Booz Allen
Burns and McDonnell
Cablevision
Carrier Enterprise
Con Ed
CSC
Deloitte Consulting
Eaton Corp
Embrace Global
Euro Pro
Eversource
Federal Reserve Bank of NY
Fidelity
Florida Power & Light
Guggenheim Museum
Hess
IBM
International Bio-Tech
JP Morgan
KPMG
Leidos
Liberty Utilities
McGladley
New York State Electric and Gas (NYSEG)
North Attleboro Municipal
Onondaga County - IS Department
Onondaga County Sherriff's Office
Parson Brinckerhoff
PG&E
Premier Services
PSEG - LI (2)
Quanta Technology
Rochester Gas & Electric
Seattle City Light
Sensata Technologies
Siemens Energy Inc.
SimplexGrinnell
Source Data One
State University of New York
TRC
TVA
Verizon

National Grid Terminations 2011 - 2015

Employee ID	Termination Date	Years of Service	Reason Description
100000567	01/01/2011	17.1	Termination
100016956	01/01/2011	24.1	Transfer to Affiliate
70173	01/02/2011	10.5	Termination
100016716	01/02/2011	1.6	Termination
18421	01/04/2011	0.6	Termination
100002872	01/04/2011	21.9	Transfer to Affiliate
100026988	01/05/2011	10.5	Termination
100046724	01/07/2011	5.6	Termination
100711357	01/07/2011	1.6	Termination
13095	01/09/2011	6.3	Termination
13859	01/09/2011	6.6	Transfer to Affiliate
17204	01/09/2011	2.3	Transfer to Affiliate
51807	01/09/2011	20.7	Transfer to Affiliate
54095	01/09/2011	24.0	Transfer to Affiliate
100019347	01/11/2011	12.2	Termination
12513	01/16/2011	8.6	Termination
14738	01/16/2011	5.0	Transfer to Affiliate
100711422	01/19/2011	1.5	Termination
16382	01/23/2011	2.7	Termination
11646	01/23/2011	9.3	Transfer to Affiliate
15843	01/23/2011	3.4	Transfer to Affiliate
15914	01/23/2011	3.2	Transfer to Affiliate
16372	01/23/2011	2.5	Transfer to Affiliate
38210	01/23/2011	20.1	Transfer to Affiliate
17675	01/25/2011	1.4	Termination
15508	01/26/2011	3.9	Termination
100711564	01/26/2011	1.2	Termination
4805	01/30/2011	21.0	Transfer to Affiliate
22469	01/30/2011	31.8	Transfer to Affiliate
42541	01/30/2011	31.2	Transfer to Affiliate
50248	01/30/2011	31.3	Transfer to Affiliate
76317	01/30/2011	33.0	Transfer to Affiliate
98645	01/30/2011	42.1	Transfer to Affiliate
2019	01/31/2011	32.0	Retirement
37810	01/31/2011	40.6	Retirement
7173	01/31/2011	40.4	Retirement
100009090	01/31/2011	41.4	Retirement
100003143	01/31/2011	0.0	Retirement
100045916	01/31/2011	7.1	Termination
100011563	02/01/2011	25.3	Transfer to Affiliate
100046849	02/01/2011	5.4	Transfer to Affiliate

60030	02/04/2011	6.5	Termination
11519	02/04/2011	9.4	Termination
3292	02/06/2011	21.8	Transfer to Affiliate
7895	02/06/2011	12.2	Transfer to Affiliate
14218	02/06/2011	6.2	Transfer to Affiliate
100711638	02/07/2011	1.0	Transfer to Affiliate
25292	02/08/2011	9.8	Termination
100711473	02/10/2011	1.5	Termination
15507	02/11/2011	3.9	Termination
100046957	02/11/2011	5.1	Termination
100000638	02/11/2011	30.2	Transfer to Affiliate
16748	02/13/2011	2.4	Termination
100024725	02/13/2011	22.6	Transfer to Affiliate
100007909	02/14/2011	21.7	Transfer to Affiliate
100711448	02/16/2011	1.5	Termination
14821	02/20/2011	5.0	Transfer to Affiliate
17708	02/20/2011	1.5	Transfer to Affiliate
1970	02/21/2011	10.7	Termination
25222	02/24/2011	10.3	Termination
18362	02/24/2011	0.4	Termination
15157	02/25/2011	2.7	Termination
100713269	02/25/2011	1.7	Termination
6707	02/27/2011	9.9	Transfer to Affiliate
22892	02/27/2011	27.9	Transfer to Affiliate
70079	02/28/2011	12.7	Retirement
16161	02/28/2011	24.2	Retirement
16158	02/28/2011	24.3	Retirement
1577	02/28/2011	17.4	Transfer to Affiliate
17008	02/28/2011	2.4	Transfer to Affiliate
7310	03/01/2011	8.5	Termination
16730	03/02/2011	2.5	Termination
16901	03/03/2011	2.7	Termination
985	03/06/2011	17.7	Transfer to Affiliate
12238	03/06/2011	2.3	Transfer to Affiliate
12724	03/06/2011	8.6	Transfer to Affiliate
14247	03/06/2011	6.3	Transfer to Affiliate
14288	03/06/2011	6.1	Transfer to Affiliate
15858	03/06/2011	3.5	Transfer to Affiliate
16349	03/06/2011	2.8	Transfer to Affiliate
16373	03/06/2011	2.7	Transfer to Affiliate
16522	03/06/2011	2.5	Transfer to Affiliate
17277	03/06/2011	2.1	Transfer to Affiliate
17874	03/06/2011	1.5	Transfer to Affiliate
18231	03/06/2011	0.7	Transfer to Affiliate

18330	03/06/2011	0.7	Transfer to Affiliate
100005911	03/06/2011	24.6	Transfer to Affiliate
100008756	03/06/2011	23.7	Transfer to Affiliate
16088	03/07/2011	3.2	Transfer to Affiliate
100019038	03/07/2011	9.2	Transfer to Affiliate
100050000	03/08/2011	4.2	Transfer to Affiliate
17290	03/09/2011	2.1	Termination
100055062	03/11/2011	2.4	Termination
985	03/13/2011	17.7	Transfer to Affiliate
21535	03/13/2011	28.4	Transfer to Affiliate
17622	03/15/2011	1.7	Termination
12700	03/16/2011	7.6	Termination
100711507	03/18/2011	1.5	Termination
1522	03/20/2011	34.1	Retirement
1190	03/20/2011	10.7	Termination
22383	03/20/2011	18.8	Termination
24277	03/20/2011	12.6	Termination
24156	03/20/2011	14.5	Termination
11909	03/20/2011	9.2	Termination
100046788	03/20/2011	5.7	Retirement
100000605	03/20/2011	12.5	Termination
100019510	03/20/2011	15.2	Termination
100026494	03/20/2011	19.6	Termination
100033734	03/20/2011	13.0	Termination
100046690	03/20/2011	5.9	Termination
100046932	03/20/2011	5.3	Termination
2659	03/20/2011	30.9	Transfer to Affiliate
23510	03/20/2011	22.1	Transfer to Affiliate
24696	03/20/2011	24.0	Transfer to Affiliate
100046994	03/21/2011	5.2	Transfer to Affiliate
12229	03/24/2011	8.9	Termination
71012807	03/25/2011	8.6	Termination
100048189	03/25/2011	4.7	Termination
50404	03/27/2011	21.2	Transfer to Affiliate
10252	03/31/2011	34.0	Retirement
74418	03/31/2011	14.5	Termination
38290	03/31/2011	24.8	Termination
24762	03/31/2011	12.2	Termination
38308	03/31/2011	36.6	Retirement
5676	03/31/2011	13.4	Retirement
51338	03/31/2011	21.0	Termination
100001660	03/31/2011	41.1	Retirement
100007022	03/31/2011	30.8	Retirement
100007342	03/31/2011	26.5	Retirement

100010183	03/31/2011	16.5	Retirement
100018593	03/31/2011	10.1	Retirement
100713762	03/31/2011	0.8	Termination
100000200	03/31/2011	22.8	Termination
100000180	03/31/2011	20.7	Termination
100711600	03/31/2011	1.2	Termination
100054551	03/31/2011	2.6	Termination
100033570	03/31/2011	22.5	Termination
100017269	03/31/2011	22.0	Termination
16089	04/01/2011	3.2	Termination
100711381	04/01/2011	1.8	Termination
100018149	04/01/2011	10.7	Termination
100046931	04/01/2011	5.3	Termination
100007309	04/01/2011	17.5	Termination
100713549	04/01/2011	1.0	Termination
100046794	04/01/2011	5.7	Termination
100000664	04/01/2011	22.7	Transfer to Affiliate
100025066	04/01/2011	25.9	Transfer to Affiliate
100030779	04/01/2011	33.6	Transfer to Affiliate
17483	04/03/2011	1.6	Termination
13210	04/03/2011	6.4	Termination
8727	04/03/2011	11.8	Termination
17527	04/03/2011	2.2	Termination
100711570	04/03/2011	1.3	Termination
2828	04/03/2011	48.5	Transfer to Affiliate
6522	04/03/2011	41.2	Transfer to Affiliate
7039	04/03/2011	40.6	Transfer to Affiliate
7186	04/03/2011	40.6	Transfer to Affiliate
8579	04/03/2011	20.8	Transfer to Affiliate
9132	04/03/2011	37.9	Transfer to Affiliate
16533	04/03/2011	2.6	Transfer to Affiliate
17239	04/03/2011	2.4	Transfer to Affiliate
23273	04/03/2011	23.6	Transfer to Affiliate
97860	04/03/2011	21.3	Transfer to Affiliate
16960	04/06/2011	2.7	Termination
16773	04/07/2011	2.9	Termination
16900	04/07/2011	2.7	Termination
23936	04/07/2011	9.1	Termination
100051413	04/08/2011	3.7	Termination
100046245	04/08/2011	6.5	Termination
100053009	04/08/2011	3.0	Termination
100046837	04/10/2011	5.6	Termination
10394	04/10/2011	24.4	Transfer to Affiliate
14033	04/10/2011	6.3	Transfer to Affiliate

14864	04/10/2011	5.0	Transfer to Affiliate
22309	04/10/2011	22.2	Transfer to Affiliate
34107	04/10/2011	21.7	Transfer to Affiliate
52650	04/10/2011	14.0	Transfer to Affiliate
66690	04/10/2011	17.9	Transfer to Affiliate
80620	04/10/2011	21.1	Transfer to Affiliate
83027	04/10/2011	24.9	Transfer to Affiliate
92770	04/10/2011	19.2	Transfer to Affiliate
20293	04/11/2011	23.5	Termination
12428	04/14/2011	8.5	Termination
100711117	04/14/2011	2.4	Termination
100713116	04/14/2011	2.4	Termination
100000127	04/14/2011	12.2	Termination
17113	04/15/2011	2.5	Termination
100019920	04/15/2011	7.7	Termination
100713354	04/15/2011	1.8	Termination
100711563	04/16/2011	1.4	Termination
1962	04/17/2011	32.3	Transfer to Affiliate
15858	04/17/2011	3.6	Transfer to Affiliate
16760	04/17/2011	27.8	Transfer to Affiliate
17784	04/17/2011	2.1	Transfer to Affiliate
17896	04/17/2011	1.5	Transfer to Affiliate
100048791	04/18/2011	25.8	Transfer to Affiliate
18292	04/19/2011	0.7	Termination
100053232	04/21/2011	3.0	Termination
100711147	04/22/2011	2.3	Termination
100711512	04/22/2011	1.6	Termination
70200	04/25/2011	0.0	Transfer to Affiliate
100054176	04/25/2011	2.8	Transfer to Affiliate
17929	04/26/2011	0.5	Termination
17677	04/27/2011	1.7	Termination
100046352	04/27/2011	6.4	Termination
16050	04/29/2011	3.2	Termination
13911	04/29/2011	6.9	Termination
24233	04/29/2011	13.3	Termination
16709	04/29/2011	2.7	Termination
17364	04/29/2011	1.7	Termination
17477	04/29/2011	2.4	Termination
100003063	04/29/2011	30.8	Retirement
100008650	04/29/2011	40.6	Retirement
100010084	04/29/2011	31.8	Retirement
100011869	04/29/2011	30.8	Retirement
100015615	04/29/2011	37.9	Retirement
100006408	04/29/2011	21.3	Retirement

100019914	04/29/2011	7.7	Termination
100034425	04/29/2011	11.7	Termination
100711667	04/29/2011	1.1	Termination
100019573	04/29/2011	13.5	Termination
100021110	04/29/2011	25.9	Termination
100048691	04/29/2011	33.0	Termination
100048717	04/29/2011	14.0	Termination
100046830	04/29/2011	5.7	Termination
100019151	04/29/2011	9.0	Termination
1764	04/30/2011	32.9	Retirement
8257	04/30/2011	39.7	Retirement
3322	04/30/2011	30.4	Retirement
1442	04/30/2011	34.7	Retirement
16146	04/30/2011	42.8	Retirement
21653	04/30/2011	40.6	Retirement
100007470	04/30/2011	1.9	Retirement
100010056	04/30/2011	30.7	Retirement
100711620	04/30/2011	1.2	Termination
100052925	05/01/2011	3.1	Termination
1953	05/01/2011	32.4	Transfer to Affiliate
7033	05/01/2011	26.3	Transfer to Affiliate
31040	05/01/2011	24.8	Transfer to Affiliate
59240	05/01/2011	23.6	Transfer to Affiliate
100000863	05/01/2011	27.9	Transfer to Affiliate
100004050	05/01/2011	22.3	Transfer to Affiliate
100711362	05/02/2011	1.8	Transfer to Affiliate
100711751	05/02/2011	0.9	Transfer to Affiliate
100711770	05/02/2011	0.9	Transfer to Affiliate
100007820	05/03/2011	22.2	Termination
100050849	05/04/2011	3.9	Termination
18730	05/06/2011	11.9	Termination
100711451	05/06/2011	1.7	Termination
100046981	05/06/2011	5.3	Termination
7525	05/08/2011	25.6	Transfer to Affiliate
8851	05/08/2011	20.8	Transfer to Affiliate
11295	05/08/2011	10.0	Transfer to Affiliate
11691	05/08/2011	9.6	Transfer to Affiliate
11878	05/08/2011	9.4	Transfer to Affiliate
52780	05/08/2011	21.1	Transfer to Affiliate
68140	05/08/2011	24.2	Transfer to Affiliate
96546	05/08/2011	19.2	Transfer to Affiliate
16672	05/09/2011	2.8	Termination
100048796	05/09/2011	23.5	Transfer to Affiliate
16716	05/12/2011	2.7	Termination

100030637	05/13/2011	12.9	Termination
9219	05/15/2011	37.9	Transfer to Affiliate
9235	05/15/2011	37.8	Transfer to Affiliate
19371	05/15/2011	28.6	Transfer to Affiliate
83027	05/15/2011	25.0	Transfer to Affiliate
17106	05/18/2011	2.7	Termination
100004089	05/18/2011	23.8	Termination
100017862	05/18/2011	11.0	Termination
11721	05/19/2011	9.6	Termination
100711301	05/19/2011	2.0	Termination
100029525	05/20/2011	9.9	Termination
100713368	05/20/2011	1.8	Termination
20344	05/23/2011	8.0	Termination
25253	05/23/2011	13.1	Termination
100017569	05/23/2011	30.7	Termination
100711693	05/23/2011	1.1	Termination
12415	05/24/2011	8.6	Termination
8455	05/24/2011	24.9	Termination
100713124	05/24/2011	1.6	Termination
100034939	05/24/2011	3.8	Termination
16495	05/26/2011	2.7	Termination
17593	05/26/2011	2.1	Termination
18019	05/26/2011	1.2	Termination
100002964	05/26/2011	17.7	Retirement
100011061	05/26/2011	26.0	Termination
100055112	05/26/2011	2.6	Termination
100001866	05/27/2011	41.1	Retirement
100000881	05/27/2011	2.0	Retirement
100053476	05/27/2011	1.7	Termination
14246	05/29/2011	6.5	Transfer to Affiliate
14945	05/29/2011	24.3	Transfer to Affiliate
3914	05/31/2011	21.8	Retirement
16231	05/31/2011	3.1	Termination
63899	05/31/2011	33.6	Termination
43358	05/31/2011	42.0	Retirement
96430	05/31/2011	43.0	Retirement
35265	05/31/2011	46.8	Retirement
49092	05/31/2011	19.5	Retirement
4058	05/31/2011	29.4	Retirement
100005763	05/31/2011	24.6	Retirement
100006252	05/31/2011	22.2	Retirement
100009386	05/31/2011	20.9	Retirement
100046576	05/31/2011	6.4	Retirement
100052341	05/31/2011	3.4	Termination

100711719	05/31/2011	1.1	Termination
100019741	05/31/2011	8.3	Termination
92479	06/01/2011	20.7	Termination
100019418	06/01/2011	32.4	Termination
100026573	06/01/2011	31.7	Transfer to Affiliate
100026573	06/01/2011	31.7	Transfer to Affiliate
100026573	06/01/2011	31.7	Transfer to Affiliate
100046720	06/02/2011	6.0	Termination
16752	06/03/2011	2.6	Termination
10574	06/03/2011	11.3	Termination
100002697	06/03/2011	22.2	Termination
1299	06/05/2011	35.2	Termination
10281	06/06/2011	32.7	Retirement
18638	06/06/2011	0.8	Termination
100711494	06/07/2011	1.7	Termination
100025849	06/07/2011	22.7	Termination
100052524	06/07/2011	3.3	Transfer to Affiliate
100713264	06/08/2011	2.1	Termination
100711537	06/08/2011	1.6	Termination
100046648	06/10/2011	6.2	Termination
100051521	06/10/2011	3.8	Termination
12345	06/12/2011	20.9	Transfer to Affiliate
98836	06/12/2011	19.9	Transfer to Affiliate
100711391	06/13/2011	1.9	Termination
100711460	06/15/2011	1.8	Termination
100054447	06/17/2011	2.8	Termination
6678	06/19/2011	19.8	Transfer to Affiliate
15711	06/20/2011	0.5	Termination
100048409	06/20/2011	18.5	Transfer to Affiliate
100713538	06/22/2011	1.3	Termination
18225	06/23/2011	1.0	Termination
7769	06/23/2011	25.7	Termination
18430	06/24/2011	1.0	Termination
100713725	06/24/2011	1.1	Termination
100019373	06/26/2011	19.9	Transfer to Affiliate
100046263	06/27/2011	6.7	Termination
100019579	06/28/2011	13.4	Retirement
14190	06/29/2011	5.3	Termination
4747	06/29/2011	21.7	Termination
17565	06/29/2011	22.7	Termination
13744	06/29/2011	6.0	Termination
17599	06/30/2011	2.2	Retirement
1927	06/30/2011	32.6	Retirement
17418	06/30/2011	1.8	Termination

100002748	06/30/2011	26.9	Termination
100711173	06/30/2011	2.5	Termination
100046401	06/30/2011	6.6	Termination
100046019	06/30/2011	7.3	Termination
100046615	06/30/2011	6.3	Termination
100054831	06/30/2011	2.7	Termination
14277	07/01/2011	6.5	Termination
100053747	07/01/2011	3.1	Termination
100024094	07/01/2011	21.4	Termination
100020865	07/01/2011	11.5	Termination
100000751	07/01/2011	21.2	Transfer to Affiliate
100006178	07/01/2011	26.6	Transfer to Affiliate
100011216	07/01/2011	13.5	Transfer to Affiliate
100018671	07/01/2011	10.1	Transfer to Affiliate
100019574	07/01/2011	34.0	Transfer to Affiliate
100020920	07/01/2011	25.3	Transfer to Affiliate
100021265	07/01/2011	25.4	Transfer to Affiliate
100021334	07/01/2011	23.2	Transfer to Affiliate
100021956	07/01/2011	32.0	Transfer to Affiliate
100022914	07/01/2011	19.8	Transfer to Affiliate
100023214	07/01/2011	9.8	Transfer to Affiliate
100023771	07/01/2011	28.3	Transfer to Affiliate
100024697	07/01/2011	29.9	Transfer to Affiliate
100025424	07/01/2011	27.3	Transfer to Affiliate
100026435	07/01/2011	22.9	Transfer to Affiliate
100026538	07/01/2011	22.8	Transfer to Affiliate
100027612	07/01/2011	22.2	Transfer to Affiliate
100028248	07/01/2011	26.3	Transfer to Affiliate
100028575	07/01/2011	2.8	Transfer to Affiliate
100030235	07/01/2011	28.1	Transfer to Affiliate
100030884	07/01/2011	11.5	Transfer to Affiliate
100031205	07/01/2011	24.9	Transfer to Affiliate
100033379	07/01/2011	13.2	Transfer to Affiliate
100033721	07/01/2011	22.7	Transfer to Affiliate
100033805	07/01/2011	26.4	Transfer to Affiliate
100034021	07/01/2011	3.0	Transfer to Affiliate
100035025	07/01/2011	2.9	Transfer to Affiliate
100048602	07/01/2011	8.8	Transfer to Affiliate
100051204	07/01/2011	4.1	Transfer to Affiliate
100713123	07/01/2011	2.6	Transfer to Affiliate
100713256	07/01/2011	2.1	Transfer to Affiliate
100713299	07/01/2011	2.0	Transfer to Affiliate
100713761	07/01/2011	1.1	Transfer to Affiliate
17412	07/04/2011	2.6	Termination

100050032	07/05/2011	4.5	Termination
100046889	07/05/2011	5.7	Termination
100028033	07/07/2011	2.0	Transfer to Affiliate
100711705	07/08/2011	1.2	Termination
100711782	07/08/2011	1.0	Termination
100053461	07/08/2011	3.1	Termination
100711717	07/08/2011	1.2	Termination
13715	07/10/2011	7.5	Transfer to Affiliate
14825	07/10/2011	5.3	Transfer to Affiliate
15291	07/10/2011	4.7	Transfer to Affiliate
15407	07/10/2011	4.6	Transfer to Affiliate
16889	07/10/2011	2.8	Transfer to Affiliate
16993	07/10/2011	2.8	Transfer to Affiliate
18139	07/10/2011	1.6	Transfer to Affiliate
18198	07/12/2011	1.4	Termination
100019809	07/12/2011	5.9	Termination
7895	07/13/2011	12.7	Termination
16733	07/15/2011	2.8	Termination
17598	07/15/2011	2.2	Termination
16239	07/15/2011	3.3	Termination
100711495	07/15/2011	1.8	Termination
100046418	07/15/2011	6.6	Termination
100020636	07/15/2011	22.2	Transfer to Affiliate
100021012	07/17/2011	30.1	Transfer to Affiliate
81533	07/19/2011	25.7	Termination
100713126	07/21/2011	2.6	Termination
100711356	07/22/2011	2.1	Termination
38205	07/27/2011	6.6	Termination
16092	07/27/2011	3.5	Termination
45777	07/28/2011	24.0	Termination
14005	07/29/2011	6.8	Termination
2686	07/29/2011	3.5	Termination
4006	07/29/2011	21.9	Termination
1736	07/29/2011	17.7	Termination
17988	07/29/2011	1.7	Termination
14957	07/29/2011	1.9	Termination
153	07/29/2011	23.1	Termination
6021	07/29/2011	10.5	Termination
15465	07/29/2011	4.5	Termination
16841	07/29/2011	2.8	Termination
12764	07/29/2011	9.0	Termination
17669	07/29/2011	1.9	Termination
17482	07/29/2011	1.9	Termination
17070	07/29/2011	2.7	Termination

13872	07/29/2011	6.0	Termination
7896	07/29/2011	12.7	Termination
21187	07/29/2011	14.4	Termination
13793	07/29/2011	6.1	Termination
17195	07/29/2011	1.9	Termination
17075	07/29/2011	2.1	Termination
23321	07/29/2011	23.5	Termination
24067	07/29/2011	6.0	Termination
79440	07/29/2011	21.2	Termination
14087	07/29/2011	5.5	Termination
18220	07/29/2011	1.1	Termination
16948	07/29/2011	2.5	Termination
20243	07/29/2011	25.4	Termination
17609	07/29/2011	2.2	Termination
13873	07/29/2011	5.9	Termination
13015	07/29/2011	6.9	Termination
16026	07/29/2011	3.5	Termination
20308	07/29/2011	22.8	Termination
22868	07/29/2011	29.8	Termination
18822	07/29/2011	24.8	Termination
20366	07/29/2011	20.2	Termination
12461	07/29/2011	9.1	Termination
12519	07/29/2011	9.0	Termination
70273	07/29/2011	9.9	Termination
14036	07/29/2011	5.7	Termination
14559	07/29/2011	6.1	Termination
16661	07/29/2011	3.0	Termination
95135	07/29/2011	22.2	Termination
7353	07/29/2011	19.1	Termination
7821	07/29/2011	20.1	Termination
10000264	07/29/2011	28.4	Retirement
10000431	07/29/2011	21.0	Retirement
100001600	07/29/2011	22.6	Retirement
100002477	07/29/2011	39.1	Retirement
100002524	07/29/2011	30.4	Retirement
100002861	07/29/2011	30.3	Retirement
100003246	07/29/2011	40.6	Retirement
100004416	07/29/2011	40.1	Retirement
100004554	07/29/2011	32.9	Retirement
100004643	07/29/2011	38.8	Retirement
100005087	07/29/2011	42.4	Retirement
100005914	07/29/2011	31.3	Retirement
100006027	07/29/2011	40.5	Retirement
100006136	07/29/2011	45.9	Retirement

100006690	07/29/2011	42.1	Retirement
100007167	07/29/2011	37.9	Retirement
100008401	07/29/2011	23.9	Retirement
100008609	07/29/2011	40.1	Retirement
100009763	07/29/2011	29.9	Retirement
100009846	07/29/2011	43.8	Retirement
100010276	07/29/2011	29.3	Retirement
100010995	07/29/2011	42.7	Retirement
100011006	07/29/2011	31.0	Retirement
100011062	07/29/2011	31.0	Retirement
100011816	07/29/2011	25.1	Retirement
100015820	07/29/2011	31.7	Retirement
100016447	07/29/2011	30.9	Retirement
100016559	07/29/2011	29.2	Retirement
100016877	07/29/2011	25.3	Retirement
100017433	07/29/2011	21.2	Retirement
100017609	07/29/2011	20.7	Retirement
100019017	07/29/2011	9.7	Retirement
100000408	07/29/2011	17.7	Retirement
100007665	07/29/2011	12.8	Retirement
100008622	07/29/2011	16.9	Retirement
100010551	07/29/2011	17.1	Retirement
100017743	07/29/2011	13.0	Retirement
100003550	07/29/2011	15.1	Termination
100005750	07/29/2011	12.1	Termination
100011347	07/29/2011	30.1	Termination
100018283	07/29/2011	11.0	Termination
100019597	07/29/2011	15.2	Termination
100048136	07/29/2011	5.2	Termination
100053836	07/29/2011	3.1	Termination
100711646	07/29/2011	1.5	Termination
100711781	07/29/2011	1.0	Termination
100046729	07/29/2011	6.2	Termination
100046835	07/29/2011	5.7	Termination
100051042	07/29/2011	4.2	Termination
100000596	07/29/2011	23.2	Termination
100047000	07/29/2011	5.5	Termination
100711254	07/29/2011	2.3	Termination
100711659	07/29/2011	1.4	Termination
100048139	07/29/2011	5.2	Termination
100000400	07/29/2011	23.9	Termination
100006917	07/29/2011	25.4	Termination
100004105	07/29/2011	13.0	Termination
100033966	07/29/2011	15.5	Termination

100002275	07/29/2011	20.5	Termination
100009362	07/29/2011	21.3	Termination
100032341	07/29/2011	18.9	Termination
100034344	07/29/2011	21.4	Termination
100711225	07/29/2011	2.3	Termination
100001301	07/29/2011	24.7	Termination
100711573	07/29/2011	1.6	Termination
100003589	07/29/2011	15.1	Termination
100003663	07/29/2011	5.7	Termination
100019606	07/29/2011	25.2	Termination
100023560	07/29/2011	3.3	Termination
100034070	07/29/2011	12.2	Termination
100052703	07/29/2011	3.4	Termination
100053475	07/29/2011	3.2	Termination
100711209	07/29/2011	2.4	Termination
100711210	07/29/2011	2.4	Termination
100713441	07/29/2011	1.8	Termination
100713570	07/29/2011	1.1	Termination
100711461	07/29/2011	2.0	Termination
100019521	07/29/2011	10.9	Termination
100007217	07/29/2011	26.1	Termination
100020406	07/29/2011	19.0	Termination
100000782	07/29/2011	21.2	Termination
100045933	07/29/2011	5.8	Termination
100711513	07/29/2011	1.8	Termination
100004385	07/29/2011	22.2	Termination
100046636	07/29/2011	6.4	Termination
100000572	07/29/2011	17.7	Termination
100006558	07/29/2011	21.8	Termination
100018419	07/29/2011	10.6	Termination
100046027	07/29/2011	7.4	Termination
100046150	07/29/2011	7.1	Termination
100051491	07/29/2011	4.0	Termination
100711332	07/29/2011	2.2	Termination
100054585	07/29/2011	2.9	Termination
100016760	07/29/2011	26.9	Termination
100016925	07/29/2011	24.9	Termination
100052102	07/29/2011	3.7	Termination
100053550	07/29/2011	2.6	Termination
100711650	07/29/2011	1.4	Termination
100713421	07/29/2011	1.8	Termination
9660	07/31/2011	37.6	Retirement
9407	07/31/2011	36.4	Retirement
415	07/31/2011	36.7	Retirement

47	07/31/2011	33.9	Retirement
8857	07/31/2011	38.7	Retirement
7894	07/31/2011	40.3	Retirement
326	07/31/2011	33.7	Retirement
2369	07/31/2011	32.0	Retirement
7977	07/31/2011	40.2	Retirement
37211	07/31/2011	23.8	Retirement
52697	07/31/2011	45.7	Retirement
28577	07/31/2011	37.4	Retirement
19962	07/31/2011	35.0	Retirement
10064	07/31/2011	26.3	Retirement
1337	07/31/2011	35.2	Retirement
65052	07/31/2011	24.7	Retirement
88899	07/31/2011	20.1	Retirement
84330	07/31/2011	30.6	Retirement
10010	07/31/2011	37.7	Retirement
24563	07/31/2011	21.1	Retirement
22362	07/31/2011	45.5	Retirement
989	07/31/2011	36.0	Retirement
4068	07/31/2011	29.6	Retirement
49587	07/31/2011	38.4	Retirement
973	07/31/2011	36.0	Retirement
20071	07/31/2011	12.0	Retirement
23677	07/31/2011	21.2	Retirement
22856	07/31/2011	30.0	Retirement
5059	07/31/2011	28.5	Retirement
12420	07/31/2011	37.2	Retirement
16745	07/31/2011	2.8	Retirement
321	07/31/2011	33.7	Retirement
38304	07/31/2011	26.6	Retirement
21732	07/31/2011	39.9	Retirement
266	07/31/2011	36.8	Retirement
4053	07/31/2011	29.7	Retirement
61900	07/31/2011	20.6	Retirement
78311	07/31/2011	44.1	Retirement
24420	07/31/2011	26.5	Retirement
88898	07/31/2011	22.7	Retirement
22674	07/31/2011	8.8	Retirement
20694	07/31/2011	35.3	Retirement
1167	07/31/2011	35.5	Retirement
21462	07/31/2011	19.3	Retirement
22693	07/31/2011	8.8	Retirement
21635	07/31/2011	41.1	Retirement
12746	07/31/2011	35.0	Retirement

33066	07/31/2011	26.3	Retirement
12909	07/31/2011	19.6	Retirement
75640	07/31/2011	26.3	Retirement
85115	07/31/2011	38.1	Retirement
2855	07/31/2011	31.1	Retirement
27096	07/31/2011	37.5	Retirement
56326	07/31/2011	21.2	Retirement
24568	07/31/2011	44.1	Retirement
22461	07/31/2011	37.4	Retirement
29550	07/31/2011	24.6	Retirement
2427	07/31/2011	23.6	Retirement
3591	07/31/2011	30.0	Retirement
24041	07/31/2011	17.4	Retirement
22402	07/31/2011	45.9	Retirement
21701	07/31/2011	40.2	Retirement
24570	07/31/2011	44.0	Retirement
26038	07/31/2011	9.3	Retirement
23997	07/31/2011	17.6	Retirement
46540	07/31/2011	31.1	Retirement
14583	07/31/2011	5.7	Retirement
6333	07/31/2011	21.7	Retirement
21937	07/31/2011	38.8	Retirement
9144	07/31/2011	38.2	Retirement
22736	07/31/2011	31.7	Retirement
21961	07/31/2011	42.8	Retirement
22710	07/31/2011	31.9	Retirement
10269	07/31/2011	30.7	Retirement
21628	07/31/2011	37.7	Retirement
22506	07/31/2011	35.6	Retirement
8945	07/31/2011	38.5	Retirement
210	07/31/2011	36.9	Retirement
15879	07/31/2011	29.7	Retirement
54187	07/31/2011	21.3	Retirement
7513	07/31/2011	40.5	Retirement
152	07/31/2011	33.9	Retirement
10292	07/31/2011	29.8	Retirement
1231	07/31/2011	35.4	Retirement
7195	07/31/2011	26.3	Retirement
42625	07/31/2011	29.5	Retirement
41900	07/31/2011	30.3	Retirement
81483	07/31/2011	31.3	Retirement
80352	07/31/2011	39.8	Retirement
61761	07/31/2011	38.0	Retirement
5458	07/31/2011	42.7	Retirement

79069	07/31/2011	19.3	Retirement
8283	07/31/2011	39.8	Retirement
2443	07/31/2011	31.9	Retirement
943	07/31/2011	36.0	Retirement
76070	07/31/2011	24.0	Retirement
9014	07/31/2011	38.3	Retirement
100003349	07/31/2011	24.6	Retirement
100011918	07/31/2011	32.7	Retirement
100016524	07/31/2011	29.8	Retirement
100046722	07/31/2011	3.1	Termination
100054858	07/31/2011	2.8	Termination
80695	07/31/2011	14.3	Transfer to Affiliate
5813	08/02/2011	27.9	Retirement
10551	08/02/2011	21.7	Termination
63572	08/02/2011	18.0	Termination
100020817	08/02/2011	21.7	Termination
100019360	08/02/2011	16.4	Termination
100019496	08/02/2011	19.7	Termination
13330	08/03/2011	20.2	Termination
100711424	08/05/2011	2.0	Termination
100711379	08/05/2011	2.1	Termination
100711204	08/05/2011	2.4	Termination
15930	08/07/2011	3.7	Termination
4805	08/07/2011	21.5	Transfer to Affiliate
15315	08/07/2011	4.6	Transfer to Affiliate
88000	08/07/2011	25.1	Transfer to Affiliate
100052478	08/07/2011	3.5	Transfer to Affiliate
54978	08/08/2011	26.3	Retirement
84307	08/08/2011	32.3	Retirement
2697	08/08/2011	12.5	Retirement
15019	08/08/2011	5.2	Termination
15016	08/08/2011	5.2	Termination
15015	08/08/2011	5.2	Termination
67158	08/08/2011	13.3	Termination
7838	08/08/2011	12.9	Termination
3602	08/08/2011	15.4	Termination
2284	08/08/2011	23.6	Termination
1623	08/08/2011	9.7	Termination
58	08/08/2011	18.5	Termination
51	08/08/2011	18.5	Termination
2484	08/08/2011	23.6	Termination
52132	08/08/2011	13.2	Termination
16120	08/08/2011	19.0	Termination
15080	08/08/2011	21.2	Termination

8136	08/08/2011	21.3	Termination
8010	08/08/2011	21.3	Termination
2367	08/08/2011	23.5	Termination
7498	08/08/2011	25.9	Termination
24225	08/08/2011	13.8	Termination
5702	08/08/2011	13.7	Termination
15678	08/08/2011	13.7	Termination
13946	08/08/2011	5.8	Termination
8623	08/08/2011	24.7	Termination
5773	08/08/2011	10.6	Termination
4603	08/08/2011	5.4	Termination
92550	08/08/2011	13.8	Termination
1191	08/08/2011	11.1	Termination
751	08/08/2011	24.7	Termination
12547	08/08/2011	9.0	Termination
24219	08/08/2011	8.1	Termination
23492	08/08/2011	22.6	Termination
3372	08/08/2011	22.3	Termination
100002151	08/08/2011	16.3	Retirement
100004302	08/08/2011	13.0	Retirement
100003669	08/08/2011	13.9	Retirement
100009956	08/08/2011	14.0	Termination
100001593	08/08/2011	14.5	Termination
100001518	08/08/2011	16.6	Termination
100003728	08/08/2011	23.7	Termination
100011005	08/08/2011	22.7	Termination
100011871	08/08/2011	32.8	Termination
100018848	08/08/2011	10.1	Termination
100019537	08/08/2011	11.4	Termination
100019620	08/08/2011	12.0	Termination
100019621	08/08/2011	10.9	Termination
100019626	08/08/2011	12.9	Termination
100019746	08/08/2011	8.4	Termination
100046756	08/08/2011	6.1	Termination
100019617	08/08/2011	12.2	Termination
100026974	08/08/2011	19.1	Termination
100031210	08/08/2011	19.2	Termination
100005594	08/08/2011	13.1	Termination
100015301	08/08/2011	8.7	Termination
100019453	08/08/2011	11.1	Termination
100019506	08/08/2011	13.8	Termination
100019569	08/08/2011	24.4	Termination
100019578	08/08/2011	15.1	Termination
100019608	08/08/2011	12.3	Termination

100020442	08/08/2011	12.0	Termination
100021026	08/08/2011	11.3	Termination
100021139	08/08/2011	23.4	Termination
100021208	08/08/2011	10.6	Termination
100024925	08/08/2011	12.9	Termination
100028780	08/08/2011	14.5	Termination
100034064	08/08/2011	11.1	Termination
100034129	08/08/2011	12.0	Termination
100034174	08/08/2011	11.3	Termination
100034277	08/08/2011	15.6	Termination
100046940	08/08/2011	5.7	Termination
100049696	08/08/2011	4.9	Termination
100051607	08/08/2011	3.9	Termination
100713367	08/08/2011	2.0	Termination
100017259	08/09/2011	22.4	Termination
100053797	08/12/2011	3.2	Termination
18431	08/14/2011	1.2	Termination
15309	08/14/2011	4.7	Transfer to Affiliate
15823	08/14/2011	3.9	Transfer to Affiliate
23121	08/14/2011	21.4	Transfer to Affiliate
60080	08/14/2011	25.0	Transfer to Affiliate
100054599	08/15/2011	3.0	Transfer to Affiliate
100046775	08/19/2011	6.1	Termination
16681	08/21/2011	3.0	Termination
2172	08/21/2011	9.4	Transfer to Affiliate
15955	08/21/2011	3.9	Transfer to Affiliate
16080	08/21/2011	3.6	Transfer to Affiliate
16182	08/21/2011	3.4	Transfer to Affiliate
16330	08/21/2011	3.3	Transfer to Affiliate
60078	08/21/2011	6.3	Transfer to Affiliate
100711358	08/23/2011	2.1	Termination
18050	08/25/2011	1.2	Termination
100033812	08/25/2011	10.2	Termination
8404	08/26/2011	12.1	Termination
1198	08/26/2011	11.3	Termination
100019543	08/26/2011	11.4	Termination
100019359	08/26/2011	15.1	Termination
18432	08/28/2011	1.2	Termination
15941	08/28/2011	3.7	Termination
100063957	08/29/2011	0.0	Termination
9850	08/31/2011	37.5	Retirement
743	08/31/2011	36.5	Retirement
74938	08/31/2011	21.4	Retirement
67930	08/31/2011	21.1	Retirement

14963	08/31/2011	5.4	Retirement
14857	08/31/2011	5.4	Retirement
12240	08/31/2011	9.2	Retirement
66588	08/31/2011	21.1	Retirement
62813	08/31/2011	5.0	Retirement
4509	08/31/2011	21.9	Retirement
1791	08/31/2011	33.2	Retirement
3065	08/31/2011	31.0	Retirement
873	08/31/2011	24.7	Retirement
8281	08/31/2011	25.4	Retirement
26089	08/31/2011	19.8	Retirement
11988	08/31/2011	9.4	Retirement
27897	08/31/2011	24.8	Retirement
7907	08/31/2011	25.8	Retirement
13232	08/31/2011	22.4	Retirement
2479	08/31/2011	23.6	Termination
18301	08/31/2011	1.1	Termination
100007561	08/31/2011	6.3	Retirement
100054884	08/31/2011	2.9	Termination
100012045	08/31/2011	16.1	Termination
100051412	08/31/2011	4.1	Termination
100019209	08/31/2011	26.2	Termination
16444	09/02/2011	3.1	Termination
100046747	09/02/2011	6.2	Termination
16993	09/04/2011	3.0	Transfer to Affiliate
100008404	09/04/2011	24.1	Transfer to Affiliate
17444	09/05/2011	2.8	Termination
100004586	09/06/2011	26.6	Retirement
100008563	09/06/2011	30.0	Termination
100046614	09/06/2011	6.5	Termination
14558	09/08/2011	6.2	Termination
100711492	09/08/2011	2.0	Termination
12543	09/09/2011	9.1	Termination
100007648	09/09/2011	37.8	Retirement
100711752	09/09/2011	1.3	Termination
100048445	09/09/2011	16.1	Termination
100007156	09/09/2011	15.2	Termination
100711809	09/09/2011	1.0	Termination
1675	09/11/2011	12.1	Transfer to Affiliate
5892	09/11/2011	11.1	Transfer to Affiliate
7946	09/11/2011	12.8	Transfer to Affiliate
15069	09/11/2011	5.1	Transfer to Affiliate
12464	09/12/2011	0.0	Transfer to Affiliate
17060	09/13/2011	2.7	Termination

5642	09/14/2011	10.6	Termination
201	09/15/2011	33.9	Retirement
67244	09/15/2011	22.2	Termination
100711439	09/15/2011	2.1	Termination
17672	09/16/2011	2.0	Termination
4779	09/18/2011	21.5	Transfer to Affiliate
25357	09/18/2011	10.3	Transfer to Affiliate
17401	09/19/2011	2.9	Termination
100017360	09/19/2011	22.0	Termination
100023767	09/19/2011	11.4	Termination
70000	09/20/2011	8.8	Termination
100019679	09/20/2011	6.6	Termination
17245	09/23/2011	2.8	Termination
100711665	09/23/2011	1.5	Termination
100054624	09/23/2011	3.0	Termination
16963	09/25/2011	2.8	Termination
7556	09/25/2011	18.9	Transfer to Affiliate
16223	09/26/2011	3.5	Termination
16241	09/26/2011	3.5	Termination
16625	09/26/2011	3.3	Termination
100711293	09/26/2011	2.4	Termination
100054930	09/26/2011	3.0	Termination
100021036	09/26/2011	11.7	Termination
100052606	09/26/2011	3.6	Termination
100000121	09/26/2011	17.6	Transfer to Affiliate
100003047	09/26/2011	21.4	Transfer to Affiliate
100019664	09/26/2011	8.8	Transfer to Affiliate
100019965	09/26/2011	22.1	Transfer to Affiliate
100019981	09/26/2011	25.1	Transfer to Affiliate
100022942	09/26/2011	23.0	Transfer to Affiliate
100025249	09/26/2011	12.3	Transfer to Affiliate
100028211	09/26/2011	20.2	Transfer to Affiliate
100029052	09/26/2011	16.0	Transfer to Affiliate
100032187	09/26/2011	25.4	Transfer to Affiliate
100032202	09/26/2011	14.2	Transfer to Affiliate
100033103	09/26/2011	22.1	Transfer to Affiliate
100033939	09/26/2011	38.2	Transfer to Affiliate
100048539	09/26/2011	34.8	Transfer to Affiliate
100049661	09/26/2011	5.2	Transfer to Affiliate
100053366	09/26/2011	3.4	Transfer to Affiliate
100053627	09/26/2011	3.3	Transfer to Affiliate
3212	09/27/2011	12.7	Termination
14317	09/27/2011	6.5	Termination
7368	09/27/2011	13.2	Termination

16663	09/27/2011	3.2	Termination
16389	09/27/2011	3.3	Termination
100010840	09/27/2011	21.1	Retirement
100046723	09/27/2011	6.3	Termination
100711405	09/27/2011	2.2	Termination
100711818	09/27/2011	1.0	Termination
100052924	09/27/2011	3.5	Termination
100051367	09/27/2011	4.2	Termination
100019789	09/27/2011	8.4	Termination
100054304	09/27/2011	3.2	Termination
100045964	09/27/2011	7.6	Termination
100711483	09/27/2011	2.1	Termination
100046902	09/27/2011	5.9	Termination
100051457	09/27/2011	4.2	Termination
100053013	09/27/2011	3.5	Termination
489	09/28/2011	11.6	Termination
5004	09/28/2011	14.4	Termination
100048661	09/28/2011	10.2	Termination
100048341	09/28/2011	7.6	Termination
100048388	09/28/2011	8.0	Termination
100711116	09/28/2011	2.9	Termination
100054136	09/28/2011	3.2	Termination
100046593	09/28/2011	6.7	Termination
100028733	09/28/2011	25.3	Termination
100711430	09/28/2011	2.2	Termination
100052721	09/28/2011	3.6	Termination
100713268	09/28/2011	2.3	Transfer to Affiliate
41762	09/29/2011	26.3	Retirement
18074	09/29/2011	1.3	Termination
14503	09/29/2011	6.2	Termination
17863	09/29/2011	2.2	Termination
11828	09/29/2011	9.7	Termination
100005040	09/29/2011	28.0	Retirement
100006711	09/29/2011	21.6	Retirement
100047934	09/29/2011	5.5	Termination
100005613	09/29/2011	27.1	Termination
100711208	09/29/2011	2.6	Termination
100009336	09/29/2011	11.5	Termination
9842	09/30/2011	37.6	Retirement
1214	09/30/2011	35.6	Retirement
10770	09/30/2011	21.1	Retirement
16333	09/30/2011	20.9	Retirement
8642	09/30/2011	39.2	Retirement
78521	09/30/2011	37.4	Retirement

25132	09/30/2011	9.0	Retirement
70999	09/30/2011	17.4	Retirement
1992	09/30/2011	30.6	Retirement
69445	09/30/2011	23.4	Retirement
9878	09/30/2011	37.5	Retirement
18790	09/30/2011	26.8	Retirement
1346	09/30/2011	35.4	Retirement
23004	09/30/2011	26.9	Retirement
12190	09/30/2011	21.5	Retirement
73730	09/30/2011	27.3	Retirement
15017	09/30/2011	5.3	Retirement
4174	09/30/2011	15.1	Retirement
17179	09/30/2011	3.0	Retirement
8819	09/30/2011	38.2	Retirement
1991	09/30/2011	32.7	Retirement
21935	09/30/2011	41.6	Retirement
23185	09/30/2011	18.3	Retirement
2717	09/30/2011	31.4	Retirement
615	09/30/2011	33.7	Retirement
14966	09/30/2011	5.5	Termination
13091	09/30/2011	7.1	Termination
15181	09/30/2011	27.0	Retirement
68651	09/30/2011	36.1	Retirement
44172	09/30/2011	20.9	Retirement
15997	09/30/2011	26.8	Retirement
34436	09/30/2011	27.5	Retirement
100002068	09/30/2011	30.7	Retirement
100002843	09/30/2011	21.3	Retirement
100003705	09/30/2011	32.9	Retirement
100005486	09/30/2011	17.5	Retirement
100007663	09/30/2011	39.7	Retirement
100016502	09/30/2011	30.2	Retirement
100000568	09/30/2011	28.2	Retirement
100019417	09/30/2011	20.2	Termination
100713167	09/30/2011	2.7	Termination
100004647	09/30/2011	26.6	Termination
100018297	09/30/2011	11.1	Termination
100019644	09/30/2011	8.9	Termination
5288	10/01/2011	28.3	Termination
10272	10/01/2011	17.7	Termination
100018671	10/01/2011	10.4	Transfer to Affiliate
100018671	10/01/2011	10.4	Transfer to Affiliate
100020920	10/01/2011	25.5	Transfer to Affiliate
100020920	10/01/2011	25.5	Transfer to Affiliate

100021956	10/01/2011	32.2	Transfer to Affiliate
100021956	10/01/2011	32.2	Transfer to Affiliate
100023771	10/01/2011	28.5	Transfer to Affiliate
100035025	10/01/2011	3.2	Transfer to Affiliate
1611	10/02/2011	24.2	Transfer to Affiliate
13678	10/02/2011	7.9	Transfer to Affiliate
13698	10/02/2011	7.8	Transfer to Affiliate
14796	10/02/2011	5.7	Transfer to Affiliate
15256	10/02/2011	4.9	Transfer to Affiliate
15283	10/02/2011	4.9	Transfer to Affiliate
17928	10/02/2011	1.8	Transfer to Affiliate
76223	10/02/2011	21.0	Transfer to Affiliate
6637	10/03/2011	13.3	Termination
6232	10/03/2011	21.0	Termination
13018	10/03/2011	9.0	Termination
22827	10/03/2011	30.5	Termination
100005146	10/03/2011	24.7	Retirement
100711322	10/03/2011	2.4	Transfer to Affiliate
42090	10/04/2011	35.1	Retirement
18194	10/04/2011	1.7	Termination
21458	10/04/2011	11.1	Termination
18320	10/04/2011	1.4	Termination
1349	10/05/2011	18.1	Termination
18357	10/06/2011	1.3	Termination
100046768	10/06/2011	6.3	Termination
21556	10/07/2011	4.6	Termination
100711360	10/07/2011	2.3	Termination
100046954	10/07/2011	5.8	Termination
22863	10/09/2011	30.0	Transfer to Affiliate
92770	10/09/2011	19.7	Transfer to Affiliate
100711472	10/14/2011	2.1	Termination
100711725	10/15/2011	1.4	Termination
2783	10/16/2011	22.5	Transfer to Affiliate
10464	10/16/2011	24.2	Transfer to Affiliate
12272	10/16/2011	9.5	Transfer to Affiliate
15407	10/16/2011	4.9	Transfer to Affiliate
17893	10/16/2011	2.0	Transfer to Affiliate
43155	10/16/2011	23.9	Transfer to Affiliate
48585	10/16/2011	30.5	Transfer to Affiliate
63573	10/16/2011	24.3	Transfer to Affiliate
100711575	10/21/2011	1.9	Termination
10762	10/23/2011	24.4	Transfer to Affiliate
100046688	10/28/2011	6.5	Termination
1189	10/30/2011	11.2	Termination

13553	10/30/2011	6.6	Transfer to Affiliate
14817	10/30/2011	5.7	Transfer to Affiliate
15299	10/30/2011	4.9	Transfer to Affiliate
17666	10/30/2011	2.2	Transfer to Affiliate
46645	10/30/2011	24.9	Transfer to Affiliate
16571	10/31/2011	3.4	Retirement
88780	10/31/2011	26.9	Retirement
10376	10/31/2011	22.2	Retirement
46526	10/31/2011	32.5	Retirement
1114	10/31/2011	35.9	Retirement
30912	10/31/2011	34.9	Retirement
5608	10/31/2011	14.2	Retirement
16321	10/31/2011	3.5	Retirement
282	10/31/2011	34.0	Retirement
18281	10/31/2011	1.3	Termination
75550	10/31/2011	24.8	Retirement
38674	10/31/2011	38.3	Retirement
37290	10/31/2011	25.0	Retirement
82346	10/31/2011	24.8	Retirement
45612	10/31/2011	31.0	Retirement
80349	10/31/2011	33.2	Retirement
31255	10/31/2011	28.3	Retirement
100015517	10/31/2011	39.0	Retirement
100051057	10/31/2011	4.4	Termination
100053999	10/31/2011	3.3	Termination
100054986	10/31/2011	3.0	Termination
100711331	10/31/2011	2.4	Termination
100008778	10/31/2011	22.4	Termination
100016672	10/31/2011	27.3	Termination
100006485	10/31/2011	23.7	Termination
100016983	10/31/2011	24.6	Termination
100054785	10/31/2011	3.1	Termination
100000065	11/01/2011	22.4	Transfer to Affiliate
100000407	11/01/2011	21.4	Transfer to Affiliate
100000407	11/01/2011	21.4	Transfer to Affiliate
100000517	11/01/2011	22.0	Transfer to Affiliate
100000751	11/01/2011	21.5	Transfer to Affiliate
100005909	11/01/2011	23.9	Transfer to Affiliate
100005909	11/01/2011	23.9	Transfer to Affiliate
100006178	11/01/2011	27.0	Transfer to Affiliate
100006327	11/01/2011	24.1	Transfer to Affiliate
100007463	11/01/2011	24.5	Transfer to Affiliate
100007911	11/01/2011	16.9	Transfer to Affiliate
100008039	11/01/2011	13.3	Transfer to Affiliate

100008421	11/01/2011	26.4	Transfer to Affiliate
100009018	11/01/2011	31.5	Transfer to Affiliate
100009755	11/01/2011	29.4	Transfer to Affiliate
100009755	11/01/2011	29.4	Transfer to Affiliate
100010319	11/01/2011	21.7	Transfer to Affiliate
100011216	11/01/2011	13.8	Transfer to Affiliate
100016005	11/01/2011	35.8	Transfer to Affiliate
100017613	11/01/2011	20.9	Transfer to Affiliate
100017771	11/01/2011	11.5	Transfer to Affiliate
100018144	11/01/2011	11.4	Transfer to Affiliate
100018316	11/01/2011	11.1	Transfer to Affiliate
100019214	11/01/2011	26.6	Transfer to Affiliate
100019571	11/01/2011	23.4	Transfer to Affiliate
100019574	11/01/2011	34.3	Transfer to Affiliate
100019797	11/01/2011	7.4	Transfer to Affiliate
100020616	11/01/2011	23.2	Transfer to Affiliate
100020813	11/01/2011	24.7	Transfer to Affiliate
100021265	11/01/2011	25.8	Transfer to Affiliate
100021297	11/01/2011	22.3	Transfer to Affiliate
100021334	11/01/2011	23.5	Transfer to Affiliate
100021338	11/01/2011	22.6	Transfer to Affiliate
100021652	11/01/2011	23.4	Transfer to Affiliate
100022914	11/01/2011	20.2	Transfer to Affiliate
100023214	11/01/2011	10.1	Transfer to Affiliate
100024435	11/01/2011	25.7	Transfer to Affiliate
100024697	11/01/2011	30.2	Transfer to Affiliate
100025253	11/01/2011	23.0	Transfer to Affiliate
100025424	11/01/2011	27.6	Transfer to Affiliate
100026435	11/01/2011	23.2	Transfer to Affiliate
100026538	11/01/2011	23.1	Transfer to Affiliate
100027612	11/01/2011	22.5	Transfer to Affiliate
100027961	11/01/2011	32.9	Transfer to Affiliate
100028248	11/01/2011	26.6	Transfer to Affiliate
100028575	11/01/2011	3.2	Transfer to Affiliate
100029491	11/01/2011	38.4	Transfer to Affiliate
100029491	11/01/2011	38.4	Transfer to Affiliate
100030235	11/01/2011	28.4	Transfer to Affiliate
100030884	11/01/2011	11.9	Transfer to Affiliate
100031205	11/01/2011	25.3	Transfer to Affiliate
100033379	11/01/2011	13.5	Transfer to Affiliate
100033721	11/01/2011	23.1	Transfer to Affiliate
100033805	11/01/2011	26.8	Transfer to Affiliate
100034021	11/01/2011	3.3	Transfer to Affiliate
100034302	11/01/2011	28.5	Transfer to Affiliate

100047005	11/01/2011	5.8	Transfer to Affiliate
100047230	11/01/2011	5.6	Transfer to Affiliate
100048239	11/01/2011	5.3	Transfer to Affiliate
100048602	11/01/2011	9.2	Transfer to Affiliate
100048602	11/01/2011	9.2	Transfer to Affiliate
100050055	11/01/2011	3.1	Transfer to Affiliate
100050855	11/01/2011	4.5	Transfer to Affiliate
100051204	11/01/2011	4.4	Transfer to Affiliate
100711120	11/01/2011	3.0	Transfer to Affiliate
100711126	11/01/2011	2.9	Transfer to Affiliate
100711645	11/01/2011	1.7	Transfer to Affiliate
100713123	11/01/2011	3.0	Transfer to Affiliate
100713256	11/01/2011	2.4	Transfer to Affiliate
100713299	11/01/2011	2.4	Transfer to Affiliate
100713761	11/01/2011	1.4	Transfer to Affiliate
13896	11/03/2011	6.2	Termination
15933	11/06/2011	3.9	Transfer to Affiliate
17778	11/06/2011	2.7	Transfer to Affiliate
35752	11/06/2011	1.4	Transfer to Affiliate
66690	11/06/2011	18.5	Transfer to Affiliate
100000044	11/06/2011	12.8	Transfer to Affiliate
15215	11/08/2011	4.2	Termination
17066	11/08/2011	2.6	Termination
100006086	11/10/2011	28.2	Termination
100711837	11/10/2011	0.9	Termination
17625	11/11/2011	2.4	Termination
1254	11/13/2011	35.7	Transfer to Affiliate
12714	11/13/2011	9.3	Transfer to Affiliate
13522	11/13/2011	7.7	Transfer to Affiliate
14733	11/13/2011	5.8	Transfer to Affiliate
16889	11/13/2011	3.2	Transfer to Affiliate
63191	11/13/2011	18.5	Transfer to Affiliate
93552	11/13/2011	21.3	Transfer to Affiliate
100003635	11/13/2011	23.8	Transfer to Affiliate
100005780	11/13/2011	24.6	Transfer to Affiliate
100006918	11/13/2011	22.3	Transfer to Affiliate
100007560	11/13/2011	17.6	Transfer to Affiliate
100010521	11/13/2011	17.4	Transfer to Affiliate
100011500	11/13/2011	27.5	Transfer to Affiliate
100011619	11/13/2011	12.6	Transfer to Affiliate
100015438	11/13/2011	2.1	Transfer to Affiliate
100018928	11/13/2011	10.2	Transfer to Affiliate
100048446	11/13/2011	8.4	Transfer to Affiliate
13953	11/14/2011	7.4	Termination

100005247	11/18/2011	11.0	Termination
14442	11/20/2011	6.6	Termination
100001754	11/24/2011	22.0	Termination
2362	11/27/2011	23.9	Transfer to Affiliate
2631	11/27/2011	23.1	Transfer to Affiliate
3924	11/27/2011	22.4	Transfer to Affiliate
92285	11/27/2011	26.4	Transfer to Affiliate
100022648	12/01/2011	25.7	Transfer to Affiliate
100026447	12/01/2011	23.7	Transfer to Affiliate
100046784	12/01/2011	6.4	Transfer to Affiliate
100050926	12/01/2011	4.6	Transfer to Affiliate
100713169	12/01/2011	2.8	Transfer to Affiliate
4931	12/04/2011	29.0	Transfer to Affiliate
16440	12/09/2011	3.4	Termination
134	12/11/2011	18.8	Transfer to Affiliate
1358	12/11/2011	33.6	Transfer to Affiliate
4390	12/11/2011	15.0	Transfer to Affiliate
11584	12/11/2011	10.2	Transfer to Affiliate
14536	12/11/2011	6.5	Transfer to Affiliate
14839	12/11/2011	5.7	Transfer to Affiliate
15674	12/11/2011	4.4	Transfer to Affiliate
16012	12/11/2011	3.9	Transfer to Affiliate
17244	12/11/2011	3.0	Transfer to Affiliate
17282	12/11/2011	2.9	Transfer to Affiliate
17846	12/11/2011	2.5	Transfer to Affiliate
18231	12/11/2011	1.5	Transfer to Affiliate
18324	12/11/2011	1.5	Transfer to Affiliate
18325	12/11/2011	1.5	Transfer to Affiliate
18343	12/11/2011	1.5	Transfer to Affiliate
21235	12/11/2011	0.0	Transfer to Affiliate
24646	12/11/2011	24.0	Transfer to Affiliate
31505	12/11/2011	27.1	Transfer to Affiliate
43237	12/11/2011	24.1	Transfer to Affiliate
54624	12/11/2011	25.2	Transfer to Affiliate
78312	12/11/2011	25.7	Transfer to Affiliate
78715	12/11/2011	25.9	Transfer to Affiliate
83466	12/11/2011	38.5	Transfer to Affiliate
21219	12/12/2011	0.0	Termination
21204	12/12/2011	0.0	Termination
100011436	12/12/2011	13.0	Termination
15114	12/16/2011	4.4	Termination
100711532	12/16/2011	2.2	Termination
79839	12/18/2011	17.2	Transfer to Affiliate
100019477	12/21/2011	16.2	Termination

1367	12/25/2011	20.6	Transfer to Affiliate
2982	12/25/2011	31.5	Transfer to Affiliate
3180	12/25/2011	30.7	Transfer to Affiliate
7030	12/25/2011	27.0	Transfer to Affiliate
8115	12/25/2011	21.7	Transfer to Affiliate
10768	12/25/2011	33.5	Transfer to Affiliate
17201	12/25/2011	3.0	Transfer to Affiliate
17547	12/25/2011	2.9	Transfer to Affiliate
18233	12/25/2011	1.5	Transfer to Affiliate
19123	12/25/2011	28.8	Transfer to Affiliate
27210	12/25/2011	29.5	Transfer to Affiliate
33151	12/25/2011	22.5	Transfer to Affiliate
34415	12/25/2011	21.7	Transfer to Affiliate
38516	12/25/2011	9.9	Transfer to Affiliate
45086	12/25/2011	19.9	Transfer to Affiliate
59311	12/25/2011	32.0	Transfer to Affiliate
73292	12/25/2011	25.5	Transfer to Affiliate
95285	12/25/2011	20.0	Transfer to Affiliate
100711834	12/30/2011	1.0	Termination
1352	12/31/2011	33.2	Retirement
104	12/31/2011	37.5	Retirement
2640	12/31/2011	31.9	Retirement
50246	12/31/2011	24.0	Retirement
2463	12/31/2011	24.0	Retirement
17660	12/31/2011	2.4	Termination
47025	12/31/2011	3.5	Retirement
3763	12/31/2011	30.4	Retirement
100004819	12/31/2011	30.6	Retirement
100008900	12/31/2011	44.5	Retirement
100010499	12/31/2011	28.5	Retirement
992	01/01/2012	23.5	Transfer to Affiliate
3099	01/01/2012	31.3	Transfer to Affiliate
8579	01/01/2012	21.5	Transfer to Affiliate
14097	01/01/2012	7.5	Transfer to Affiliate
100006786	01/01/2012	26.0	Transfer to Affiliate
100019348	01/01/2012	19.9	Transfer to Affiliate
100026864	01/01/2012	28.1	Transfer to Affiliate
100713328	01/01/2012	2.5	Transfer to Affiliate
100713328	01/01/2012	2.5	Transfer to Affiliate
100046833	01/03/2012	6.4	Termination
247	01/08/2012	17.8	Transfer to Affiliate
3575	01/08/2012	30.6	Transfer to Affiliate
3776	01/08/2012	30.4	Transfer to Affiliate
4801	01/08/2012	29.2	Transfer to Affiliate

5915	01/08/2012	28.3	Transfer to Affiliate
5972	01/08/2012	20.8	Transfer to Affiliate
6642	01/08/2012	20.6	Transfer to Affiliate
10543	01/08/2012	23.8	Transfer to Affiliate
16351	01/08/2012	2.5	Transfer to Affiliate
63191	01/08/2012	18.6	Transfer to Affiliate
72893	01/08/2012	20.1	Transfer to Affiliate
100711125	01/12/2012	3.1	Termination
16532	01/15/2012	3.3	Termination
13916	01/17/2012	7.7	Termination
100046566	01/17/2012	5.7	Termination
100046789	01/17/2012	6.5	Termination
12553	01/20/2012	9.4	Termination
17224	01/20/2012	3.2	Termination
100030454	01/20/2012	14.2	Termination
5173	01/22/2012	28.8	Transfer to Affiliate
7983	01/22/2012	13.1	Transfer to Affiliate
9639	01/22/2012	38.1	Transfer to Affiliate
13827	01/22/2012	7.8	Transfer to Affiliate
15185	01/22/2012	25.6	Transfer to Affiliate
21576	01/22/2012	22.1	Transfer to Affiliate
31744	01/22/2012	24.8	Transfer to Affiliate
31848	01/22/2012	29.8	Transfer to Affiliate
49567	01/22/2012	33.8	Transfer to Affiliate
95585	01/22/2012	21.7	Transfer to Affiliate
100048447	01/23/2012	22.2	Transfer to Affiliate
100050528	01/23/2012	4.9	Transfer to Affiliate
14556	01/26/2012	6.6	Termination
14876	01/26/2012	5.9	Termination
10712	01/26/2012	11.3	Termination
3784	01/27/2012	15.6	Termination
12544	01/27/2012	9.5	Termination
11602	01/27/2012	10.4	Termination
1774	01/27/2012	11.6	Termination
102	01/27/2012	18.9	Termination
20528	01/27/2012	34.7	Termination
14978	01/27/2012	5.8	Termination
2418	01/27/2012	11.6	Termination
14730	01/27/2012	21.6	Termination
11456	01/27/2012	10.5	Termination
73266	01/27/2012	20.9	Termination
14356	01/27/2012	6.7	Termination
10530	01/27/2012	14.1	Termination
7317	01/27/2012	10.5	Termination

2460	01/27/2012	12.4	Termination
2030	01/27/2012	11.6	Termination
10240	01/27/2012	14.5	Termination
100001634	01/27/2012	28.1	Retirement
100002727	01/27/2012	24.6	Retirement
100003926	01/27/2012	18.5	Retirement
100019996	01/27/2012	22.2	Termination
100019556	01/27/2012	11.0	Termination
100005804	01/27/2012	23.9	Termination
100009605	01/27/2012	13.4	Termination
100010406	01/27/2012	17.3	Termination
100019374	01/27/2012	11.9	Termination
100019516	01/27/2012	13.5	Termination
100046987	01/27/2012	6.0	Termination
100046989	01/27/2012	6.0	Termination
100048629	01/27/2012	10.9	Termination
100048772	01/27/2012	23.6	Termination
100046112	01/27/2012	7.7	Termination
100048842	01/27/2012	6.7	Termination
100051902	01/27/2012	4.3	Termination
100019223	01/27/2012	22.9	Termination
100019547	01/27/2012	14.7	Termination
100005812	01/27/2012	13.4	Termination
100008121	01/27/2012	13.8	Termination
100009878	01/27/2012	21.6	Termination
100019419	01/27/2012	27.4	Termination
100019457	01/27/2012	11.2	Termination
100019591	01/27/2012	26.5	Termination
100019616	01/27/2012	11.0	Termination
100022081	01/27/2012	11.9	Termination
100025510	01/27/2012	20.0	Termination
100028868	01/27/2012	14.3	Termination
100048541	01/27/2012	11.8	Termination
100050876	01/27/2012	4.7	Termination
9219	01/29/2012	38.6	Transfer to Affiliate
9235	01/29/2012	38.5	Transfer to Affiliate
17068	01/29/2012	3.3	Transfer to Affiliate
17146	01/29/2012	3.2	Transfer to Affiliate
14972	01/30/2012	5.8	Termination
24227	01/31/2012	14.2	Retirement
78470	01/31/2012	21.8	Retirement
39541	01/31/2012	21.6	Retirement
12747	01/31/2012	25.0	Retirement
10043	01/31/2012	22.6	Retirement

56828	01/31/2012	30.8	Retirement
34472	01/31/2012	26.9	Retirement
78437	01/31/2012	33.2	Retirement
6703	01/31/2012	20.4	Retirement
1982	01/31/2012	32.9	Retirement
61758	01/31/2012	35.8	Retirement
100048397	01/31/2012	9.6	Termination
100011382	01/31/2012	5.9	Termination
100033639	02/01/2012	12.7	Transfer to Affiliate
100033653	02/01/2012	28.9	Transfer to Affiliate
100033653	02/01/2012	28.9	Transfer to Affiliate
100046018	02/01/2012	7.9	Transfer to Affiliate
100054594	02/01/2012	3.4	Transfer to Affiliate
100034215	02/03/2012	13.0	Termination
100711490	02/03/2012	2.4	Termination
3099	02/05/2012	31.4	Transfer to Affiliate
6368	02/05/2012	21.2	Transfer to Affiliate
7983	02/05/2012	13.2	Transfer to Affiliate
9639	02/05/2012	38.2	Transfer to Affiliate
12238	02/05/2012	3.3	Transfer to Affiliate
15955	02/05/2012	4.3	Transfer to Affiliate
16304	02/05/2012	3.6	Transfer to Affiliate
16336	02/05/2012	3.8	Transfer to Affiliate
16529	02/05/2012	3.4	Transfer to Affiliate
17069	02/05/2012	3.3	Transfer to Affiliate
17371	02/05/2012	3.2	Transfer to Affiliate
74949	02/07/2012	18.9	Termination
32343	02/07/2012	22.7	Termination
100046148	02/09/2012	7.6	Termination
100045999	02/10/2012	7.9	Termination
1254	02/12/2012	36.0	Transfer to Affiliate
12726	02/12/2012	9.6	Transfer to Affiliate
56931	02/12/2012	21.3	Transfer to Affiliate
100004749	02/13/2012	17.9	Termination
14360	02/14/2012	6.8	Termination
16543	02/14/2012	3.7	Termination
2856	02/19/2012	31.7	Transfer to Affiliate
3095	02/19/2012	31.4	Transfer to Affiliate
3099	02/19/2012	31.4	Transfer to Affiliate
3147	02/19/2012	31.4	Transfer to Affiliate
4731	02/19/2012	14.9	Transfer to Affiliate
4743	02/19/2012	39.7	Transfer to Affiliate
5337	02/19/2012	28.6	Transfer to Affiliate
11452	02/19/2012	10.6	Transfer to Affiliate

16351	02/19/2012	2.7	Transfer to Affiliate
16832	02/19/2012	3.7	Transfer to Affiliate
24309	02/19/2012	44.2	Transfer to Affiliate
55950	02/19/2012	21.8	Transfer to Affiliate
59311	02/19/2012	32.2	Transfer to Affiliate
19936	02/21/2012	0.4	Termination
100046585	02/24/2012	7.1	Termination
4064	02/29/2012	29.8	Retirement
55360	02/29/2012	23.5	Retirement
69540	02/29/2012	31.9	Retirement
79860	02/29/2012	45.7	Retirement
9035	02/29/2012	21.4	Retirement
100001612	02/29/2012	42.5	Retirement
100006715	02/29/2012	31.7	Retirement
100000776	02/29/2012	13.4	Retirement
100054040	02/29/2012	3.6	Termination
100711753	03/01/2012	1.7	Termination
100019222	03/01/2012	26.7	Transfer to Affiliate
100046387	03/01/2012	7.3	Transfer to Affiliate
17990	03/02/2012	2.2	Termination
100008831	03/02/2012	17.3	Termination
3147	03/04/2012	31.4	Transfer to Affiliate
5337	03/04/2012	28.6	Transfer to Affiliate
10332	03/04/2012	26.5	Transfer to Affiliate
11215	03/04/2012	20.8	Transfer to Affiliate
21818	03/04/2012	0.1	Transfer to Affiliate
55950	03/04/2012	21.9	Transfer to Affiliate
59850	03/04/2012	22.6	Transfer to Affiliate
89345	03/04/2012	18.5	Transfer to Affiliate
100010083	03/04/2012	22.4	Transfer to Affiliate
100711295	03/04/2012	2.8	Transfer to Affiliate
100711365	03/04/2012	2.6	Transfer to Affiliate
100711368	03/04/2012	2.6	Transfer to Affiliate
25173	03/05/2012	0.0	Termination
100711812	03/08/2012	1.6	Transfer to Affiliate
17545	03/16/2012	3.1	Termination
7489	03/18/2012	22.2	Termination
14550	03/18/2012	5.8	Transfer to Affiliate
15512	03/18/2012	5.0	Transfer to Affiliate
54490	03/18/2012	4.8	Transfer to Affiliate
2920	03/25/2012	16.5	Transfer to Affiliate
100019241	03/30/2012	20.2	Termination
257	03/31/2012	37.5	Retirement
59276	03/31/2012	38.2	Retirement

86509	03/31/2012	20.0	Retirement
63191	03/31/2012	18.8	Retirement
34536	03/31/2012	32.2	Retirement
81	03/31/2012	27.2	Retirement
1512	03/31/2012	35.2	Retirement
10496	03/31/2012	30.1	Retirement
78438	03/31/2012	55.2	Retirement
89531	03/31/2012	34.6	Retirement
51527	03/31/2012	20.0	Retirement
1938	03/31/2012	33.4	Retirement
4743	03/31/2012	39.8	Retirement
100000512	03/31/2012	27.5	Retirement
100001181	03/31/2012	41.4	Retirement
100001307	03/31/2012	25.6	Retirement
100001828	03/31/2012	6.6	Retirement
100002122	03/31/2012	41.2	Retirement
100004121	03/31/2012	46.8	Retirement
100005552	03/31/2012	40.5	Retirement
100011721	03/31/2012	33.6	Retirement
100016176	03/31/2012	33.8	Retirement
3527	04/01/2012	22.9	Transfer to Affiliate
10006	04/01/2012	25.5	Transfer to Affiliate
18428	04/01/2012	1.8	Transfer to Affiliate
20655	04/01/2012	20.1	Transfer to Affiliate
20674	04/01/2012	24.7	Transfer to Affiliate
100020602	04/01/2012	20.2	Transfer to Affiliate
100064773	04/01/2012	0.3	Transfer to Affiliate
100713164	04/01/2012	3.2	Transfer to Affiliate
18197	04/02/2012	2.1	Termination
100711721	04/02/2012	1.9	Termination
100713649	04/02/2012	1.9	Transfer to Affiliate
100046174	04/06/2012	7.7	Termination
18189	04/09/2012	2.2	Termination
17857	04/09/2012	0.0	Transfer to Affiliate
18184	04/15/2012	2.3	Termination
7483	04/15/2012	19.5	Transfer to Affiliate
15931	04/15/2012	4.4	Transfer to Affiliate
17330	04/15/2012	2.7	Transfer to Affiliate
17361	04/15/2012	2.7	Transfer to Affiliate
17484	04/15/2012	3.4	Transfer to Affiliate
19967	04/15/2012	21.8	Transfer to Affiliate
92897	04/15/2012	21.8	Transfer to Affiliate
90088	04/17/2012	21.6	Termination
16635	04/26/2012	3.8	Termination

100046207	04/27/2012	7.7	Termination
12487	04/29/2012	9.8	Transfer to Affiliate
17928	04/29/2012	2.4	Transfer to Affiliate
62640	04/29/2012	5.3	Transfer to Affiliate
69798	04/29/2012	23.1	Transfer to Affiliate
80651	04/29/2012	27.8	Transfer to Affiliate
63322	04/30/2012	30.5	Retirement
100006517	04/30/2012	19.5	Retirement
100017243	04/30/2012	23.4	Retirement
100046850	04/30/2012	6.6	Termination
100065183	04/30/2012	0.3	Termination
100046081	04/30/2012	8.0	Transfer to Affiliate
100046971	04/30/2012	6.3	Transfer to Affiliate
100047021	05/04/2012	6.2	Termination
100711486	05/04/2012	2.7	Termination
2556	05/06/2012	11.3	Transfer to Affiliate
14635	05/06/2012	6.4	Transfer to Affiliate
25740	05/07/2012	0.0	Termination
16327	05/07/2012	4.0	Termination
54361	05/08/2012	21.7	Termination
100713309	05/11/2012	2.9	Termination
100048095	05/11/2012	6.0	Termination
15725	05/13/2012	4.8	Transfer to Affiliate
19108	05/13/2012	1.0	Transfer to Affiliate
27210	05/13/2012	29.9	Transfer to Affiliate
100063964	05/15/2012	0.7	Termination
12984	05/16/2012	22.9	Termination
16902	05/18/2012	3.5	Termination
100054173	05/20/2012	3.8	Transfer to Affiliate
100711128	05/24/2012	3.5	Termination
3299	05/27/2012	9.4	Transfer to Affiliate
15780	05/27/2012	4.8	Transfer to Affiliate
25547	05/27/2012	0.1	Transfer to Affiliate
25756	05/27/2012	0.0	Transfer to Affiliate
22733	05/31/2012	32.6	Retirement
6184	05/31/2012	11.2	Termination
2049	05/31/2012	33.1	Retirement
100001641	05/31/2012	22.0	Retirement
100046251	05/31/2012	7.6	Retirement
100000121	06/01/2012	18.3	Transfer to Affiliate
18115	06/03/2012	2.7	Transfer to Affiliate
25457	06/08/2012	10.9	Termination
12639	06/08/2012	9.0	Termination
100064780	06/08/2012	0.4	Termination

1577	06/10/2012	18.6	Transfer to Affiliate
100067034	06/11/2012	0.0	Termination
100711525	06/15/2012	2.7	Termination
100048599	06/17/2012	11.8	Transfer to Affiliate
100017873	06/20/2012	12.0	Termination
12201	06/24/2012	21.4	Transfer to Affiliate
12272	06/26/2012	10.2	Termination
16928	06/27/2012	3.6	Termination
17893	06/29/2012	2.7	Termination
15935	06/29/2012	4.6	Termination
100713865	06/29/2012	1.2	Termination
4835	06/30/2012	28.9	Retirement
61976	06/30/2012	30.2	Retirement
100713258	07/01/2012	2.5	Transfer to Affiliate
23960	07/02/2012	14.3	Termination
25234	07/02/2012	31.6	Termination
24017	07/02/2012	18.5	Termination
14918	07/02/2012	5.3	Termination
12615	07/02/2012	8.2	Termination
24816	07/02/2012	33.5	Termination
25507	07/02/2012	10.7	Termination
25450	07/02/2012	11.0	Termination
24835	07/02/2012	35.1	Termination
23935	07/02/2012	10.2	Termination
22841	07/02/2012	31.2	Termination
20233	07/02/2012	8.2	Termination
22793	07/02/2012	32.0	Termination
6746	07/02/2012	27.8	Termination
3226	07/02/2012	4.5	Termination
70033	07/02/2012	14.3	Termination
13901	07/02/2012	6.9	Termination
24840	07/02/2012	33.6	Termination
20774	07/02/2012	18.7	Termination
24855	07/02/2012	27.4	Termination
24838	07/02/2012	21.8	Termination
24823	07/02/2012	27.5	Termination
21165	07/02/2012	15.8	Termination
16920	07/02/2012	3.5	Termination
16824	07/02/2012	3.5	Termination
23393	07/02/2012	24.1	Termination
100711866	07/02/2012	1.2	Termination
16366	07/03/2012	4.1	Termination
100065454	07/04/2012	0.4	Termination
16247	07/06/2012	4.2	Termination

100055148	07/06/2012	3.7	Termination
100023613	07/06/2012	26.0	Termination
100046814	07/06/2012	6.9	Termination
100019866	07/06/2012	5.2	Termination
10033	07/08/2012	25.5	Transfer to Affiliate
17867	07/08/2012	2.8	Transfer to Affiliate
18650	07/13/2012	1.7	Termination
100711823	07/13/2012	1.7	Termination
100054326	07/13/2012	4.0	Termination
100011968	07/20/2012	14.6	Termination
16599	07/22/2012	4.1	Termination
17318	07/22/2012	3.0	Transfer to Affiliate
17320	07/22/2012	3.0	Transfer to Affiliate
17344	07/22/2012	3.0	Transfer to Affiliate
25821	07/22/2012	0.2	Transfer to Affiliate
100046008	07/24/2012	8.4	Termination
100713728	07/25/2012	2.1	Termination
18325	07/27/2012	2.1	Termination
17341	07/29/2012	3.0	Transfer to Affiliate
100005414	07/29/2012	23.9	Transfer to Affiliate
100047019	07/29/2012	6.5	Transfer to Affiliate
15411	07/31/2012	4.6	Termination
16931	07/31/2012	4.0	Termination
14363	07/31/2012	7.2	Retirement
100052272	07/31/2012	3.9	Termination
100018592	07/31/2012	11.4	Termination
100711350	08/01/2012	2.1	Termination
15574	08/03/2012	4.4	Termination
21198	08/03/2012	15.2	Termination
20988	08/03/2012	18.2	Termination
100713548	08/03/2012	2.3	Termination
12600	08/04/2012	8.4	Termination
14515	08/05/2012	7.0	Transfer to Affiliate
21076	08/07/2012	0.6	Termination
23197	08/10/2012	25.5	Termination
16980	08/10/2012	3.7	Termination
100711142	08/10/2012	3.6	Termination
14059	08/12/2012	6.7	Termination
100711166	08/18/2012	3.6	Termination
18291	08/21/2012	2.1	Termination
100050188	08/21/2012	5.6	Termination
100063956	08/27/2012	1.0	Transfer to Affiliate
100017600	08/29/2012	22.0	Termination
71011204	08/31/2012	11.6	Retirement

22690	08/31/2012	34.6	Retirement
84586	08/31/2012	42.5	Retirement
82967	08/31/2012	30.0	Retirement
100000214	08/31/2012	38.5	Retirement
100002710	08/31/2012	29.2	Retirement
100017087	08/31/2012	24.9	Retirement
100017184	08/31/2012	24.2	Termination
70017087	09/01/2012	24.9	Retirement
3099	09/01/2012	32.0	Transfer to Affiliate
1436	09/02/2012	36.0	Transfer to Affiliate
71019	09/02/2012	33.7	Transfer to Affiliate
71018429	09/03/2012	2.2	Termination
100010618	09/06/2012	23.5	Termination
16582	09/07/2012	4.3	Termination
100048127	09/08/2012	6.3	Transfer to Affiliate
12305	09/09/2012	10.3	Transfer to Affiliate
12781	09/09/2012	10.1	Transfer to Affiliate
14178	09/09/2012	7.9	Transfer to Affiliate
14235	09/09/2012	7.8	Transfer to Affiliate
66845	09/09/2012	26.9	Transfer to Affiliate
21296	09/11/2012	0.7	Termination
25377	09/13/2012	11.2	Termination
30264	09/14/2012	1.6	Termination
70250	09/14/2012	10.8	Termination
18343	09/16/2012	2.3	Termination
17246	09/16/2012	3.2	Transfer to Affiliate
51535	09/16/2012	24.3	Transfer to Affiliate
100004944	09/21/2012	26.4	Termination
71017666	09/22/2012	3.1	Termination
17983	09/23/2012	2.9	Transfer to Affiliate
20786	09/26/2012	0.8	Termination
100067726	09/27/2012	0.0	Termination
32892	09/28/2012	27.5	Retirement
7799	09/28/2012	22.6	Termination
17312	09/28/2012	3.2	Termination
100064635	09/28/2012	0.9	Termination
70064635	09/29/2012	0.9	Termination
71017312	09/30/2012	3.2	Termination
2250	09/30/2012	33.2	Retirement
9005	09/30/2012	39.5	Retirement
61941	09/30/2012	38.2	Retirement
70249	09/30/2012	0.1	Transfer to Affiliate
100019702	10/01/2012	26.6	Transfer to Affiliate
100046691	10/01/2012	7.4	Transfer to Affiliate

100046978	10/01/2012	6.7	Transfer to Affiliate
70711572	10/05/2012	2.8	Termination
100711141	10/05/2012	3.8	Termination
7312	10/12/2012	0.8	Termination
37572	10/14/2012	21.0	Transfer to Affiliate
51677	10/14/2012	25.2	Transfer to Affiliate
97880	10/14/2012	26.3	Transfer to Affiliate
16245	10/17/2012	4.5	Termination
23383	10/19/2012	0.7	Termination
100046557	10/19/2012	7.8	Termination
15308	10/21/2012	5.8	Transfer to Affiliate
15324	10/21/2012	5.7	Transfer to Affiliate
17013	10/21/2012	4.2	Transfer to Affiliate
100711780	10/22/2012	2.4	Termination
16350	10/26/2012	4.5	Termination
100049987	10/26/2012	5.9	Termination
71024757	10/27/2012	13.9	Termination
71020512	10/31/2012	1.0	Termination
70007831	10/31/2012	27.6	Termination
70008697	10/31/2012	24.3	Termination
70033708	10/31/2012	24.1	Retirement
71028585	10/31/2012	19.5	Retirement
70029583	10/31/2012	39.3	Retirement
70010435	10/31/2012	34.5	Retirement
100711508	10/31/2012	3.1	Termination
100008697	10/31/2012	24.3	Termination
100711682	10/31/2012	2.6	Termination
72001847	11/01/2012	0.0	Termination
70018596	11/01/2012	11.6	Retirement
70009588	11/01/2012	25.2	Transfer To Affiliate
71002571	11/01/2012	32.8	Transfer To Affiliate
70009758	11/02/2012	17.5	Termination
71017289	11/02/2012	3.8	Termination
71015305	11/02/2012	5.9	Termination
70711732	11/08/2012	1.5	Termination
71017916	11/08/2012	3.1	Termination
70018940	11/11/2012	11.2	Transfer To Affiliate
71017247	11/16/2012	3.4	Termination
70051956	11/20/2012	2.9	Termination
70029510	11/30/2012	40.4	Retirement
70031697	11/30/2012	31.8	Retirement
71002358	11/30/2012	33.3	Retirement
71021908	11/30/2012	39.0	Retirement
70048647	11/30/2012	33.2	Retirement

71020016	11/30/2012	39.4	Retirement
70021263	12/20/2012	23.4	Termination
71016263	12/21/2012	4.7	Termination
70019250	12/31/2012	21.2	Termination
70033604	12/31/2012	39.4	Retirement
70006267	12/31/2012	42.3	Retirement
70004533	12/31/2012	28.6	Retirement
70019217	12/31/2012	35.8	Retirement
70031867	12/31/2012	30.3	Retirement
70019201	12/31/2012	30.3	Retirement
70028246	12/31/2012	23.6	Retirement
70021029	12/31/2012	29.3	Retirement
70019564	12/31/2012	20.8	Retirement
71022042	12/31/2012	40.9	Retirement
70019580	12/31/2012	17.8	Retirement
71078145	12/31/2012	42.8	Retirement
71070194	12/31/2012	12.1	Retirement
70033947	12/31/2012	28.7	Retirement
71024569	12/31/2012	45.5	Retirement
70021248	12/31/2012	39.0	Retirement
71003060	12/31/2012	32.3	Retirement
71009989	12/31/2012	38.6	Retirement
70004669	12/31/2012	35.5	Retirement
70010308	12/31/2012	4.3	Retirement
71003546	12/31/2012	23.6	Retirement
70020716	12/31/2012	20.2	Retirement
70022155	12/31/2012	27.4	Retirement
70048317	12/31/2012	29.3	Retirement
70027727	12/31/2012	3.5	Retirement
71000041	12/31/2012	13.1	Retirement
70023490	12/31/2012	30.9	Retirement
70030082	12/31/2012	28.1	Retirement
70020026	12/31/2012	40.1	Retirement
70004062	12/31/2012	18.6	Retirement
70029282	12/31/2012	15.2	Termination
71070145	12/31/2012	23.0	Termination
70022742	12/31/2012	20.9	Termination
70036748	12/31/2012	3.8	Termination
70053939	12/31/2012	4.5	Termination
70046634	12/31/2012	7.8	Termination
70048264	12/31/2012	9.8	Termination
70019337	12/31/2012	21.5	Termination
70003774	12/31/2012	15.6	Termination
70711276	12/31/2012	3.6	Termination

70002014	12/31/2012	24.0	Termination
70007206	12/31/2012	19.1	Termination
70049662	12/31/2012	6.4	Termination
70020632	01/01/2013	31.0	Transfer To Affiliate
70028694	01/01/2013	21.8	Transfer To Affiliate
71018330	01/01/2013	2.6	Transfer To Affiliate
70019239	01/04/2013	24.7	Termination
70047094	01/04/2013	6.7	Termination
70067985	01/09/2013	0.2	Termination
70067113	01/16/2013	0.5	Termination
71018192	01/21/2013	3.0	Termination
70030626	01/21/2013	11.8	Transfer To Affiliate
70033740	01/21/2013	32.6	Transfer To Affiliate
71070191	01/23/2013	12.2	Termination
70711249	01/31/2013	3.7	Termination
71092668	01/31/2013	30.9	Retirement
70048748	01/31/2013	35.1	Retirement
70017117	02/01/2013	25.0	Transfer To Affiliate
70046594	02/01/2013	8.0	Transfer To Affiliate
70048143	02/01/2013	5.0	Transfer To Affiliate
71023188	02/03/2013	16.1	Termination
70713639	02/08/2013	2.6	Termination
70067199	02/08/2013	0.5	Termination
70064303	02/14/2013	1.3	Termination
71000992	02/14/2013	24.6	Termination
70033198	02/16/2013	14.7	Transfer To Affiliate
70001223	02/17/2013	20.7	Transfer To Affiliate
70017037	02/17/2013	25.7	Transfer To Affiliate
70018625	02/17/2013	11.9	Transfer To Affiliate
70048438	02/17/2013	16.5	Transfer To Affiliate
71007135	02/17/2013	20.4	Transfer To Affiliate
71007272	02/17/2013	20.7	Transfer To Affiliate
71010502	02/17/2013	31.9	Transfer To Affiliate
71053553	02/17/2013	31.3	Transfer To Affiliate
71075459	02/17/2013	23.0	Transfer To Affiliate
71089759	02/17/2013	29.6	Transfer To Affiliate
70711713	02/19/2013	2.9	Termination
71026453	02/21/2013	0.4	Termination
71016076	02/25/2013	5.2	Termination
70711122	02/28/2013	4.2	Termination
71021650	02/28/2013	42.4	Retirement
71007033	02/28/2013	28.1	Retirement
71014115	02/28/2013	7.1	Retirement
70032580	02/28/2013	4.1	Retirement

71041235	02/28/2013	24.2	Retirement
70019243	02/28/2013	33.1	Retirement
70004799	02/28/2013	17.2	Retirement
70053196	02/28/2013	4.8	Termination
71030493	02/28/2013	34.0	Retirement
70046777	03/01/2013	7.7	Transfer To Affiliate
70713385	03/01/2013	3.5	Transfer To Affiliate
71014097	03/01/2013	8.6	Transfer To Affiliate
71017205	03/01/2013	3.2	Transfer To Affiliate
71012662	03/04/2013	9.0	Termination
71026533	03/15/2013	0.4	Termination
71014200	03/16/2013	6.9	Transfer To Affiliate
71026029	03/21/2013	0.8	Termination
71017594	03/29/2013	4.0	Termination
71070281	03/29/2013	11.9	Termination
71014919	03/31/2013	6.1	Termination
70025870	03/31/2013	16.8	Termination
70048561	03/31/2013	42.8	Retirement
70004674	03/31/2013	18.5	Retirement
70002280	03/31/2013	7.8	Retirement
71020232	03/31/2013	33.9	Retirement
71005058	03/31/2013	30.1	Retirement
70019386	03/31/2013	12.4	Retirement
70031688	03/31/2013	26.9	Retirement
71014579	03/31/2013	7.6	Retirement
70025256	03/31/2013	28.0	Termination
70713117	03/31/2013	4.4	Termination
70027249	03/31/2013	12.6	Termination
70018911	03/31/2013	11.6	Termination
70019469	03/31/2013	22.0	Termination
70005984	03/31/2013	13.8	Termination
71002241	03/31/2013	47.9	Retirement
71012780	04/01/2013	8.7	Retirement
70046938	04/01/2013	7.3	Termination
70012028	04/01/2013	30.2	Transfer To Affiliate
70711783	04/01/2013	2.8	Transfer To Affiliate
71006168	04/01/2013	29.4	Transfer To Affiliate
71006892	04/01/2013	28.4	Transfer To Affiliate
71014578	04/01/2013	6.5	Transfer To Affiliate
71014733	04/01/2013	7.2	Transfer To Affiliate
71017855	04/01/2013	2.7	Transfer To Affiliate
70065202	04/02/2013	1.2	Termination
71021308	04/05/2013	1.3	Termination
71018417	04/05/2013	2.8	Termination

70050916	04/05/2013	5.9	Termination
71001739	04/05/2013	25.5	Retirement
70003887	04/07/2013	26.1	Transfer To Affiliate
71013042	04/07/2013	8.6	Transfer To Affiliate
71017802	04/12/2013	4.0	Termination
71053553	04/13/2013	31.5	Termination
70711540	04/15/2013	3.4	Termination
71021376	04/16/2013	13.5	Termination
71017674	04/19/2013	3.7	Termination
70019623	04/30/2013	18.2	Retirement
70019520	04/30/2013	31.4	Retirement
70048626	04/30/2013	26.6	Retirement
71027597	04/30/2013	32.1	Retirement
71072988	04/30/2013	28.7	Retirement
70009359	05/01/2013	15.1	Transfer To Affiliate
70019529	05/01/2013	20.7	Transfer To Affiliate
70022087	05/01/2013	28.6	Transfer To Affiliate
70711762	05/01/2013	2.9	Transfer To Affiliate
71000285	05/01/2013	20.0	Transfer To Affiliate
71001984	05/01/2013	25.4	Transfer To Affiliate
71006368	05/01/2013	22.5	Transfer To Affiliate
71013859	05/01/2013	9.0	Transfer To Affiliate
71015384	05/01/2013	6.5	Transfer To Affiliate
71025547	05/01/2013	1.0	Transfer To Affiliate
71030101	05/01/2013	2.1	Transfer To Affiliate
71067314	05/01/2013	31.8	Transfer To Affiliate
71097300	05/01/2013	21.9	Transfer To Affiliate
71016708	05/03/2013	4.7	Termination
71017708	05/05/2013	3.7	Termination
70711337	05/10/2013	3.9	Termination
71014548	05/13/2013	7.9	Termination
70711174	05/14/2013	4.3	Termination
71060623	05/15/2013	23.0	Termination
71016690	05/28/2013	-0.3	Termination
71017481	05/31/2013	3.8	Termination
71022659	05/31/2013	34.3	Retirement
70032965	05/31/2013	23.7	Retirement
70004057	06/01/2013	22.6	Transfer To Affiliate
70019218	06/01/2013	24.1	Transfer To Affiliate
70023413	06/01/2013	24.4	Transfer To Affiliate
70027426	06/01/2013	6.3	Transfer To Affiliate
70028321	06/01/2013	31.5	Transfer To Affiliate
70029365	06/01/2013	27.7	Transfer To Affiliate
70048600	06/01/2013	25.6	Transfer To Affiliate

70064987	06/01/2013	1.4	Transfer To Affiliate
70711119	06/01/2013	4.5	Transfer To Affiliate
71002966	06/01/2013	24.4	Transfer To Affiliate
71010356	06/01/2013	26.9	Transfer To Affiliate
71015006	06/01/2013	2.3	Transfer To Affiliate
71017667	06/01/2013	3.7	Transfer To Affiliate
70039163	06/03/2013	7.6	Termination
70012057	06/13/2013	25.8	Termination
70049674	06/13/2013	6.8	Termination
70019481	06/15/2013	12.5	Termination
71015005	06/18/2013	6.0	Termination
71019124	06/20/2013	2.1	Termination
71016788	06/27/2013	5.1	Termination
70019648	06/30/2013	40.0	Retirement
71002698	06/30/2013	33.4	Retirement
71022629	06/30/2013	34.7	Retirement
71092580	06/30/2013	43.1	Retirement
71075509	06/30/2013	33.4	Retirement
71083120	06/30/2013	40.7	Retirement
71018038	07/01/2013	3.0	Termination
70017709	07/01/2013	16.0	Transfer To Affiliate
70024712	07/01/2013	30.0	Transfer To Affiliate
70711198	07/01/2013	4.3	Transfer To Affiliate
71017880	07/01/2013	3.8	Transfer To Affiliate
71030101	07/01/2013	2.2	Transfer To Affiliate
71059240	07/01/2013	25.8	Transfer To Affiliate
72004023	07/01/2013	0.1	Transfer To Affiliate
71025667	07/08/2013	1.2	Termination
71019821	07/10/2013	1.9	Termination
70019632	07/11/2013	10.7	Termination
71011417	07/12/2013	11.0	Termination
71035735	07/16/2013	27.4	Termination
70046572	07/23/2013	8.5	Termination
71014585	07/24/2013	4.8	Termination
71014334	07/26/2013	7.1	Termination
70005839	07/30/2013	25.9	Termination
71035625	07/30/2013	22.9	Termination
70046149	07/31/2013	9.1	Termination
70029037	07/31/2013	28.1	Retirement
70020162	07/31/2013	31.1	Retirement
70000867	07/31/2013	30.5	Retirement
70007019	07/31/2013	31.9	Retirement
71023094	07/31/2013	27.6	Retirement
71019137	07/31/2013	41.1	Retirement

71001666	07/31/2013	36.1	Retirement
71002528	07/31/2013	33.6	Retirement
71025136	07/31/2013	33.2	Retirement
71087645	07/31/2013	37.6	Retirement
70000721	08/01/2013	16.8	Transfer To Affiliate
70019992	08/01/2013	30.5	Transfer To Affiliate
70031804	08/01/2013	24.0	Transfer To Affiliate
70034361	08/01/2013	26.9	Transfer To Affiliate
70046083	08/01/2013	9.2	Transfer To Affiliate
70046803	08/01/2013	8.0	Transfer To Affiliate
70711243	08/01/2013	4.3	Transfer To Affiliate
70711618	08/01/2013	3.5	Transfer To Affiliate
71001812	08/01/2013	25.7	Transfer To Affiliate
71016697	08/01/2013	4.9	Transfer To Affiliate
71017785	08/01/2013	4.4	Transfer To Affiliate
71024242	08/01/2013	15.4	Transfer To Affiliate
71017547	08/02/2013	4.5	Termination
71079740	08/13/2013	5.0	Termination
71016775	08/15/2013	5.2	Termination
71017443	08/16/2013	4.8	Termination
71013963	08/30/2013	5.9	Termination
71026065	08/30/2013	1.2	Termination
72004119	08/30/2013	0.2	Termination
70046590	08/30/2013	8.6	Termination
71022978	08/31/2013	29.0	Retirement
71006695	08/31/2013	22.3	Retirement
71017807	08/31/2013	4.4	Retirement
70004317	08/31/2013	32.1	Retirement
70019248	08/31/2013	30.4	Retirement
70019057	08/31/2013	11.6	Retirement
70019502	08/31/2013	2.9	Retirement
70052748	08/31/2013	5.5	Termination
70000632	08/31/2013	22.9	Termination
71034657	08/31/2013	23.5	Retirement
71022314	08/31/2013	32.3	Retirement
71003054	08/31/2013	33.0	Retirement
70003278	09/01/2013	31.4	Transfer To Affiliate
70007891	09/01/2013	28.8	Transfer To Affiliate
70010548	09/01/2013	20.3	Transfer To Affiliate
70019540	09/01/2013	31.1	Transfer To Affiliate
70027002	09/01/2013	13.3	Transfer To Affiliate
71037422	09/01/2013	26.9	Transfer To Affiliate
71011463	09/05/2013	12.0	Termination
70019981	09/06/2013	27.1	Transfer To Affiliate

71017294	09/09/2013	4.6	Termination
70067103	09/09/2013	1.1	Termination
71014948	09/12/2013	6.2	Termination
71017917	09/13/2013	3.9	Termination
72004455	09/19/2013	0.3	Termination
70711522	09/19/2013	3.9	Termination
71025172	09/20/2013	1.5	Termination
71025343	09/20/2013	12.3	Termination
71016664	09/24/2013	5.2	Termination
70054359	09/25/2013	-0.5	Termination
70066673	09/27/2013	1.3	Termination
71021371	09/28/2013	14.0	Termination
71018183	09/30/2013	3.6	Termination
71026124	09/30/2013	1.2	Termination
70711305	09/30/2013	-0.8	Termination
70034392	09/30/2013	29.4	Retirement
70027628	09/30/2013	36.5	Retirement
70005224	09/30/2013	4.2	Retirement
70052302	09/30/2013	5.7	Termination
71021260	10/01/2013	1.8	Termination
70005108	10/01/2013	14.5	Transfer To Affiliate
70008183	10/01/2013	13.6	Transfer To Affiliate
70020567	10/01/2013	22.4	Transfer To Affiliate
70033809	10/01/2013	33.3	Transfer To Affiliate
70051322	10/01/2013	0.3	Transfer To Affiliate
70053364	10/01/2013	5.4	Transfer To Affiliate
70065581	10/01/2013	1.6	Transfer To Affiliate
70711712	10/01/2013	3.5	Transfer To Affiliate
71002659	10/01/2013	33.4	Transfer To Affiliate
71008894	10/01/2013	6.7	Transfer To Affiliate
71014416	10/01/2013	27.6	Transfer To Affiliate
71016292	10/01/2013	5.3	Transfer To Affiliate
71070045	10/01/2013	1.2	Transfer To Affiliate
71017198	10/08/2013	3.5	Termination
70000161	10/09/2013	17.0	Termination
71025057	10/12/2013	1.6	Termination
70008615	10/31/2013	22.8	Retirement
71007179	10/31/2013	28.6	Retirement
70048700	10/31/2013	9.2	Termination
70711245	11/01/2013	4.5	Transfer To Affiliate
70711733	11/01/2013	3.5	Transfer To Affiliate
71002474	11/01/2013	1.8	Transfer To Affiliate
71003002	11/01/2013	33.2	Transfer To Affiliate
71006367	11/01/2013	29.8	Transfer To Affiliate

71017606	11/01/2013	4.4	Transfer To Affiliate
71017815	11/01/2013	3.4	Transfer To Affiliate
71018095	11/01/2013	4.1	Transfer To Affiliate
70711623	11/05/2013	3.8	Termination
71045797	11/08/2013	1.9	Termination
71002966	11/09/2013	24.9	Transfer To Affiliate
72000029	11/14/2013	0.9	Termination
71017800	11/15/2013	-0.9	Termination
70711435	11/15/2013	4.3	Termination
70019382	11/15/2013	14.4	Termination
71016352	11/15/2013	5.4	Termination
71019819	11/21/2013	2.2	Termination
70048584	11/29/2013	13.3	Termination
70031260	11/30/2013	36.3	Retirement
70021548	11/30/2013	31.6	Retirement
70028484	11/30/2013	4.2	Retirement
70020200	11/30/2013	31.0	Retirement
70032877	11/30/2013	39.5	Retirement
70032877	11/30/2013	39.5	Retirement
70022300	11/30/2013	39.5	Retirement
70019501	11/30/2013	14.9	Retirement
70019509	11/30/2013	30.6	Retirement
70019420	11/30/2013	29.1	Retirement
70026522	11/30/2013	31.5	Retirement
70023792	11/30/2013	30.2	Retirement
70016392	11/30/2013	33.5	Retirement
70064265	11/30/2013	2.2	Termination
71081349	11/30/2013	28.7	Retirement
71014754	12/01/2013	7.1	Termination
70018720	12/01/2013	12.5	Transfer To Affiliate
70020571	12/01/2013	18.0	Transfer To Affiliate
70020884	12/01/2013	14.1	Transfer To Affiliate
70022460	12/01/2013	24.0	Transfer To Affiliate
70028211	12/01/2013	22.4	Transfer To Affiliate
70050216	12/01/2013	6.8	Transfer To Affiliate
70051861	12/01/2013	6.2	Transfer To Affiliate
71003924	12/01/2013	24.4	Transfer To Affiliate
71018095	12/01/2013	4.1	Transfer To Affiliate
71024646	12/01/2013	26.0	Transfer To Affiliate
71021262	12/04/2013	2.0	Termination
71018646	12/08/2013	3.2	Termination
71015922	12/16/2013	6.1	Termination
70065685	12/20/2013	1.8	Termination
71016727	12/20/2013	5.3	Termination

70005653	12/20/2013	5.0	Termination
70066158	12/20/2013	1.7	Termination
71015187	12/23/2013	5.4	Termination
72007876	12/27/2013	0.0	Termination
71025829	12/27/2013	1.6	Termination
70023601	12/30/2013	14.6	Termination
71011857	12/31/2013	12.2	Termination
71014815	12/31/2013	7.8	Termination
71014554	12/31/2013	8.5	Termination
71016361	12/31/2013	4.3	Termination
71017283	12/31/2013	5.0	Termination
71017769	12/31/2013	4.8	Termination
71014196	12/31/2013	9.2	Termination
71019901	12/31/2013	2.4	Termination
71008022	12/31/2013	28.0	Termination
71010144	12/31/2013	1.6	Termination
71039205	12/31/2013	26.5	Termination
71079710	12/31/2013	24.9	Termination
71087381	12/31/2013	25.7	Termination
71010219	12/31/2013	26.4	Termination
71036297	12/31/2013	27.8	Termination
71023862	12/31/2013	1.9	Termination
71026250	12/31/2013	27.5	Termination
71010432	12/31/2013	22.8	Termination
71095120	12/31/2013	25.7	Termination
71011800	12/31/2013	12.1	Termination
71036168	12/31/2013	22.6	Termination
71043569	12/31/2013	23.8	Termination
71037487	12/31/2013	23.5	Termination
71063465	12/31/2013	25.2	Termination
71016099	12/31/2013	16.6	Termination
71019654	12/31/2013	27.9	Termination
71054656	12/31/2013	40.6	Termination
71019023	12/31/2013	22.3	Termination
71039216	12/31/2013	40.5	Termination
71021860	12/31/2013	26.4	Termination
71099150	12/31/2013	15.7	Termination
71002459	12/31/2013	26.0	Termination
71044620	12/31/2013	25.7	Termination
71010464	12/31/2013	26.4	Termination
71006395	12/31/2013	23.1	Termination
71019986	12/31/2013	26.0	Termination
71057252	12/31/2013	33.5	Termination
71097425	12/31/2013	25.0	Termination

71089502	12/31/2013	21.0	Termination
71027049	12/31/2013	23.9	Termination
71057210	12/31/2013	23.3	Termination
71036907	12/31/2013	27.6	Termination
71022244	12/31/2013	2.0	Termination
71014322	12/31/2013	8.7	Termination
71074715	12/31/2013	25.7	Termination
71016173	12/31/2013	5.8	Termination
71061038	12/31/2013	28.8	Termination
71068446	12/31/2013	28.6	Termination
71010073	12/31/2013	26.2	Termination
71024384	12/31/2013	-0.6	Termination
71056377	12/31/2013	25.5	Termination
71064789	12/31/2013	23.0	Termination
71025626	12/31/2013	26.4	Termination
71018199	12/31/2013	3.8	Termination
71010246	12/31/2013	35.1	Termination
71047144	12/31/2013	22.5	Termination
71006028	12/31/2013	30.2	Termination
71000832	12/31/2013	13.6	Termination
71005076	12/31/2013	16.5	Termination
71016163	12/31/2013	5.8	Termination
71016317	12/31/2013	5.7	Termination
71020945	12/31/2013	33.1	Termination
71006258	12/31/2013	15.6	Termination
71011308	12/31/2013	12.7	Termination
71011858	12/31/2013	12.2	Termination
71054964	12/31/2013	34.6	Termination
71082432	12/31/2013	22.0	Termination
71003292	12/31/2013	24.7	Termination
71011315	12/31/2013	12.6	Termination
71014631	12/31/2013	8.1	Termination
71017921	12/31/2013	4.2	Termination
71058250	12/31/2013	27.3	Termination
72001072	12/31/2013	1.0	Termination
72002870	12/31/2013	0.8	Termination
71024258	12/31/2013	1.9	Termination
71025726	12/31/2013	1.7	Termination
71026566	12/31/2013	24.1	Termination
71059095	12/31/2013	22.2	Termination
71064580	12/31/2013	32.8	Termination
71096835	12/31/2013	19.0	Termination
71063482	12/31/2013	15.7	Termination
71030101	12/31/2013	2.7	Termination

71048635	12/31/2013	16.7	Termination
71088221	12/31/2013	4.2	Termination
71081387	12/31/2013	23.8	Termination
71095415	12/31/2013	21.9	Termination
71015296	12/31/2013	7.2	Termination
71074807	12/31/2013	23.8	Termination
71016534	12/31/2013	5.3	Termination
71084110	12/31/2013	24.2	Termination
71015332	12/31/2013	6.9	Termination
71014945	12/31/2013	26.9	Retirement
71003804	12/31/2013	32.3	Retirement
71025650	12/31/2013	41.2	Retirement
71010247	12/31/2013	32.6	Retirement
71050723	12/31/2013	27.4	Retirement
71006492	12/31/2013	29.6	Retirement
71007340	12/31/2013	36.4	Retirement
71014834	12/31/2013	7.8	Retirement
70015610	12/31/2013	41.5	Retirement
71080988	12/31/2013	28.5	Retirement
71075835	12/31/2013	26.8	Retirement
71087139	12/31/2013	28.6	Retirement
71000819	12/31/2013	14.3	Retirement
70004833	12/31/2013	43.4	Retirement
71014228	12/31/2013	34.5	Retirement
71015916	12/31/2013	25.6	Retirement
71038533	12/31/2013	32.7	Retirement
71041276	12/31/2013	28.2	Retirement
71043240	12/31/2013	21.8	Retirement
71010268	12/31/2013	28.6	Retirement
71010333	12/31/2013	28.9	Retirement
71045439	12/31/2013	23.5	Retirement
71001016	12/31/2013	38.2	Retirement
71003804	12/31/2013	32.3	Retirement
71086290	12/31/2013	22.0	Retirement
71002774	12/31/2013	33.7	Retirement
70019649	12/31/2013	11.1	Retirement
71014413	12/31/2013	32.5	Retirement
71083191	12/31/2013	35.5	Retirement
71041873	12/31/2013	7.3	Retirement
71078712	12/31/2013	40.4	Retirement
71005114	12/31/2013	30.8	Retirement
71060825	12/31/2013	31.5	Retirement
71031310	12/31/2013	31.1	Retirement
71097746	12/31/2013	33.8	Retirement

71021891	12/31/2013	40.6	Retirement
71029916	12/31/2013	21.8	Retirement
70022806	12/31/2013	27.3	Retirement
71057980	12/31/2013	23.2	Retirement
71015229	12/31/2013	7.4	Retirement
71019923	12/31/2013	31.8	Retirement
71014568	12/31/2013	31.8	Retirement
71016433	12/31/2013	5.5	Termination
71017785	12/31/2013	4.9	Termination
72005891	12/31/2013	0.3	Termination
71018324	12/31/2013	3.6	Termination
71025636	12/31/2013	1.7	Termination
71025886	12/31/2013	1.6	Termination
71017263	12/31/2013	5.0	Termination
71017848	12/31/2013	4.5	Termination
71025834	12/31/2013	1.6	Termination
71025833	12/31/2013	1.6	Termination
72003877	12/31/2013	0.6	Termination
72004267	12/31/2013	0.6	Termination
72005134	12/31/2013	0.4	Termination
71025866	12/31/2013	1.6	Termination
71025896	12/31/2013	1.6	Termination
71017924	12/31/2013	4.1	Termination
71026379	12/31/2013	1.3	Termination
71006786	12/31/2013	22.2	Termination
71017287	12/31/2013	4.9	Termination
71017560	12/31/2013	27.6	Termination
71019030	12/31/2013	26.5	Termination
71066952	12/31/2013	32.5	Termination
71098854	12/31/2013	40.5	Termination
71015171	12/31/2013	7.6	Termination
71015869	12/31/2013	6.3	Termination
71014300	12/31/2013	8.9	Termination
71016421	12/31/2013	5.5	Termination
71026454	12/31/2013	1.3	Termination
71010089	12/31/2013	23.5	Termination
71027450	12/31/2013	23.8	Termination
71056695	12/31/2013	26.4	Termination
71088000	12/31/2013	27.5	Termination
71003043	12/31/2013	13.4	Termination
71037720	12/31/2013	15.5	Termination
71026126	12/31/2013	1.5	Termination
71026338	12/31/2013	1.4	Termination
71027136	12/31/2013	33.2	Termination

71060943	12/31/2013	14.2	Termination
71015493	12/31/2013	6.8	Termination
71003260	12/31/2013	27.5	Termination
71012771	12/31/2013	11.4	Termination
71014070	12/31/2013	9.5	Termination
71014357	12/31/2013	8.6	Termination
71043389	12/31/2013	23.5	Termination
71045791	12/31/2013	27.4	Termination
71084775	12/31/2013	28.8	Termination
71001856	12/31/2013	13.5	Termination
71010021	12/31/2013	26.7	Termination
71010325	12/31/2013	15.5	Termination
71011326	12/31/2013	12.4	Termination
71014050	12/31/2013	9.6	Termination
71014091	12/31/2013	9.4	Termination
71016810	12/31/2013	23.5	Termination
71024975	12/31/2013	23.5	Termination
71097880	12/31/2013	27.5	Termination
71012345	12/31/2013	23.4	Termination
71051677	12/31/2013	26.4	Termination
71032505	12/31/2013	27.5	Termination
71002246	12/31/2013	27.7	Termination
71051535	12/31/2013	25.6	Termination
71037162	12/31/2013	40.1	Termination
71071845	12/31/2013	23.5	Termination
71061839	12/31/2013	31.6	Termination
71015899	12/31/2013	6.3	Termination
71015897	12/31/2013	6.3	Termination
71036232	12/31/2013	27.0	Termination
71054080	12/31/2013	26.9	Termination
71068243	12/31/2013	26.9	Termination
71010340	12/31/2013	27.5	Termination
71013765	12/31/2013	9.9	Termination
71014142	12/31/2013	9.4	Termination
71015547	12/31/2013	6.6	Termination
71017768	12/31/2013	4.8	Termination
71018764	12/31/2013	3.2	Termination
71041046	12/31/2013	23.5	Termination
71044348	12/31/2013	43.8	Termination
72001476	12/31/2013	0.9	Termination
71015707	12/31/2013	6.5	Termination
71017288	12/31/2013	4.9	Termination
71092064	12/31/2013	26.5	Termination
71014177	12/31/2013	40.0	Termination

71026092	12/31/2013	24.1	Termination
71011942	12/31/2013	11.9	Termination
71026462	12/31/2013	1.3	Termination
71059160	12/31/2013	24.1	Termination
71083058	12/31/2013	37.1	Termination
71088868	12/31/2013	28.7	Termination
71026482	12/31/2013	1.2	Termination
71039341	12/31/2013	37.3	Termination
71046429	12/31/2013	37.4	Termination
71051570	12/31/2013	27.2	Termination
71012368	12/31/2013	0.2	Termination
71017265	12/31/2013	5.0	Retirement
71010330	12/31/2013	15.5	Retirement
71051649	12/31/2013	25.6	Retirement
71092248	12/31/2013	15.4	Retirement
71021483	12/31/2013	29.4	Retirement
71054371	12/31/2013	26.3	Retirement
71078126	12/31/2013	32.4	Retirement
71083466	12/31/2013	40.6	Retirement
71014319	12/31/2013	8.7	Retirement
71014800	12/31/2013	7.9	Retirement
71075981	12/31/2013	42.8	Retirement
71010054	12/31/2013	27.9	Retirement
71014746	12/31/2013	7.8	Retirement
71015185	12/31/2013	27.6	Retirement
71017012	12/31/2013	38.0	Retirement
71020251	12/31/2013	24.8	Retirement
71054384	12/31/2013	38.2	Retirement
71088520	12/31/2013	23.5	Retirement
71031246	12/31/2013	40.0	Retirement
71059240	12/31/2013	26.3	Retirement
71071188	12/31/2013	40.0	Retirement
71078711	12/31/2013	34.5	Retirement
71078780	12/31/2013	35.2	Retirement
71037572	12/31/2013	22.3	Retirement
71039329	12/31/2013	49.4	Retirement
71098836	12/31/2013	22.4	Retirement
71065160	12/31/2013	29.4	Retirement
71008025	12/31/2013	26.1	Retirement
71010020	12/31/2013	22.8	Retirement
71015194	12/31/2013	7.5	Retirement
71066540	12/31/2013	7.2	Retirement
71016171	12/31/2013	5.8	Retirement
71043498	12/31/2013	24.8	Retirement

71089342	12/31/2013	15.4	Retirement
71051858	12/31/2013	22.5	Retirement
71012253	12/31/2013	33.9	Retirement
71037098	12/31/2013	32.0	Retirement
71047370	12/31/2013	23.6	Retirement
71058322	12/31/2013	27.6	Retirement
71092464	12/31/2013	27.9	Retirement
71000078	12/31/2013	36.2	Retirement
71004998	12/31/2013	31.0	Termination
71089759	12/31/2013	30.5	Retirement
71056395	12/31/2013	23.7	Transfer To Affiliate
70021276	01/01/2014	13.2	Transfer To Affiliate
70034179	01/01/2014	0.3	Transfer To Affiliate
70046586	01/01/2014	6.9	Transfer To Affiliate
70711611	01/01/2014	4.0	Transfer To Affiliate
71000186	01/01/2014	25.8	Transfer To Affiliate
71000190	01/01/2014	20.7	Transfer To Affiliate
71001358	01/01/2014	35.6	Transfer To Affiliate
71002172	01/01/2014	11.8	Transfer To Affiliate
71002548	01/01/2014	34.2	Transfer To Affiliate
71003460	01/01/2014	31.9	Transfer To Affiliate
71003931	01/01/2014	24.4	Transfer To Affiliate
71004342	01/01/2014	24.2	Transfer To Affiliate
71006367	01/01/2014	29.9	Transfer To Affiliate
71008115	01/01/2014	23.7	Transfer To Affiliate
71008579	01/01/2014	23.5	Transfer To Affiliate
71010005	01/01/2014	27.7	Transfer To Affiliate
71010285	01/01/2014	22.8	Transfer To Affiliate
71010413	01/01/2014	13.9	Transfer To Affiliate
71011964	01/01/2014	11.8	Transfer To Affiliate
71013321	01/01/2014	9.8	Transfer To Affiliate
71013494	01/01/2014	10.3	Transfer To Affiliate
71013710	01/01/2014	32.5	Transfer To Affiliate
71014097	01/01/2014	9.5	Transfer To Affiliate
71014355	01/01/2014	1.7	Transfer To Affiliate
71015043	01/01/2014	24.3	Transfer To Affiliate
71015298	01/01/2014	7.2	Transfer To Affiliate
71015908	01/01/2014	6.2	Transfer To Affiliate
71017941	01/01/2014	3.9	Transfer To Affiliate
71018202	01/01/2014	3.8	Transfer To Affiliate
71018418	01/01/2014	3.6	Transfer To Affiliate
71021302	01/01/2014	2.0	Transfer To Affiliate
71021497	01/01/2014	2.0	Transfer To Affiliate
71021818	01/01/2014	2.0	Transfer To Affiliate

71027048	01/01/2014	34.5	Transfer To Affiliate
71031040	01/01/2014	27.5	Transfer To Affiliate
71039091	01/01/2014	33.5	Transfer To Affiliate
71042145	01/01/2014	16.9	Transfer To Affiliate
71063115	01/01/2014	34.9	Transfer To Affiliate
71071019	01/01/2014	35.0	Transfer To Affiliate
71078312	01/01/2014	27.7	Transfer To Affiliate
71082910	01/01/2014	15.7	Transfer To Affiliate
71091781	01/01/2014	32.1	Transfer To Affiliate
71000134	01/06/2014	20.8	Termination
71014020	01/07/2014	9.0	Termination
71030056	01/10/2014	3.1	Termination
71026610	01/10/2014	1.2	Termination
70053949	01/12/2014	-2.1	Termination
71018041	01/15/2014	3.6	Termination
71016460	01/16/2014	5.5	Termination
71026285	01/17/2014	1.4	Termination
70046154	01/17/2014	9.5	Termination
70711222	01/17/2014	4.8	Termination
71018648	01/17/2014	3.2	Termination
71025608	01/21/2014	1.8	Termination
71041925	01/31/2014	28.5	Retirement
70019392	01/31/2014	31.4	Retirement
70005822	02/01/2014	25.9	Transfer To Affiliate
70028797	02/01/2014	33.0	Transfer To Affiliate
70065761	02/01/2014	1.9	Transfer To Affiliate
71015121	02/01/2014	7.8	Transfer To Affiliate
71037846	02/01/2014	23.4	Transfer To Affiliate
71070224	02/01/2014	21.5	Transfer To Affiliate
72001071	02/06/2014	1.0	Termination
70713727	02/07/2014	3.7	Termination
70711746	02/07/2014	3.7	Termination
71017994	02/14/2014	4.1	Termination
71034452	02/15/2014	28.1	Termination
72008571	02/21/2014	0.0	Termination
70065137	02/21/2014	2.1	Termination
71007681	02/27/2014	20.7	Termination
71017262	02/28/2014	5.2	Termination
71026017	02/28/2014	12.1	Retirement
71033221	02/28/2014	32.2	Retirement
71010053	02/28/2014	36.0	Retirement
71082537	02/28/2014	22.8	Retirement
70019434	02/28/2014	15.4	Retirement
71002333	02/28/2014	34.5	Retirement

70005280	02/28/2014	30.7	Retirement
70004717	03/01/2014	32.8	Transfer To Affiliate
70017750	03/01/2014	15.1	Transfer To Affiliate
70053354	03/01/2014	5.3	Transfer To Affiliate
70711675	03/01/2014	4.0	Transfer To Affiliate
71021471	03/01/2014	19.9	Transfer To Affiliate
71023001	03/01/2014	29.3	Transfer To Affiliate
71062640	03/01/2014	7.2	Transfer To Affiliate
71070236	03/01/2014	7.8	Transfer To Affiliate
70713492	03/03/2014	4.3	Transfer To Affiliate
71001603	03/03/2014	26.7	Transfer To Affiliate
71020224	03/03/2014	24.9	Transfer To Affiliate
70065970	03/07/2014	1.9	Termination
71015333	03/07/2014	7.1	Termination
70711462	03/10/2014	4.5	Termination
70050388	03/16/2014	7.0	Termination
70066796	03/19/2014	1.7	Termination
71019685	03/28/2014	2.6	Termination
70012020	03/31/2014	-0.5	Termination
70711840	03/31/2014	3.2	Termination
70009015	03/31/2014	33.5	Retirement
71085893	03/31/2014	8.2	Retirement
70000657	03/31/2014	32.3	Retirement
70066999	03/31/2014	1.8	Termination
71008426	03/31/2014	23.8	Retirement
71015043	03/31/2014	24.5	Transfer To Affiliate
70713866	04/01/2014	3.0	Transfer To Affiliate
71018420	04/01/2014	3.8	Transfer To Affiliate
71017184	04/02/2014	4.8	Termination
71060289	04/03/2014	27.5	Termination
71013790	04/14/2014	8.9	Termination
72009681	04/15/2014	0.0	Termination
72008384	04/18/2014	0.2	Termination
72001067	04/20/2014	1.2	Termination
71017437	04/23/2014	4.6	Termination
71018152	04/27/2014	4.5	Termination
70711372	04/27/2014	4.8	Termination
71023925	04/29/2014	2.2	Termination
71048585	04/30/2014	33.0	Termination
71024286	04/30/2014	15.5	Termination
71003237	04/30/2014	33.5	Retirement
71006845	04/30/2014	43.9	Retirement
70046025	04/30/2014	10.1	Retirement
70000687	04/30/2014	30.4	Retirement

71006892	04/30/2014	29.5	Retirement
71048585	04/30/2014	33.0	Retirement
71024286	04/30/2014	15.5	Retirement
71016786	04/30/2014	5.8	Retirement
71005972	05/01/2014	23.1	Transfer To Affiliate
71014777	05/01/2014	8.2	Transfer To Affiliate
71019108	05/01/2014	2.9	Transfer To Affiliate
72003389	05/02/2014	1.0	Termination
71003099	05/05/2014	33.6	Transfer To Affiliate
70065522	05/09/2014	2.2	Termination
71012444	05/15/2014	11.0	Termination
71005762	05/16/2014	22.0	Termination
71014562	05/16/2014	13.9	Termination
70065279	05/21/2014	2.3	Termination
70025050	05/22/2014	25.7	Termination
70066947	05/23/2014	1.9	Termination
71069830	05/23/2014	28.0	Termination
72007856	05/24/2014	0.4	Termination
70711355	05/29/2014	5.0	Termination
71025982	05/30/2014	1.9	Termination
71015918	05/31/2014	34.0	Retirement
70019471	05/31/2014	24.8	Retirement
70022679	05/31/2014	17.9	Retirement
70010686	05/31/2014	15.8	Retirement
71003762	05/31/2014	32.1	Retirement
70009411	06/01/2014	28.4	Transfer To Affiliate
70009977	06/01/2014	26.1	Transfer To Affiliate
71001812	06/01/2014	26.6	Transfer To Affiliate
71009943	06/01/2014	23.6	Transfer To Affiliate
71013883	06/01/2014	10.0	Transfer To Affiliate
71007516	06/02/2014	21.6	Transfer To Affiliate
70711613	06/06/2014	4.4	Termination
72002701	06/13/2014	1.2	Termination
70051340	06/19/2014	6.9	Termination
70066307	06/20/2014	1.0	Termination
72006533	06/24/2014	0.7	Termination
70046903	06/24/2014	8.5	Termination
71018290	06/25/2014	4.0	Termination
71022573	06/27/2014	2.4	Termination
70053365	06/27/2014	6.1	Termination
72009264	06/27/2014	0.3	Termination
70055026	06/27/2014	5.7	Termination
70711447	06/30/2014	4.9	Termination
70713558	06/30/2014	4.2	Termination

71026778	06/30/2014	23.9	Retirement
71027030	06/30/2014	34.2	Retirement
71010322	06/30/2014	45.1	Retirement
71006533	06/30/2014	30.0	Retirement
70003788	06/30/2014	20.1	Retirement
70004679	06/30/2014	23.3	Retirement
70001214	06/30/2014	27.5	Retirement
71002218	06/30/2014	35.1	Retirement
70027308	07/01/2014	32.2	Retirement
71002474	07/01/2014	2.5	Transfer To Affiliate
71002993	07/01/2014	7.1	Transfer To Affiliate
71014942	07/01/2014	33.2	Transfer To Affiliate
71018233	07/01/2014	4.1	Transfer To Affiliate
71026485	07/01/2014	1.7	Transfer To Affiliate
72002422	07/01/2014	1.2	Transfer To Affiliate
72010605	07/01/2014	0.1	Transfer To Affiliate
70054556	07/02/2014	5.9	Termination
70067882	07/02/2014	1.8	Termination
71005522	07/07/2014	16.9	Termination
72011449	07/07/2014	0.0	Termination
70048614	07/10/2014	15.6	Termination
71014029	07/14/2014	0.0	Transfer To Affiliate
70018743	07/15/2014	13.1	Termination
71002824	07/18/2014	25.6	Termination
72007003	07/21/2014	0.7	Termination
72007361	07/21/2014	0.6	Termination
70711514	07/31/2014	4.8	Termination
70000142	07/31/2014	18.2	Retirement
71002854	07/31/2014	22.5	Retirement
71003301	07/31/2014	25.3	Retirement
71009409	07/31/2014	41.0	Retirement
71079208	07/31/2014	36.1	Retirement
70006199	07/31/2014	29.0	Retirement
71013960	07/31/2014	12.1	Retirement
71026068	07/31/2014	2.1	Termination
71006935	07/31/2014	39.6	Retirement
72005150	08/01/2014	1.0	Termination
70003514	08/01/2014	26.6	Transfer To Affiliate
70025245	08/01/2014	26.1	Transfer To Affiliate
71002845	08/01/2014	25.5	Transfer To Affiliate
71008894	08/01/2014	7.5	Transfer To Affiliate
71014097	08/01/2014	10.0	Transfer To Affiliate
71020224	08/01/2014	25.3	Transfer To Affiliate
71017980	08/03/2014	4.8	Termination

72007203	08/05/2014	0.7	Termination
72010379	08/08/2014	0.2	Termination
71015632	08/10/2014	6.4	Termination
71011545	08/11/2014	13.0	Termination
70711654	08/12/2014	4.4	Termination
70711654	08/12/2014	4.4	Termination
72008213	08/15/2014	0.6	Termination
71021866	08/15/2014	4.9	Termination
70064904	08/20/2014	2.7	Termination
72003156	08/22/2014	1.3	Termination
71014349	08/22/2014	5.6	Termination
71031848	08/25/2014	32.4	Retirement
70046750	08/26/2014	9.2	Termination
71019668	08/31/2014	29.4	Retirement
71003434	08/31/2014	33.2	Retirement
70029228	08/31/2014	30.0	Retirement
71022475	08/31/2014	40.3	Retirement
71073063	08/31/2014	30.7	Retirement
71016969	09/01/2014	5.7	Termination
70711115	09/01/2014	5.8	Transfer To Affiliate
70713201	09/01/2014	5.3	Transfer To Affiliate
71000764	09/01/2014	15.2	Transfer To Affiliate
71002993	09/01/2014	7.3	Transfer To Affiliate
71004342	09/01/2014	24.8	Transfer To Affiliate
71009636	09/01/2014	24.0	Transfer To Affiliate
71041058	09/01/2014	9.9	Transfer To Affiliate
70051424	09/02/2014	7.1	Termination
70711727	09/02/2014	4.3	Termination
71018051	09/05/2014	4.2	Termination
72001063	09/12/2014	1.6	Termination
70048496	09/21/2014	18.4	Termination
71014550	09/25/2014	0.5	Termination
71014550	09/25/2014	0.5	Termination
70063302	09/30/2014	3.3	Termination
71021993	09/30/2014	2.7	Termination
71013623	09/30/2014	12.7	Retirement
71043155	09/30/2014	26.9	Retirement
70019595	09/30/2014	34.3	Retirement
70020044	09/30/2014	14.8	Retirement
71002856	09/30/2014	34.3	Retirement
70048526	09/30/2014	32.8	Retirement
71005134	09/30/2014	31.5	Retirement
70009597	09/30/2014	26.6	Retirement
71019777	09/30/2014	24.9	Retirement

72013082	10/01/2014	0.0	Termination
70713577	10/01/2014	4.4	Transfer To Affiliate
71004689	10/01/2014	17.5	Transfer To Affiliate
71016364	10/01/2014	6.4	Transfer To Affiliate
71017725	10/01/2014	5.0	Transfer To Affiliate
71011804	10/03/2014	12.7	Termination
71026348	10/07/2014	2.1	Termination
71021460	10/10/2014	14.0	Termination
70053832	10/15/2014	6.3	Termination
71017223	10/17/2014	5.9	Termination
72009492	10/17/2014	0.5	Termination
70065374	10/21/2014	2.7	Termination
71016255	10/22/2014	5.4	Termination
71061941	10/27/2014	40.2	Retirement
71016241	10/28/2014	0.5	Termination
72001070	10/30/2014	1.8	Termination
71017809	10/31/2014	5.5	Termination
71011510	10/31/2014	13.2	Retirement
71006168	10/31/2014	31.0	Retirement
71005334	10/31/2014	31.3	Retirement
71022987	10/31/2014	30.1	Retirement
71003035	10/31/2014	34.2	Retirement
71007216	10/31/2014	29.5	Retirement
70055008	11/01/2014	6.0	Termination
71025644	11/01/2014	2.6	Transfer To Affiliate
72008595	11/05/2014	0.7	Termination
72009658	11/06/2014	0.6	Termination
70018910	11/06/2014	13.2	Termination
72008548	11/07/2014	0.7	Termination
71016902	11/07/2014	0.1	Termination
72007031	11/09/2014	1.0	Termination
71001313	11/10/2014	21.2	Transfer To Affiliate
72007436	11/17/2014	1.0	Termination
70028918	11/20/2014	35.9	Termination
71057253	11/21/2014	24.8	Termination
72005318	11/28/2014	1.3	Termination
72006541	11/28/2014	1.1	Termination
72012171	11/28/2014	0.3	Termination
72010580	11/28/2014	0.5	Termination
72004175	11/29/2014	1.5	Termination
70051487	11/30/2014	7.3	Termination
70711652	11/30/2014	4.8	Termination
70000866	11/30/2014	30.8	Retirement
70020808	12/01/2014	26.0	Transfer To Affiliate

71014733	12/01/2014	8.8	Transfer To Affiliate
71037846	12/01/2014	24.2	Transfer To Affiliate
71015196	12/02/2014	5.5	Termination
70048363	12/05/2014	19.5	Termination
72003237	12/05/2014	1.6	Termination
70016396	12/07/2014	34.3	Termination
72011041	12/10/2014	0.5	Termination
71020761	12/25/2014	3.1	Termination
70021250	12/26/2014	23.4	Termination
71026292	12/31/2014	2.3	Termination
71016210	12/31/2014	6.8	Termination
71021126	12/31/2014	3.1	Termination
72003913	12/31/2014	-0.8	Termination
70018687	12/31/2014	8.6	Termination
71003484	12/31/2014	18.9	Retirement
70048480	12/31/2014	26.7	Retirement
70018957	12/31/2014	13.3	Retirement
70005947	12/31/2014	31.1	Retirement
71001036	12/31/2014	39.3	Retirement
71005173	12/31/2014	31.7	Retirement
71000267	12/31/2014	40.2	Retirement
71002362	12/31/2014	27.0	Retirement
70067443	12/31/2014	1.9	Transfer To Affiliate
70711550	01/01/2015	5.1	Termination
70000496	01/01/2015	27.8	Transfer To Affiliate
70023360	01/01/2015	33.0	Transfer To Affiliate
70054001	01/01/2015	6.5	Transfer To Affiliate
71013321	01/01/2015	10.8	Transfer To Affiliate
71018095	01/01/2015	5.2	Transfer To Affiliate
72006009	01/01/2015	1.3	Transfer To Affiliate
70004647	01/02/2015	1.1	Retirement
72004179	01/05/2015	1.6	Termination
72013675	01/06/2015	0.2	Termination
72009125	01/08/2015	0.8	Termination
70064675	01/13/2015	3.1	Termination
71017678	01/15/2015	5.4	Termination
72010555	01/16/2015	0.7	Termination
70054780	01/16/2015	6.3	Termination
72008088	01/16/2015	1.0	Termination
71020766	01/19/2015	3.1	Termination
71016395	01/19/2015	6.6	Termination
72008136	01/23/2015	1.0	Termination
70052599	01/23/2015	2.0	Termination
70067974	01/26/2015	2.3	Termination

72009501	01/30/2015	0.8	Termination
72005521	01/30/2015	1.5	Termination
71011681	01/31/2015	13.4	Termination
71034471	01/31/2015	24.5	Termination
71027047	01/31/2015	27.4	Retirement
70000591	01/31/2015	31.7	Retirement
70016628	01/31/2015	32.1	Retirement
71041200	01/31/2015	29.4	Retirement
70002246	01/31/2015	22.3	Retirement
71014795	01/31/2015	37.4	Retirement
70001404	01/31/2015	30.2	Retirement
71046756	01/31/2015	41.1	Retirement
71002533	01/31/2015	15.2	Retirement
71000405	01/31/2015	40.2	Retirement
70002872	02/01/2015	26.0	Transfer To Affiliate
70006775	02/01/2015	34.6	Transfer To Affiliate
70046870	02/01/2015	9.3	Transfer To Affiliate
71002993	02/01/2015	7.7	Transfer To Affiliate
71004709	02/01/2015	25.1	Transfer To Affiliate
71015723	02/01/2015	25.5	Transfer To Affiliate
71016351	02/01/2015	5.6	Transfer To Affiliate
71017603	02/01/2015	2.7	Transfer To Affiliate
71016585	02/06/2015	6.7	Termination
72006525	02/13/2015	1.3	Termination
70046236	02/17/2015	10.4	Termination
72008602	02/26/2015	1.0	Termination
72006252	02/27/2015	1.4	Termination
70008183	02/27/2015	15.0	Termination
71002982	02/28/2015	34.6	Retirement
70049676	03/01/2015	8.5	Transfer To Affiliate
70066242	03/01/2015	2.8	Transfer To Affiliate
70711244	03/01/2015	5.9	Transfer To Affiliate
71012772	03/01/2015	12.6	Transfer To Affiliate
72013608	03/05/2015	0.3	Termination
71016198	03/31/2015	7.1	Termination
70051448	03/31/2015	7.7	Termination
70711820	03/31/2015	4.6	Termination
71026044	03/31/2015	2.7	Termination
71025746	03/31/2015	2.9	Termination
72013707	03/31/2015	0.4	Termination
71016635	03/31/2015	1.2	Termination
70019604	03/31/2015	35.0	Retirement
71010041	03/31/2015	30.1	Retirement
70019412	03/31/2015	32.7	Retirement

70030340	03/31/2015	25.3	Retirement
70048387	03/31/2015	42.0	Retirement
71062882	03/31/2015	35.5	Retirement
70033910	03/31/2015	25.7	Retirement
71076124	03/31/2015	44.5	Retirement
72014068	04/01/2015	0.2	Termination
72005109	04/01/2015	1.7	Termination
70711598	04/01/2015	5.2	Termination
71000198	04/01/2015	22.0	Transfer To Affiliate
71014830	04/01/2015	23.9	Transfer To Affiliate
71022932	04/01/2015	12.5	Transfer To Affiliate
72009900	04/02/2015	0.9	Termination
71017167	04/03/2015	5.8	Termination
71025593	04/03/2015	3.0	Termination
72014352	04/08/2015	0.2	Termination
71017584	04/10/2015	6.1	Retirement
70010089	04/12/2015	1.4	Termination
72007738	04/16/2015	1.3	Termination
71026136	04/17/2015	2.8	Termination
71021535	04/17/2015	0.6	Termination
71016927	04/17/2015	6.5	Termination
71021535	04/17/2015	0.6	Termination
70051466	04/20/2015	7.7	Termination
70045976	04/21/2015	8.9	Termination
72007884	04/24/2015	1.3	Termination
72007665	04/24/2015	1.4	Termination
72009518	04/26/2015	1.0	Termination
72010901	04/28/2015	0.9	Termination
72009657	04/30/2015	1.0	Termination
72009911	04/30/2015	1.0	Termination
71003837	04/30/2015	32.9	Retirement
71012609	04/30/2015	11.1	Retirement
71003792	04/30/2015	33.7	Retirement
70048301	04/30/2015	41.6	Retirement
70019618	04/30/2015	25.3	Retirement
71070579	04/30/2015	34.1	Retirement
71030431	04/30/2015	32.8	Retirement
71001229	04/30/2015	26.7	Retirement
70713304	05/01/2015	5.8	Transfer To Affiliate
71014536	05/01/2015	9.9	Transfer To Affiliate
71014719	05/01/2015	6.5	Transfer To Affiliate
71016012	05/01/2015	7.3	Transfer To Affiliate
72011036	05/01/2015	0.9	Transfer To Affiliate
72015503	05/07/2015	0.0	Termination

72008769	05/11/2015	1.2	Termination
70065888	05/15/2015	3.2	Termination
72006491	05/21/2015	1.6	Termination
72003858	05/21/2015	2.0	Termination
72008164	05/28/2015	1.4	Termination
72010582	05/29/2015	0.4	Termination
70016509	05/31/2015	33.8	Retirement
71082151	05/31/2015	23.1	Retirement
71001501	05/31/2015	21.7	Termination
71014054	06/01/2015	10.9	Transfer To Affiliate
72013825	06/02/2015	0.4	Termination
71017583	06/02/2015	6.3	Termination
72009598	06/04/2015	1.2	Termination
71011720	06/05/2015	13.7	Termination
72009936	06/05/2015	1.1	Termination
72004986	06/12/2015	1.9	Termination
72014950	06/12/2015	0.2	Termination
72009941	06/17/2015	1.1	Termination
72009088	06/19/2015	1.3	Termination
70713330	06/19/2015	6.0	Termination
72003839	06/26/2015	2.1	Termination
72015423	06/29/2015	0.2	Termination
71026638	06/30/2015	2.6	Termination
72007944	06/30/2015	1.5	Termination
72009436	06/30/2015	1.2	Termination
71025738	06/30/2015	3.1	Termination
70711735	06/30/2015	5.1	Termination
71018188	06/30/2015	5.4	Retirement
71003748	06/30/2015	34.0	Retirement
70046770	06/30/2015	10.0	Retirement
70017673	06/30/2015	27.0	Retirement
70067578	06/30/2015	2.8	Termination
71074335	06/30/2015	45.0	Retirement
71000306	06/30/2015	40.7	Retirement
71002161	06/30/2015	35.1	Retirement
71039085	06/30/2015	37.0	Retirement
72010545	07/01/2015	1.1	Termination
71004390	07/01/2015	18.5	Transfer To Affiliate
71008817	07/01/2015	39.8	Transfer To Affiliate
71062304	07/01/2015	16.0	Transfer To Affiliate
72012292	07/05/2015	0.8	Termination
70066615	07/09/2015	3.1	Termination
71025875	07/10/2015	3.1	Termination
70711754	07/10/2015	5.0	Termination

70067785	07/10/2015	2.8	Termination
70018088	07/10/2015	5.9	Termination
72009276	07/14/2015	1.3	Termination
72007661	07/17/2015	1.6	Termination
72012161	07/17/2015	1.0	Termination
71018275	07/17/2015	5.1	Termination
72008756	07/21/2015	1.4	Termination
70066044	07/21/2015	3.0	Termination
70067108	07/22/2015	3.0	Termination
72010391	07/24/2015	0.5	Termination
70066747	07/24/2015	2.1	Termination
70711562	07/24/2015	5.6	Termination
70053563	07/24/2015	6.2	Termination
72005496	07/31/2015	2.0	Termination
71025577	07/31/2015	3.3	Termination
71034521	07/31/2015	36.8	Retirement
70008392	07/31/2015	23.8	Retirement
71066927	07/31/2015	33.3	Retirement
70005310	07/31/2015	34.0	Retirement
70006553	07/31/2015	40.9	Retirement
71024163	07/31/2015	18.8	Retirement
70046020	07/31/2015	11.4	Retirement
71068365	07/31/2015	27.5	Retirement
71070314	07/31/2015	7.1	Retirement
71055804	07/31/2015	33.1	Retirement
71012772	08/01/2015	13.0	Transfer To Affiliate
71013427	08/01/2015	10.3	Transfer To Affiliate
71016673	08/01/2015	7.0	Transfer To Affiliate
71017830	08/01/2015	3.5	Transfer To Affiliate
72006462	08/01/2015	1.8	Transfer To Affiliate
72014552	08/01/2015	0.4	Transfer To Affiliate
70711806	08/07/2015	-0.6	Termination
70018152	08/07/2015	14.4	Termination
72001225	08/14/2015	2.5	Termination
71021231	08/14/2015	3.7	Termination
71018145	08/14/2015	5.8	Retirement
72010250	08/20/2015	1.3	Termination
72013903	08/28/2015	0.7	Termination
70064662	08/28/2015	3.8	Termination
70711660	08/31/2015	5.5	Termination
72007996	08/31/2015	1.6	Termination
70015728	08/31/2015	36.2	Retirement
70032262	08/31/2015	30.1	Retirement
71003578	08/31/2015	34.2	Retirement

70023881	08/31/2015	30.2	Retirement
71021400	08/31/2015	15.7	Retirement
70001005	08/31/2015	42.2	Retirement
70034072	08/31/2015	34.9	Retirement
71011524	09/01/2015	14.0	Transfer To Affiliate
71018231	09/01/2015	5.2	Transfer To Affiliate
71018288	09/01/2015	5.0	Transfer To Affiliate
71091781	09/01/2015	33.8	Transfer To Affiliate
72015099	09/02/2015	0.4	Termination
71025491	09/02/2015	13.9	Retirement
70046579	09/04/2015	7.2	Termination
72006702	09/04/2015	1.9	Termination
70054171	09/07/2015	7.1	Termination
70066503	09/08/2015	3.3	Termination
71017244	09/08/2015	6.8	Transfer To Affiliate
71097300	09/08/2015	24.3	Transfer To Affiliate
71015958	09/11/2015	7.9	Termination
72015159	09/15/2015	0.5	Termination
70711768	09/17/2015	5.3	Termination
70019619	09/30/2015	31.1	Retirement
70019335	09/30/2015	28.9	Retirement
70023800	09/30/2015	32.6	Retirement
71004127	09/30/2015	33.3	Retirement
71001974	09/30/2015	36.8	Retirement
71017889	09/30/2015	6.0	Retirement
70006895	09/30/2015	26.2	Retirement
70033939	09/30/2015	42.2	Retirement
70048517	09/30/2015	27.8	Retirement
71002172	10/01/2015	13.5	Transfer To Affiliate
71015908	10/01/2015	7.9	Transfer To Affiliate
72009130	10/01/2015	1.5	Transfer To Affiliate
71016937	10/03/2015	6.9	Retirement
70035025	10/05/2015	7.2	Termination
72016082	10/05/2015	0.3	Termination
71023307	10/08/2015	2.7	Termination
72015165	10/09/2015	0.5	Termination
72012752	10/09/2015	1.1	Termination
71019125	10/15/2015	4.4	Termination
72008120	10/15/2015	1.7	Termination
72017488	10/16/2015	0.1	Termination
70068078	10/16/2015	3.0	Termination
70064964	10/22/2015	3.8	Termination
72014247	10/23/2015	0.7	Termination
72017442	10/23/2015	0.2	Termination

70049995	10/30/2015	8.9	Termination
72003021	10/30/2015	2.6	Termination
72002869	10/30/2015	2.6	Termination
72008531	10/30/2015	1.7	Termination
72007866	10/30/2015	1.8	Termination
72014022	10/31/2015	0.8	Termination
71022505	10/31/2015	39.8	Retirement
71026272	10/31/2015	3.2	Retirement
70007316	10/31/2015	42.4	Retirement
70024695	10/31/2015	32.8	Retirement
70048404	10/31/2015	39.6	Retirement
70007563	10/31/2015	47.1	Retirement
70000797	10/31/2015	44.0	Retirement
70010732	10/31/2015	32.3	Retirement
70018044	11/01/2015	15.4	Transfer To Affiliate
71002659	11/01/2015	35.5	Transfer To Affiliate
71004469	11/01/2015	26.0	Transfer To Affiliate
70713143	11/04/2015	6.8	Termination
72012567	11/06/2015	1.1	Termination
71018046	11/13/2015	2.3	Termination
70711844	11/16/2015	4.9	Termination
71026153	11/17/2015	3.4	Termination
72012546	11/20/2015	1.2	Termination
71016893	11/20/2015	7.0	Termination
72009516	11/26/2015	1.6	Termination
70042721	11/27/2015	1.2	Termination
72013898	11/30/2015	1.0	Termination
70711672	11/30/2015	5.7	Termination
70027564	11/30/2015	31.4	Retirement
70019594	11/30/2015	32.9	Retirement
70019421	11/30/2015	26.9	Retirement
70021045	11/30/2015	39.4	Retirement
71067052	11/30/2015	25.9	Retirement
71012441	11/30/2015	12.6	Retirement
70003121	11/30/2015	33.2	Retirement
72013725	12/01/2015	1.0	Termination
70024672	12/01/2015	28.8	Transfer To Affiliate
71016492	12/01/2015	7.2	Transfer To Affiliate
72004585	12/01/2015	2.5	Transfer To Affiliate
71018639	12/03/2015	5.3	Termination
70046044	12/04/2015	11.6	Termination
72001620	12/04/2015	2.8	Termination
72014702	12/11/2015	0.6	Termination
70711767	12/11/2015	5.5	Termination

72008074	12/11/2015	1.9	Termination
70009208	12/18/2015	28.5	Termination
72017340	12/18/2015	0.3	Termination
72007704	12/18/2015	2.0	Termination
70067981	12/24/2015	3.2	Termination
70032482	12/25/2015	24.2	Termination
72000527	12/28/2015	3.0	Termination
70023412	03/16/2016	5.6	Termination

Date of Request: March 22, 2016
Due Date: April 1, 2016

DPS Request No. DPS-346 DPS-Staff
KEDNY/ KEDLI Req. No. BULI-303

KEYSPAN GAS EAST CORPORATION d/b/a NATIONAL GRID
THE BROOKLYN UNION GAS COMPANY d/b/a NATIONAL GRID NY

Case 16-G-0058 KeySpan Gas East Corporation d/b/a National Grid
Case 16-G-0059 The Brooklyn Union Gas Company d/b/a National Grid NY

Request for Information

FROM: NYPSC, DPS Staff

TO: National Grid, Maureen Heaphy

SUBJECT: Compensation & Benefits Data

Request:

Referring to the analysis of National Grid's total compensation and benefits package presented in Exhibit_ (MPH-2), Schedule 1, p.1, provide the underlying cash compensation and benefits dollar amounts for all benchmarked positions summarized in this analysis. Provide these dollar amounts for each National Grid position and its associated Towers Watson survey comparison (*i.e.*, the median market level of the peer group). Provide the total cash compensation information broken out by base salary, incentive pay and other (if applicable).

Response:

The underlying cash compensation amounts broken down by base salary and incentive pay for all National Grid benchmarked positions and the associated median market level of the peer group gathered by Towers Watson are listed on Attachment 1. The benchmarked positions in the attachment are categorized by salary band and align with the information presented in Exhibit_ (MPH-2), Schedule 2, Page 1 of 2.

The benefit dollar amounts for National Grid and the median market level of the peer group are \$28.79 and \$28.64, respectively, as presented in Exhibit_ (MPH-2), Schedule 1, p.1. The benefit dollar amounts are the same for all benchmarked positions.

Name of Respondent:
Lori Santoro

Date of Reply:
March 31, 2016

National Grid USA								
Cash Compensation for Benchmark Positions								
National Grid and Peer Group								
			National Grid			Market Data (Peer Group)		
Salary Band	Job Title	Function	Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
\$40,000 - \$60,000	Assoc Analyst	Financial Analysis and Tax	47.1	2.4	49.5	63.3	4.5	67.8
	Claims Asst	Legal Support	49.7	2.5	52.2	53.9	1.3	55.2
	Asst Accountant	Accounting	49.9	2.5	52.4	53.1	1.9	55.0
	Asst Analyst	Real Estate and Facilities	50.5	2.5	53.0	46.8	1.6	48.4
	Assoc Specialist	Quality Assurance Methods	50.7	2.5	53.2	56.2	1.8	58.0
	Assoc Analyst	Energy Delivery/Distribution	51.6	2.6	54.2	62.3	6.0	68.3
	Assoc Analyst	Corporate Affairs/Communications	51.7	2.6	54.3	61.7	6.2	67.9
	Assoc Analyst	Technical Sales Support	51.8	2.6	54.4	63.7	3.9	67.6
	Assoc Analyst	Human Resources	52.4	2.6	55.1	56.0	5.6	61.6
	Assoc Analyst	Legal Support	53.4	2.7	56.1	59.3	3.2	62.5
	Assoc Analyst	Financial Analysis and Tax	53.7	2.7	56.4	55.9	4.6	60.5
	Assoc Analyst	Financial Analysis and Tax	55.0	2.7	57.7	60.4	6.0	66.4
	Assoc Analyst	Electric Transmission Operations	55.0	2.8	57.8	63.6	3.6	67.2
	Administrative Assistant	Administrative Services	55.3	2.8	58.1	43.1	2.5	45.6
	Assoc Analyst	Supply Chain and Logistics	55.3	2.8	58.1	58.8	3.7	62.5
	Assoc Analyst	Accounting	55.6	2.8	58.3	52.4	3.7	56.1
	Assoc Accountant	Energy Efficiency/Conservation	55.6	2.8	58.4	62.5	5.6	68.1
	Assoc Analyst	Security	56.2	2.8	59.0	57.2	6.8	64.0
	Assoc Representative	Sales Support and Administration	56.5	2.8	59.3	52.7	1.3	54.0
	Assoc Coordinator	Human Resources	56.5	2.8	59.3	52.0	1.9	53.9
	Assoc Analyst	Energy Delivery/Distribution	56.6	2.8	59.5	68.0	4.3	72.3
	Assoc Buyer	Supply Chain and Logistics	57.0	2.8	59.8	63.1	6.5	69.6
	Assoc Analyst	Accounting	57.0	2.9	59.9	55.6	5.5	61.1
	Assoc Community Coordinator	Corporate Affairs/Communications	58.4	2.9	61.3	61.3	5.0	66.3
	Assoc Analyst	Supply Chain and Logistics	58.5	2.9	61.4	57.0	4.2	61.2
	Assoc Representative	Energy Delivery/Distribution	58.6	2.9	61.5	58.8	7.6	66.4
	Assoc Specialist	Marketing	58.9	2.9	61.8	56.4	5.1	61.5
	Assoc Analyst	Customer Support/Operations	59.4	3.0	62.3	65.3	4.4	69.7
	Assoc Analyst	IT Administration	59.6	3.0	62.6	64.1	3.1	67.2
			Average	54.7	2.7	57.5	58.1	4.2

National Grid USA								
Cash Compensation for Benchmark Positions								
National Grid and Peer Group								
			National Grid			Market Data (Peer Group)		
Salary Band	Job Title	Function	Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
\$60,000 - \$80,000	Partner	Corporate Affairs/Communications	60.0	6.0	66.0	71.4	6.1	77.5
	Assoc Real Estate Representa	Real Estate and Facilities	60.0	3.0	63.0	64.1	5.2	69.3
	Assoc Analyst	Supply Chain and Logistics	60.0	3.0	63.0	51.9	0.0	51.9
	Assoc Analyst	Human Resources	60.3	3.0	63.3	48.8	3.9	52.7
	Legal Asst	Administrative Services	60.6	3.0	63.6	61.0	0.9	61.9
	Assoc Coordinator	Marketing	60.9	3.0	63.9	63.0	3.7	66.7
	Assoc Analyst	Accounting	61.0	3.1	64.1	57.9	4.6	62.5
	Assoc Coordinator	Project/Program Management	61.9	3.1	65.0	64.0	4.9	68.9
	Analyst	Real Estate and Facilities	62.0	6.2	68.2	73.7	8.7	82.4
	Assoc Accountant	Accounting	62.0	3.1	65.1	56.2	5.7	61.9
	Assoc Analyst	Environmental Health and Safety	62.0	3.1	65.1	65.1	4.0	69.1
	Designer	Technical Specialty/Skilled Trade	62.0	6.2	68.2	66.4	7.1	73.5
	Analyst	Corporate Affairs/Communications	62.0	6.2	68.2	73.9	7.3	81.2
	Analyst	Financial Analysis and Tax	62.3	6.2	68.5	71.1	7.4	78.5
	Assoc Coordinator	Engineering	62.4	3.1	65.5	69.0	2.1	71.1
	Asst Coordinator	Modeling, Forecasting, Economic Analysis	63.0	3.2	66.2	64.8	4.6	69.4
	Analyst	Customer Support/Operations	63.0	6.3	69.3	68.0	7.5	75.5
	Assoc Supv Non Operations	Security	63.2	4.6	67.8	79.4	8.4	87.8
	Assoc Analyst	Customer Support/Operations	63.3	3.2	66.4	54.6	1.9	56.5
	Specialist	Human Resources	63.5	6.4	69.9	64.7	4.7	69.4
	Exec Asst	Energy Delivery/Distribution	64.0	3.2	67.2	67.9	2.0	69.9
	Analyst	Vegetation Management and Forestry	64.1	6.4	70.5	65.0	5.5	70.5
	Analyst	Human Resources	64.2	6.4	70.7	68.6	7.3	75.9
	Analyst	Accounting	64.3	6.4	70.7	72.9	5.9	78.8
	Assoc Analyst	Environmental Health and Safety	64.5	3.2	67.7	69.1	3.2	72.3
	Assoc Safety Representative	Environmental Health and Safety	64.5	3.2	67.7	65.0	7.8	72.8
	Analyst	Energy Delivery/Distribution	64.5	6.5	71.0	81.3	4.0	85.3
	Analyst	Credit and Collections	64.8	6.5	71.2	81.7	8.2	89.9
	Assoc Analyst	Project/Program Management	65.5	3.3	68.8	70.4	7.0	77.4
	Accountant	Energy Efficiency/Conservation	65.9	6.6	72.5	79.1	8.5	87.6
	Legal Asst	Legal Support	65.9	3.3	69.2	57.9	1.5	59.4
	Analyst	Direct Sales	66.2	6.6	72.8	66.9	6.7	73.6
	Analyst	Administrative Services	66.6	6.7	73.3	77.8	7.7	85.5
	Analyst	Customer Support/Operations	66.8	6.7	73.5	63.5	4.5	68.0
	Analyst	Supply Chain and Logistics	66.9	6.7	73.6	69.4	4.7	74.1

National Grid USA								
Cash Compensation for Benchmark Positions								
National Grid and Peer Group								
			National Grid			Market Data (Peer Group)		
Salary Band	Job Title	Function	Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
	Aviation Mech	Transportation Svcs. and Administration	67.0	3.3	70.3	74.0	4.4	78.4
	Buyer	Supply Chain and Logistics	67.0	6.7	73.7	67.7	4.4	72.1
	Analyst	Financial Analysis and Tax	67.1	6.7	73.8	70.9	6.5	77.4
	Assoc Engineer-Entry	Engineering	67.2	3.4	70.6	67.6	4.8	72.4
	Analyst	Financial Analysis and Tax	67.4	6.7	74.1	73.2	5.1	78.3
	Supv Non Operations	Accounting	67.7	6.8	74.4	90.5	7.5	98.0
	Analyst	Human Resources	67.7	6.8	74.5	85.8	8.2	94.0
	Assoc Engineer	Engineering	67.7	3.4	71.1	67.8	5.6	73.4
	Analyst	Marketing	68.0	6.8	74.8	65.3	3.5	68.8
	Analyst	IT Development	68.0	6.8	74.8	87.4	10.7	98.1
	Analyst	Financial Analysis and Tax	68.1	6.8	74.9	63.8	4.3	68.1
	Real Estate Representative	Real Estate and Facilities	68.1	6.8	74.9	75.5	6.0	81.5
	Assoc Analyst	Financial Analysis and Tax	68.5	3.4	71.9	56.5	4.0	60.5
	Quality Inspector	Energy Delivery/Distribution	68.5	6.9	75.4	86.8	6.8	93.6
	Representative	Technical Sales Support	68.6	6.9	75.4	74.1	7.3	81.4
	Analyst	Supply Chain and Logistics	68.8	6.9	75.7	69.4	7.5	76.9
	Assoc Scheduler-Energy Tradit	Gas Transmission	69.0	3.5	72.5	57.3	3.3	60.6
	Analyst	Human Resources	69.2	6.9	76.1	67.3	4.0	71.3
	Exec Asst	Administrative Services	69.2	3.5	72.7	67.5	3.5	71.0
	Acting Supv Non Operations	Accounting	69.2	6.9	76.1	97.0	11.0	108.0
	Assoc Engineer-Entry	Technical Customer Support	69.4	3.5	72.9	53.9	0.0	53.9
	Coordinator	IT Administration	69.6	7.0	76.5	76.4	5.6	82.0
	Sr Supv Non Operations	Human Resources	69.6	7.0	76.6	88.8	10.7	99.5
	Coordinator	Security	69.6	7.0	76.6	71.6	4.1	75.7
	Community Coordinator	Corporate Affairs/Communications	69.8	7.0	76.7	73.1	1.7	74.8
	Analyst	Environmental Health and Safety	69.8	7.0	76.8	75.7	8.3	84.0
	Sr Analyst	Security	70.1	7.0	77.1	99.4	6.7	106.1
	Analyst	IT Administration	70.2	7.0	77.2	78.3	5.4	83.7
	Assoc Analyst	Legal Support	70.2	3.5	73.7	61.5	2.5	64.0
	Auditor	Audit and Financial/Business Controls	70.3	7.0	77.4	71.1	7.5	78.6
	Assoc Supv Non Operations	Credit and Collections	70.6	5.5	76.1	111.3	20.2	131.5
	Analyst	Audit and Financial/Business Controls	70.6	7.1	77.6	84.9	9.1	94.0
	Analyst	Customer Support/Operations	70.6	7.1	77.6	60.8	4.8	65.6
	Assoc Engineer	Engineering	70.6	3.5	74.2	65.5	3.8	69.3
	Analyst	Accounting	70.6	7.1	77.7	68.1	5.5	73.6
	Representative	Energy Delivery/Distribution	70.8	7.1	77.9	69.2	9.0	78.2

National Grid USA								
Cash Compensation for Benchmark Positions								
National Grid and Peer Group								
			National Grid			Market Data (Peer Group)		
Salary Band	Job Title	Function	Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
	Analyst	Sales Support and Administration	70.8	7.1	77.9	59.0	7.4	66.4
	Analyst	Quality Assurance Methods	70.9	7.1	78.0	73.1	3.4	76.5
	Assoc Engineer-Entry	Energy Delivery/Distribution	71.0	3.6	74.6	62.2	4.3	66.5
	Analyst	Customer Support/Operations	71.0	7.1	78.1	74.5	5.6	80.1
	Analyst	Engineering	71.1	7.1	78.2	77.3	6.7	84.0
	Assoc Engineer	Engineering	71.2	3.6	74.8	70.2	3.7	73.9
	Assoc Engineer	Engineering	71.6	3.6	75.2	68.9	4.7	73.6
	Analyst	Accounting	71.8	7.2	79.0	65.4	5.7	71.1
	Analyst	Engineering	71.8	7.2	79.0	79.7	5.7	85.4
	Analyst	Supply Chain and Logistics	71.9	7.2	79.1	75.0	6.1	81.1
	Mntc Technician	Energy Delivery/Distribution	72.1	7.2	79.4	65.2	0.2	65.4
	Associate Engineer	Energy Delivery/Distribution	72.5	3.6	76.1	69.1	3.4	72.5
	Analyst	Energy Delivery/Distribution	72.6	7.3	79.8	73.3	7.1	80.4
	Designer	Technical Specialty/Skilled Trade	72.7	7.3	79.9	73.9	5.3	79.2
	Project Manager	Project/Program Management	72.7	7.3	79.9	85.7	7.8	93.5
	Engineer	Engineering	72.8	7.3	80.1	79.7	3.9	83.6
	Analyst	IT Administration	72.8	7.3	80.1	79.0	5.4	84.4
	Designer	Technical Specialty/Skilled Trade	72.9	7.3	80.2	83.0	6.4	89.4
	Analyst	Electric Transmission Operations	73.2	7.3	80.5	87.2	4.3	91.5
	Analyst	Legal Support	73.4	7.3	80.7	73.1	0.0	73.1
	Analyst	Marketing	73.4	7.3	80.7	74.1	1.7	75.8
	Assoc Engineer-Entry	Engineering	73.4	3.7	77.1	69.3	3.4	72.7
	Assoc Engineer-Entry	Engineering	73.4	3.7	77.1	68.9	3.8	72.7
	Sr Analyst	Audit and Financial/Business Controls	73.6	7.4	80.9	100.9	13.3	114.2
	Planner	Gas Transmission	73.6	7.4	80.9	77.8	5.9	83.7
	Analyst	Legal Support	73.7	7.4	81.1	69.7	3.8	73.5
	Nurse	Environmental Health and Safety	73.8	7.4	81.2	77.8	3.5	81.3
	Analyst	Audit and Financial/Business Controls	74.0	7.4	81.4	67.2	6.4	73.6
	Scheduler Energy Trading	Gas Transmission	74.2	7.4	81.6	71.1	5.5	76.6
	Analyst	Financial Analysis and Tax	74.3	7.4	81.7	69.7	5.9	75.6
	Associate Engineer	Engineering	74.7	3.7	78.4	67.7	4.7	72.4
	Analyst	Accounting	75.0	7.5	82.5	61.7	4.2	65.9
	Analyst	Energy Delivery/Distribution	75.1	7.5	82.7	85.2	3.0	88.2
	Analyst	Energy Delivery/Distribution	75.2	7.5	82.7	80.1	5.0	85.1
	Paralegal	Legal Support	75.3	7.5	82.8	69.4	3.1	72.5
	Analyst	Environmental Health and Safety	75.6	7.6	83.1	81.7	3.4	85.1

National Grid USA								
Cash Compensation for Benchmark Positions								
National Grid and Peer Group								
			National Grid			Market Data (Peer Group)		
Salary Band	Job Title	Function	Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
	Analyst	Human Resources	75.7	7.6	83.3	79.3	6.7	86.0
	Supv Non Operations	Accounting	75.7	7.6	83.3	96.2	13.0	109.2
	Engineer	Engineering	76.1	7.6	83.7	78.9	8.3	87.2
	Assoc Supv Non Operations	Customer Support/Operations	76.2	6.9	83.2	81.8	8.6	90.4
	Sr Analyst	Strategic Planning/Corporate Development	77.0	7.7	84.7	101.4	10.0	111.4
	Sr Analyst	Strategic Planning/Corporate Development	77.0	7.7	84.7	101.9	8.1	110.0
	Sr Analyst	Credit and Collections	77.0	7.7	84.7	96.2	9.6	105.8
	Analyst	Engineering	77.2	7.7	84.9	81.1	5.4	86.5
	Sr Analyst	Energy Efficiency/Conservation	77.3	7.7	85.0	95.2	8.3	103.5
	Project Manager	Project/Program Management	77.4	7.7	85.2	78.2	5.4	83.6
	Engineer	Engineering	77.9	7.8	85.7	83.3	5.4	88.7
	Engineer	Engineering	77.9	7.8	85.7	84.6	7.9	92.5
	Sr Analyst	Marketing	78.0	7.8	85.8	96.3	11.0	107.3
	Coordinator	Engineering	78.1	7.8	85.9	95.2	9.6	104.8
	Analyst	Environmental Health and Safety	78.5	7.9	86.4	82.5	4.5	87.0
	Sr Analyst	Technical Specialty/Skilled Trade	78.8	7.9	86.6	85.9	8.6	94.5
	Analyst	Modeling, Forecasting, Economic Analysis	78.9	7.9	86.8	76.3	5.3	81.6
	Analyst	Financial Analysis and Tax	79.3	7.9	87.2	87.8	10.1	97.9
	Sr Scientist	Corporate Affairs/Communications	79.5	8.0	87.5	95.3	10.6	105.9
	Sr Analyst	Direct Sales	79.5	8.0	87.5	84.2	6.1	90.3
	Sr Analyst	Environmental Health and Safety	79.6	8.0	87.5	91.7	7.9	99.6
	Sr Real Estate Representative	Real Estate and Facilities	79.6	8.0	87.6	93.7	9.5	103.2
	Sr Analyst	Supply Chain and Logistics	79.8	8.0	87.7	80.4	6.7	87.1
	Assoc Analyst	Energy Delivery/Distribution	79.8	8.0	87.7	90.7	8.5	99.2
	Sr Analyst	Financial Analysis and Tax	79.8	8.0	87.8	84.0	12.0	96.0
	Svr Aircraft Mntc	Transportation Services & Administration	79.9	8.0	87.8	97.2	11.9	109.1
	Sr Specialist	Security	79.9	8.0	87.9	88.7	10.1	98.8
		Average	70.4	6.2	76.6	75.2	6.0	81.2

National Grid USA								
Cash Compensation for Benchmark Positions								
National Grid and Peer Group								
			National Grid			Market Data (Peer Group)		
Salary Band	Job Title	Function	Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
\$80,000 - \$100,000	Specialist	Fossil Power Generation	80.0	8.0	88.0	89.6	5.4	95.0
	Engineer	Engineering	80.3	8.0	88.3	81.2	7.2	88.4
	Sr Coordinator	Human Resources	80.3	8.0	88.3	99.0	8.4	107.4
	Sr Claims Representative	Legal Support	80.5	8.1	88.6	87.0	9.9	96.9
	Sr Analyst	Marketing	80.7	8.1	88.8	88.9	9.7	98.6
	Sr Program Manager	Corporate Affairs/Communications	81.1	8.1	89.2	92.5	9.4	101.9
	Sr Analyst	Human Resources	81.2	8.1	89.3	91.2	10.9	102.1
	Sr Analyst	Customer Support/Operations	81.3	8.1	89.4	74.9	5.6	80.5
	Engineer	Engineering	81.7	8.2	89.9	83.2	8.6	91.8
	Sr Buyer	Supply Chain and Logistics	81.7	8.2	89.9	82.0	7.0	89.0
	Trader	Energy Trading	82.4	8.2	90.7	85.8	2.7	88.5
	Sr Analyst	Human Resources	82.5	8.2	90.7	95.8	9.1	104.9
	Sr Specialist	Corporate Affairs/Communications	82.5	8.3	90.8	90.5	6.5	97.0
	Sr Analyst	Human Resources	82.7	8.3	90.9	75.7	8.3	84.0
	Sr Planner	Corporate Affairs/Communications	82.9	8.3	91.2	97.3	13.1	110.4
	Sr Analyst	Customer Support/Operations	83.2	8.3	91.6	89.8	6.4	96.2
	Sr Analyst	Customer Support/Operations	83.3	8.3	91.6	86.7	7.8	94.5
	Sr Analyst	Technical Sales Support	83.6	8.4	91.9	90.4	0.0	90.4
	Sr Scheduler Energy Trading	Gas Transmission	83.8	8.4	92.1	89.1	12.3	101.4
	Sr Analyst	Accounting	83.8	8.4	92.2	78.4	6.2	84.6
	Sr Representative	Corporate Affairs/Communications	84.0	8.4	92.4	96.5	12.5	109.0
	Sr Analyst	Environmental Health and Safety	84.2	8.4	92.6	91.2	5.7	96.9
	Sr Supv Non Operations	Sales Support and Administration	84.2	8.4	92.6	78.5	5.4	83.9
	Sr Analyst	Marketing	84.2	8.4	92.6	83.5	1.4	84.9
	Sr Designer	Technical Specialty/Skilled Trade	84.2	8.4	92.7	92.2	9.4	101.6
	Sr Analyst	Accounting	84.5	8.4	92.9	88.5	8.8	97.3
	Sr Mntc Technician	Energy Delivery/Distribution	84.6	8.5	93.1	88.0	2.3	90.3
	Sr Analyst	Energy Delivery/Distribution	84.7	8.5	93.2	97.0	10.1	107.1
	Sr Analyst	Financial Analysis and Tax	84.7	8.5	93.2	95.1	8.9	104.0
	Sr. Process Manager	Environmental Health and Safety	84.8	8.5	93.3	97.6	13.5	111.1
Sr Coordinator	Corporate Affairs/Communications	85.1	8.5	93.6	95.9	14.8	110.7	
Sr Representative	Sales Support and Administration	85.1	8.5	93.7	80.0	2.6	82.6	
Sr Analyst	Energy Delivery/Distribution	85.2	8.5	93.7	84.6	10.4	95.0	
Sr Analyst	Technical Specialty/Skilled Trade	85.4	8.5	93.9	93.4	9.4	102.8	
Lead Analyst	Accounting	85.5	12.8	98.3	92.7	8.3	101.0	

National Grid USA								
Cash Compensation for Benchmark Positions								
National Grid and Peer Group								
			National Grid			Market Data (Peer Group)		
Salary Band	Job Title	Function	Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
	Sr Quality Inspector	Energy Delivery/Distribution	85.6	8.6	94.1	102.2	7.9	110.1
	Sr Analyst	Marketing	85.6	8.6	94.2	96.6	15.5	112.1
	Sr Analyst	IT Administration	85.7	8.6	94.3	98.4	7.1	105.5
	Sr Analyst	Quality Assurance Methods	85.7	8.6	94.3	93.1	13.9	107.0
	Sr Analyst	Transportation Services & Administration	86.1	8.6	94.7	90.0	10.7	100.7
	Sr Analyst	Financial Analysis and Tax	86.2	8.6	94.8	84.1	7.7	91.8
	Sr Analyst	Engineering	86.2	8.6	94.9	99.5	9.8	109.3
	Sr Analyst	IT Administration	86.5	8.6	95.1	94.1	11.5	105.6
	Sr Analyst	Financial Analysis and Tax	86.5	8.6	95.1	88.0	10.8	98.8
	Sr Supv Non Operations	Energy Delivery/Distribution	86.6	8.7	95.2	99.0	10.2	109.2
	Sr Analyst	Financial Analysis and Tax	86.8	8.7	95.5	90.6	11.5	102.1
	Sr Analyst	Audit and Financial/Business Controls	86.9	8.7	95.6	84.4	8.1	92.5
	Sr Accountant	Accounting	86.9	8.7	95.6	81.9	8.3	90.2
	Sr Analyst	Financial Analysis and Tax	87.0	8.7	95.7	86.5	6.8	93.3
	Sr Supv Non Operations	Human Resources	87.3	8.7	96.1	105.0	14.5	119.5
	Sr Analyst	IT Administration	87.8	8.8	96.6	99.0	7.5	106.5
	Sr Analyst	Energy Delivery/Distribution	87.9	8.8	96.7	88.9	9.1	98.0
	Sr Analyst	Administrative Services	88.2	8.8	97.0	88.6	10.1	98.7
	Sr Planner	Gas Transmission	88.2	8.8	97.0	99.8	11.5	111.3
	Sr Analyst	Engineering	88.3	8.8	97.1	112.0	11.3	123.3
	Lead Claims Representative	Legal Support	88.3	8.8	97.2	94.8	7.5	102.3
	Sr Analyst	Engineering	88.4	8.8	97.2	97.6	8.4	106.0
	Sr Auditor	Audit and Financial/Business Controls	88.7	8.9	97.5	87.2	5.1	92.3
	Supv Non Operations	Customer Support/Operations	88.7	8.9	97.6	83.2	8.8	92.0
	Sr Analyst	Supply Chain and Logistics	88.9	8.9	97.8	88.3	8.4	96.7
	Supv Operations	Engineering	89.0	8.9	97.9	122.1	18.3	140.4
	Sr Representative	Corporate Affairs/Communications	89.0	8.9	97.9	104.2	10.6	114.8
	Sr Analyst	Engineering	89.2	8.9	98.1	97.8	7.8	105.6
	Sr Engineer	Engineering	89.2	8.9	98.1	96.8	8.2	105.0
	Sr Analyst	Human Resources	89.3	8.9	98.2	82.6	2.5	85.1
	Sr Analyst	Energy Delivery/Distribution	89.5	9.0	98.5	93.5	9.4	102.9
	Sr Engineer	Engineering	89.6	9.0	98.5	96.0	8.5	104.5
	Sr Project Manager	Project/Program Management	89.7	9.0	98.7	96.3	9.9	106.2
	Sr Analyst	Energy Delivery/Distribution	89.8	9.0	98.7	86.1	8.7	94.8
	Telecom Tech	Energy Delivery/Distribution	90.1	9.0	99.1	73.2	5.1	78.3
	Sr Coordinator	Energy Delivery/Distribution	90.3	9.0	99.4	87.3	8.3	95.6

National Grid USA								
Cash Compensation for Benchmark Positions								
National Grid and Peer Group								
			National Grid			Market Data (Peer Group)		
Salary Band	Job Title	Function	Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
	Sr Analyst	Project/Program Management	90.4	9.0	99.4	100.9	9.0	109.9
	Sr Analyst	Environmental Health and Safety	90.5	9.0	99.5	96.7	9.9	106.6
	Supv Operations	Vegetation Management and Forestry	90.5	9.1	99.6	100.7	11.2	111.9
	Sr Engineer	Engineering	90.7	9.1	99.8	94.5	12.5	107.0
	Sr IT Analyst	IT Development	91.3	9.1	100.4	104.9	10.7	115.6
	Assoc Supv Operations	Energy Delivery/Distribution	91.4	8.9	100.2	102.9	8.3	111.2
	Sr Supv Operations	Energy Delivery/Distribution	91.7	9.2	100.8	98.7	12.4	111.1
	Sr Engineer	Engineering	91.7	9.2	100.9	105.0	8.6	113.6
	Lead Analyst	Financial Analysis and Tax	91.7	13.8	105.5	108.7	10.9	119.6
	Supv Non Operations	Supply Chain and Logistics	92.0	9.2	101.2	82.4	6.2	88.6
	Sr Analyst	Human Resources	92.1	9.2	101.4	94.9	13.7	108.6
	Sr Analyst	Financial Analysis and Tax	92.3	9.2	101.5	96.8	12.6	109.4
	Sr Engineer	Project/Program Management	92.5	9.2	101.7	99.9	14.4	114.3
	Assoc Supv GDP	Energy Delivery/Distribution	92.8	9.0	101.8	101.6	10.1	111.7
	Assoc Supv Operations	Energy Delivery/Distribution	92.9	8.7	101.5	92.5	9.0	101.5
	Asst Chief Pilot	Transportation Services & Administration	93.0	14.0	107.0	128.8	26.8	155.6
	Lead Analyst	Vegetation Management and Forestry	93.0	14.0	107.0	93.4	11.2	104.6
	Lead Representative	Corporate Affairs/Communications	93.2	14.0	107.1	111.9	18.2	130.1
	Sr Analyst	Human Resources	93.2	9.3	102.5	91.8	10.0	101.8
	Sr Supv Non Operations	Customer Support/Operations	93.6	9.4	103.0	85.5	8.6	94.1
	Lead Analyst	Human Resources	94.0	14.1	108.1	111.7	11.2	122.9
	Sr Analyst	Electric Transmission Operations	94.0	9.4	103.4	98.7	12.6	111.3
	Sr Supv Operations	Engineering	94.1	9.4	103.6	110.8	17.9	128.7
	Lead Advisor	Audit and Financial/Business Controls	94.2	14.1	108.3	129.8	20.7	150.5
	Lead Analyst	Real Estate and Facilities	94.6	14.2	108.8	110.3	10.7	121.0
	Lead Analyst	Accounting	94.6	14.2	108.8	75.3	7.1	82.4
	Lead Analyst	Human Resources	94.7	14.2	108.9	113.3	11.3	124.6
	Exec Asst	Administrative Services	95.0	9.5	104.5	95.7	14.3	110.0
	Sr Supv Non Operations	Real Estate and Facilities	95.0	9.5	104.5	115.9	18.4	134.3
	Sr IT Analyst	IT Administration	95.0	9.5	104.5	92.6	9.8	102.4
	Lead Analyst	Customer Support/Operations	95.1	14.3	109.3	104.0	7.8	111.8
	Sr Supv Operations	Technical Sales Support	95.2	9.5	104.7	78.9	2.5	81.4
	Lead Analyst	Customer Support/Operations	95.6	14.3	109.9	102.9	10.4	113.3
	Sr Supv Non Operations	Technical Specialty/Skilled Trade	95.9	9.6	105.4	82.7	2.6	85.3
	Assoc Supv Operations	Energy Delivery/Distribution	95.9	9.6	105.4	98.3	10.8	109.1
	Manager	Corporate Affairs/Communications	96.1	14.4	110.6	122.8	17.8	140.6

National Grid USA								
Cash Compensation for Benchmark Positions								
National Grid and Peer Group								
			National Grid			Market Data (Peer Group)		
Salary Band	Job Title	Function	Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
	Prin Analyst	Human Resources	96.2	14.4	110.7	105.2	13.7	118.9
	Acting Manager	Environmental Health and Safety	96.5	9.7	106.2	104.5	19.2	123.7
	Lead Analyst	Security	96.7	14.5	111.2	119.8	10.9	130.7
	Lead Analyst	Supply Chain and Logistics	96.8	14.5	111.4	102.8	12.3	115.1
	Sr Supv Non Operations	Financial Analysis and Tax	96.9	9.7	106.5	96.2	10.4	106.6
	Lead Supv Non Operations	Energy Delivery/Distribution	97.0	9.7	106.7	113.0	14.0	127.0
	Manager	Supply Chain and Logistics	97.0	14.6	111.6	107.8	13.6	121.4
	Sr Engineer	Engineering	97.2	9.7	106.9	102.7	0.0	102.7
	Lead Sales Representative	Direct Sales	97.2	14.6	111.8	104.6	11.9	116.5
	Sr Supv Non Operations	Accounting	97.2	9.7	106.9	105.3	13.4	118.7
	Sr Supv Non Operations	Transportation Services & Administration	97.3	9.7	107.0	97.0	12.5	109.5
	Lead Advisor	Audit and Financial/Business Controls	97.3	14.6	111.9	118.0	18.8	136.8
	Sr Designer	Engineering	97.3	9.7	107.0	105.2	6.5	111.7
	Sr Engineer	Energy Delivery/Distribution	97.5	9.8	107.3	95.9	2.1	98.0
	Sr Supv Non Operations	Real Estate and Facilities	97.6	9.8	107.4	94.8	11.5	106.3
	Sr Analyst	Modeling, Forecasting, Economic Analysis	97.6	9.8	107.4	97.3	11.4	108.7
	Lead Analyst	Supply Chain and Logistics	98.1	14.7	112.8	104.9	8.7	113.6
	Lead Analyst	Customer Support/Operations	98.3	14.7	113.0	82.2	6.5	88.7
	Lead Analyst	Credit and Collections	98.4	14.8	113.2	110.6	11.0	121.6
	Sr Supv Non Operations	Technical Specialty/Skilled Trade	98.5	9.9	108.4	90.5	13.8	104.3
	Assoc Supv Non Operations	Customer Support/Operations	98.6	9.9	108.5	85.9	9.0	94.9
	Nurse	Environmental Health and Safety	98.7	9.9	108.6	81.7	3.6	85.3
	Manager	Accounting	98.8	14.8	113.7	121.1	21.2	142.3
	Assoc Supv Operations	Project/Program Management	99.1	9.8	108.9	115.8	16.3	132.1
	Lead Analyst	Financial Analysis and Tax	99.3	14.9	114.1	114.5	10.4	124.9
	Sr Engineer	Technical Customer Support	99.4	9.9	109.4	84.5	3.6	88.1
	Sr Engineer	Engineering	99.5	9.9	109.4	98.4	9.6	108.0
	Lead Accountant	Accounting	99.7	15.0	114.7	102.0	11.3	113.3
	Lead Analyst	Accounting	99.9	15.0	114.9	70.5	0.0	70.5
		Average	90.2	9.9	100.2	95.9	9.9	105.8

National Grid USA								
Cash Compensation for Benchmark Positions								
National Grid and Peer Group								
Salary Band	Job Title	Function	National Grid			Market Data (Peer Group)		
			Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
\$100,000 - \$120,000	Manager	Human Resources	100.0	15.0	115.0	145.1	26.5	171.6
	Sr Designer	Technical Specialty/Skilled Trade	100.2	10.0	110.2	96.8	9.9	106.7
	Lead Analyst	Strategic Planning/Corporate Development	100.2	15.0	115.3	113.7	11.3	125.0
	Manager	Energy Efficiency/Conservation	100.2	15.0	115.3	133.0	22.9	155.9
	Sr Analyst	Human Resources	100.3	10.0	110.3	99.6	14.4	114.0
	Sr Analyst	Fossil Power Generation	100.4	10.0	110.4	103.1	6.1	109.2
	Assoc Supv Operations	Energy Delivery/Distribution	100.4	10.0	110.4	103.2	10.0	113.2
	Supv Operations	Vegetation Management and Forestry	100.5	10.1	110.6	105.8	11.7	117.5
	Lead Analyst	Quality Assurance Methods	100.5	15.1	115.6	114.4	15.5	129.9
	Lead Program Manager	Corporate Affairs/Communications	100.8	15.1	115.9	107.6	12.6	120.2
	Lead Analyst	Marketing	101.0	15.2	116.2	115.4	9.1	124.5
	Lead Analyst	IT Development	101.2	15.2	116.4	117.2	16.9	134.1
	Lead Program Manager	Security	101.2	15.2	116.4	100.6	9.3	109.9
	Lead Analyst	Corporate Affairs/Communications	101.3	15.2	116.5	109.4	8.2	117.6
	Lead Engineer	Engineering	101.3	15.2	116.5	112.0	12.1	124.1
	Manager	Accounting	101.4	15.2	116.6	109.1	16.9	126.0
	Lead Engineer	Energy Delivery/Distribution	101.4	15.2	116.6	103.2	4.8	108.0
	Lead Analyst	Corporate Affairs/Communications	101.5	15.2	116.7	115.6	16.0	131.6
	Lead Analyst	Financial Analysis and Tax	101.6	15.2	116.8	101.9	13.3	115.2
	Lead Planner	Gas Transmission	101.7	15.3	116.9	109.4	15.1	124.5
	Manager	Financial Analysis and Tax	101.7	15.3	117.0	134.0	26.8	160.8
	Lead Coordinator	Human Resources	101.9	15.3	117.1	108.9	18.6	127.5
	Lead Process Manager	Environmental Health and Safety	102.0	15.3	117.3	117.1	10.9	128.0
	Lead Representative	Sales Support and Administration	102.0	15.3	117.3	99.8	1.2	101.0
	Lead Analyst	Technical Sales Support	102.1	15.3	117.4	113.5	14.4	127.9
	Lead Specialist	Audit and Financial/Business Controls	102.3	15.3	117.6	106.4	15.5	121.9
	Sr Trader	Energy Trading	102.4	10.2	112.7	100.0	34.1	134.1
	Sr Supv Non Operations	Financial Analysis and Tax	102.6	10.3	112.8	109.3	9.5	118.8
	Lead Analyst	Accounting	102.6	15.4	118.0	105.8	13.2	119.0
	Lead Analyst	Energy Delivery/Distribution	102.6	15.4	118.0	99.0	10.0	109.0
	Lead Analyst	Technical Specialty/Skilled Trade	102.6	15.4	118.0	119.2	8.4	127.6
	Manager	Energy Delivery/Distribution	102.8	15.4	118.3	122.6	15.6	138.2
	Lead Quality Inspector	Energy Delivery/Distribution	103.0	15.5	118.5	117.5	9.1	126.6
	Sr Analyst	Environmental Health and Safety	103.0	10.3	113.3	101.5	10.4	111.9
	Lead Analyst	Financial Analysis and Tax	103.0	15.5	118.5	106.5	5.7	112.2

National Grid USA								
Cash Compensation for Benchmark Positions								
National Grid and Peer Group								
			National Grid			Market Data (Peer Group)		
Salary Band	Job Title	Function	Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
	Lead Analyst	Project/Program Management	103.0	15.5	118.5	122.7	18.4	141.1
	Lead Analyst	Energy Delivery/Distribution	103.1	15.5	118.5	114.4	8.7	123.1
	Lead Designer	Technical Specialty/Skilled Trade	103.1	10.3	113.4	101.9	15.2	117.1
	Sr Trader	Energy Trading	103.1	10.3	113.4	102.1	25.6	127.7
	Lead Accountant	Financial Analysis and Tax	103.2	15.5	118.7	106.1	5.3	111.4
	Lead Scientist	Corporate Affairs/Communications	103.2	15.5	118.7	122.1	17.6	139.7
	Lead Supv Non Operations	Energy Delivery/Distribution	103.3	14.4	117.8	107.6	13.3	120.9
	Lead Analyst	Engineering	103.5	15.5	119.0	128.8	13.0	141.8
	Lead Eng Supv-Operations	Energy Delivery/Distribution	103.7	15.6	119.3	123.7	17.0	140.7
	Lead Program Manager	Human Resources	103.8	15.6	119.3	120.0	14.1	134.1
	Manager	Energy Delivery/Distribution	103.8	15.6	119.4	123.3	18.0	141.3
	Manager	Accounting	104.0	15.6	119.6	147.4	29.5	176.9
	Lead Analyst	Engineering	104.1	15.6	119.7	114.5	13.0	127.5
	Manager	Environmental Health and Safety	104.1	15.6	119.7	121.4	19.0	140.4
	Sr Supv Operations	Energy Delivery/Distribution	104.3	10.4	114.8	107.1	9.3	116.4
	Lead Engineer	Engineering	104.4	15.7	120.1	125.6	12.3	137.9
	Lead Representative	Environmental Health and Safety	104.5	15.7	120.1	118.3	13.3	131.6
	Lead Specialist	Transportation Services & Administration	104.5	15.7	120.2	103.5	12.4	115.9
	Manager	Direct Sales	104.6	15.7	120.3	120.0	23.6	143.6
	Manager	IT Administration	104.7	15.7	120.4	130.7	13.4	144.1
	Manager	Environmental Health and Safety	104.7	15.7	120.4	122.9	22.4	145.3
	Manager	Human Resources	105.0	15.8	120.8	126.3	21.0	147.3
	Sr Supv Non Operations	Energy Efficiency/Conservation	105.0	10.5	115.5	113.1	19.4	132.5
	Lead Coordinator	Engineering	105.0	15.8	120.8	111.7	11.0	122.7
	Lead Training Rep Control Ctr	Electric System/Grid and Bulk Power Trng	105.2	15.8	120.9	121.5	22.8	144.3
	Lead Analyst	Engineering	105.2	15.8	121.0	117.7	12.6	130.3
	Lead Analyst	IT Administration	105.3	15.8	121.1	109.4	16.4	125.8
	Lead Analyst	Financial Analysis and Tax	105.5	15.8	121.3	116.4	22.6	139.0
	Manager	Customer Support/Operations	105.8	15.9	121.6	120.1	16.5	136.6
	Supv Non Operations	Supply Chain and Logistics	105.8	10.6	116.4	86.5	6.5	93.0
	Sr Supv Operations	Fossil Power Generation	106.0	10.6	116.5	101.4	10.2	111.6
	Manager	Marketing	106.1	15.9	122.0	110.9	20.4	131.3
	Lead Analyst	Environmental Health and Safety	106.3	15.9	122.2	106.1	11.6	117.7
	Lead Program Manager	Energy Delivery/Distribution	106.7	16.0	122.7	111.6	11.6	123.2
	Manager	Security	106.8	16.0	122.8	120.8	19.9	140.7
	Assoc Supv GDP	Energy Delivery/Distribution	106.8	10.7	117.5	106.7	10.6	117.3

National Grid USA								
Cash Compensation for Benchmark Positions								
National Grid and Peer Group								
			National Grid			Market Data (Peer Group)		
Salary Band	Job Title	Function	Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
	Manager	Human Resources	106.9	16.0	122.9	109.3	13.1	122.4
	Lead Analyst	IT Administration	106.9	16.0	123.0	113.7	11.3	125.0
	Acting Manager	Engineering	107.1	16.1	123.1	143.7	21.5	165.2
	Lead Designer	Technical Specialty/Skilled Trade	107.3	10.7	118.0	98.9	7.0	105.9
	Manager	Customer Support/Operations	107.5	16.1	123.7	118.0	13.9	131.9
	Lead Analyst	Energy Efficiency/Conservation	107.6	16.1	123.7	104.1	15.6	119.7
	Lead Analyst	IT Administration	107.7	16.2	123.8	118.6	11.9	130.5
	Lead Engineer	Engineering	107.9	16.2	124.1	115.8	14.6	130.4
	Lead Representative	Corporate Affairs/Communications	108.0	16.2	124.2	123.1	20.0	143.1
	Assoc Counsel	Legal	108.5	10.9	119.4	98.2	14.8	113.0
	Acting Manager	Supply Chain and Logistics	108.5	16.3	124.8	93.9	3.1	97.0
	Counsel	Legal	108.6	16.3	124.9	125.0	20.7	145.7
	Lead Engineer	Engineering	108.8	16.3	125.1	111.1	14.8	125.9
	Lead Program Manager	Energy Delivery/Distribution	108.9	17.3	126.2	97.2	12.1	109.3
	Lead Project Manager	Project/Program Management	109.0	16.4	125.4	120.9	15.0	135.9
	Lead Appl Coordinator	Electric Transmission Operations	109.2	16.4	125.6	116.1	14.9	131.0
	Manager	Financial Analysis and Tax	109.5	16.4	125.9	124.3	16.1	140.4
	Lead Project Manager	Project/Program Management	109.5	16.4	125.9	121.0	10.8	131.8
	Lead Specialist	Human Resources	109.7	16.5	126.1	104.1	10.5	114.6
	Lead Engineer	Technical Customer Support	109.7	16.5	126.2	104.6	10.7	115.3
	Lead Analyst	Financial Analysis and Tax	110.0	16.5	126.5	102.3	13.6	115.9
	Manager	IT Administration	110.0	16.5	126.5	131.0	26.3	157.3
	Manager	Marketing	110.1	16.5	126.6	125.4	20.9	146.3
	Lead Analyst	Engineering	110.1	16.5	126.7	106.2	15.9	122.1
	Lead Program Manager	Energy Delivery/Distribution	110.2	16.5	126.7	122.7	12.8	135.5
	Manager	Corporate Affairs/Communications	110.2	16.5	126.7	114.0	13.7	127.7
	Manager	Strategic Planning/Corporate Development	110.2	16.5	126.7	140.4	21.1	161.5
	Lead Process Manager	Accounting	110.2	16.5	126.7	123.4	22.1	145.5
	Assoc Supv Operations	Energy Delivery/Distribution	110.4	11.0	121.4	108.3	10.5	118.8
	Manager	Project/Program Management	110.5	16.6	127.0	133.7	17.5	151.2
	Manager	Real Estate and Facilities	110.5	16.6	127.0	136.4	21.6	158.0
	Lead Supv Operations	Project/Program Management	110.5	11.0	121.5	119.3	15.7	135.0
	Counsel	Legal	110.5	16.6	127.1	108.0	16.7	124.7
	Assoc Supv Operations	Energy Delivery/Distribution	110.7	11.1	121.7	103.3	11.3	114.6
	Lead Trader	Energy Trading	110.7	16.6	127.3	138.8	46.4	185.2
	Lead Specialist	Human Resources	110.8	16.6	127.4	113.9	17.1	131.0

National Grid USA								
Cash Compensation for Benchmark Positions								
National Grid and Peer Group								
			National Grid			Market Data (Peer Group)		
Salary Band	Job Title	Function	Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
	Manager	Financial Analysis and Tax	110.9	16.6	127.6	118.1	22.2	140.3
	Manager	IT Administration	110.9	16.6	127.6	133.5	19.9	153.4
	Manager	Human Resources	111.1	16.7	127.8	115.5	22.4	137.9
	Lead Analyst	Modeling, Forecasting, Economic Analysis	111.1	16.7	127.8	115.1	24.5	139.6
	Lead Analyst	Engineering	111.2	16.7	127.8	112.0	10.2	122.2
	Lead Analyst	IT Administration	111.3	16.7	128.0	125.1	12.4	137.5
	Manager	Sales Support and Administration	111.6	16.7	128.3	96.4	8.4	104.8
	Lead Engineer	Technical Specialty/Skilled Trade	111.6	16.7	128.4	101.6	10.5	112.1
	Prin Specialist	Human Resources	111.7	16.8	128.5	123.2	14.4	137.6
	Prin Analyst	Human Resources	112.0	16.8	128.8	95.6	12.5	108.1
	Sr Engineer	Engineering	112.0	11.2	123.2	98.0	6.2	104.2
	Lead Project Manager	Project/Program Management	112.1	16.8	128.9	119.4	12.2	131.6
	Manager	Financial Analysis and Tax	112.4	16.9	129.3	134.2	28.8	163.0
	Lead Engineer	Energy Delivery/Distribution	112.5	16.9	129.3	110.3	2.3	112.6
	Manager	Quality Assurance Methods	112.6	16.9	129.5	124.3	18.6	142.9
	Manager	Supply Chain and Logistics	112.7	16.9	129.7	123.7	19.1	142.8
	Lead Advisor	Risk Management	113.0	16.9	129.9	112.5	16.3	128.8
	Lead Partner	Marketing	113.1	17.0	130.0	113.6	18.3	131.9
	Lead Analyst	Administrative Services	113.1	17.0	130.1	100.1	10.0	110.1
	Lead Analyst	Corporate Affairs/Communications	113.2	17.0	130.2	127.1	17.6	144.7
	Lead Program Manager	Marketing	113.2	17.0	130.2	106.8	12.7	119.5
	Lead Consultant	IT Administration	113.5	17.0	130.6	113.0	9.4	122.4
	Lead Analyst	Customer Support/Operations	113.5	17.0	130.6	92.5	7.5	100.0
	Sr Analyst	IT Administration	113.6	11.4	125.0	105.5	10.0	115.5
	Manager	Transportation Services & Administration	113.9	17.1	131.0	116.8	20.5	137.3
	Lead Shift Supv Control Room	Energy Delivery/Distribution	114.5	17.2	131.7	132.1	23.0	155.1
	Manager	Supply Chain and Logistics	114.6	17.2	131.8	134.0	21.0	155.0
	Manager	Fossil Power Generation	115.0	17.2	132.2	129.2	24.6	153.8
	Manager	IT Administration	115.0	17.3	132.3	119.6	12.7	132.3
	Manager	Human Resources	115.2	17.3	132.4	115.4	13.4	128.8
	Lead Analyst	Human Resources	115.5	17.3	132.8	104.5	13.6	118.1
	Lead Engineer	Energy Delivery/Distribution	115.5	17.3	132.8	113.5	5.4	118.9
	Lead Program Manager	Energy Trading	115.6	17.3	132.9	122.1	18.7	140.8
	Lead Program Manager	Energy Trading	115.6	17.3	132.9	153.6	30.8	184.4
	Manager	IT Administration	115.7	17.4	133.1	139.9	14.3	154.2
	Lead Analyst	Audit and Financial/Business Controls	115.9	17.4	133.3	106.7	10.9	117.6

National Grid USA								
Cash Compensation for Benchmark Positions								
National Grid and Peer Group								
			National Grid			Market Data (Peer Group)		
Salary Band	Job Title	Function	Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
	Counsel	Legal	116.0	17.4	133.4	108.3	9.0	117.3
	Manager	Financial Analysis and Tax	117.0	17.5	134.5	130.7	29.0	159.7
	Manager	Security	117.2	17.6	134.8	129.3	21.2	150.5
	Manager	Technical Sales Support	117.3	17.6	134.9	119.4	19.1	138.5
	Manager	Accounting	117.5	17.6	135.1	131.6	27.5	159.1
	Manager	Human Resources	117.5	17.6	135.1	121.4	17.3	138.7
	Lead Analyst	Energy Delivery/Distribution	117.6	17.6	135.3	104.4	9.7	114.1
	Acting Manager	Credit and Collections	117.9	17.7	135.6	131.0	23.7	154.7
	Manager	Corporate Affairs/Communications	117.9	17.7	135.6	131.4	19.0	150.4
	Prin Representative	Corporate Affairs/Communications	117.9	17.7	135.6	130.8	18.5	149.3
	Lead Analyst	Marketing	118.1	17.7	135.9	126.9	10.0	136.9
	Manager	Engineering	118.5	17.8	136.2	119.7	13.9	133.6
	Manager	Vegetation Management and Forestry	118.7	17.8	136.5	126.8	22.0	148.8
	Lead Program Manager	Human Resources	118.9	17.8	136.8	132.0	15.5	147.5
	Manager	Energy Delivery/Distribution	119.0	17.9	136.9	120.7	16.3	137.0
	Manager	Quality Assurance Methods	119.6	17.9	137.5	134.2	20.1	154.3
	Lead Specialist	Human Resources	119.8	18.0	137.7	114.5	11.6	126.1
	Lead Engineer	Engineering	119.9	18.0	137.8	120.3	10.8	131.1
		Average	108.4	15.5	124.0	116.0	15.4	131.3

National Grid USA								
Cash Compensation for Benchmark Positions								
National Grid and Peer Group								
			National Grid			Market Data (Peer Group)		
Salary Band	Job Title	Function	Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
\$120,000 - \$140,000	Manager	Marketing	120.0	18.0	138.0	146.8	32.3	179.1
	Manager	Technical Customer Support	120.1	18.0	138.1	110.2	13.2	123.4
	Director	Security	120.1	24.0	144.1	152.6	15.8	168.4
	Manager	Technical Specialty/Skilled Trade	120.1	18.0	138.2	140.8	17.0	157.8
	Manager	Legal Support	120.3	18.0	138.3	124.4	14.9	139.3
	Lead Project Manager	Project/Program Management	120.3	18.0	138.3	133.0	16.5	149.5
	Lead Analyst	Energy Delivery/Distribution	120.7	18.1	138.8	108.9	11.0	119.9
	Acting Manager	Credit and Collections	120.9	18.1	139.1	140.1	25.4	165.5
	Manager	Technical Specialty/Skilled Trade	121.2	18.2	139.4	131.5	26.4	157.9
	Lead Analyst	Security	121.5	18.2	139.7	131.7	12.1	143.8
	Lead Consultant	IT Administration	121.6	18.2	139.8	124.3	10.3	134.6
	Lead Program Manager	Legal Support	121.6	18.2	139.8	117.3	9.4	126.7
	Lead Trader	Energy Trading	121.8	18.3	140.1	125.2	20.5	145.7
	Manager	Corporate Affairs/Communications	122.0	18.3	140.3	139.4	22.0	161.4
	Manager	Gas Transmission	122.0	18.3	140.3	153.7	28.7	182.4
	Lead Shift Supv Control Room	Energy Delivery/Distribution	122.0	18.3	140.3	142.2	24.7	166.9
	Lead Analyst	Engineering	122.1	18.3	140.4	126.0	14.3	140.3
	Engineer Manager	Engineering	122.2	18.3	140.5	125.8	20.1	145.9
	Acting Manager	Engineering	122.3	18.3	140.6	157.5	23.6	181.1
	Manager	Customer Support/Operations	122.5	18.4	140.9	128.5	17.7	146.2
	Manager	Corporate Affairs/Communications	122.5	18.4	140.9	149.2	23.5	172.7
	Manager	Energy Delivery/Distribution	122.5	18.4	140.9	132.0	19.2	151.2
	Lead Analyst	Engineering	122.7	18.4	141.1	141.7	14.3	156.0
	Lead Eng Supv-Operations	Energy Delivery/Distribution	122.8	18.4	141.2	133.0	18.2	151.2
	Manager	Human Resources	122.8	18.4	141.2	129.9	18.5	148.4
	Lead Engineer	Engineering	122.9	18.4	141.3	122.3	16.2	138.5
	Lead Analyst	Financial Analysis and Tax	123.0	18.4	141.4	126.0	11.4	137.4
	Manager	Project/Program Management	123.0	18.5	141.5	158.3	31.1	189.4
	Manager	Supply Chain and Logistics	123.0	18.5	141.5	132.4	20.4	152.8
	Manager	Sales Support and Administration	123.0	18.5	141.5	103.2	8.9	112.1
Manager	Marketing	123.2	18.5	141.7	126.1	22.3	148.4	
Engineer Manager	Engineering	123.3	18.5	141.8	132.3	14.5	146.8	
Lead Specialist	Corporate Affairs/Communications	123.3	22.0	145.3	102.9	10.8	113.7	
Manager	Environmental Health and Safety	123.3	18.5	141.8	129.9	20.3	150.2	
Manager	Transportation Services & Administration	123.6	18.5	142.1	135.2	14.7	149.9	

National Grid USA								
Cash Compensation for Benchmark Positions								
National Grid and Peer Group								
			National Grid			Market Data (Peer Group)		
Salary Band	Job Title	Function	Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
	Lead Analyst	Engineering	123.8	18.6	142.3	116.8	17.5	134.3
	Manager	Energy Delivery/Distribution	123.8	18.6	142.3	129.9	17.5	147.4
	Lead Analyst	Project/Program Management	123.8	18.6	142.4	135.0	20.2	155.2
	Manager	Electric System/Grid and Bulk Power Trng	123.8	18.6	142.4	144.2	14.8	159.0
	Manager	Customer Support/Operations	124.0	18.6	142.6	126.3	14.8	141.1
	Engineer Manager	Engineering	124.0	18.6	142.7	139.5	21.1	160.6
	Manager	Financial Analysis and Tax	124.2	18.6	142.9	134.6	23.4	158.0
	Assoc Supv Operations	Project/Program Management	124.2	12.4	136.6	121.6	17.1	138.7
	Lead Program Manager	Energy Delivery/Distribution	124.2	18.6	142.9	107.0	13.2	120.2
	Lead Accountant	Accounting	124.7	18.7	143.5	112.2	12.4	124.6
	Manager	Financial Analysis and Tax	124.8	18.7	143.5	133.0	17.2	150.2
	Lead Engineer	Engineering	124.8	18.7	143.5	127.4	16.1	143.5
	Lead Analyst	Strategic Planning/Corporate Development	124.8	18.7	143.6	125.1	12.4	137.5
	Lead Engineer	Engineering	125.0	18.7	143.7	138.2	13.4	151.6
	Lead Scientist	Corporate Affairs/Communications	125.0	18.7	143.7	134.3	19.4	153.7
	Lead Analyst	Supply Chain and Logistics	125.0	18.8	143.8	115.4	9.6	125.0
	Prin Program Manager	IT Administration	125.0	18.8	143.8	133.4	12.7	146.1
	Engineer Manager	Engineering	125.2	18.8	144.0	142.8	23.1	165.9
	Manager	Marketing	125.3	18.8	144.1	137.2	30.2	167.4
	Manager	Financial Analysis and Tax	125.4	18.8	144.2	126.4	23.7	150.1
	Manager	Direct Sales	125.5	18.8	144.3	129.1	25.4	154.6
	Lead Coordinator	Engineering	125.7	18.9	144.5	122.8	12.1	134.9
	Sr Counsel	Legal	125.7	18.9	144.6	127.4	10.6	138.0
	Lead Analyst	Quality Assurance Methods	125.9	18.9	144.7	125.9	17.0	142.9
	Manager	Financial Analysis and Tax	125.9	18.9	144.7	143.6	30.9	174.5
	Lead Program Manager	Energy Trading	126.4	19.0	145.4	167.5	33.5	201.0
	Manager	Energy Delivery/Distribution	126.4	19.0	145.4	131.1	20.0	151.1
	Manager	Energy Efficiency/Conservation	126.7	19.0	145.7	142.4	24.4	166.8
	Manager	Project/Program Management	126.9	19.0	146.0	143.7	18.9	162.6
	Manager	Technical Specialty/Skilled Trade	127.3	19.1	146.3	132.5	19.6	152.1
	Director	Engineering	127.4	25.5	152.9	163.9	27.8	191.7
	Lead Specialist	Corporate Affairs/Communications	127.5	19.1	146.6	113.2	11.9	125.1
	Manager	Financial Analysis and Tax	127.6	19.1	146.8	139.9	31.0	170.9
	Manager	Energy Delivery/Distribution	128.1	19.2	147.3	133.1	16.9	149.9
	Acting Director	Environmental Health and Safety	128.4	19.3	147.7	125.8	21.8	147.6
	Lead Analyst	Human Resources	128.4	19.3	147.7	122.9	12.3	135.2

National Grid USA								
Cash Compensation for Benchmark Positions								
National Grid and Peer Group								
			National Grid			Market Data (Peer Group)		
Salary Band	Job Title	Function	Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
	Manager	Engineering	128.5	19.3	147.8	131.6	15.3	146.9
	Lead Process Manager	Accounting	128.6	19.3	147.9	132.1	23.6	155.7
	Manager	Corporate Affairs/Communications	128.8	19.3	148.1	122.0	14.7	136.7
	Manager	Real Estate and Facilities	128.9	19.3	148.3	145.9	23.2	169.1
	Manager	Marketing	129.0	19.4	148.4	118.7	21.8	140.5
	Manager	Energy Delivery/Distribution	129.1	19.4	148.4	142.6	25.6	168.2
	Engineer Manager	Engineering	129.3	19.4	148.6	156.8	26.6	183.4
	Lead Analyst	Modeling, Forecasting, Economic Analysis	129.5	19.4	148.9	126.6	27.0	153.6
	Manager	Administrative Services	129.6	19.4	149.0	114.4	9.7	124.1
	Engineer Manager	Engineering	129.7	19.5	149.2	148.3	24.5	172.8
	Manager	Legal Support	129.8	19.5	149.3	138.4	11.7	150.1
	Manager	Real Estate and Facilities	130.0	19.5	149.5	129.8	17.5	147.3
	Manager	IT Administration	130.0	19.5	149.5	142.8	21.4	164.2
	Exec Advisor	Accounting	130.0	19.5	149.5	128.3	18.8	147.1
	Manager	Audit and Financial/Business Controls	130.2	19.5	149.7	127.9	21.9	149.8
	Manager	Electric Transmission Operations	130.3	19.5	149.8	140.7	21.6	162.3
	Engineer Manager	Engineering	130.4	19.6	150.0	154.1	17.9	172.0
	Lead Analyst	IT Administration	130.7	19.6	150.3	130.5	13.1	143.6
	Manager	Human Resources	130.8	19.6	150.4	128.8	20.9	149.7
	Manager	Audit and Financial/Business Controls	131.0	26.2	157.1	160.1	39.9	200.0
	Lead Accountant	Financial Analysis and Tax	131.0	19.7	150.7	116.7	5.9	122.6
	Manager	Modeling, Forecasting, Economic Analysis	131.5	19.7	151.2	143.5	27.0	170.5
	Lead Project Manager	Project/Program Management	131.5	19.7	151.2	133.1	11.9	145.0
	Lead Analyst	Engineering	131.5	19.7	151.2	129.4	14.0	143.4
	Acting Manager	Energy Delivery/Distribution	132.3	19.8	152.1	106.4	10.3	116.7
	Lead Analyst	Technical Specialty/Skilled Trade	133.6	20.0	153.7	131.2	9.2	140.4
	Sr Counsel	Legal	134.1	20.1	154.2	158.3	31.6	189.9
	Engineer Manager	Engineering	134.3	20.2	154.5	155.5	30.7	186.2
	Engineer Manager	Corporate Affairs/Communications	134.4	20.2	154.6	147.8	21.7	169.5
	Manager	Financial Analysis and Tax	135.0	20.3	155.3	143.4	28.7	172.1
	Director	Security	135.4	27.1	162.4	145.9	17.9	163.8
	Director	Customer Support/Operations	136.3	27.3	163.6	146.9	22.0	168.9
	Lead Engineer	Engineering	137.0	20.5	157.5	123.2	13.3	136.5
	Manager	Financial Analysis and Tax	137.0	20.6	157.6	144.0	25.1	169.1
	Vice President	Energy Delivery/Distribution	137.4	27.5	164.9	147.4	28.1	175.5
	Senior Counsel I	Legal	137.5	27.5	165.0	151.8	34.4	186.2

National Grid USA								
Cash Compensation for Benchmark Positions								
National Grid and Peer Group								
			National Grid			Market Data (Peer Group)		
Salary Band	Job Title	Function	Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
	Director	Energy Delivery/Distribution	137.8	26.2	164.0	146.7	40.6	187.3
	Consulting Engineer	Engineering	138.2	20.7	158.9	144.5	14.0	158.5
	Lead Engineer	Engineering	138.2	20.7	158.9	132.3	11.9	144.2
	Director	Customer Support/Operations	138.3	27.7	166.0	138.1	19.0	157.1
	Director	IT Administration	138.8	27.8	166.5	137.5	14.6	152.1
	Director	Engineering	138.8	27.8	166.6	158.0	29.0	187.0
	Engineer Manager	Engineering	138.9	20.8	159.8	136.2	18.4	154.6
	Lead Project Manager	Project/Program Management	139.0	20.9	159.9	131.3	13.4	144.7
	Lead Analyst	IT Administration	139.9	21.0	160.9	120.3	18.0	138.3
		Average	127.4	19.7	147.2	134.0	19.4	153.5

National Grid USA								
Cash Compensation for Benchmark Positions								
National Grid and Peer Group								
			National Grid			Market Data (Peer Group)		
Salary Band	Job Title	Function	Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
\$140,000 - \$160,000	Director	Financial Analysis and Tax	140.0	28.0	168.0	171.1	34.3	205.4
	Director	Direct Sales	140.4	28.1	168.4	150.6	20.3	170.9
	Lead Analyst	Legal	140.5	26.8	167.3	160.7	18.0	178.7
	Director	Financial Analysis and Tax	140.6	28.1	168.7	144.0	32.6	176.6
	Manager Gas Trading	Gas Transmission	141.3	21.2	162.5	151.7	18.4	170.1
	Director	IT Administration	141.3	28.3	169.6	167.8	38.7	206.5
	Director	Vegetation Management and Forestry	141.5	28.3	169.8	136.3	23.7	160.0
	Director	Corporate Affairs/Communications	142.1	28.4	170.5	158.5	28.4	186.9
	Consulting Engineer	Engineering	142.2	21.3	163.5	138.9	14.4	153.3
	Manager	Fossil Power Generation	142.3	21.4	163.7	138.4	26.4	164.9
	Director	Corporate Affairs/Communications	142.7	28.5	171.3	163.7	36.8	200.5
	Director	Electric Transmission Operations	142.7	28.5	171.3	133.5	17.1	150.6
	Director	Human Resources	143.2	28.6	171.8	149.9	32.3	182.2
	Principal Gas Transport S	Gas Transmission	143.4	21.5	165.0	162.4	48.7	211.1
	Director	Environmental Health and Safety	144.7	28.9	173.6	191.5	38.9	230.4
	Director	Credit and Collections	144.7	28.9	173.7	150.6	27.3	177.9
	Asst General Counsel	Legal	144.9	29.0	173.9	202.2	57.4	259.6
	Director	Environmental Health and Safety	144.9	29.0	173.9	147.7	38.5	186.2
	Director	Marketing	145.0	29.0	174.0	178.7	48.2	226.9
	Engineer Manager	Engineering	145.1	21.8	166.9	149.9	22.5	172.4
	Acting Manager	Supply Chain and Logistics	146.2	21.9	168.1	100.5	3.3	103.8
	Manager Gas Trading	Energy Trading	146.5	22.0	168.4	152.0	28.6	180.6
	Director	Audit and Financial/Business Controls	147.5	29.5	176.9	146.1	37.5	183.6
	Manager	IT Development	147.7	22.2	169.9	127.7	13.9	141.6
	Director	Corporate Affairs/Communications	147.9	29.6	177.5	150.0	31.4	181.4
	Lead Enterprise Architect	IT Development	148.0	29.6	177.6	130.6	17.5	148.1
	Director	Energy Delivery/Distribution	148.6	29.7	178.3	144.0	27.6	171.6
	Director	Project/Program Management	148.6	29.7	178.4	153.9	35.3	189.2
	Director	Human Resources	148.8	29.8	178.6	151.6	36.4	188.0
	Engineer Manager	Environmental Health and Safety	149.5	22.4	171.9	155.8	31.6	187.4
Director	Engineering	149.5	29.9	179.4	186.2	47.6	233.8	
Director	Human Resources	150.0	30.0	180.0	151.4	38.8	190.2	
Principal Quantitative Analyst	Modeling, Forecasting, Economic Analysis	150.7	22.6	173.3	129.2	25.8	155.0	
Director	Financial Analysis and Tax	151.3	30.3	181.5	210.9	53.1	264.0	
Director	IT Administration	151.5	30.3	181.8	160.3	25.8	186.1	

National Grid USA								
Cash Compensation for Benchmark Positions								
National Grid and Peer Group								
			National Grid			Market Data (Peer Group)		
Salary Band	Job Title	Function	Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
	Director	IT Development	151.6	30.3	181.9	144.0	33.8	177.8
	Director	Administrative Services	152.0	30.4	182.4	127.6	14.8	142.4
	Director	Marketing	152.0	30.4	182.4	141.8	31.1	172.9
	Director	Financial Analysis and Tax	152.5	30.5	183.0	161.5	40.4	201.9
	Director	Energy Delivery/Distribution	153.2	30.6	183.8	131.6	10.0	141.6
	Director	Engineering	153.2	30.6	183.8	157.2	39.3	196.5
	Director	Customer Support/Operations	153.3	30.7	184.0	144.6	28.4	173.0
	Director	Risk Management	153.4	30.7	184.1	161.6	39.9	201.5
	Director	Audit and Financial/Business Controls	153.7	30.7	184.4	150.6	30.6	181.2
	Director	Financial Analysis and Tax	153.8	30.8	184.6	155.3	33.9	189.2
	Director	Engineering	154.7	30.9	185.6	150.3	26.4	176.7
	Director	Energy Delivery/Distribution	155.7	31.1	186.9	154.5	30.8	185.3
	Director	Accounting	155.9	31.2	187.1	149.7	35.8	185.5
	Director	Real Estate and Facilities	156.2	31.2	187.5	172.1	43.1	215.2
	Director	IT Administration	156.8	31.4	188.1	152.1	28.8	180.9
	Director	Strategic Planning/Corporate Development	157.8	31.6	189.3	185.7	37.7	223.4
	Director	Energy Delivery/Distribution	158.2	31.6	189.9	153.2	27.6	180.8
	Director	Supply Chain and Logistics	159.2	31.8	191.1	148.1	25.8	173.9
	Director	Fossil Power Generation	159.4	31.9	191.2	148.6	28.3	176.9
	Director	Strategic Planning/Corporate Development	159.5	31.9	191.5	162.9	30.6	193.5
		Average	148.9	28.4	177.3	153.7	30.8	184.5

National Grid USA								
Cash Compensation for Benchmark Positions								
National Grid and Peer Group								
			National Grid			Market Data (Peer Group)		
Salary Band	Job Title	Function	Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
\$160,000 - \$180,000	Director	Accounting	160.0	32.0	192.0	140.3	27.5	167.8
	Director	Human Resources	160.0	32.0	192.0	138.1	17.4	155.5
	Director	Corporate Affairs/Communications	160.0	32.0	192.0	149.8	28.9	178.7
	Director	Energy Delivery/Distribution	160.2	32.0	192.2	146.6	28.5	175.1
	Director	Electric Transmission Operations	160.3	32.1	192.4	210.4	49.3	259.7
	Director	Legal	160.7	32.1	192.8	145.5	36.2	181.7
	Director	Corporate Affairs/Communications	161.4	32.3	193.6	182.2	60.8	243.0
	Director	Financial Analysis and Tax	161.4	32.3	193.7	156.4	36.7	193.1
	Director	Quality Assurance Methods	161.6	32.3	194.0	160.2	32.8	193.0
	Director	Marketing	163.0	32.6	195.6	141.6	21.3	162.9
	Director	Strategic Planning/Corporate Development	163.2	32.6	195.8	168.2	45.4	213.6
	Director	Engineering	164.9	33.0	197.9	157.8	31.8	189.6
	Director	Engineering	165.2	33.0	198.2	171.0	30.2	201.2
	Director	Engineering	165.3	33.1	198.4	142.4	19.3	161.7
	Director	Customer Support/Operations	165.4	33.1	198.5	167.8	50.3	218.1
	Senior Counsel II	Legal	166.1	33.2	199.4	182.9	47.6	230.5
	Director	Gas Transmission	166.7	33.3	200.1	186.8	56.0	242.8
	Director	Corporate Affairs/Communications	167.0	33.4	200.4	162.8	40.8	203.6
	Director	Real Estate and Facilities	167.2	33.4	200.6	160.4	52.6	213.0
	Senior Counsel I	Legal	167.3	33.5	200.8	171.3	27.6	198.9
	Director	Engineering	167.5	33.5	201.0	184.9	55.5	240.4
	Director	Security	168.5	33.7	202.2	175.5	18.2	193.7
	Director	Audit and Financial/Business Controls	168.5	33.7	202.2	184.1	45.9	230.0
	Director	Human Resources	168.5	33.7	202.2	146.7	35.0	181.7
	Director	Engineering	169.0	33.8	202.8	190.9	42.0	232.9
	Director	Environmental Health and Safety	169.1	33.8	202.9	151.8	39.5	191.3
	Director	Customer Support/Operations	169.1	33.8	202.9	150.9	27.9	178.8
	Director	Project/Program Management	169.8	34.0	203.8	182.3	48.0	230.3
	Director	Strategic Planning/Corporate Development	170.0	34.0	204.0	190.6	42.9	233.5
	Director	Energy Delivery/Distribution	170.2	34.0	204.2	179.4	44.9	224.3
	Acting Vice President	Transportation Services & Administration	171.4	34.3	205.7	175.5	37.4	212.9
	Director	Energy Trading	171.7	34.3	206.1	201.4	59.9	261.3
Exec Advisor	Energy Delivery/Distribution	171.8	34.4	206.2	125.2	12.9	138.1	
Director	Human Resources	171.9	34.4	206.3	157.7	29.4	187.1	
Director	Engineering	172.5	34.5	207.0	152.5	17.8	170.3	

National Grid USA								
Cash Compensation for Benchmark Positions								
National Grid and Peer Group								
			National Grid			Market Data (Peer Group)		
Salary Band	Job Title	Function	Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
	Asst General Counsel	Legal	174.0	34.8	208.7	183.9	52.1	236.0
	Director	IT Administration	174.0	34.8	208.8	193.1	48.3	241.4
	Director	Marketing	174.3	34.9	209.2	196.4	56.4	252.8
	Senior Counsel II	Legal	175.2	35.0	210.2	184.9	60.0	244.9
	Director	Marketing	175.5	35.1	210.6	177.7	12.0	189.7
	Director	Human Resources	178.1	35.6	213.7	150.3	30.0	180.3
	Senior Counsel II	Legal	178.2	35.6	213.8	191.9	42.1	234.0
	Director	Supply Chain and Logistics	178.9	35.8	214.7	185.1	48.3	233.4
		Average	168.0	33.6	201.6	168.7	38.3	207.0

National Grid USA								
Cash Compensation for Benchmark Positions								
National Grid and Peer Group								
			National Grid			Market Data (Peer Group)		
Salary Band	Job Title	Function	Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
> \$180,000	Manager	Corporate Affairs/Communications	180.0	27.0	207.0	129.4	18.9	148.3
	Director	Modeling, Forecasting, Economic Analysis	180.5	36.1	216.6	186.3	47.1	233.4
	Director	Fossil Power Generation	182.0	36.4	218.3	188.6	47.3	235.9
	Director	Financial Analysis and Tax	182.1	36.4	218.6	161.1	31.7	192.8
	Director	Project/Program Management	182.2	36.4	218.6	201.6	60.4	262.0
	Senior Counsel II	Audit and Financial/Business Controls	182.3	36.5	218.8	126.9	16.4	143.3
	Asst Gen Counsel & Director	Legal	182.6	36.5	219.1	189.3	31.5	220.8
	Director	IT Administration	185.0	37.0	222.0	144.1	18.7	162.8
	Director	Energy Delivery/Distribution	186.4	37.3	223.6	198.9	52.4	251.3
	Director	Environmental Health and Safety	189.1	37.8	226.9	177.5	44.5	222.0
	Director	Human Resources	189.5	37.9	227.4	161.3	32.2	193.5
	Director	Energy Efficiency/Conservation	189.5	37.9	227.4	161.1	33.4	194.5
	Asst General Counsel	Legal	193.3	38.7	232.0	203.3	45.4	248.7
	Vice President	Financial Analysis and Tax	194.8	63.3	258.0	206.4	77.4	283.8
	Asst Gen Counsel & Director	Legal	195.1	39.0	234.1	210.8	52.8	263.6
	Director	Energy Delivery/Distribution	196.7	39.3	236.0	173.0	45.5	218.5
	Director	Strategic Planning/Corporate Development	197.4	39.5	236.9	229.3	73.1	302.4
	Vice President	Energy Marketing	202.0	65.7	267.7	232.4	101.5	333.9
	Asst Controller	Financial Analysis and Tax	203.3	40.7	244.0	175.9	46.2	222.1
	Asst General Counsel	Legal	203.8	40.8	244.6	180.8	23.6	204.4
	Head of Global Audit	Audit and Financial/Business Controls	207.0	67.3	274.3	219.5	76.7	296.2
	Vice President	Direct Sales	209.1	68.0	277.1	255.6	102.3	357.9
	Vice President	Security	210.5	68.4	279.0	252.2	82.1	334.3
	Vice President	Engineering	210.8	68.5	279.3	277.9	111.2	389.1
	Vice President	Project/Program Management	211.7	68.8	280.5	243.7	112.0	355.7
	Vice President	Engineering	211.8	68.8	280.6	216.4	68.9	285.3
	Asst Gen Counsel & Director	Legal	213.3	42.7	255.9	244.6	71.9	316.5
	Director	Engineering	214.2	42.8	257.0	192.9	48.2	241.1
	Vice President	Accounting	215.0	69.9	284.9	189.1	58.4	247.5
	Vice President	Quality Assurance Methods	217.4	70.7	288.1	234.3	34.5	268.8
	Vice President	Energy Delivery/Distribution	218.9	71.2	290.1	258.5	100.7	359.2
	Vice President	Financial Analysis and Tax	219.5	71.3	290.8	195.1	52.0	247.1
	Vice President	Construction	221.0	71.8	292.8	223.0	87.7	310.7
	Vice President	Corporate Affairs/Communications	222.4	72.3	294.7	261.2	93.2	354.4
	Acting Vice President	Legal	224.4	44.9	269.3	215.7	61.1	276.8

National Grid USA								
Cash Compensation for Benchmark Positions								
National Grid and Peer Group								
			National Grid			Market Data (Peer Group)		
Salary Band	Job Title	Function	Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
	Vice President	Risk Management	224.5	73.0	297.5	242.6	121.2	363.8
	Vice President	Corporate Affairs/Communications	224.8	73.1	297.8	276.4	103.4	379.8
	Vice President	Marketing	226.2	73.5	299.8	234.3	88.1	322.4
	Vice President	General Management and Administration	230.0	74.8	304.8	253.9	114.2	368.1
	Vice President	IT Development	230.0	74.8	304.8	214.2	80.4	294.6
	Vice President	Human Resources	231.6	75.3	306.9	227.4	76.2	303.6
	Vice President	Fossil Power Generation	234.1	76.1	310.2	271.4	122.1	393.5
	Acting US CIO	Information Technology	235.6	76.6	312.2	183.0	45.8	228.8
	Vice President	Electric Power Market and System/Grid Op	240.2	78.1	318.3	242.1	60.0	302.1
	Vice President	Gas Operations	241.1	78.4	319.5	258.4	110.3	368.7
	Vice President	Corporate Affairs/Communications	246.2	80.0	326.2	263.8	92.7	356.5
	Vice President	Power Procurement	247.9	80.6	328.5	236.9	91.7	328.6
	Vice President	Legal	249.0	80.9	329.9	256.8	115.5	372.3
	Vice President	Supply Chain and Logistics	250.0	81.3	331.3	236.2	82.4	318.6
	Vice President	Electric Power Market and System/Grid Op	250.1	81.3	331.4	259.6	72.2	331.8
	Vice President	Engineering	253.2	82.3	335.5	221.5	66.4	287.9
	Vice President	Human Resources	269.6	87.6	357.2	301.6	153.9	455.5
	Vice President	Strategic Planning/Corporate Development	270.9	88.0	358.9	258.7	97.4	356.1
	Vice President	Customer Support/Operations	281.5	91.5	372.9	247.7	63.5	311.2
	Vice President	Audit and Financial/Business Controls	310.0	100.8	410.8	252.4	106.0	358.4
	Vice President	Legal	313.4	101.9	415.3	324.0	145.8	469.8
	Vice President	Accounting	319.3	103.8	423.1	341.5	147.0	488.5
		Average	221.1	62.8	283.9	223.2	74.0	297.2
		Average Total (Weighted)	102.1	14.2	116.3	108.0	14.5	122.5

Date of Request: April 7, 2016
Due Date: April 18, 2016

DPS Request No. DPS-409 DSG-1
KEDNY/ KEDLI Req. No. BULI-412

KEYSPAN GAS EAST CORPORATION d/b/a NATIONAL GRID
THE BROOKLYN UNION GAS COMPANY d/b/a NATIONAL GRID NY

Case 16-G-0058 KeySpan Gas East Corporation d/b/a National Grid
Case 16-G-0059 The Brooklyn Union Gas Company d/b/a National Grid NY

Request for Information

FROM: NYPSC, Daniel S. Gadomski

TO: National Grid, Maureen Heaphy

SUBJECT: **COMPENSATION & BENEFITS DATA**

Request:

Referring to the following statement on p. 26 of the testimony of Maureen Heaphy, “variable cash compensation provides direct and specific incentives to employees to achieve or exceed certain operating performance goals of importance to National Grid, its customers and its regulators, including the customer service, safety, and reliability metrics the Commission has approved for KEDNY and KEDLI.”

- 1) Provide, in Excel spreadsheet format, the Companies’ tracking of performance against its targeted objectives and metrics with all columns and rows shown, and all formulas and functions enabled.
- 2) Provide any materials reviewed by the board of directors and/or executive management within the most recent two years (2014 through 2016) regarding the determination of compensation increases, the performance of employees against variable pay targets and the payouts of incentive pay.

Response:

1. Please see Attachments 1 and 2 for the spreadsheets tracking the performance of the operating performance objectives within the Annual Performance Plan for Fiscal Years 2014 and 2015, respectively. Fiscal Year 2016 has not yet been finalized.

2. A) The materials reviewed by executive management in determining the compensation increases for 2015 are provided in Attachments 3 and 4. The materials for 2016 are provided in Attachments 5 and 6. Merit increases, first line supervisor increases and market adjustments, generally, are approved by the Global Executive Committee in the UK while career path progressions are approved by the US Executive Committee. When looking at Attachment 3, please note that as stated at page 31 of Maureen Heaphy's direct testimony, based on the financial situation at National Grid, a decision was made not to provide a merit increase to management employees in 2015.
- B) Please see Attachments 7 and 8 for the FY 2014 and FY 2015 documents reviewed by executive management concerning performance against variable pay targets and payouts.

Name of Respondent:
Ed Considine

Date of Reply:
April 18, 2016

Management salary budget – 2015

Executive owner: Mike Westcott

Executive Committee | Meeting date: 12/02/15 | Agenda item: X.X

Operating Co.: National Grid plc | Reg. jurisdiction: All

Executive Summary

CONTEXT

The purpose of this paper is to propose a budget for the 2015 salary review for the management (i.e. non-union / non-represented) population (Bands A – F). The proposals reflect recommendations from the UK regional Executive team, and ongoing discussions with the US leadership in relation to the 2015/16 budget.

The current UK management payroll is ~ £97 million (covering 1,336 people), and the current US management payroll is ~ \$499 million (covering 4,884 people).

The primary drivers of management pay in both regions are the external market and affordability against budget. In addition, for employees managing unionised / represented staff, there is an additional driver of salary compression.

QUESTIONS

1. What should the general management salary budget be for each of the UK and US, taking account of the external market and affordability against budget?
2. How will the general management salary budget be allocated?
3. How should we address existing salary compression issues (management and union / represented pay relativity) this year?
4. Are there any significant market “hotspots” in either region this year that we need to accommodate?

CONCLUSION

It is recommended that the general management salary budget in the UK be set at 1.9%, and in the US be set at 1.0%. This should be allocated according to the general principles agreed by the Executive Committee in October, with a paper to be presented to the Committee in July to review use of budget by Band A. It is also recommended that the budget to address existing salary compression issues approved by the Committee in 2014 and deferred to this year is reconfirmed, and that the budget requested for market “hotspots” of £133,000 in the UK is approved.

Author(s): Alexandra Lewis, Global Head of Reward | Presenter: Alexandra Lewis, Global Head of Reward

Date written: 30/01/15 | Date of last paper: 25/3/14 | Date of next paper: 18/2/16

MANAGEMENT SALARY BUDGET – 2015

The recommended approvals are summarised in the following table:

	UK – % of pay bill	UK – cost	US – % of pay bill	US – cost
General budget	1.9%	£1,843,000	1.0%	\$4,990,000
Compression	0.7%	£636,000	0.1%	\$400,000
Market “hotspots”	0.1%	£133,000	-	-
Total cost	2.7%	£2,612,000	1.1%	\$5,390,000

 INPUT SOUGHT FROM THIS FORUM

Decision

INPUT FROM OTHER FORUMS

N/A

Author(s): *Alexandra Lewis, Global Head of Reward* | Presenter: *Alexandra Lewis, Global Head of Reward*

Date written: *30/01/15* | Date of last paper: *25/3/14* | Date of next paper: *18/2/16*

MANAGEMENT SALARY BUDGET – 2015

The Report

ANALYSIS

1. What should the general management salary budget be for each of the UK and US, taking account of the external market and affordability against budget?

Salary growth predictions for 2015

As the table below highlights, management salary growth predictions for 2015 in both the UK and the US are consistently around 3%. However, it should be noted that these surveys were generally completed in the final months of 2014, so before the recent significant falls in inflation forecasts driven by the fall in oil prices.

	Towers Watson	Hay	Mercer	Aon Hewitt	IDS	Kenexa (Comp Analyst)	World at Work	Conference Board
UK	3%	3%	3%	3.1%	3%			
US	3%	2.9%	3%	3%		3%	3%	3%

Represented / unionised workforce salary increases

As the Committee is aware, long standing compression issues between represented / unionised staff and management pay are a key factor in the salary budget for Band D managers in the UK and First Line Supervisors in the US. A general management salary budget set at or above that for unionised / represented staff will help to mitigate future required adjustments; where the general management salary budget is less than or equal to the increases for staff, it becomes difficult to sustain an appropriate differential at these levels.

In the UK, the Field Force Agreement increase for Staff pay scales for July 2015 is based on March 2015 RPI, which is currently forecast to be 1.9%.

In the US, General Wage Increases will for the most part be set at 2.5% in 2015, consistent with collective bargaining trends in the US market.

Inflation forecasts

The following tables show current and forecast inflation in each of the UK and US.

	Dec 2014 (actual)	Predicted Q4 2015 (forecast at Jan 2015)
UK - RPI all items	1.6%	2.1%

	Fiscal year 2014 (actual)	Fiscal year 2015 (projected)	Calendar year 2015 (projected)
US - CPI	2.0%	1.1%	1.5%

Author(s): *Alexandra Lewis, Global Head of Reward* | Presenter: *Alexandra Lewis, Global Head of Reward*

Date written: *30/01/15* | Date of last paper: *25/3/14* | Date of next paper: *18/2/16*

MANAGEMENT SALARY BUDGET – 2015

Internal affordability

In the UK, operating cost budgets for 2015/16 have been set as follows:

- UK core business: flat real (RPI increase)
- Global functions: flat nominal (0% increase)

The Committee should also note that UK pay growth assumptions for 2015/16 within both the Strategic Plan and the budget are also set at RPI. Whilst the Strategic Plan assumes a long term prevailing rate of RPI of 3%, the 2015/16 budget has been set assuming UK RPI of 1.5%. Hence any differential between 1.5% and the management pay budget will result in task/surplus against budget.

In the US, the budget for 2015/16 is being set assuming US CPI of 1.0% and includes a substantial task to achieve the required US ROE. Budgetary discussions remain ongoing in order to meet this task.

General management salary budget proposals

Taking the above information into account, the following general management salary budgets are proposed:

UK	1.9%	£1,843,000
US	1.0%	\$4,990,000

Note that, for employees working within global functions, the appropriate budget is based on their work location.

The Committee is asked to note that for the US the above figure should be viewed as a cap on the final approved budget, which will be confirmed in early March following further budgetary discussions.

2. How will the general management salary budget be allocated?

By way of reminder, when setting last year’s annual review budget we also aimed to allow for budget to support individual salary progression. Our guideline is that “good performers should expect to be between 90-100% of their market reference point (MRP) within 3-5 years.” However this salary progression had not been possible to achieve in practice, due in part to low inflation and the market driving relatively small salary budgets, coupled with a cultural environment where line managers prefer to give pay rises around inflation to most employees, including those who are either not performing well or who, whilst performing well, are also paid well in comparison with market. Last year it was decided to take a structured approach to the progression issue, by increasing to 90% of their MRP the salaries of sustained good performers. This was funded by giving all employees with a salary over 105% of their MRP a 0% salary increase.

Author(s): *Alexandra Lewis, Global Head of Reward* | Presenter: *Alexandra Lewis, Global Head of Reward*

Date written: *30/01/15* | Date of last paper: *25/3/14* | Date of next paper: *18/2/16*

MANAGEMENT SALARY BUDGET – 2015

This approach did achieve its primary objective, as there was marked movement between those on <90% MRP and those between 90-105% MRP between January 2014 and July 2014 – in the UK, 16% moved from < 90% to 90-105% and in the US, 13% moved from <90% to 90-105%.

However, feedback from the 2014 review was that managers wanted more discretion to use their budgets as they deemed appropriate, and in particular were not supportive of a centralised cap in increases relating to position against MRP. A Performance Management Working Group, made up of senior leaders from the US and UK businesses and HR, was set up to consider options for future salary reviews amongst other things. The Group's findings were presented to the Committee in October last year. In essence, the Group considered the approach to the 2014 salary review to be too prescriptive, allowing little flexibility for leaders to make appropriate judgements. The Committee agreed that for 2015 there will be fewer centrally determined "rules" and managers will be given greater discretion, within our overall salary policy, to spend their allocated general budget for the annual review following the principles below:

- Band As must adhere to the overall salary budget for their teams
- Managers should take account of performance and potential when awarding pay increases
- Managers should also take account of position against the market reference point when awarding pay increases, in particular noting the aim of moving good performers to within 90-100% of their market reference point within a 3 to 5 year timeframe

The underlying aim of making sure that our salary budget is effectively used to implement our salary policy is unchanged. Individual Band As will be accountable for ensuring that we adhere to these principles and the results of the use of the budget by Band A will be reported to the Group Executive Committee in July.

The Committee is asked to note in particular that, with the proposed general management salary budget levels at or below inflation in both regions, adherence to these principles will mean that managers will need to divert their budgets away from those who are paid above their MRP, resulting in pay rises that are generally lower than inflation for this group.

3. How should we address existing salary compression issues (management and union / represented pay relativity) this year?

There continues to be a misalignment between salary levels in the union-negotiated / represented frameworks and those of the management population. The pay of these two groups is driven by a different philosophy. For the management population, we set our reward package in line with the market, based on a mid-market position. By contrast, staff pay is negotiated and driven by collective bargaining agreements, which has resulted in some roles, particularly those in the more senior grades, having pay levels above those of their line managers. Whilst promotions to managerial grades do result in individual salary increases and higher APP earnings potential, the higher unionised / represented employee pay rates and loss of paid overtime creates a pay gap. This issue will be further exacerbated this year in the

Author(s): Alexandra Lewis, Global Head of Reward | Presenter: Alexandra Lewis, Global Head of Reward

Date written: 30/01/15 | Date of last paper: 25/3/14 | Date of next paper: 18/2/16

MANAGEMENT SALARY BUDGET – 2015

US by the proposed general management salary budget of 1.0% being below the trend for collective bargaining agreements in the US market of 2.5%.

To address previous years' compression issues, last year the Executive Committee deferred £636,000 (~ 0.7% of the pay bill) of the original budget requested by the UK and \$400,000 (~ 0.1% of the pay bill) of the original budget requested by the US to the 2015 management pay review.

The Committee is asked to note that additional budget in this area is consistent with the work being undertaken elsewhere in the organisation to redefine and upgrade the role of First Line Supervisor, and to confirm previously deferred budgets of £636,000 in the UK and \$400,000 in the US to help address these issues.

4. Are there any significant market “hotspots” in either region this year that we need to accommodate?

In the US, given affordability constraints, there are no requests for additional budget for “hotspots” in 2015.

In the UK, Contract Management continues to be an area where there has been significant market movement and where retention of critical or scarce skills could become an issue. It is proposed that an additional budget of £61,000 be approved to adjust the salaries of a handful of key individuals who are a retention risk or have critical or scarce skills in Gas Distribution, where contact management skills are imperative to the success of the business.

In addition to this, as the market begins to recover from the recession, issues are being experienced in London where there is a risk that we will not keep salaries in line with the market. It is proposed additional budget be approved to ensure we retain some critical role individuals based in London in Capital Delivery and Gas Distribution, in order to mitigate the impact of this. Capital Delivery is requesting £18,100 to address individuals whose salaries are sitting low against the market median and Gas Distribution is requesting £53,800 to adjust individuals in its Operations area who are critical to the London area.

CONCLUSION

The Committee is asked to approve the following:

	UK – % of pay bill	UK – cost	US – % of pay bill	US – cost
General budget	1.9%	£1,843,000	1.0%	\$4,990,000
Compression	0.7%	£636,000	0.1%	\$400,000
Market “hotspots”	0.1%	£133,000	-	-
Total cost	2.7%	£2,612,000	1.1%	\$5,390,000

Author(s): *Alexandra Lewis, Global Head of Reward* | Presenter: *Alexandra Lewis, Global Head of Reward*

Date written: *30/01/15* | Date of last paper: *25/3/14* | Date of next paper: *18/2/16*



2015 Salary Increase Budget Recommendations

2015 US Salary Budget		
<u>Budget Approved by Global Executive Committee</u>		1.10%
- Merit Increase	1.00%	
- First Line Supervisor Adjustments	0.10%	
<u>Additional Budget to be Approved by the US Executive Committee</u>		-
- Career Path Progressions		
Areas with career path positions (consistent with past practice)	0.25%	
- Market Adjustments	0.08%	
		0.33%
<u>Total 2015 US Salary Budget</u>		1.43%

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AGENDA ITEM: X.X

POLICY PROPOSAL:

Management salary budget for 2016

Executive owner(s): Mike Westcott

Name of forum: National Grid Executive Committee | Meeting Date: 18/02/16

EXECUTIVE SUMMARY

CONTEXT

The purpose of this paper is to propose a budget for the 2016 salary review for the management (i.e. non-union / non-represented) population (Bands A – F). The proposals reflect recommendations from the UK and US Executives in their considerations regarding the 2016/17 budget.

The current UK management payroll is circa £99 million covering 1,512 people, and the current US management payroll is \$509.5 million covering 4,967 management employees.

The primary drivers of management pay in both regions are the external market and affordability against budget. In addition, for employees managing unionised / represented staff, there is an additional driver of salary compression.

QUESTIONS

1. What should the general management salary budget be for each of the UK and US, taking account of the external market and affordability against budget?
2. How will the general management salary budget be allocated?
3. Do we need to continue to address salary compression issues (management and union / represented pay relativity) this year?
4. Are there any significant market “hotspots” in either region this year that we need to accommodate?
5. Are there any other areas that require funds in addition to general management salary budget?

CONCLUSION

It is recommended that the general management salary budget in the UK be confirmed at 2.3%, and in the US be confirmed at 2.5%. This should be allocated according to the general principles previously agreed by the Executive Committee and reiterated here, with a paper to be presented to the Committee in July to review use of budget by Band A. It is also recommended that the budget address continued salary compression and positioning below 80% of the MRP in the US, and additional market “hotspots” be approved in both the US and UK.

POLICY PROPOSAL: MANAGEMENT
SALARY BUDGET FOR 2016

PAGE 2 OF 6

The recommended approvals are summarised in the following table:

	UK – % of pay bill	UK – cost	US – % of pay bill	US – cost
General budget	2.3%	c£2,277,000	2.5%	c\$12,740,000
Compression	-	-	0.19%	c\$980,000
Market “hotspots”	0.03%	£28,818	0.04%	\$195,000
Market Adjustment Budget – Below 80% of MRP	-	-	0.07%	\$365,000
Total cost	2.33%	£2,305,818	2.8%	\$14,280,000

INPUT SOUGHT

Decision

INPUT RECEIVED

UK Executive Committee, US Executive Director and US CFO

The Report

What should the general management salary budget be for each of the UK and US, taking account of the external market and affordability against budget?

Salary growth predictions for 2016

As the table below highlights, management salary growth predictions for 2016 in the US are consistently around 3%, but lower and more variable in the UK, averaging 2.3% and reflective of an uncertain economic outlook.

	Towers Watson	Hay	Mercer	IDR	CIPD	Aon Hewitt	World at Work	Conference Board	CEB	BLR
UK	2.8%	2.5%	1.8%	2.3%	2%					
US	3%	3%	2.9%			3%	3%	3%	3.1%	3%

Represented / unionised workforce salary increases

As the Committee is aware, long standing compression issues between represented / unionised staff and management pay are a key factor in the salary budget for Band D managers in the UK and First Line Supervisors (Band E) in the US. A general management salary budget set at or above that for unionised / represented staff will help to mitigate future required adjustments; where the general management salary budget is less than or equal to the increases for staff, it becomes difficult to sustain an appropriate differential at these levels.

In the UK, the Field Force Agreement and the Staff Reward increase for Staff pay scales for July 2016 is based on March 2016 RPI, which is currently forecast to be around 1.5% to 1.7%.

In the US, General Wage Increases will for the most part be set at 2.5% in 2016, consistent with collective bargaining trends in the US market.

Inflation forecasts

The following tables show current and forecast inflation in each of the UK and US.

	Dec 2015 (actual)	Predicted Q4 2016 (forecast at Jan 2016)
UK - RPI all items	1.1%	2.3%

	December 2015 (actual)	Predicted calendar year 2016
US - CPI	0.7%	2.1%

Internal affordability

In the UK, operating cost budgets for 2016/17 have been set as follows:

- UK core business: flat real (RPI increase)
- Global functions (excluding IS): flat nominal (0% increase)

The Committee should also note that the pay growth assumptions for 2016/17 within the Strategic Plan are RPI + 0.0% for the UK (with an assumption that UK RPI is 3% long term). It is also confirmed that the proposals relating to the US pay budget within this paper are reflected in the US budgetary submissions.

General management salary budget proposals

Taking the above information into account, the following general management salary budgets are proposed:

UK	2.3%	£2,277,000
US	2.5%	\$12,740,000

Note that, for employees working within global functions, the appropriate budget is based on their work location.

How will the general management salary budget be allocated?

By way of reminder, a Performance Management Working Group assembled following 2014 pay review feedback agreed that from 2015 there will be few centrally determined “rules” and managers will be given greater discretion, within our overall salary policy, to spend their allocated general budget for the annual review following the principles below:

- Band As must adhere to the overall salary budget for their teams
- Managers should take account of performance and potential when awarding pay increases
- Managers should also take account of position against the market reference point when awarding pay increases, in particular noting the aim of moving good performers to within 90-100% of their market reference point within a 3 to 5 year timeframe

Individual Band As are accountable for ensuring that we adhere to these principles and the results of the use of the budget by Band A will be reported to the Group Executive Committee in July.

The Committee is asked to note that, with no increases made in the US last year and UK budgets at about inflation, adherence to these principles will mean that managers will need to divert their budgets away from those who are paid above their MRP, resulting in pay rises that are generally lower than inflation and the market for this group.

Do we need to continue to address salary compression issues (management and union / represented pay relativity) this year?

There continues to be a misalignment between salary levels in the union-negotiated / represented frameworks and those of the management population. The pay of these two groups is driven by a different philosophy. For the management population, we set our reward package in line with the market, based on a mid-market position. By contrast, staff pay is negotiated and driven by collective bargaining agreements, an approach which has resulted in some roles, particularly those in the more senior grades, having pay levels above those of their line managers. Whilst promotions to managerial grades do result in individual salary increases and higher APP earnings potential, the higher unionised / represented employee pay rates and reduction in paid overtime creates a pay compression.

Last year progress toward closing this gap was made in the US via equity adjustments to supervisors who met performance criteria, however guaranteed general wage increases for represented employees and no salary increases for management employees posed a challenge in meeting the desired pay differential of 10% between the supervisor and the highest paid represented employee they supervise. The Committee is asked to note that additional budget in this area is consistent with the agreed philosophy to address this issue, and to confirm additional funds of \$980,000 in the US to help address these issues.

In the UK, a general managerial budget of 2.3%, which is potentially above the forecast Staff/Field Force RPI increase for March, should be sufficient to mitigate further compression issues in future years.

Are there any significant market “hotspots” in either region this year that we need to accommodate?

In the US, there is currently an attraction/retention issue with engineers in the Engineering Assurance Group. The market is very competitive for electrical engineers and over the last year, approximately 35 electrical engineers (14%) have resigned. It is critical that we engage and retain the talent and expertise we have in place today as well as attract key talent and skilled professionals for the future. A recent review of engineering market data shows that our market reference points are in line with the market, however, the actual salaries of engineers in the Engineering Assurance Group are below their MRP. Therefore additional funds of \$195,000 are being requested to bring 23 employees to 85% of their MRP and 27 employees to 90% of their MRP.

In the UK, one area where the market has moved significantly and where retention of critical or scarce skills could become an issue is some Legal roles. We are generally seeing an upward shift of around 8% at Band C and 4% at the Band D level. This was also experienced last year during a recent recruitment campaign in this area. It is proposed that an additional budget of £18,003 is required to adjust salaries of a handful of key individuals who are a retention risk or have critical or scarce skills in Legal and are seen as high performers.

Additionally, the UK market continues to recover from the recession and there exists a risk that we will not keep salaries in line with the market, particularly in London. We therefore proposed additional funds of £10,815 to ensure we retain some critical Gas Distribution roles for individuals based in London to ensure we mitigate this impact and also ensure the stability of the business moving into the potential sale.

Are there any other areas that require funds in addition to general management salary budget?

In order to achieve our philosophy of starting salaries that are at least 80% of the MRP with the expectation that good performers who are fully qualified in their role will be paid from 90% to 100% of their MRP within 3 to 5 years, we are requesting additional funds of \$365,000 in

the US to bring employees to 80% of their MRP. These funds will be targeted specifically to those employees.

There are currently no managerial employees below 80% of the MRP in the UK and so additional funds are not required for the UK.

CONCLUSION

The Committee is asked to approve the following:

	UK – % of pay bill	UK – cost	US – % of pay bill	US – cost
General budget	2.3%	£2,277,000	2.5%	\$12,740,000
Compression	-	-	0.19%	\$980,000
Market “hotspots”	0.03%	£28,818	0.04%	\$195,000
Market Adjustment Budget – Below 80% of MRP	-	-	0.07%	\$365,000
Total cost	2.33%	£2,305,818	2.8%	\$14,280,000



2016 Salary Increase Budget Recommendations

2016 US Salary Budget		
<u>Budget Approved by Global Executive Committee</u>		2.80%
- Merit Increase	2.50%	
- First Line Supervisor Adjustments	0.19%	
- Marketing Adjustments		
Employees Below 80% of MRP	0.07%	
Electric/Gas Engineers (Engineering Assurance Framework)	0.04%	
<u>Additional Budget to be Approved by the US Executive Committee</u>		0.40%
- Career Path Progressions		
Areas with career path positions (consistent with past practice)	0.25%	
Additional Electric/Gas Engineer Career Path Progressions	0.15%	
<u>Total 2016 US Salary Budget</u>		3.20%

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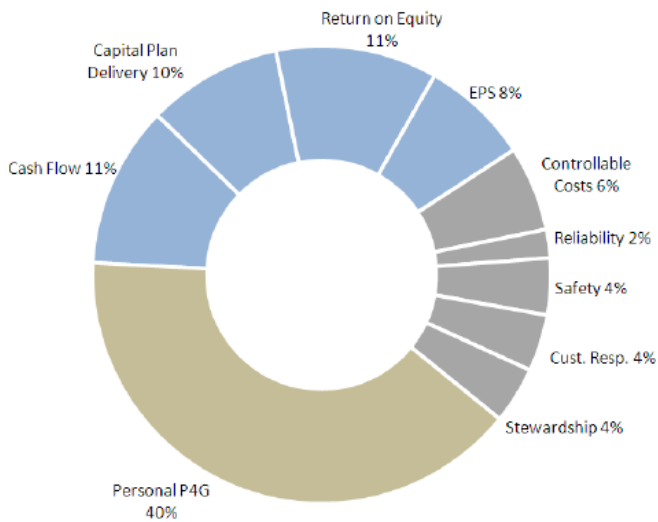
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FY14 Financial and Elevate APP



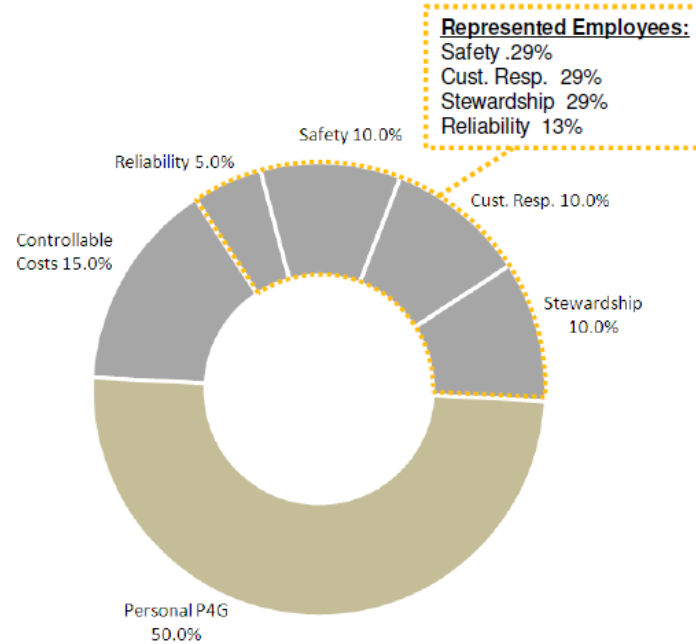


FY14 APP - Overview



Bands A – C:

- 40% Financial measures
- 20% Elevate measures
- 40% Personal objectives



Bands D – F:

- 50% Elevate measures
- 50% Personal objectives



FY14 APP Financial Metrics

FY14 Metrics

	Threshold	Target	Stretch
11.6% IFRS Cash Flow after CAPEX	\$(118)m	Budget	\$172m
11.6% ROE	8.8%	9.2%	9.5%
9.6% Capital Plan Delivery *	-3%	\$1,980m	+2%
7.6% Group EPS (US share)	7.73p	7.81p	7.92p

FY13 Metrics

	Threshold	Target	Stretch
10% IFRS Cash Flow before CAPEX	\$(94)m	Budget	\$150m
10% US GAAP Operating Profit	\$(74)m	Budget	\$118m
20% Group EPS	53.0p	55.8p	60.3p

Notes on FY14 Metrics:

- Cash Flow is now measured after capital additions but excludes working capital movements. This is designed to incentivize only necessary capital spending, and remove the variability in working capital associated with the weather.
- The effects of storms and short term timing will be neutralized where appropriate.
- * The Capital Plan Delivery metric is still under discussion as we search for an appropriate replacement for Rate Base Growth.



Elevate 2015 FY14 Composite Score Calculation



% weighting allocation for APP calculation.

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APP - Elevate 2015 Targets



FY14 - Elevate 2015 Priorities



Ambitions

Safety and Reliability

Our customers trust *everyone* at National Grid to provide safe and reliable service *everyday*.

Customer Responsiveness

Our customers depend on us to anticipate and provide timely response to their needs.

Stewardship

Our communities welcome our partnership and recognize us as a responsible leader.

Cost Competitiveness

Our customers experience the value of our services as we drive and demonstrate efficiencies.

US Annual Elevate Priorities (Line of Sight)

- Drive our focus and behaviors to prevent injuries and safeguard the public
- Redefine the customer experience through end to end process excellence and delivery of our work plan on time and on budget
- Build upon USFP to effectively run the business
- Embed into our business practices and systems a regulatory focus and rate case readiness
- Engage with and volunteer in our communities
- Accelerate future growth by meeting customer expectations

- Meet regulatory goals
- LTIs / RTCs

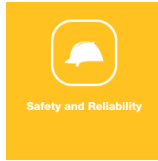
- Customer Surveys
- JD Power

- ALVA Scores
- JD Power Corporate Citizenship

- Controllable Cost Target

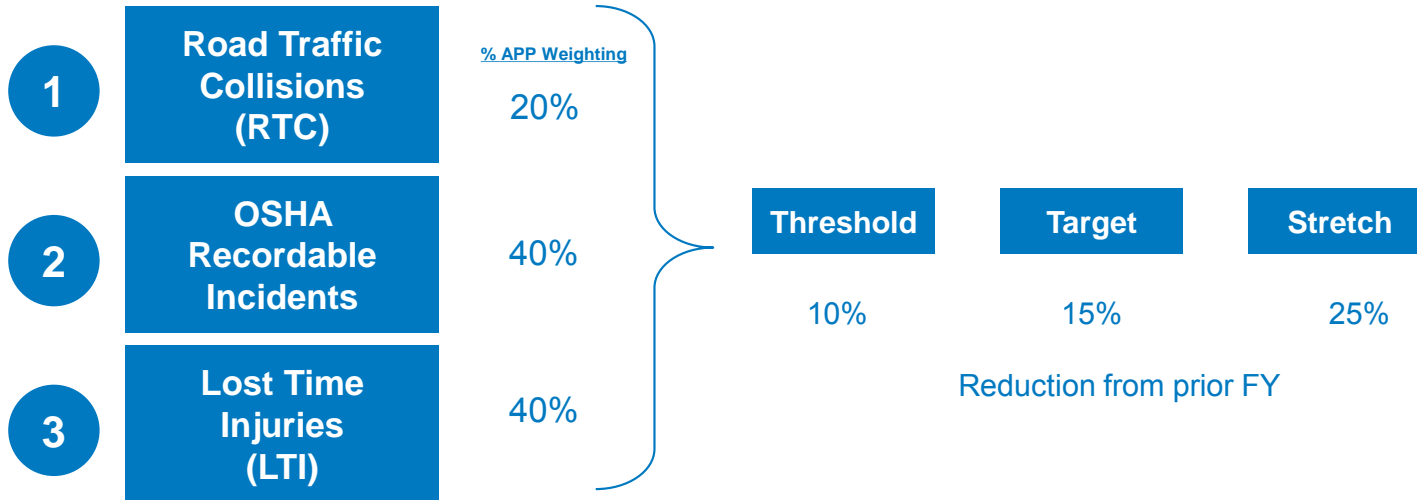
Empower employees with the tools and support they need.

Safety

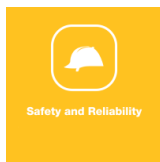


Our customers trust everyone at National Grid to provide safe and reliable service everyday.

A measure of US performance with reducing the amount of Road Traffic Collisions (RTC), OSHA Recordable Incidents, and the US Lost Time Injuries (LTI). This measure will allow us to focus on reducing the more serious workplace injuries and better aligning to the Group Level Injury Frequency Rate (IFR) goal.

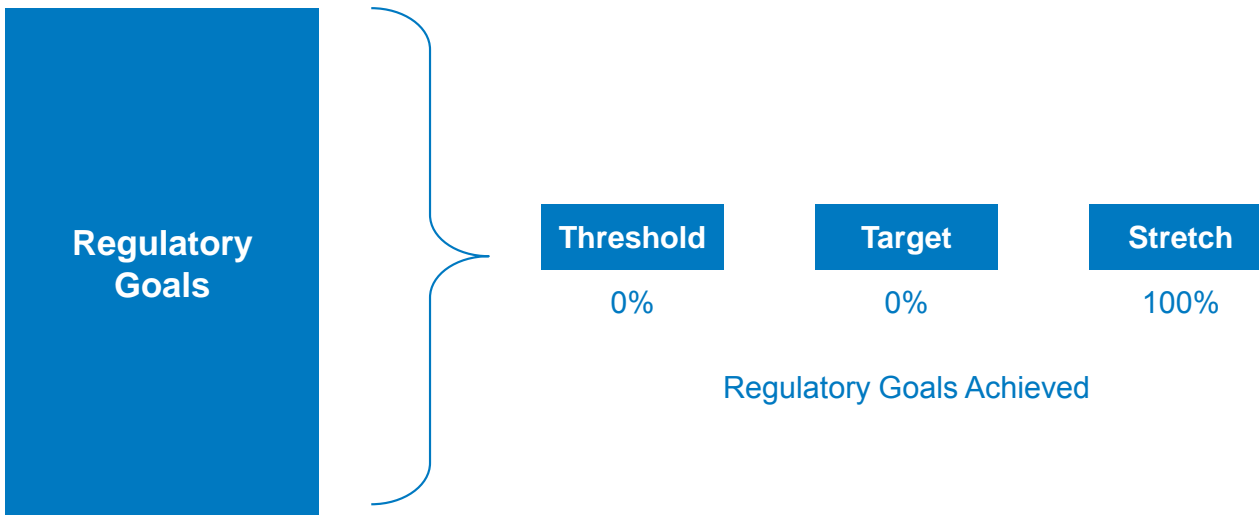


Reliability

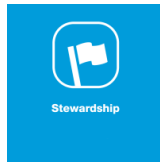


Our customers trust everyone at National Grid to provide safe and reliable service everyday.

A measure of our ability to meet the performance requirements set by our regulators in our gas and electric operations. These requirements vary by operating company



Stewardship

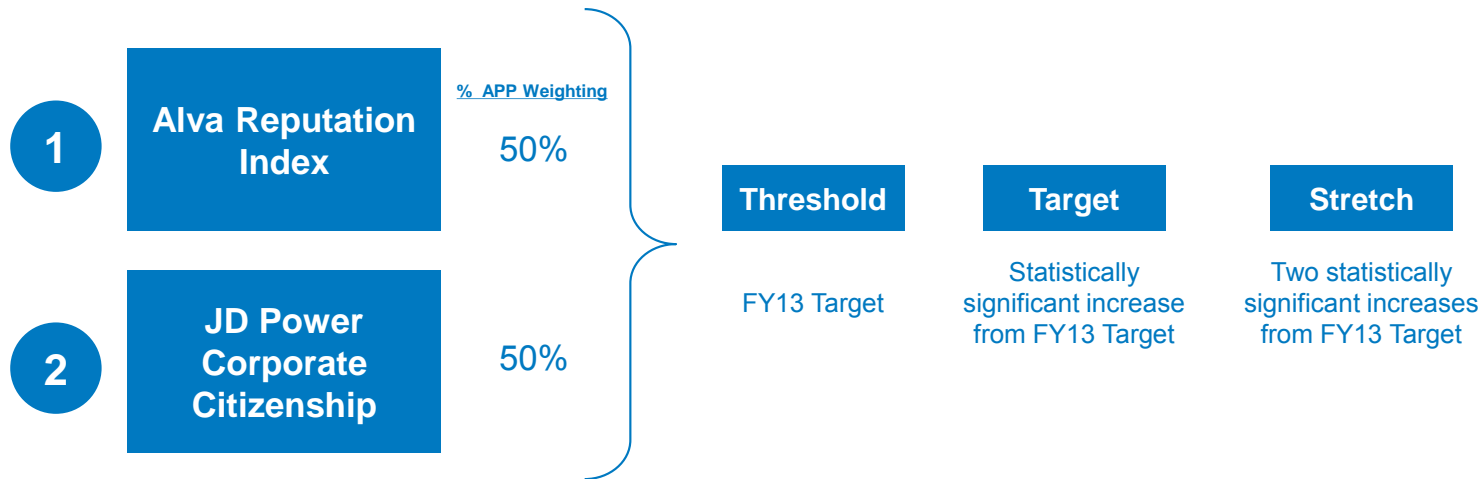


Our communities welcome our partnership and recognize us as a responsible leader.

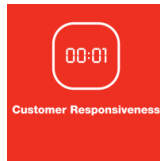
JD Power Corporate Citizenship: A subset of overall JD Power satisfaction which focused on the stewardship aspects of customer satisfaction and business leadership in local communities.

- Actions to take care of the environment
- Developing energy supplies for the future
- Involvement in local charities / organizations
- Maintaining a safe gas system

Alva Reputation Score: The Alva Reputation Index tracks all media stories on National Grid and measures their effect on our corporate reputation. This includes media stories on the stewardship items, as well as other stories across various media channels regarding National Grid.

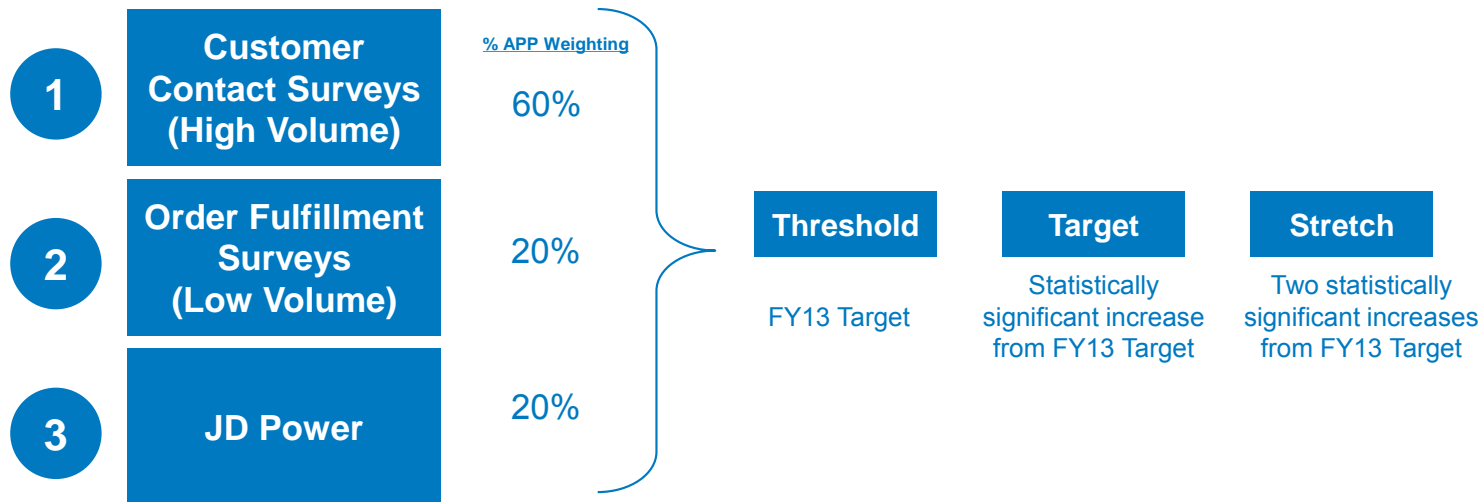


Customer Responsiveness



Our customers depend on us to anticipate and provide timely response to their needs.

A variety of monthly transactional studies will be used to measure performance with key touch point interactions. Performance will be measured using a Net Satisfaction / Customer Advocacy scoring methodology. A blended transactional performance measure reported based Customer Call Centers, Energy Efficiency, Gas Conversions, Website Transactions, and JD Power Performance for our electric and gas residential and business customers.



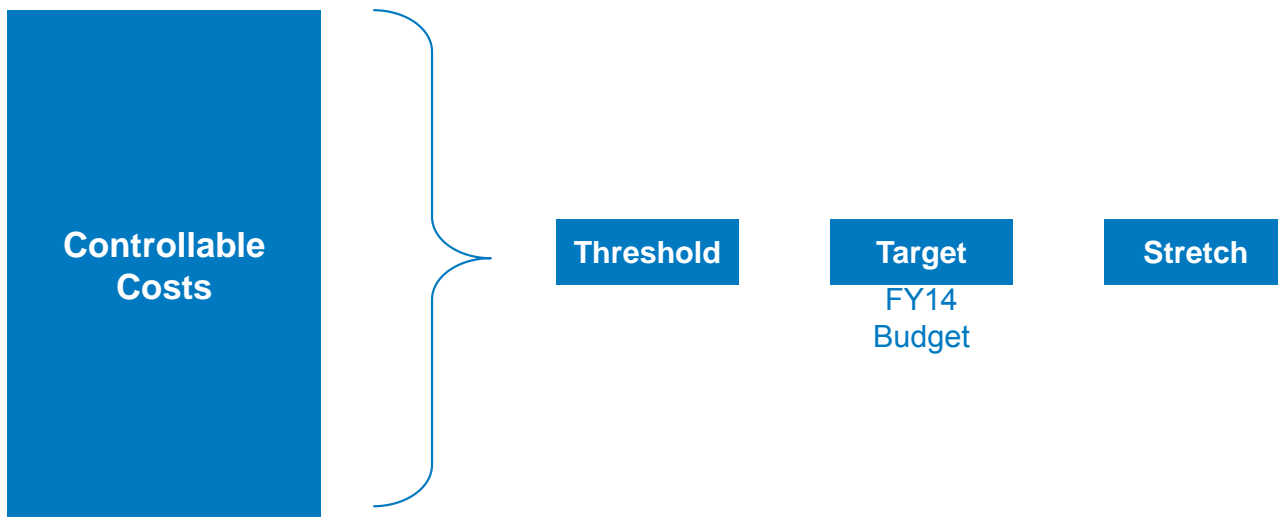
Cost Competitive



Our customers experience the value of our services as we drive and demonstrate efficiencies.

A measure of our ability to focus on controllable costs without sacrificing quality of service to customers through driving efficiencies within our business with clear accountability and transparency.

Goal set at Business Plan target.



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APP - Elevate 2015 2012/13 Outturns





Elevate 2015 – 2012/13 Outturns

Indicative Customer, Safety and Reliability Award Calculation

Annual Incentive Plan Financial Measures - Elevate Targets			Bands A - C (20%); Bands D - F (50%)				Represented employees		
			Payout	Share	US Wide	New York	MA / RI /	Share	New York
Safety	Between threshold and target	43.5%	12.5%	5.4%	5.4%	5.4%	25.0%	10.9%	10.9%
Stewardship	Between target and stretch	52.7%	25.0%	13.2%	13.2%	13.2%	25.0%	13.2%	13.2%
Cust Resp'ness	Between target and stretch	41.8%	25.0%	10.5%	10.5%	10.5%	25.0%	10.5%	10.5%
Cost Comp'ness	Between threshold and target	41.6%	25.0%	10.4%	10.4%	10.4%	0.0%	0.0%	0.0%
Reliability	Between target and stretch	56.0%	12.5%	7.0%	0.0%	12.5%	25.0%	0.0%	25.0%
FY13 Payout ratio pre storm adjustment			46.5%	39.5%	52.0%		34.5%	59.5%	
New York Reliability storm adjustment			5.5%	12.5%	0.0%		25.0%	0.0%	
FY13 Payout ratio post storm adjustment			52.0%	52.0%	52.0%		59.5%	59.5%	

- Safety – OSHA LTIs met target, OSHA ORIs achieved stretch and RTCs are below FY12 performance. Actual RTCs reduced by 19 to 586 year on year; however there was also a reduction in miles recorded of 5.6 million
- Stewardship – met target, with strong Alva rank performance. This was achieved while responding to the challenges caused by Superstorm Sandy, and the subsequent Nor'easter
- Customer Responsiveness – Website Satisfaction, DG On-Time Interconnects and Electric Order Fulfillment, delivered significant year on year increased in performance. Customer Service and Gas Conversion studies were below target, partly driven by the impact of Superstorm Sandy and the subsequent Nor'easter
- Cost Competitiveness – Function overspend is predominantly IS \$27m for USFP Post Go-Live Support and legacy systems. Includes anticipated reduction in capex to opex split adjustment, \$11m, and \$10m net storms benefit
- Reliability – met all but one of its US reliability targets. In New York, one gas metric was slightly below target due to the severe impact of Superstorm Sandy and National Grid has petitioned for an exemption on this measure in light of the special circumstances



Elevate 2015 Scorecard

%	KPIName	MO	THR	TRG	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	YTD	Comments	
	Total NGUSA (APP target 100%)	M	1	4.5	4.4	4.6	4.7	4.7	3.1	3.0	4.1	3.4	3.4	3.9	4.7		
	Safety (12.5%)	M	1	4.5	0.3	0.3	1.4	1.4	1.4	3.0	3.0	3.3	3.3	4.4	4.4		
5.0%	Road Traffic Collisions (RTCs)	M	7.05	6.68	7.26	7.33	7.89	7.32	7.32	8.36	7.82	7.82	7.56	7.86	7.86		
3.75%	OSHA Recordable Incidents (ORIs)	M	4.24	4.01	4.13	4.07	3.96	3.93	3.93	3.42	3.41	3.19	3.15	2.82	2.82		
3.75%	Lost Time Injuries (LTIs)	M	0.77	0.73	0.84	0.84	0.79	0.82	0.82	0.81	0.83	0.77	0.76	0.72	0.72		
	Reliability (12.5%)	M	1	4.5	1.2	2.4	2.4	2.4	2.4	2.4	2.4	5.6	1.2	2.0	1.2	5.6	
3.8%	Regulatory Elec Reliability	M	1	1	0	0	1	1	1	0	1	0	0	0	0	1	CY targets met March- LIPA missed Storm CAIDI CY targets met. Actual Leak Backlogs will rise above year-end targets throughout the year. CY- LI seeking regulatory adjustment for Sandy impact All Jurisdictions on track to meet Regulatory Goals CY targets met- Earned \$4.14 million from LIPA incentives in FY 2013.
1.5%	Gas Leak Backlog	M	1	1	0	0	0	0	0	0	1	0	0	0	0	1	
5.9%	Gas Emergency Response	M	1	1	1	1	1	1	1	0	0	0	0	0	0	0	
1.3%	Long Island Power Generation	M	1	1	0	1	1	1	1	1	1	1	1	1	1	1	
	Stewardship (25%)	M	1	4.5	7.3	7.1	6.7	5.2	3.6	2.5	3.2	2.6	5.3	5.3	5.3	5.3	
6.25%	Alva - Rank	M	10	8	2.0	2.0	3.0	5.0	8.0	11.0	9.0	10.0	4.0	3.0	5.0	5.0	
6.25%	Alva - Performance	M	6.19	6.42	6.7	6.4	5.7	5.7	5.1	4.7	5.0	5.2	5.6	6.0	5.8	5.8	
12.5%	JD Power Corp Citizenship - Comp score	QB	1	4.5	5.6	5.6	5.6	5.6	4.7	4.7	4.7	4.7	5.5	5.5	5.5	5.5	
	Customer Responsiveness (25%)	M	1	4.5	5.6	6.1	6.8	6.7	3.7	3.8	3.8	3.1	3.1	3.4	4.2		
10.0%	Customer Service	M	79.9	81.5	80.4	83.5	83.4	82.3	80.1	78.1	78.6	79.4	79.4	76.3	80.3	80.3	
5.0%	Website Overall Satisfaction	Q	47.9	53.8	73.0	71.0	71.0	71.0	65.6	65.6	65.6	72.5	72.5	72.5	70.5	70.5	
2.0%	Gas Conversion Process Satisfaction	M	67.7	69.5	67.9	73.0	75.5	65.5	58.5	52.5	67.6	66.0	70.1	57.7	66.1	66.1	
2.0%	Electric Order Fulfillment Satisfaction	M	64.5	66.7	65.2	63.4	70.6	70.1	64.9	69.2	68.9	65.3	65.3	67.2	67.3	67.3	
1.0%	Distributed Generation On-Time Interconnects	M	82.8	85.0	89.1	86.5	96.1	95.8	97.9	95.3	95.4	95.9	95.0	96.3	94.2	94.2	
5.0%	JD Power - Comp Score	QB	1	4.5	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	
	Cost Competitiveness (25%)	M	1	4.5	3.9	3.9	3.3	3.3	3.3	3.3	3.3	5.1	5.1	2.7	4.2	4.2	
25%	Total Controllable Costs (IFRS) (\$m)	M	2088	2,038	2,046	2,046	2,055	2,055	2,055	2,055	2,030	2,030	2,064	2,043	2,043	2,043	Removed \$27m in IS Overruns and \$10m in IBNR costs
	Run rate	M	2088	2,038	2,068	2,055	2,066	2,044	2054	na	na	na	na	na	na	na	Run rate has been normalized. No data available November - March
Legend: M/Q - Monthly / Quarterly / Bi Annual ● Below Threshold (0 to 1) ● Threshold to Target (1.01 to 4.49) ● Target to Stretch (4.5 to 10)																	
Reliability YTD is calculated on calendar year basis																	

Elevate 2015 - detail



Stewardship Goals					
Enterprise Wide Goal	Threshold	Target	Stretch	Results	
	FY12 Performance	Statistically significant increase from FY12	Two statistically significant increase		
Alva Ranking (out of 12 peers)	10th	8th	6th	5th	At stretch
Alva Performance (out of 12 peers)	6.19	6.42	6.88	5.79	Below threshold
JD Power Citizenship Composite Score	1	4.5	10	5.5	Between target and stretch

Customer Satisfaction Goals					
Enterprise Wide Goal	Threshold	Target	Stretch	Results	
	FY12 Performance	Statistically significant increase from FY12	Two statistically significant increase		
Customer Service (formerly Contactor)	79.9	81.5	83.1	80.3	Between threshold and target
Website Overall Satisfaction	47.9	53.8	56.2	70.5	At stretch
Gas Conversion Process Satisfaction	67.7	69.5	71.3	66.1	Below threshold
Electric Order Fulfillment Satisfaction	64.5	66.7	68.9	67.3	Between target and stretch
Distributed Generation On-Time Interconnects	82.8	85.0	87.3	94.2	At stretch
JD Power Composite Score	1	4.5	10	2.8	Between threshold and target

Safety Goals					
Enterprise Wide Goal	Threshold	Target	Stretch	Results	
US-wide reduction of Road Traffic Collision Rate (No. of incidents times 1,000,000 then divided by miles driven)	Reduction of 5% 7.05	Reduction of 10% 6.68	Reduction of 20% 5.94	7.86	Below target
US-wide reduction of OSHA Recordable Incident Rate (No. of incidents times 200,000 divided by the hours worked)	Reduction of 5% 4.24	Reduction of 10% 4.01	Reduction of 20% 3.57	2.82	At stretch
US-wide reduction of Lost Time Injuries Rate (No. of incidents times 200,000 then divided by hours worked)	Reduction of 5% 0.77	Reduction of 10% 0.73	Reduction of 20% 0.65	0.72	Between target and stretch

Reliability Goals By Jurisdiction					
Jurisdiction	Threshold	Target	Stretch	Results	
New York		Achieve all 14 targets for SAIFI/CAIDI, Leak Backlog & Emergency Response Times		Met 13 of 14	Below target [1]
LIPA		Achieve all 5 Reliability performance target levels: SAIDI, SAIFI, CAIDI, Storm CAIDI and Multiple Customer Outages (MCO)		Met 10 of 10	At stretch
Massachusetts		Achieve all 8 targets for SAIFI/SAIDI, Leak Backlog & Emergency Response Times		Met 8 of 8	At stretch
New Hampshire		Na - business sold		na	na
Rhode Island		Achieve all 5 targets for SAIFI/SAIDI, Leak Backlog & Emergency Response Times		Met 5 of 5	At stretch
US-wide*	Rolled up target of all jurisdictions weighted according to the size				Met 36 of 37 [2]

Cost Competitiveness Goals					
Enterprise Wide Goal	Threshold	Target	Stretch	Results (Latest 10+2 forecast)	
US-wide goal (IFRS Controllable Costs)	Increase of 8% \$2,088m	FY13 Budget \$2,038m	Reduction of 5% \$1,958m	\$ 2,043	Between threshold and target



Elevate 2015 - detail

Reliability Goals																								
Targets and Results by Jurisdiction																								
		New York																NH	RI	US-wide*				
		New York City				Long Island				Upstate NY				LIPA - Electric reliability		LIPA - Power Generation					Massachusetts			
		Target	Results	Target	Results	Target	Results	Target	Results	Target	Results	Target	Results	Target	Results	Target	Results				Target	Results		
Electric Reliability	SAIFI	-	-	-	-	1.13	0.896	1.00	0.678			1.431	0.841	0.678	0.316	1.80	na	1.05	0.896					
	SAIDI	-	-	-	-	-	-	68.90	50.54			153.98	85.30	39.00	28.97	126.00	na	71.90	65.99					
	CAIDI	-	-	-	-	123.00	122.46	75.55	74.55			-	-	-	-	-	-	-	-					
	Storm CAIDI	-	-	-	-	-	-	221.15	122			-	-	-	-	-	-	-	-					
	MCO	-	-	-	-	-	-	96069	36055			-	-	-	-	-	-	-	-					
Gas Leak Backlog	<75	25	<75	25	<45	4	-	-	-	-	<235	161	-	-	-	-	0	<45	19					
Gas Emergency Response Times	30 min target	75%	76.0%	75%	73.8%	75%	84.1%	-	-	Summer DMNC 3,659 MW / Availability 96.5%	Summer DMNC 3,662 MW / Availability 99.1%	75%	77.0%	-	-	Daytime 82% / After Hrs 80% / Wkends & Hol 76%	na	Business hours 94.38%	95.0%					
	45 min target	90%	95.0%	90%	93.0%	90%	95.9%	-	-	Heat rate savings > \$250k	Heat rate savings > \$1,042k	90%	94.6%	-	-	Daytime 90% / After Hrs 86% / Wkends & Hol 84%	na	After hours 95.27%	96.7%					
	60 min target	95%	98.5%	95%	97.5%	95%	98.5%	-	-	Opacity Compliance 99.5% / Nox Reduction >5%	Opacity Compliance 99.99% / Nox Reduction >11.24%	95%	98.4%	-	-	Daytime 97% / After Hrs 95% / Wkends & Hol 94%	na							
Total No. of Reliability		Met 13 of 14				Met 5 of 5				Met 5 of 5		Met 8 of 8				Na		Met 5 of 5		Met 36 of 37				
30 minute response (exc Sandy) 76.4%		Met 14 of 14				Met 5 of 5				Met 5 of 5		Met 8 of 8				Na		Met 5 of 5		Met 37 of 37				

Stewardship Goals				
Enterprise Wide Goal	Threshold	Target	Stretch	Results
	FY12 Performance	Statistically significant increase from FY12	Two statistically significant increase from FY12	
JD Power - Electric Resident - Ranking	13th	11th	8th	8th At stretch
JD Power - Electric Resident - Performance	530	536	542	540 Between target and stretch
JD Power - Electric Business - Ranking	6th	5th	4th	9th Below threshold
JD Power - Electric Business - Performance	596	602	608	562 Below threshold
JD Power - Gas Resident - Ranking	8th	6th	4th	5th Between target and stretch
JD Power - Gas Resident - Performance	569	575	581	579 Between target and stretch
JD Power - Gas Business - Ranking	9th	4th	3rd	8th Between threshold and target
JD Power - Gas Business - Performance	631	645	659	606 Below threshold

Customer Satisfaction Goals				
Enterprise Wide Goal	Threshold	Target	Stretch	Results
	FY12 Performance	Statistically significant increase from FY12	Two statistically significant increase from FY12	
JD Power - Electric Resident - Ranking	12th	10th	7th	9th Between target and stretch
JD Power - Electric Resident - Performance	602	608	614	602 Between threshold and target
JD Power - Electric Business - Ranking	5th	4th	3rd	7th Below threshold
JD Power - Electric Business - Performance	641	651	661	623 Below threshold
JD Power - Gas Resident - Ranking	7th	5th	4th	7th Between threshold and target
JD Power - Gas Resident - Performance	601	607	613	614 At stretch
JD Power - Gas Business - Ranking	7th	3rd	2nd	9th Below threshold
JD Power - Gas Business - Performance	660	673	686	634 Below threshold

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FY15 Recommendations





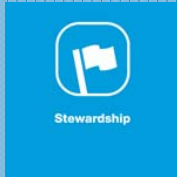



Summary

- **No changes to framework or metrics used in Elevate**
- **Greater emphasis on Safety performance**
- **Safety and Reliability**
 - FY15 Safety set at reductions from FY14 (10% threshold, 15% target, 25% stretch). This will be challenging to achieve, however, programs are in place to encourage the right behaviors and culture.
 - Reliability performance based on regulatory obligations.
- **Stewardship and Customer Responsiveness**
 - During FY14, Alva metrics were heavily dominated by negative mentions (increases in commodity prices, high natural gas spot market prices, Tropical Storm Sandy, and outages) that eclipsed positive company actions (EE awards, customer credits, and community volunteerism) leading to a downward trend in both Alva and JD Power.
 - FY15 performance will continue to be influenced by high bills / commodity prices.
 - We are setting targets to be challenging yet achievable given the external pressures.
- **Cost Competitiveness**
 - Target set at FY15 Budget.



There are no changes to the metrics included in Elevate for 2014/15

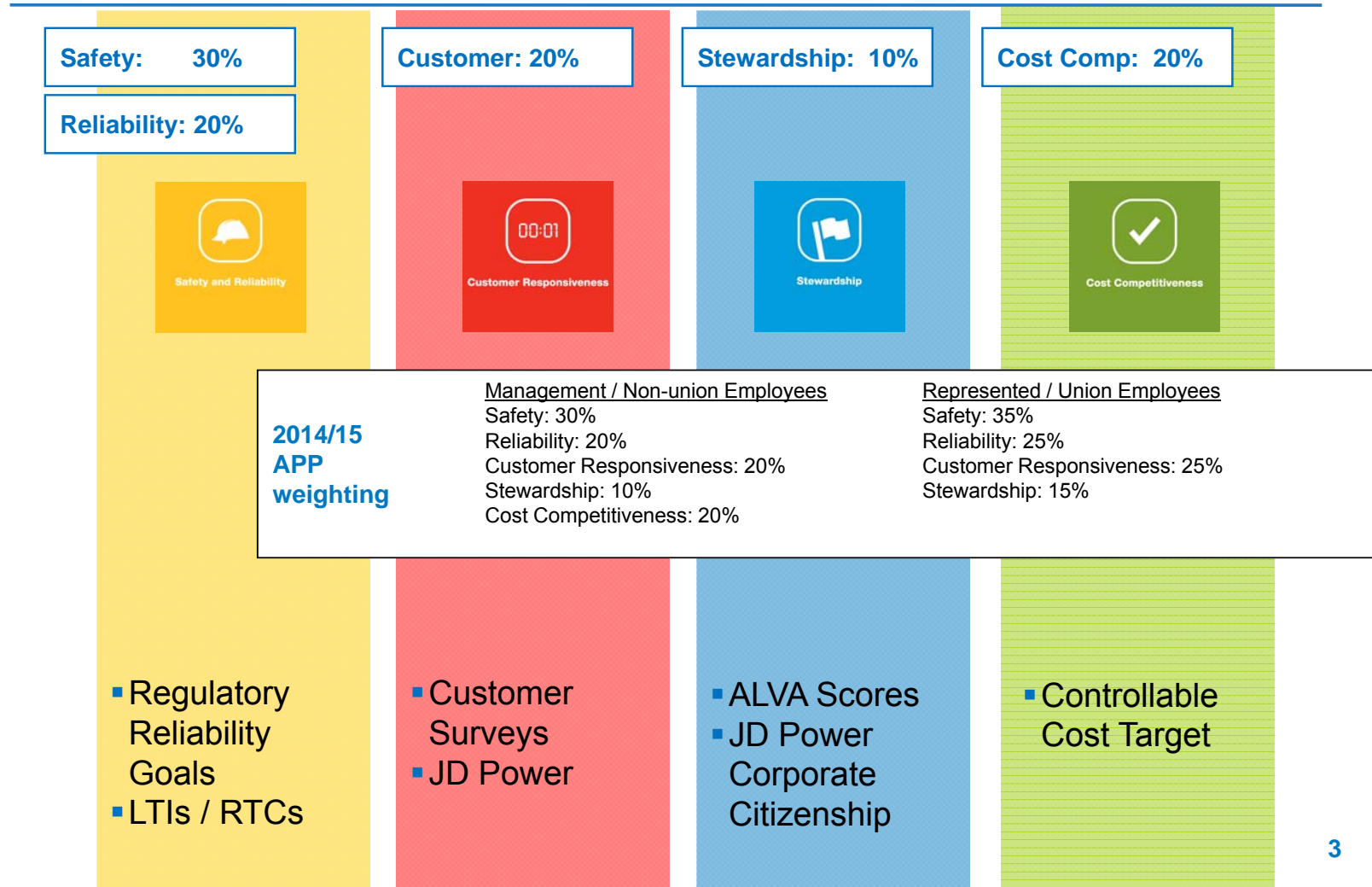
 <p>Safety and Reliability</p> <p>Our customers trust <i>everyone</i> at National Grid to provide safe and reliable service <i>everyday</i>.</p>	 <p>Customer Responsiveness</p> <p>Our customers depend on us to anticipate and provide timely response to their needs.</p>	 <p>Stewardship</p> <p>Our communities welcome our partnership and recognize us as a responsible leader.</p>	 <p>Cost Competitiveness</p> <p>Our customers experience the value of our services as we drive and demonstrate efficiencies.</p>
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US Elevate Metrics

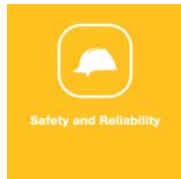
<ul style="list-style-type: none"> ▪ Regulatory Reliability Goals ▪ LTIs / ORIs ▪ RTCs 	<ul style="list-style-type: none"> ▪ Customer Surveys ▪ JD Power 	<ul style="list-style-type: none"> ▪ ALVA Scores ▪ JD Power Corporate Citizenship 	<ul style="list-style-type: none"> ▪ Controllable Cost Target
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Greater emphasis on Safety performance

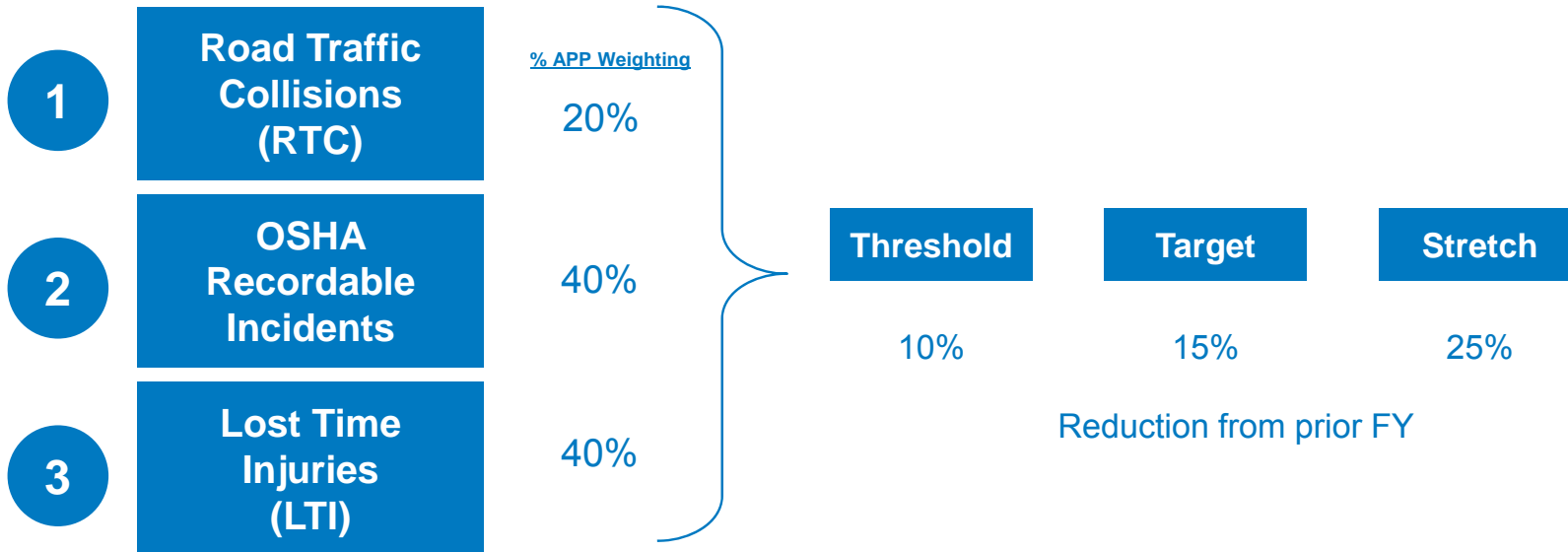


Safety



Our customers trust everyone at National Grid to provide safe and reliable service everyday.

A measure of US performance with reducing the amount of Road Traffic Collisions (RTC), OSHA Recordable Incidents, and the US Lost Time Injuries (LTI). This measure will allow us to focus on reducing the more serious workplace injuries and better aligning to the Group Level Injury Frequency Rate (IFR) goal.



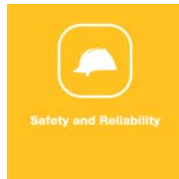


Safety

			FY 15 NGUSA Performance Levels		
	FY14 Totals	FY14 Out-turn	Threshold (10% Reduction)	Target (15% Reduction)	Stretch (25% Reduction)
Road Traffic Collisions	472	6.68	6.01	5.68	5.01
OSHA Recordable Incidents	454	2.56	2.30	2.18	1.92
Lost Time Injuries	126	0.71	0.64	0.60	0.53

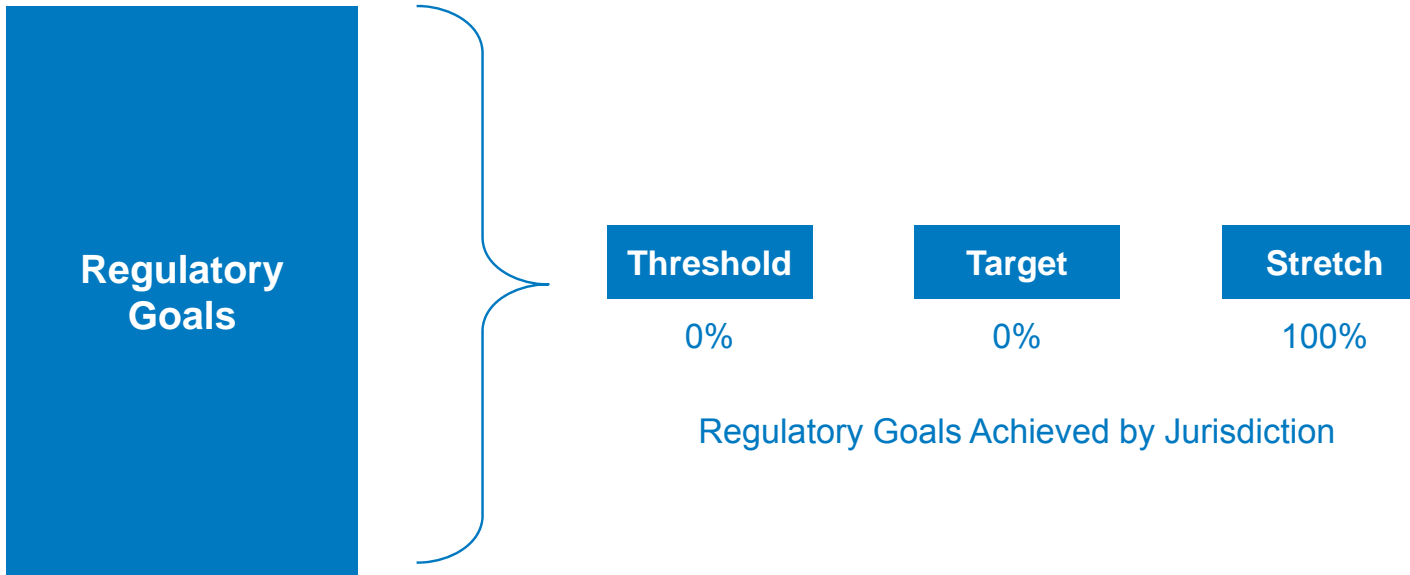
RTC, ORI, and LTI will be split by Jurisdiction (Massachusetts, New York, and Rhode Island), pay-out is based on jurisdiction performance.

Reliability



Our customers trust everyone at National Grid to provide safe and reliable service everyday.

A measure of our ability to meet the performance requirements set by our regulators in our gas and electric operations. These requirements vary by operating company





Electric and Generation Reliability

ELECTRIC							
		Massachusetts		New York			Rhode Island
		MA	Nantucket	NYC	LI	Upstate NY	
Electric Reliability	SAIFI	1.431	0.678	-	-	1.13	1.05
	SAIDI	153.98	39.00	-	-	-	71.90
	CAIDI	-	-	-	-	123.00	-
Jurisdiction Total		4		2			2

Generation (PPO)	
Annual UCAP Goal: Meet the annual Unforced Capacity	>=3,368 MW of UCAP
Meet the Heat Rate Guarentee Performance Level to avoid any financial penalty	\$0 penalty
Opacity Compliance	> 99.98%
Nox Reduction	>= 5%
Oil Spills	No Class 3 or 4 spills
FERC Total	5



Gas Reliability

GAS							
		Massachusetts		New York			Rhode Island
		MA	Nantucket	NYC	LI	Upstate NY	
Leak Management		<235	-	<45	<75	<35	<45
Response to Gas Leaks and Odors	30 min target	75%	-	75%	75%	75%	Weekday 94.10% / Other 94.38% (July to June) (Weekday 30 mins or less All other 45 mins or less)
	45 min target	90%	-	90%	90%	90%	
	60 min target	95%	-	95%	95%	95%	
Annual Main Replacement		-	-	equal to or >40 mi	equal to or >50 mi	equal to or >35 mi	-
Damage Prevention		-	-	equal to or <2.25	equal to or <4.2	<2.9	-
Damage Due to Mismarks		-	-	<0.50	<.90	<0.48	-
Damage Due to Company/Contractor		-	-	<0.10	<0.25	<.10	-
Jurisdiction Total		4		24			3

Note: Additional gas reliability requirements imposed in CY13 going forward for NY jurisdiction.



Elevate Goal Reporting / APP

List of US Operating Companies included in Safety and Reliability Metric

New York

- Niagara Mohawk – Electric T&D
- Niagara Mohawk – Gas
- Brooklyn Union Gas (KeySpan Energy Delivery – New York)
- KEDLI (KeySpan Energy Delivery – Long Island)

Massachusetts

- Boston Gas
- Colonial Gas
- Massachusetts Electric
- Nantucket Electric

Rhode Island

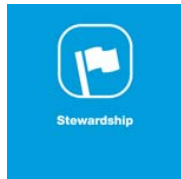
- Narragansett – Electric
- Narragansett – Gas

FERC

- LI Generation (Power Production Operations)

Reliability goals are measured both by operating company and jurisdiction. Pay-out is based on jurisdiction performance.

Stewardship

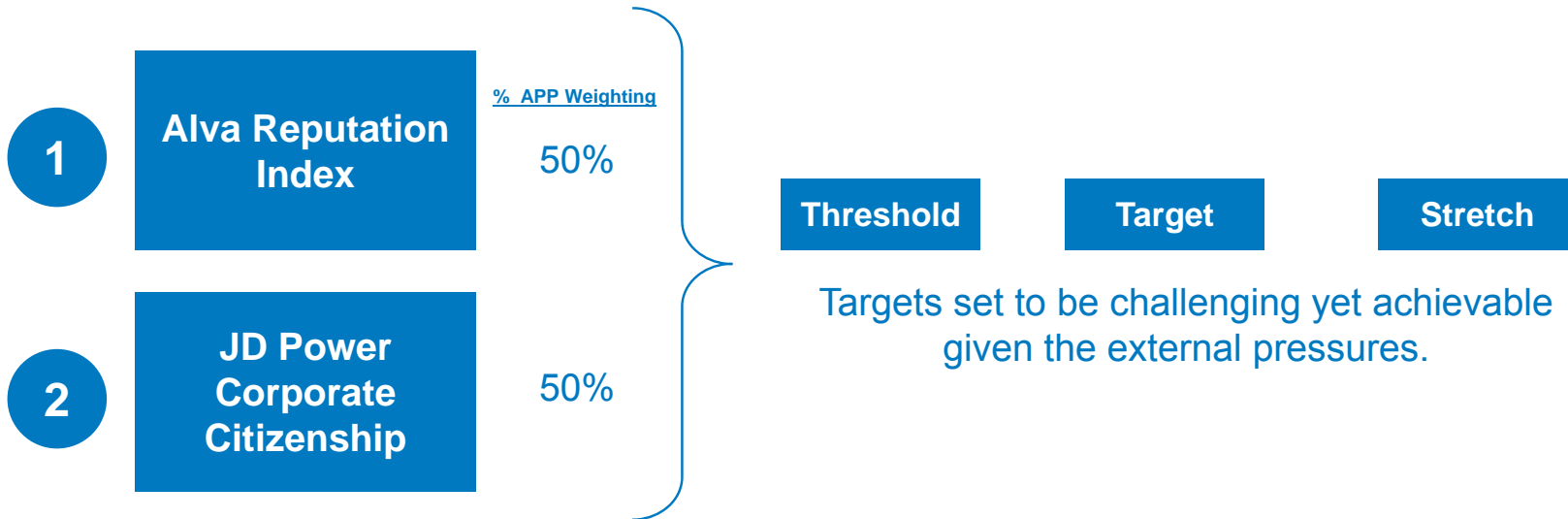


Our communities welcome our partnership and recognize us as a responsible leader.

JD Power Corporate Citizenship: A subset of overall JD Power satisfaction which focused on the stewardship aspects of customer satisfaction and business leadership in local communities.

- Actions to take care of the environment
- Developing energy supplies for the future
- Involvement in local charities / organizations
- Maintaining a safe gas system

Alva Reputation Score: The Alva Reputation Index tracks all media stories on National Grid and measures their effect on our corporate reputation. This includes media stories on the stewardship items, as well as other stories across various media channels regarding National Grid.

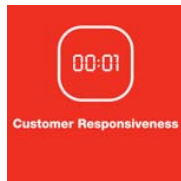




Stewardship

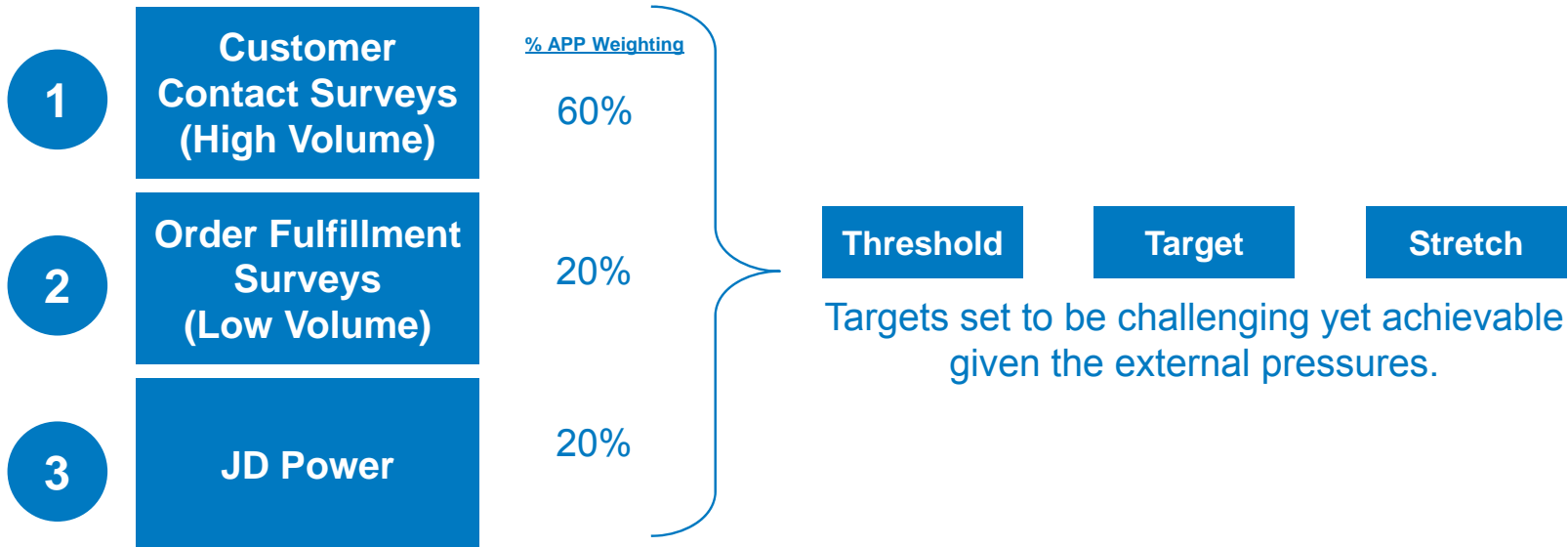
Primary Category Weights	Study Component Weights		FY14 Out-turn	FY15 Performance Levels			
				Threshold	Target	Stretch	
ALVA Reputation Index 50%	25%	Alva Ranking (out of 12 peers)	8th	8th	6th	4th	
	25%	Alva Performance	5.58	5.97	6.18	6.39	
JD Power Corporate Citizenship 50%	8%	Electric Residential	Ranking (out of 17 peers)	11th	11th	7th	6th
	8%		Performance	550	544	550	553
	5%	Electric Business	Ranking (out of 12 peers)	5th	6th	5th	4th
	4%		Performance	595	589	595	598
	8%	Gas Residential	Ranking (out of 10 peers)	7th	5th	4th	3rd
	8%		Performance	583	579	585	591
	5%	Gas Business	Ranking (out of 11 peers)	8th	8th	6th	3rd
	4%		Performance	632	626	632	635

Customer Responsiveness



Our customers depend on us to anticipate and provide timely response to their needs.

A variety of monthly transactional studies will be used to measure performance with key touch point interactions. Performance will be measured using a Net Satisfaction / Customer Advocacy scoring methodology. A blended transactional performance measure reported based Customer Call Centers, Energy Efficiency, Gas Conversions, Website Transactions, and JD Power Performance for our electric and gas residential and business customers.





Customer Responsiveness

Primary Category Weights	Study Component Weights		FY14 Out-turn	FY15 Performance Levels			
				Threshold	Target	Stretch	
High Volume Customer Contact 60%	40%	Customer Service (formerly Contactor)	79.2	80.3	81.9	83.5	
	20%	Website Satisfaction (10 point NPS scale)	47.6	45.6	47.6	48.6	
Low Volume Order Fulfillment 20%	8%	Gas Conversion Process Satisfaction	68.0	67.7	69.5	71.3	
	8%	Electric Order Fulfillment Satisfaction	67.8	67.3	69.5	71.5	
	4%	Distributed Generation On-Time Interconnects	94.6	87.3	90.3	93.3	
Image, JD Power Overall Score 20%	3%	Electric Residential	Ranking (out of 17 peers)	8th	9th	7th	6th
	3%		Performance	618	612	618	621
	2%	Electric Business	Ranking (out of 12 peers)	5th	5th	4th	3rd
	2%		Performance	645	639	645	648
	3%	Gas Residential	Ranking (out of 10 peers)	5th	7th	5th	4th
	3%		Performance	645	617	623	626
	2%	Gas Business	Ranking (out of 11 peers)	10th	7th	5th	3rd
	2%		Performance	659	653	659	662

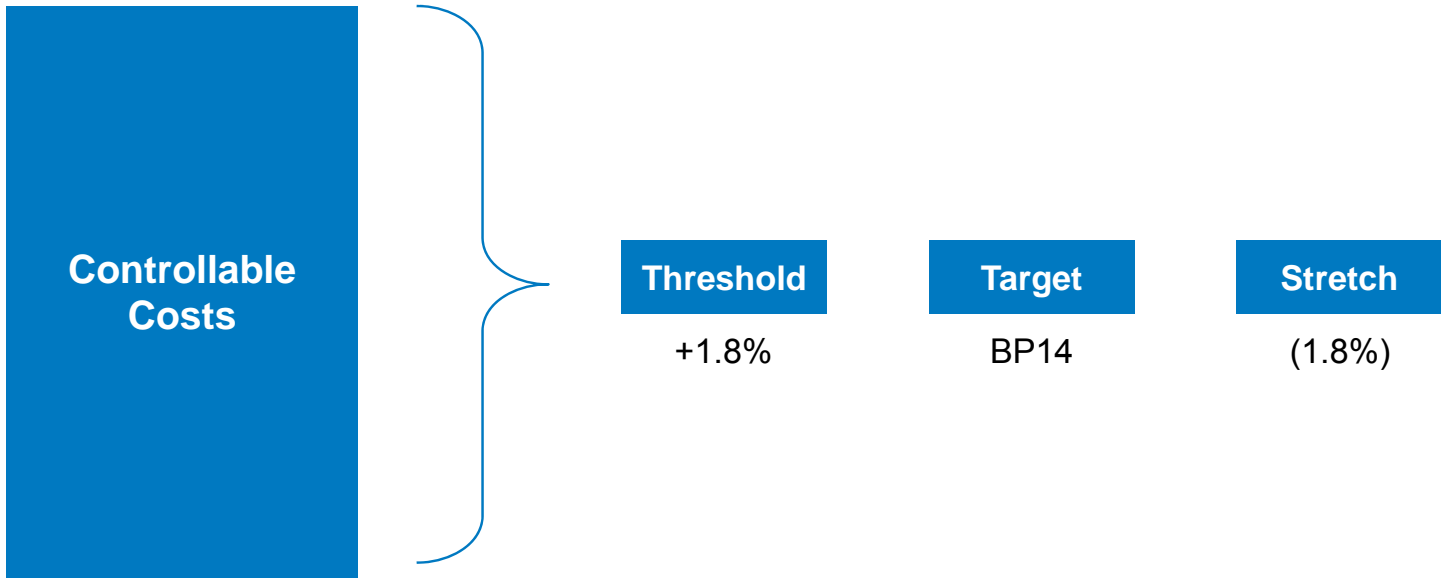
Cost Competitive



Our customers experience the value of our services as we drive and demonstrate efficiencies.

A measure of our ability to focus on controllable costs without sacrificing quality of service to customers through driving efficiencies within our business with clear accountability and transparency.

Goal set at Business Plan target.



nationalgrid

APP - Elevate 2015

Appendix

ELEVATE
2015



Confidential

Elevate 2015 Scorecard

Final – as at May 2, 2014



KPIName	MQ	THR	TRG	STR	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	YTD	Comments
Total NGUSA	M	1	4.5	10	2.2	2.2	1.9	2.2	1.7	2.2	1.3	1.6	1.7	2.1	Fell slightly due to lower Stewardship and Customer Responsiveness Scores
Safety (20%)	M	1	4.5	10	0	0	0	0	0	0	0.2	0.27	0.62	0.62	Safety Performance continues to be below target. Training programs are ongoing and expected to finish at or near targets. Incident Investigation Committee sharing Lessons Learned daily. Days to complete Incident Investigations is down 47% from 23 days to 12.3 days.
4.0% Road Traffic Collisions (RTCs)	M	6.91	6.53	5.76	7.61	7.4	7.84	7.67	7.02	6.98	6.91	6.87	6.68	6.68	
8.0% OSHA Recordable Incidents (ORIs)	M	2.54	2.4	2.12	2.91	2.9	2.84	3.03	3.18	3.15	3.16	3.12	2.56	2.56	
8.0% Lost Time Injuries (LTIs)	M	0.65	0.61	0.54	0.79	0.77	0.76	0.83	0.85	0.82	0.88	0.88	0.71	0.71	
Reliability (10%)	M	1	4.5	10	7.3	7.3	7.3	5.0	2.3	7.3	1.4	1.4	1.4	7.31	
1.3% Massachusetts Electric Reliability	M	0	10	10	0	0	10	10	0	0	10	10	10	0	
1.3% Massachusetts Gas Reliability	M	0	10	10	0	10	0	10	0	10	0	0	0	10	
0.5% Rhode Island Electric Reliability	M	0	10	10	10	10	10	10	10	10	10	10	10	10	
0.5% Rhode Island Gas Reliability	M	0	10	10	10	10	10	10	10	10	0	0	0	10	
2.5% New York Electric Reliability	M	0	10	10	10	10	10	10	10	10	10	10	10	10	
2.5% New York Gas Reliability	M	0	10	10	10	10	10	0	0	10	0	0	0	10	
1.4% FERC Generation	M	0	10	10	10	10	10	10	10	10	10	10	10	10	
Stewardship (20%)	M	1	4.5	10	1.5	3.1	1.9	4.0	1.9	2.6	2.1	2.2	3.8	2.2	Final year scores stayed the same as the prior month.
5.0% Alva - Rank	M	8	6	4	11	7	10	5	9	7	8	8	5	8	Had a slightly positive reputation score in March with a strong positive story on NG accepting VE technology as the preferred option for British gas pipelines and negative stories power outages in MA and RI, and a NG worker blamed for 2 explosions on LI.
5.0% Alva - Performance	M	5.97	6.18	6.39	5.3	5.52	5.4	5.98	5.54	5.48	5.51	5.55	5.66	5.58	
10.0% JD Power Corp Citizenship - Comp score	Q/B	1	4.5	10	3.1	4.8	3.7	3.7	3.7	3.7	3.7	4.0	4.0	4.0	
Customer Responsiveness (20%)	M	1	4.5	10	4.0	4.3	3.9	4.4	5.4	4.7	3.7	4.8	3.2	3.9	YTD scoring fell (0.4) caused equally by a sharp drop in Customer Service satisfaction and lowered JD Power results for the Electric Business customer. Customer service impacts were largely the result of issues caused by the LIPA transition and the CRIS to CSS system conversion.
8.0% Customer Service	M	80.3	81.9	83.5	78.8	80	79.9	77.5	79.8	80.6	78.4	77.8	72.0	78.4	These are estimates as we await Jan, Feb, and March data for Long Island that have been delayed due to CAS/CSS conversion issues. Results FY14 year end. Reached Stretch.
4.0% Website Overall Satisfaction	Q	37.3	39.1	41.0			53.0			47.4			40.2	47.6	
1.6% Gas Conversion Process Satisfaction	M	67.7	69.5	71.3	67.9	69.0	66.2	70.4	71.1	61.1	67.2	72.3	63.5	67.7	Results FY14 year end. Reached Threshold.
1.6% Electric Order Fulfillment Satisfaction	M	67.3	69.4	71.5	61.7	65.5	65.0	61.8	74.9	67.7	59.0	68.8	66.2	67.8	Results FY14 year end. Reached Threshold.
0.8% Distributed Generation On-Time Interconnects	M	85.0	87.3	90.3	97.0	92.2	94.8	94.6	97.1	93.8	94.6	97.2	97.4	94.6	
4.0% JD Power - Comp Score	Q/B	1.0	4.5	10.0	7.5	8.1	7.3	7.3	7.3	7.3	6.4	6.6	6.6	6.6	
Cost Competitiveness (30%)	M	1	4.5	10	1.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00	
30.0% Total Controllable Costs (IFRS) (\$m)	M	2118	2080	2043	711.3	899	1123	1305	1476	1672	1830	1976	2219	2219	

Legend: M/Q - Monthly / Quarterly / Bi Annual ● Below Threshold ● Below Target ● Target or Above

Elevate 2015 - detail



Stewardship Goals					
Enterprise Wide Goal	Threshold	Target	Stretch	Results	
	FY13 Performance	Statistically significant increase from FY13	Two statistically significant increase from FY13		
Ava Ranking (out of 12 peers)	8th	6th	4th	8th	At threshold
Ava Performance (out of 12 peers)	5.97	6.18	6.39	5.58	Below threshold
JD Power Citizenship Composite Score	1	4.5	10	4.00	Between threshold and target

Customer Satisfaction Goals					
Enterprise Wide Goal	Threshold	Target	Stretch	Results	
	FY13 Performance	Statistically significant increase from FY13	Two statistically significant increase from FY13		
Customer Service (formerly Contactor)	80.3	81.9	83.5	78.4	Below threshold
Website Overall Satisfaction	37.3	39.1	41.0	47.6	At stretch
Gas Conversion Process Satisfaction	67.7	69.5	71.3	67.7	Between threshold and target
Electric Order Fulfillment Satisfaction	67.3	69.4	71.5	67.8	Between target and stretch
Distributed Generation On-Time Interconnects	85	87.3	90.3	94.6	At stretch
JD Power Composite Score	1	4.5	10	6.6	Between target and stretch

Safety Goals					
Enterprise Wide Goal	Threshold	Target	Stretch	Results	
US-wide reduction of Road Traffic Collision Rate (No. of incidents times 1,000,000 then divided by miles driven)	Reduction of 10% 6.91	Reduction of 15% 6.53	Reduction of 25% 5.76	6.68	Between threshold and target
US-wide reduction of OSHA Recordable Incident Rate (No. of incidents times 200,000 divided by the hours worked)	Reduction of 10% 2.54	Reduction of 15% 2.40	Reduction of 25% 2.12	2.56	Below threshold
US-wide reduction of Lost Time Injuries Rate (No. of incidents times 200,000 then divided by hours worked)	Reduction of 10% 0.65	Reduction of 15% 0.61	Reduction of 25% 0.54	0.71	Below threshold

Reliability Goals By Jurisdiction					
Jurisdiction	Threshold	Target	Stretch	Results	
New York		Achieve all 26 targets for SAIFI/CAIDI, Leak Backlog, ER Times & Gas Safety		Met 26 of 26	At stretch
Generation		Achieve all 5 Generation Reliability performance target levels		Met 5 of 5	At stretch
Massachusetts		Achieve all 8 targets for SAIFI/SAIDI, Leak Backlog & Emergency Response Times		Met 7 of 8	Below target [1]
Rhode Island		Achieve all 5 targets for SAIFI/SAIDI, Leak Backlog & Emergency Response Times		Met 5 of 5	At stretch
US-wide*		Rolled up target of all jurisdictions weighted according to the size of the customer base		Met 43 of 44 [2]	

Cost Competitiveness Goals					
Enterprise Wide Goal	Threshold	Target	Stretch	Results (Latest 10+2 forecast)	
US-wide goal (IFRS Controllable Costs)	Increase of 1.8% \$2,118m	FY14 Budget \$2,080m	Reduction of 1.8% \$2,043m	\$2,118m	Below threshold [3]

[1] Nantucket SAIDI failed at Thanksgiving. Excluding SAIDI failure SAIDI target would have been met, and would be at stretch

[2] US Wide score weighted according to customer split. This gives a score of 7.3 out of possible 10 points, including Nantucket SAIDI. Excluding Nantucket SAIDI, result is at stretch.

[3] Controllable costs excludes \$101m of one off accounting and prior year adjustments. Normalized - \$38m over budget, at threshold



Elevate 2015 - detail

Met 43 of 44 Reliability metrics – Nantucket SAIDI failed at Thanksgiving

		New York						Massachusetts				RI		US-wide*	Generation (PPO)				
		New York City		Long Island		Upstate NY		MA		Nantucket						Target	Results		
		Target	Results	Target	Results	Target	Results	Target	Results	Target	Results	Target	Results	Target	Results				
Electric Reliability	SAIFI	-	-	-	-	1.13	0.990	1.431	0.85	0.678	0.56	1.05	0.72			Annual UCAP Goal: Meet the annual Unforced Capacity (UCAP)	>=3,368 MW of UCAP	3,488	
	SAIDI	-	-	-	-	-	-	153.98	89.84	39.00	46.39	71.90	57.26			Meet the Heat Rate Guarentee Performance Level to avoid any financial penalty	\$0 penalty	\$0	
	CAIDI	-	-	-	-	123.00	117.64	-	-	-	-	-	-			Opacity Compliance	> 99.98%	99.99%	
Gas Leak Backlog		<75	7	<75	10	<35	0	<235	176	-	-	<45	18			Nox Reduction	>= 5%	13%	
Gas Emergency Response Times	30 min target	75%	76.7%	75%	77.8%	75%	80.2%	75%	75.2%	-	-	Business hours 94.10%	95.3%	Rolloped target of all jurisdictions weighted according to the size of the customer base			Oil Spills	No Class 3 or 4 spills	0
	45 min target	90%	95.9%	90%	94.9%	90%	94.6%	90%	93.3%	-	-	After hours 94.38%	96.5%				FERC Total	Met 5 of 5	
	60 min target	95%	99.4%	95%	99.4%	95%	98.2%	95%	97.8%	-	-								
Annual Main Replacement		equal to or >25 mi	41.8	equal to or >50 mi	53.9	equal to or >35 mi	37.3												
Damage Prevention		equal to or <4.2	1.97	equal to or <4.2	1.93	<2.9	2.87												
Damage Due to Mismarks		<0.90	0.4	<1.00	0.4	<0.48	0.35												
Damage Due to Company/Contractor		<0.25	0.06	<0.25	0.02	<0.11	0.09												
Total No. of Reliability		Met 26 of 26						Met 7 of 8				Met 5 of 5		Met 38 of 39					



Elevate 2015 - detail



Customer Responsiveness and Stewardship JD Power rankings

Stewardship Goals					
Enterprise Wide Goal	Threshold	Target	Stretch	Results	
	Based on FY13 Outturn	Statistically significant increase from FY13	Two statistically significant increase from FY13		
JD Power - Electric Resident - Ranking	11th	7th	6th	11th	At threshold
JD Power - Electric Resident - Performance	540	546	552	550	Above target
JD Power - Electric Business - Ranking	6th	5th	4th	5th	At target
JD Power - Electric Business - Performance	562	568	574	595	Above Stretch
JD Power - Gas Resident - Ranking	5th	4th	3rd	7th	Below Threshold
JD Power - Gas Resident - Performance	579	585	591	582	Between target and stretch
JD Power - Gas Business - Ranking	8th	6th	3rd	8th	At threshold
JD Power - Gas Business - Performance	606	620	634	632	Above Stretch

Customer Satisfaction Goals					
Enterprise Wide Goal	Threshold	Target	Stretch	Results	
	FY12 Performance	Statistically significant increase from FY12	Two statistically significant increase from FY12		
JD Power - Electric Resident - Ranking	9th	7th	6th	8th	Between target and stretch
JD Power - Electric Resident - Performance	602	608	614	618	Above Stretch
JD Power - Electric Business - Ranking	5th	4th	3rd	5th	At Threshold
JD Power - Electric Business - Performance	623	633	643	645	Above Stretch
JD Power - Gas Resident - Ranking	7th	6th	4th	5th	Between threshold and target
JD Power - Gas Resident - Performance	607	613	619	623	Above Stretch
JD Power - Gas Business - Ranking	7th	5th	3rd	10th	Below threshold
JD Power - Gas Business - Performance	634	647	660	659	Above target



Elevate 2015 / US Annual Priorities 2014/15

	 Safety and Reliability	 Customer Responsiveness	 Stewardship	 Cost Competitiveness
Ambitions	Our customers trust everyone at National Grid to provide safe and reliable service everyday.	Our customers depend on us to anticipate and provide timely response to their needs.	Our communities welcome our partnership and recognize us as a responsible leader.	Our customers experience the value of our services as we drive and demonstrate efficiencies.
2014/15 US Annual Priorities	<ul style="list-style-type: none"> ■ Deliver a turnaround in safety. ■ Develop our people and build capabilities for today and the future. ■ Put the customer first to meet all of our obligations by accelerating process excellence and USFP. ■ Drive regulatory performance through each jurisdiction and lead the delivery of future energy networks. 			
Metrics	<ul style="list-style-type: none"> ■ Regulatory reliability goals ■ LTIs / RTCs 	<ul style="list-style-type: none"> ■ Customer surveys ■ JD Power 	<ul style="list-style-type: none"> ■ ALVA scores ■ JD Power corporate citizenship 	<ul style="list-style-type: none"> ■ Controllable cost target
Empower employees with the tools and support they need				

Elevate 2015 - FY14 APP Performance
As of May 1, 2014

Band A to C - 20%, Band D to F - 50%

Annual Incentive Plan Elevate Measures			Bands A - C (20%); Bands D - F (50%)				Represented employees		
			Payout	Share	US Wide	NY / RI	MA	Share	NY / RI
Safety	Below threshold	6.2%	20.0%	1.2%	1.2%	1.2%	30.0%	1.9%	1.9%
Stewardship	Between threshold and target	22.5%	20.0%	4.5%	4.5%	4.5%	25.0%	5.6%	5.6%
Cust Resp'ness	Between threshold and target	39.4%	20.0%	7.9%	7.9%	7.9%	25.0%	9.8%	9.8%
Cost Comp'ness	Below threshold and target	0.0%	30.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Reliability	Between target and stretch	73.1%	10.0%	7.3%	10.0%	0.0%	20.0%	20.0%	0.0%
FY14 Proposed Payout				20.9%	23.6%	13.6%		37.3%	17.3%
Reliability MA adjustment				2.7%	0.0%	10.0%		0.0%	20.0%
FY14 Payout ratio post adjustment				23.6%	23.6%	23.6%		37.3%	37.3%

Elevate 2015 - FY14 APP Performance
As of May 1, 2014

Band A to C - 20%, Band D to F - 50%

	FY14 Final	Line payout factor	Share	Payout	Threshold 10%	Base Target 45%	Stretch Target 100%
Cost Comp'ness (30%):	Below threshold and target	0.0%	30.0%	0.0%	2,088	2,038	1,958
Stewardship (20%):	Between threshold and target	22.5%	20.0%	4.5%			
Cust Resp'ness (20%):	Between threshold and target	39.4%	20.0%	7.9%			
Safety (20%):	Below threshold						
Road Traffic Collisions	Between threshold and target - 6.68	31.2%	4.0%	1.2%	7.05	6.68	5.94
OSHA Recordables	Below threshold - 2.56	0.0%	8.0%	0.0%	4.24	4.01	3.57
Long Term Injuries	Below threshold - 0.71	0.0%	8.0%	0.0%	0.77	0.73	0.65
Reliability (10%):	Between target and stretch						
New York	Met 26 of 26	100.0%	5.0%	5.0%			
Massachusetts	Met 7 of 8	0.0%	2.7%	0.0%			
Rhode Island	Met 5 of 5	100.0%	0.9%	0.9%			
FERC	Met 5 of 5	100.0%	1.4%	1.4%			
Total			100.0%	20.9%			
Reliability Nantucket SAIDI adjustment for MA - met 8 of 8				2.7%			
FY14 Payout ratio				23.6%			

Reliability payout overall
Target 10.0%
Actual 7.3%
73.09%

Represented Employees

	FY14 Final	Line payout factor	Share	Payout	Threshold 10%	Base Target 45%	Stretch Target 100%
Stewardship (25%):	Between threshold and target	22.5%	25.0%	5.6%			
Cust Resp'ness (25%):	Between threshold and target	39.4%	25.0%	9.8%			
Safety (30%):	Below threshold						
Road Traffic Collisions	Between threshold and target - 6.68	31.2%	6.0%	1.9%	7.05	6.68	5.94
OSHA Recordables	Below threshold - 2.56	0.0%	12.0%	0.0%	4.24	4.01	3.57
Long Term Injuries	Below threshold - 0.71	0.0%	12.0%	0.0%	0.77	0.73	0.65
Reliability (20%):	Between target and stretch						
New York	Met 26 of 26	100.0%	10.0%	10.0%			
Massachusetts	Met 7 of 8	0.0%	5.4%	0.0%			
Rhode Island	Met 5 of 5	100.0%	1.9%	1.9%			
FERC	Met 5 of 5	100.0%	2.8%	2.8%			
Total			100.0%	32.0%			
Massachusetts Payout ratio				32.0%			
Reliability Nantucket SAIDI adjustment for MA - met 8 of 8				5.4%			
Massachusetts adjusted Payout ratio				37.3%			
New York Payout ratio				37.3%			
Rhode Island Payout ratio				37.3%			
FERC Payout ratio				37.3%			

Notes:

Cost Competitiveness: Controllable Costs (IFRS) (100%)
Stewardship: Alva Rank (25%); Alva Performance (25%); JD Power Citizenship (50%)
Customer Responsiveness: Customer Service (40%); Website Overall Satisfaction (20%); Gas Conversion Process Satisfaction (8%); Electric Order Fulfillment Satisfaction (8%); Distributed Generation On-Time Interconnects (4%); JD Power (20%)
Safety: RTCs (20%); OSHA (40%); LTIs (40%)
Reliability: New York (50%); Massachusetts (26%); Rhode Island (10%); FERC (14%)
 used for Bands A to F calculation

Exec Summary - Elevate 2015		nationalgrid			
NGUSA					
KPI Name	M/Q	FY14 Targets			YTD
		THR	TRG	STR	
Total NGUSA	M	1	4.5	10	2.1
Safety (20%)	M	1	4.5	10	0.62
4.0% Road Traffic Collisions (RTC's)	M	6.91	6.53	5.76	6.68
8.0% OSHA Recordable Incidents (ORI's)	M	2.54	2.40	2.12	2.56
8.0% Lost Time Injuries (LTI's)	M	0.65	0.61	0.54	0.71
Reliability (10%)	M	1	4.5	10	7.31
2.7% Regulatory Elec Reliability	M	1	4.5	4.5	1
1.0% Gas Leak Backlog	M	1	4.5	4.5	10
2.9% Gas Emergency Response	M	1	4.5	4.5	10
2.4% Gas Safety	M	0	1		1
1.0% Long Island Power Generation	M	0	10	10	10
1.3% Massachusetts Electric Reliability	M	0	10	10	0
1.3% Massachusetts Gas Reliability	M	0	10	10	10
0.5% Rhode Island Electric Reliability	M	0	10	10	10
0.5% Rhode Island Gas Reliability	M	0	10	10	10
2.5% New York Electric Reliability	M	0	10	10	10
2.5% New York Gas Reliability	M	0	10	10	10
1.4% FERC Generation	M	0	10	10	10
0.0% Long Island Electric Reliability	M	0	10	10	10
Stewardship (20%)	M	1	4.5	10	2.2
5.0% Alva - Rank	M	8	6	4	8
5.0% Alva - Performance	M	5.97	6.18	6.39	5.6
10.0% JD Power Corp Citizenship - Comp score	Q/B	1	4.5	10	4.0
Customer Responsiveness (20%)	M	1	4.5	10	3.9
8.0% Customer Service	M	80.3	81.9	83.5	78.4
4.0% Website Overall Satisfaction	Q	37.3	39.1	41.0	47.6
1.6% Gas Conversion Process Satisfaction	M	67.7	69.5	71.3	67.7
1.6% Electric Order Fulfillment Satisfaction	M	67.3	69.4	71.5	67.8
0.8% Distributed Generation On-Time Interconnects	M	85.0	87.3	90.3	94.6
4.0% JD Power - Comp Score	Q/B	1.0	4.5	10.0	6.6
Cost Competitiveness (30%)	M	1	4.5	10	0.0
30.0% Total Controllable Costs (IFRS) (\$m)	M	2118	2080	2043	2219

Composite Scores
20%

10%

20%

20%

30%

Legend: M/Q - Monthly / Quarterly / Bi Annual Target or Above Below threshold Between threshold and target Above target

National Grid US Annual Performance Plan and Delivering Performance Plan 2013-14 Plan Year Scorecard Final

Stewardship Goals					
Enterprise Wide Goal	Threshold	Target	Stretch	Results	
Alva Ranking (out of 12 peers)	8th	6th	4th	8th	At threshold
Alva Performance (out of 12 peers)	5.97	6.18	6.39	5.58	Below threshold
JD Power Citizenship Composite Score	1	4.5	10	4.00	Between threshold and target

Customer Satisfaction Goals					
Enterprise Wide Goal	Threshold	Target	Stretch	Results	
Customer Service (formerly Contactor)	80.3	81.9	83.5	78.4	Below threshold
Website Overall Satisfaction	37.3	39.1	41.0	47.6	At stretch
Gas Conversion Process Satisfaction	67.7	69.5	71.3	67.7	Between threshold and target
Electric Order Fulfilment Satisfaction	67.3	69.4	71.5	67.8	Between threshold and target
Distributed Generation On-Time Interconnects	85	87.3	90.3	94.6	At stretch
JD Power Composite Score	1	4.5	10	6.6	Between target and stretch

Safety Goals					
Enterprise Wide Goal	Threshold	Target	Stretch	Results	
US-wide reduction of Road Traffic Collision Rate (No. of incidents times 1,000,000 then divided by miles driven)	Reduction of 10%	Reduction of 15%	Reduction of 25%	6.68	Between threshold and target
	6.91	6.53	5.76		
US-wide reduction of OSHA Recordable Incident Rate (No. of incidents times 200,000 divided by the hours worked)	Reduction of 10%	Reduction of 15%	Reduction of 25%	2.56	Below threshold
	2.54	2.40	2.12		
US-wide reduction of Lost Time Injuries Rate (No. of incidents times 200,000 then divided by hours worked)	Reduction of 10%	Reduction of 15%	Reduction of 25%	0.71	Below threshold
	0.65	0.61	0.54		

Reliability Goals By Jurisdiction					
Jurisdiction	Threshold	Target	Stretch	Results	
New York		Achieve all 26 targets for SAIFI/CAIDI, Leak Backlog & Emergency Response Times		Met 26 of 26	At stretch
Generation		Achieve all 5 Generation Reliability performance target levels		Met 5 of 5	At stretch
Massachusetts		Achieve all 8 targets for SAIFI/SAIDI, Leak Backlog & Emergency Response Times		Met 7 of 8	Below target [1]
Rhode Island		Achieve all 5 targets for SAIFI/SAIDI, Leak Backlog & Emergency Response Times		Met 5 of 5	At stretch
US-wide*		Rolled up target of all jurisdictions weighted according to the size of the customer base		Met 43 of 44 [2]	

Cost Competitiveness Goals					
Enterprise Wide Goal	Threshold	Target	Stretch	Results (Latest 10+2 forecast)	
US-wide goal (IFRS Controllable Costs)	Increase of 1.8%	FY14 Budget	Reduction of 1.8%	\$2,118m	Below threshold [3]
	\$2,117m	\$2,080m	\$2,043m		

[1] Nantucket SAIDI failed at Thanksgiving. Excluding SAIDI failure SAIDI target would have been met, and would be at stretch

[2] US Wide score weighted according to customer split. This gives a score of 7.3 out of possible 10 points, including Nantucket SAIDI. Excluding Nantucket SAIDI, result is at stretch.

[3] Controllable costs excludes \$101m of one off accounting and prior year adjustments. Normalized - \$38m over budget, at threshold

National Grid US Annual Performance Plan and Delivering Performance Plan 2013-14 Plan Year Scorecard Results Final

Reliability Goals														
Targets and Results by Jurisdiction														
		New York						Massachusetts				RI		US-wide*
		New York City		Long Island		Upstate NY		MA		Nantucket				
		Target	Results	Target	Results	Target	Results	Target	Results	Target	Results	Target	Results	
		Target	Results	Target	Results	Target	Results	Target	Results	Target	Results	Target	Results	
Electric Reliability	SAIFI	-	-	-	-	1.13	0.990	1.431	0.85	0.678	0.56	1.05	0.72	
	SAIDI	-	-	-	-	-	-	153.98	89.84	39.00	46.39	71.90	57.26	
	CAIDI	-	-	-	-	123.00	117.64	-	-	-	-	-	-	
Gas Leak Backlog		<75	7	<75	10	<35	0	<235	176	-	-	<45	18	
Gas Emergency Response Times	30 min target	75%	76.7%	75%	77.8%	75%	80.2%	75%	75.2%	-	-	Business hours 94.10%	95.3%	
	45 min target	90%	95.9%	90%	94.9%	90%	94.6%	90%	93.3%	-	-	After hours 94.38%	96.5%	
	60 min target	95%	99.4%	95%	99.4%	95%	98.2%	95%	97.8%	-	-			
Annual Main Replacement		equal to or >25 mi	41.8	equal to or >50 mi	53.9	equal to or >35 mi	37.3							
Damage Prevention		equal to or <4.2	1.97	equal to or <4.2	1.93	<2.9	2.87							
Damage Due to Mismarks		<0.90	0.4	<1.00	0.4	<0.48	0.35							
Damage Due to Company/Contractor		<0.25	0.06	<0.25	0.02	<0.11	0.09							
Total No. of Reliability		Met 26 of 26						Met 7 of 8				Met 5 of 5		Met 38 of 39

Rolled up target of all jurisdictions weighted according to the size of the customer base

Generation (PPO)		
	Target	Results
Annual UCAP Goal: Meet the annual Unforced Capacity (UCAP)	>=3,368 MW of UCAP	3,488
Meet the Heat Rate Guarantee Performance Level to avoid any financial penalty	\$0 penalty	\$0
Opacity Compliance	> 99.98%	99.99%
Nox Reduction	>= 5%	13%
Oil Spills	No Class 3 or 4 spills	0
FERC Total	Met 5 of 5	

Elevate 2015 - FY15 APP Performance
As of May 13, 2015

Band A to C - 20%, Band D to F - 50%

Annual Incentive Plan Elevate Measures			Bands A - C (20%); Bands D - F (50%)		Represented employees	
			Payout factor	Share	US Wide employees	Share
Safety	Between threshold and target	80%	30.0%	24.0%	35.0%	28.0%
Reliability	Above target	200%	20.0%	40.0%	25.0%	50.0%
Cust Resp'ness	Between threshold and target	34%	20.0%	6.8%	25.0%	8.4%
Stewardship	Between threshold and target	64%	10.0%	6.4%	15.0%	9.7%
Cost Comp'ness	Below threshold	0%	20.0%	0.0%	0.0%	0.0%
FY15 Proposed Payout				78%		96%

Elevate 2015 - FY15 APP Performance
As of May 13, 2015

Band A to C - 20%, Band D to F - 50%

Annual Incentive Plan Elevate Measures			Bands A - C (20%); Bands D - F (50%)		Represented employees	
			Payout factor	Share	US Wide employees	Share
Safety	Between threshold and target	40%	30.0%	12.0%	35.0%	14.0%
Reliability	Above target	100%	20.0%	20.0%	25.0%	25.0%
Cust Resp'ness	Between threshold and target	17%	20.0%	3.4%	25.0%	4.2%
Stewardship	Between threshold and target	32%	10.0%	3.2%	15.0%	4.8%
Cost Comp'ness	Below threshold	0%	20.0%	0.0%	0.0%	0.0%
FY15 Proposed Payout				39%		48%

Exec Summary - Elevate 2015					nationalgrid	
NGUSA						
KPI Name		M/Q	FY15 Targets			YTD
			THR	TRG	STR	
Total NGUSA		M	1	5	10	● 3.9
Safety (30%)		M	1	5	10	● 4.0
6.0%	Road Traffic Collisions (RTC's)	M	6.01	5.68	5.01	● 7.40
12.0%	OSHA Recordable Incidents (ORI's)	M	2.30	2.18	1.92	● 2.56
12.0%	Lost Time Injuries (LTI's)	M	0.64	0.60	0.5	● 0.51
Reliability (20%)		M	1	5	10	● 10.0
5%	Regulatory Elec Reliability	M	0	10	10	● 10
2%	Gas Leak Backlog	M	0	10	10	● 10
6%	Gas Emergency Response	M	0	10	10	● 10
5%	Gas Safety	M	0	10	10	● 10
2%	FERC Generation Reliability	M	0	10	10	● 10
2.7%	Massachusetts Electric Reliability	M	0	10	10	● 10
2.7%	Massachusetts Gas Reliability	M	0	10	10	● 10
0.9%	Rhode Island Electric Reliability	M	0	10	10	● 10
0.9%	Rhode Island Gas Reliability	M	0	10	10	● 10
5.0%	New York Electric Reliability	M	0	10	10	● 10
5.0%	New York Gas Reliability	M	0	10	10	● 10
2.8%	FERC Generation	M	0	10	10	● 10
Stewardship (10%)		M	1	5	10	● 3.2
2.5%	Alva - Rank	M	8	6	4	● 5
2.5%	Alva - Performance	M	5.97	6.18	6.39	● 5.7
5.0%	JD Power Corp Citizenship - Comp score	Q/B	1	4.5	10	● 2.7
Customer Responsiveness (20%)		M	1	5	10	● 1.7
8.0%	Customer Service	M	80.3	81.9	83.5	● 76.7
4.0%	Website Overall Satisfaction	Q	45.6	47.6	48.6	● 44.7
1.6%	Gas Conversion Process Satisfaction	M	67.7	69.5	71.3	● 67.5
1.6%	Electric Order Fulfillment Satisfaction	M	72.0	74.3	76.5	● 72.9
0.8%	Distributed Generation On-Time Interconnects	M	87.3	90.3	93.3	● 95.6
4.0%	JD Power - Comp Score	Q/B	1	4.5	10.0	● 5.5
Cost Competitiveness (20%)		M	1	5	10	● 0.0
20.0%	Total Controllable Costs (IFRS) (\$m)	M	2026	1991	1955	# 2267

Composite Scores

30%

20%

10%

20%

20%

Legend: M/Q - Monthly / Quarterly / Bi Annual Target or Above ● Below threshold ● Between threshold and target ● Above target

Elevate 2015 - FY15 APP Performance
As of May 13, 2015

Band A to C - 20%, Band D to F - 50%

Management	FY15 Final	Line payout factor	Share	Payout	Threshold 10%	Base Target 45%	Stretch Target 100%
Safety (30%):	Between threshold and target						
Road Traffic Collisions	Below threshold - 7.4	0%	6.0%	0.0%	6.01	5.68	5.01
OSHA Recordables	Below threshold - 2.6	0%	12.0%	0.0%	2.30	2.18	1.92
Long Term Injuries	At stretch - 0.5	100%	12.0%	12.0%	0.64	0.60	0.53
Reliability (20%):	Above target						
New York	Met 26 of 26	100%	10.0%	10.0%			
Massachusetts	Met 8 of 8	100%	5.4%	5.4%			
Rhode Island	Met 5 of 5	100%	1.9%	1.9%			
FERC	Met 5 of 5	100%	2.8%	2.8%			
Cust Resp'ness (20%):	Between threshold and target	17%	20.0%	3.4%			
Stewardship (10%):	Between threshold and target	32%	10.0%	3.2%			
Cost Comp'ness (20%):	Below threshold	0%	20.0%	0.0%	2,026	1,991	1,955
Total			100.0%	39%			

FY15 Payout ratio **39%**

Represented Employees

Management	FY15 Final	Line payout factor	Share	Payout	Threshold 10%	Base Target 45%	Stretch Target 100%
Safety (35%):	Between threshold and target						
Road Traffic Collisions	Below threshold - 7.4	0%	0.0%	0.0%	6.01	5.68	5.01
OSHA Recordables	Below threshold - 2.6	0%	0.0%	0.0%	2.30	2.18	1.92
Long Term Injuries	At stretch - 0.5	100%	0.0%	0.0%	0.64	0.60	0.53
Reliability (25%):	Above target						
New York	Met 26 of 26	100%	0.0%	0.0%			
Massachusetts	Met 8 of 8	100%	0.0%	0.0%			
Rhode Island	Met 5 of 5	100%	0.0%	0.0%			
FERC	Met 5 of 5	100%	0.0%	0.0%			
Cust Resp'ness (25%):	Between threshold and target	17%	25.0%	4.2%			
Stewardship (15%):	Between threshold and target	32%	15.0%	4.8%			
Total			40.0%	9%			

New York Payout ratio 9%
Massachusetts Payout ratio 9%
Rhode Island Payout ratio 9%
FERC Payout ratio 9%

FY15 Payout ratio **9%**

Notes:

Safety: RTCs (20%); OSHA (40%); LTIs (40%)
Reliability: Percentage of total customers - New York (50%); Massachusetts (26%); Rhode Island (10%); FERC (14%)
Customer Responsiveness: Customer Service (40%); Website Overall Satisfaction (20%); Gas Conversion Process Satisfaction (8%); Electric Order Fulfillment Satisfaction (8%); Distributed Generation On-Time Interconnects (4%); JD Power (20%)
Stewardship: Alva Rank (25%); Alva Performance (25%); JD Power Citizenship (50%)
Cost Competitiveness: Controllable Costs (IFRS) (100%)
 used for Bands A to F calculation

National Grid US Annual Performance Plan and Delivering Performance Plan 2014-15 Plan Year Scorecard Final

Stewardship Goals					
Enterprise Wide Goal	Threshold	Target	Stretch	Results	
Alva Ranking (out of 12 peers)	8th	6th	4th	5th	Between target and stretch
Alva Performance (out of 12 peers)	5.97	6.18	6.39	5.74	Below threshold
JD Power Citizenship Composite Score	1	4.5	10	2.70	Between threshold and target

Customer Satisfaction Goals					
Enterprise Wide Goal	Threshold	Target	Stretch	Results	
Customer Service (formerly Contactor)	80.3	81.9	83.5	76.7	Below threshold
Website Overall Satisfaction	45.6	47.6	48.6	44.7	Below threshold
Gas Conversion Process Satisfaction	67.7	69.5	71.3	67.5	Below threshold
Electric Order Fulfilment Satisfaction	72.0	74.3	76.5	72.9	Between threshold and target
Distributed Generation On-Time Interconnects	87.3	90.3	93.3	95.6	At stretch
JD Power Composite Score	1	4.5	10	5.5	Between target and stretch

Safety Goals					
Enterprise Wide Goal	Threshold	Target	Stretch	Results	
US-wide reduction of Road Traffic Collision Rate (No. of incidents times 1,000,000 then divided by miles driven)	Reduction of 10%	Reduction of 15%	Reduction of 25%	7.40	Below threshold
	6.01	5.68	5.01		
US-wide reduction of OSHA Recordable Incident Rate (No. of incidents times 200,000 divided by the hours worked)	Reduction of 10%	Reduction of 15%	Reduction of 25%	2.56	Below threshold
	2.30	2.18	1.92		
US-wide reduction of Lost Time Injuries Rate (No. of incidents times 200,000 then divided by hours worked)	Reduction of 10%	Reduction of 15%	Reduction of 25%	0.51	At stretch
	0.64	0.60	0.53		

Reliability Goals By Jurisdiction					
Jurisdiction	Threshold	Target	Stretch	Results	
New York		Achieve all 26 targets for SAIFI/CAIDI, Leak Backlog & Emergency Response Times		Met 26 of 26	At stretch
Generation		Achieve all 5 Generation Reliability performance target levels		Met 5 of 5	At stretch
Massachusetts		Achieve all 8 targets for SAIFI/SAIDI, Leak Backlog & Emergency Response Times		Met 8 of 8	At stretch
Rhode Island		Achieve all 5 targets for SAIFI/SAIDI, Leak Backlog & Emergency Response Times		Met 5 of 5	At stretch
US-wide*	Rolled up target of all jurisdictions weighted according to the size of the customer base			Met 44 of 44 [1]	

Cost Competitiveness Goals					
Enterprise Wide Goal	Threshold	Target	Stretch	Results	
US-wide goal (IFRS Controllable Costs)	Increase of 1.8%	FY15 Budget	Reduction of 1.8%	\$2,267m	Below threshold
	\$2,026m	\$1,991m	\$1,955m		

[1] US Wide score weighted according to customer split. Result is at stretch.

Reliability Goals														
Targets and Results by Jurisdiction														
		New York						Massachusetts				RI		US-wide*
		New York City		Long Island		Upstate NY		MA		Nantucket				
		Target	Results	Target	Results	Target	Results	Target	Results	Target	Results	Target	Results	
Electric Reliability	SAIFI	-	-	-	-	1.13	1.05	1.431	0.943	0.678	0.342	1.05	0.771	Rolloled up target of all jurisdictions weighted according to the size of the customer base
	SAIDI	-	-	-	-	-	-	153.98	137.59	39.00	36.79	71.90	54.32	
	CAIDI	-	-	-	-	123.00	121.27	-	-	-	-	-	-	
	Storm CAIDI	-	-	-	-	-	-	-	-	-	-	-	-	
	MCO	-	-	-	-	-	-	-	-	-	-	-	-	
Gas Leak Backlog		<4200	4068	<112	8	<63	5	<259	212	-	-	<65	20	
Gas Emergency Response Times	30 min target	75%	75.5%	75%	75.9%	75%	79.9%	75%	76.8%	-	-	Business hours 94.10%	96.3%	
	45 min target	90%	93.9%	90%	94.0%	90%	94.7%	90%	94.3%	-	-	After hours 94.38%	97.1%	
	60 min target	95%	98.1%	95%	99.1%	95%	98.2%	95%	98.4%	-	-			
Annual Main Replacement		equal to or >40 mi	42.8	equal to or >50 mi	52.1	equal to or >35 mi	41.9	-	-	-	-	-	-	-
Damage Prevention		equal to or <2.14	1.52	equal to or <4.2	1.9	<2.7	2.53	-	-	-	-	-	-	-
Damage Due to Mismarks		<0.45	0.34	<0.90	0.45	<0.48	0.38	-	-	-	-	-	-	-
Damage Due to Company/Contractor		<0.1	0.01	<0.25	0.03	<0.1	0.05	-	-	-	-	-	-	-
Total No. of Reliability		Met 26 of 26						Met 8 of 8				Met 5 of 5		Met 39 of 39

Date of Request: April 11, 2016
Due Date: April 21, 2016

DPS Request No. DPS-416 DSG-2
KEDNY/ KEDLI Req. No. BULI-433

KEYSPAN GAS EAST CORPORATION d/b/a NATIONAL GRID
THE BROOKLYN UNION GAS COMPANY d/b/a NATIONAL GRID NY

Case 16-G-0058 KeySpan Gas East Corporation d/b/a National Grid
Case 16-G-0059 The Brooklyn Union Gas Company d/b/a National Grid NY

Request for Information

FROM: NYPSC, Daniel S. Gadomski

TO: National Grid, Maureen Heaphy

SUBJECT: Compensation & Benefits Data

Request:

Referring to the Companies' response to information request DPS-346, Attachment 1, provides information on base salary, incentive pay and the dollar value of benefits for each job title benchmarked in the Companies' total compensation analysis.

1. Provide the number of company (for both KEDNY and KEDLI) employees that went into calculating the average base salary and incentive pay amount shown for each benchmarked job title. Indicate if equity grants are included in the compensation provided to any of the employees shown in this analysis.
2. Provide the value of any equity grants as a separate, additional column to the table provided in Attachment 1 of the Companies' response to information request DPS-346.
3. Provide the dollar value of any equity grants on average for each of the benchmarked company job titles and the median value of equity grants for the peer group comparison for each job title. If the dollar value of equity grants benefits are not available for certain job titles, explain the reason for each benchmarked job for which the dollar value of those equity grants are not available.

Response:

1. Please see Attachment 1 for the number of National Grid employees included for each benchmarked job title. The attachment includes all 4,826 non-union employees at

National Grid. Of that amount, 4,038 are Service Company employees, 99 are KEDNY employees, 73 are KEDLI employees and 616 are employees of other National Grid operating companies. Equity grants are not included in the compensation provided to any of the employees shown in this analysis.

2. Please refer to the response to question number 1. Equity grants are not included in the compensation provided to any of the employees shown in this analysis.
3. Please refer to the response to question number 1. Equity grants are not included in the compensation provided to any of the employees shown in this analysis.

Name of Respondent:
Lori Santoro

Date of Reply:
April 20, 2016

National Grid USA									
Cash Compensation for Benchmark Positions									
National Grid and Peer Group									
Salary Band	Job Title	Function	Number of NG Employees	National Grid			Market Data (Peer Group)		
				Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
\$60,000 - \$80,000	Partner	Corporate Affairs/Communications	1	60.0	6.0	66.0	71.4	6.1	77.5
	Assoc Real Estate Representa	Real Estate and Facilities	3	60.0	3.0	63.0	64.1	5.2	69.3
	Assoc Analyst	Supply Chain and Logistics	9	60.0	3.0	63.0	51.9	0.0	51.9
	Assoc Analyst	Human Resources	2	60.3	3.0	63.3	48.8	3.9	52.7
	Legal Asst	Administrative Services	5	60.6	3.0	63.6	61.0	0.9	61.9
	Assoc Coordinator	Marketing	1	60.9	3.0	63.9	63.0	3.7	66.7
	Assoc Analyst	Accounting	2	61.0	3.1	64.1	57.9	4.6	62.5
	Assoc Coordinator	Project/Program Management	1	61.9	3.1	65.0	64.0	4.9	68.9
	Analyst	Real Estate and Facilities	1	62.0	6.2	68.2	73.7	8.7	82.4
	Assoc Accountant	Accounting	9	62.0	3.1	65.1	56.2	5.7	61.9
	Assoc Analyst	Environmental Health and Safety	2	62.0	3.1	65.1	65.1	4.0	69.1
	Designer	Technical Specialty/Skilled Trade	1	62.0	6.2	68.2	66.4	7.1	73.5
	Analyst	Corporate Affairs/Communications	2	62.0	6.2	68.2	73.9	7.3	81.2
	Analyst	Financial Analysis and Tax	5	62.3	6.2	68.5	71.1	7.4	78.5
	Assoc Coordinator	Engineering	2	62.4	3.1	65.5	69.0	2.1	71.1
	Asst Coordinator	Modeling, Forecasting, Economic Analysis	2	63.0	3.2	66.2	64.8	4.6	69.4
	Analyst	Customer Support/Operations	2	63.0	6.3	69.3	68.0	7.5	75.5
	Assoc Supv Non Operations	Security	7	63.2	4.6	67.8	79.4	8.4	87.8
	Assoc Analyst	Customer Support/Operations	5	63.3	3.2	66.4	54.6	1.9	56.5
	Specialist	Human Resources	3	63.5	6.4	69.9	64.7	4.7	69.4
	Exec Asst	Energy Delivery/Distribution	1	64.0	3.2	67.2	67.9	2.0	69.9
	Analyst	Vegetation Management and Forestry	1	64.1	6.4	70.5	65.0	5.5	70.5
	Analyst	Human Resources	3	64.2	6.4	70.7	68.6	7.3	75.9
	Analyst	Accounting	11	64.3	6.4	70.7	72.9	5.9	78.8
	Assoc Analyst	Environmental Health and Safety	2	64.5	3.2	67.7	69.1	3.2	72.3
	Assoc Safety Representative	Environmental Health and Safety	1	64.5	3.2	67.7	65.0	7.8	72.8
	Analyst	Energy Delivery/Distribution	1	64.5	6.5	71.0	81.3	4.0	85.3
	Analyst	Credit and Collections	7	64.8	6.5	71.2	81.7	8.2	89.9
	Assoc Analyst	Project/Program Management	1	65.5	3.3	68.8	70.4	7.0	77.4
	Accountant	Energy Efficiency/Conservation	4	65.9	6.6	72.5	79.1	8.5	87.6
	Legal Asst	Legal Support	4	65.9	3.3	69.2	57.9	1.5	59.4
	Analyst	Direct Sales	15	66.2	6.6	72.8	66.9	6.7	73.6
	Analyst	Administrative Services	5	66.6	6.7	73.3	77.8	7.7	85.5
	Analyst	Customer Support/Operations	6	66.8	6.7	73.5	63.5	4.5	68.0
	Analyst	Supply Chain and Logistics	3	66.9	6.7	73.6	69.4	4.7	74.1
	Aviation Mech	Transportation Svcs. and Administration	1	67.0	3.3	70.3	74.0	4.4	78.4
	Buyer	Supply Chain and Logistics	9	67.0	6.7	73.7	67.7	4.4	72.1
	Analyst	Financial Analysis and Tax	4	67.1	6.7	73.8	70.9	6.5	77.4
	Assoc Engineer-Entry	Engineering	4	67.2	3.4	70.6	67.6	4.8	72.4

National Grid USA									
Cash Compensation for Benchmark Positions									
National Grid and Peer Group									
			National Grid				Market Data (Peer Group)		
Salary Band	Job Title	Function	Number of NG Employees	Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
	Analyst	Financial Analysis and Tax	2	67.4	6.7	74.1	73.2	5.1	78.3
	Supv Non Operations	Accounting	2	67.7	6.8	74.4	90.5	7.5	98.0
	Analyst	Human Resources	1	67.7	6.8	74.5	85.8	8.2	94.0
	Assoc Engineer	Engineering	2	67.7	3.4	71.1	67.8	5.6	73.4
	Analyst	Marketing	8	68.0	6.8	74.8	65.3	3.5	68.8
	Analyst	IT Development	1	68.0	6.8	74.8	87.4	10.7	98.1
	Analyst	Financial Analysis and Tax	8	68.1	6.8	74.9	63.8	4.3	68.1
	Real Estate Representative	Real Estate and Facilities	11	68.1	6.8	74.9	75.5	6.0	81.5
	Assoc Analyst	Financial Analysis and Tax	2	68.5	3.4	71.9	56.5	4.0	60.5
	Quality Inspector	Energy Delivery/Distribution	3	68.5	6.9	75.4	86.8	6.8	93.6
	Representative	Technical Sales Support	19	68.6	6.9	75.4	74.1	7.3	81.4
	Analyst	Supply Chain and Logistics	2	68.8	6.9	75.7	69.4	7.5	76.9
	Assoc Scheduler-Energy Tradin	Gas Transmission	3	69.0	3.5	72.5	57.3	3.3	60.6
	Analyst	Human Resources	4	69.2	6.9	76.1	67.3	4.0	71.3
	Exec Asst	Administrative Services	48	69.2	3.5	72.7	67.5	3.5	71.0
	Acting Supv Non Operations	Accounting	2	69.2	6.9	76.1	97.0	11.0	108.0
	Assoc Engineer-Entry	Technical Customer Support	1	69.4	3.5	72.9	53.9	0.0	53.9
	Coordinator	IT Administration	2	69.6	7.0	76.5	76.4	5.6	82.0
	Sr Supv Non Operations	Human Resources	2	69.6	7.0	76.6	88.8	10.7	99.5
	Coordinator	Security	6	69.6	7.0	76.6	71.6	4.1	75.7
	Community Coordinator	Corporate Affairs/Communications	3	69.8	7.0	76.7	73.1	1.7	74.8
	Analyst	Environmental Health and Safety	2	69.8	7.0	76.8	75.7	8.3	84.0
	Sr Analyst	Security	1	70.1	7.0	77.1	99.4	6.7	106.1
	Analyst	IT Administration	14	70.2	7.0	77.2	78.3	5.4	83.7
	Assoc Analyst	Legal Support	1	70.2	3.5	73.7	61.5	2.5	64.0
	Auditor	Audit and Financial/Business Controls	3	70.3	7.0	77.4	71.1	7.5	78.6
	Assoc Supv Non Operations	Credit and Collections	2	70.6	5.5	76.1	111.3	20.2	131.5
	Analyst	Audit and Financial/Business Controls	1	70.6	7.1	77.6	84.9	9.1	94.0
	Analyst	Customer Support/Operations	3	70.6	7.1	77.6	60.8	4.8	65.6
	Assoc Engineer	Engineering	10	70.6	3.5	74.2	65.5	3.8	69.3
	Analyst	Accounting	3	70.6	7.1	77.7	68.1	5.5	73.6
	Representative	Energy Delivery/Distribution	35	70.8	7.1	77.9	69.2	9.0	78.2
	Analyst	Sales Support and Administration	12	70.8	7.1	77.9	59.0	7.4	66.4
	Analyst	Quality Assurance Methods	6	70.9	7.1	78.0	73.1	3.4	76.5
	Assoc Engineer-Entry	Energy Delivery/Distribution	1	71.0	3.6	74.6	62.2	4.3	66.5
	Analyst	Customer Support/Operations	15	71.0	7.1	78.1	74.5	5.6	80.1
	Analyst	Engineering	4	71.1	7.1	78.2	77.3	6.7	84.0
	Assoc Engineer	Engineering	3	71.2	3.6	74.8	70.2	3.7	73.9
	Assoc Engineer	Engineering	6	71.6	3.6	75.2	68.9	4.7	73.6
	Analyst	Accounting	23	71.8	7.2	79.0	65.4	5.7	71.1

National Grid USA									
Cash Compensation for Benchmark Positions									
National Grid and Peer Group									
Salary Band	Job Title	Function	National Grid				Market Data (Peer Group)		
			Number of NG Employees	Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
	Analyst	Engineering	12	71.8	7.2	79.0	79.7	5.7	85.4
	Analyst	Supply Chain and Logistics	17	71.9	7.2	79.1	75.0	6.1	81.1
	Mntc Technician	Energy Delivery/Distribution	1	72.1	7.2	79.4	65.2	0.2	65.4
	Associate Engineer	Energy Delivery/Distribution	1	72.5	3.6	76.1	69.1	3.4	72.5
	Analyst	Energy Delivery/Distribution	38	72.6	7.3	79.8	73.3	7.1	80.4
	Designer	Technical Specialty/Skilled Trade	4	72.7	7.3	79.9	73.9	5.3	79.2
	Project Manager	Project/Program Management	3	72.7	7.3	79.9	85.7	7.8	93.5
	Engineer	Engineering	1	72.8	7.3	80.1	79.7	3.9	83.6
	Analyst	IT Administration	11	72.8	7.3	80.1	79.0	5.4	84.4
	Designer	Technical Specialty/Skilled Trade	1	72.9	7.3	80.2	83.0	6.4	89.4
	Analyst	Electric Transmission Operations	5	73.2	7.3	80.5	87.2	4.3	91.5
	Analyst	Legal Support	1	73.4	7.3	80.7	73.1	0.0	73.1
	Analyst	Marketing	6	73.4	7.3	80.7	74.1	1.7	75.8
	Assoc Engineer-Entry	Engineering	1	73.4	3.7	77.1	69.3	3.4	72.7
	Assoc Engineer-Entry	Engineering	1	73.4	3.7	77.1	68.9	3.8	72.7
	Sr Analyst	Audit and Financial/Business Controls	2	73.6	7.4	80.9	100.9	13.3	114.2
	Planner	Gas Transmission	1	73.6	7.4	80.9	77.8	5.9	83.7
	Analyst	Legal Support	6	73.7	7.4	81.1	69.7	3.8	73.5
	Nurse	Environmental Health and Safety	1	73.8	7.4	81.2	77.8	3.5	81.3
	Analyst	Audit and Financial/Business Controls	2	74.0	7.4	81.4	67.2	6.4	73.6
	Scheduler Energy Trading	Gas Transmission	5	74.2	7.4	81.6	71.1	5.5	76.6
	Analyst	Financial Analysis and Tax	6	74.3	7.4	81.7	69.7	5.9	75.6
	Associate Engineer	Engineering	3	74.7	3.7	78.4	67.7	4.7	72.4
	Analyst	Accounting	2	75.0	7.5	82.5	61.7	4.2	65.9
	Analyst	Energy Delivery/Distribution	7	75.1	7.5	82.7	85.2	3.0	88.2
	Analyst	Energy Delivery/Distribution	14	75.2	7.5	82.7	80.1	5.0	85.1
	Paralegal	Legal Support	2	75.3	7.5	82.8	69.4	3.1	72.5
	Analyst	Environmental Health and Safety	3	75.6	7.6	83.1	81.7	3.4	85.1
	Analyst	Human Resources	4	75.7	7.6	83.3	79.3	6.7	86.0
	Supv Non Operations	Accounting	2	75.7	7.6	83.3	96.2	13.0	109.2
	Engineer	Engineering	8	76.1	7.6	83.7	78.9	8.3	87.2
	Assoc Supv Non Operations	Customer Support/Operations	43	76.2	6.9	83.2	81.8	8.6	90.4
	Sr Analyst	Strategic Planning/Corporate Development	1	77.0	7.7	84.7	101.4	10.0	111.4
	Sr Analyst	Strategic Planning/Corporate Development	1	77.0	7.7	84.7	101.9	8.1	110.0
	Sr Analyst	Credit and Collections	22	77.0	7.7	84.7	96.2	9.6	105.8
	Analyst	Engineering	16	77.2	7.7	84.9	81.1	5.4	86.5
	Sr Analyst	Energy Efficiency/Conservation	5	77.3	7.7	85.0	95.2	8.3	103.5
	Project Manager	Project/Program Management	3	77.4	7.7	85.2	78.2	5.4	83.6
	Engineer	Engineering	4	77.9	7.8	85.7	83.3	5.4	88.7
	Engineer	Engineering	17	77.9	7.8	85.7	84.6	7.9	92.5

National Grid USA									
Cash Compensation for Benchmark Positions									
National Grid and Peer Group									
			National Grid				Market Data (Peer Group)		
Salary Band	Job Title	Function	Number of NG Employees	Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
	Sr Analyst	Marketing	6	78.0	7.8	85.8	96.3	11.0	107.3
	Coordinator	Engineering	11	78.1	7.8	85.9	95.2	9.6	104.8
	Analyst	Environmental Health and Safety	1	78.5	7.9	86.4	82.5	4.5	87.0
	Sr Analyst	Technical Specialty/Skilled Trade	3	78.8	7.9	86.6	85.9	8.6	94.5
	Analyst	Modeling, Forecasting, Economic Analysis	4	78.9	7.9	86.8	76.3	5.3	81.6
	Analyst	Financial Analysis and Tax	4	79.3	7.9	87.2	87.8	10.1	97.9
	Sr Scientist	Corporate Affairs/Communications	2	79.5	8.0	87.5	95.3	10.6	105.9
	Sr Analyst	Direct Sales	61	79.5	8.0	87.5	84.2	6.1	90.3
	Sr Analyst	Environmental Health and Safety	3	79.6	8.0	87.5	91.7	7.9	99.6
	Sr Real Estate Representative	Real Estate and Facilities	10	79.6	8.0	87.6	93.7	9.5	103.2
	Sr Analyst	Supply Chain and Logistics	6	79.8	8.0	87.7	80.4	6.7	87.1
	Assoc Analyst	Energy Delivery/Distribution	3	79.8	8.0	87.7	90.7	8.5	99.2
	Sr Analyst	Financial Analysis and Tax	2	79.8	8.0	87.8	84.0	12.0	96.0
	Svr Aircraft Mntc	Transportation Services & Administration	1	79.9	8.0	87.8	97.2	11.9	109.1
	Sr Specialist	Security	1	79.9	8.0	87.9	88.7	10.1	98.8
		Average	826	70.4	6.2	76.6	75.2	6.0	81.2

National Grid USA									
Cash Compensation for Benchmark Positions									
National Grid and Peer Group									
Salary Band	Job Title	Function	Number of NG Employees	National Grid			Market Data (Peer Group)		
				Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
\$80,000 - \$100,000	Specialist	Fossil Power Generation	1	80.0	8.0	88.0	89.6	5.4	95.0
	Engineer	Engineering	3	80.3	8.0	88.3	81.2	7.2	88.4
	Sr Coordinator	Human Resources	1	80.3	8.0	88.3	99.0	8.4	107.4
	Sr Claims Representative	Legal Support	8	80.5	8.1	88.6	87.0	9.9	96.9
	Sr Analyst	Marketing	16	80.7	8.1	88.8	88.9	9.7	98.6
	Sr Program Manager	Corporate Affairs/Communications	5	81.1	8.1	89.2	92.5	9.4	101.9
	Sr Analyst	Human Resources	4	81.2	8.1	89.3	91.2	10.9	102.1
	Sr Analyst	Customer Support/Operations	3	81.3	8.1	89.4	74.9	5.6	80.5
	Engineer	Engineering	2	81.7	8.2	89.9	83.2	8.6	91.8
	Sr Buyer	Supply Chain and Logistics	1	81.7	8.2	89.9	82.0	7.0	89.0
	Trader	Energy Trading	1	82.4	8.2	90.7	85.8	2.7	88.5
	Sr Analyst	Human Resources	4	82.5	8.2	90.7	95.8	9.1	104.9
	Sr Specialist	Corporate Affairs/Communications	1	82.5	8.3	90.8	90.5	6.5	97.0
	Sr Analyst	Human Resources	3	82.7	8.3	90.9	75.7	8.3	84.0
	Sr Planner	Corporate Affairs/Communications	4	82.9	8.3	91.2	97.3	13.1	110.4
	Sr Analyst	Customer Support/Operations	17	83.2	8.3	91.6	89.8	6.4	96.2
	Sr Analyst	Customer Support/Operations	27	83.3	8.3	91.6	86.7	7.8	94.5
	Sr Analyst	Technical Sales Support	8	83.6	8.4	91.9	90.4	0.0	90.4
	Sr Scheduler Energy Trading	Gas Transmission	2	83.8	8.4	92.1	89.1	12.3	101.4
	Sr Analyst	Accounting	3	83.8	8.4	92.2	78.4	6.2	84.6
	Sr Representative	Corporate Affairs/Communications	1	84.0	8.4	92.4	96.5	12.5	109.0
	Sr Analyst	Environmental Health and Safety	4	84.2	8.4	92.6	91.2	5.7	96.9
	Sr Supv Non Operations	Sales Support and Administration	2	84.2	8.4	92.6	78.5	5.4	83.9
	Sr Analyst	Marketing	7	84.2	8.4	92.6	83.5	1.4	84.9
	Sr Designer	Technical Specialty/Skilled Trade	6	84.2	8.4	92.7	92.2	9.4	101.6
	Sr Analyst	Accounting	4	84.5	8.4	92.9	88.5	8.8	97.3
	Sr Mntc Technician	Energy Delivery/Distribution	3	84.6	8.5	93.1	88.0	2.3	90.3
	Sr Analyst	Energy Delivery/Distribution	27	84.7	8.5	93.2	97.0	10.1	107.1
	Sr Analyst	Financial Analysis and Tax	18	84.7	8.5	93.2	95.1	8.9	104.0
	Sr. Process Manager	Environmental Health and Safety	2	84.8	8.5	93.3	97.6	13.5	111.1
Sr Coordinator	Corporate Affairs/Communications	7	85.1	8.5	93.6	95.9	14.8	110.7	
Sr Representative	Sales Support and Administration	19	85.1	8.5	93.7	80.0	2.6	82.6	
Sr Analyst	Energy Delivery/Distribution	38	85.2	8.5	93.7	84.6	10.4	95.0	
Sr Analyst	Technical Specialty/Skilled Trade	5	85.4	8.5	93.9	93.4	9.4	102.8	
Lead Analyst	Accounting	1	85.5	12.8	98.3	92.7	8.3	101.0	
Sr Quality Inspector	Energy Delivery/Distribution	7	85.6	8.6	94.1	102.2	7.9	110.1	
Sr Analyst	Marketing	3	85.6	8.6	94.2	96.6	15.5	112.1	
Sr Analyst	IT Administration	22	85.7	8.6	94.3	98.4	7.1	105.5	
Sr Analyst	Quality Assurance Methods	20	85.7	8.6	94.3	93.1	13.9	107.0	

National Grid USA									
Cash Compensation for Benchmark Positions									
National Grid and Peer Group									
Salary Band	Job Title	Function	National Grid				Market Data (Peer Group)		
			Number of NG Employees	Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
\$100,000 - \$120,000	Manager	Human Resources	1	100.0	15.0	115.0	145.1	26.5	171.6
	Sr Designer	Technical Specialty/Skilled Trade	7	100.2	10.0	110.2	96.8	9.9	106.7
	Lead Analyst	Strategic Planning/Corporate Development	1	100.2	15.0	115.3	113.7	11.3	125.0
	Manager	Energy Efficiency/Conservation	1	100.2	15.0	115.3	133.0	22.9	155.9
	Sr Analyst	Human Resources	4	100.3	10.0	110.3	99.6	14.4	114.0
	Sr Analyst	Fossil Power Generation	10	100.4	10.0	110.4	103.1	6.1	109.2
	Assoc Supv Operations	Energy Delivery/Distribution	187	100.4	10.0	110.4	103.2	10.0	113.2
	Supv Operations	Vegetation Management and Forestry	5	100.5	10.1	110.6	105.8	11.7	117.5
	Lead Analyst	Quality Assurance Methods	19	100.5	15.1	115.6	114.4	15.5	129.9
	Lead Program Manager	Corporate Affairs/Communications	1	100.8	15.1	115.9	107.6	12.6	120.2
	Lead Analyst	Marketing	19	101.0	15.2	116.2	115.4	9.1	124.5
	Lead Analyst	IT Development	1	101.2	15.2	116.4	117.2	16.9	134.1
	Lead Program Manager	Security	11	101.2	15.2	116.4	100.6	9.3	109.9
	Lead Analyst	Corporate Affairs/Communications	7	101.3	15.2	116.5	109.4	8.2	117.6
	Lead Engineer	Engineering	4	101.3	15.2	116.5	112.0	12.1	124.1
	Manager	Accounting	1	101.4	15.2	116.6	109.1	16.9	126.0
	Lead Engineer	Energy Delivery/Distribution	4	101.4	15.2	116.6	103.2	4.8	108.0
	Lead Analyst	Corporate Affairs/Communications	22	101.5	15.2	116.7	115.6	16.0	131.6
	Lead Analyst	Financial Analysis and Tax	4	101.6	15.2	116.8	101.9	13.3	115.2
	Lead Planner	Gas Transmission	4	101.7	15.3	116.9	109.4	15.1	124.5
	Manager	Financial Analysis and Tax	1	101.7	15.3	117.0	134.0	26.8	160.8
	Lead Coordinator	Human Resources	3	101.9	15.3	117.1	108.9	18.6	127.5
	Lead Process Manager	Environmental Health and Safety	3	102.0	15.3	117.3	117.1	10.9	128.0
	Lead Representative	Sales Support and Administration	7	102.0	15.3	117.3	99.8	1.2	101.0
	Lead Analyst	Technical Sales Support	20	102.1	15.3	117.4	113.5	14.4	127.9
	Lead Specialist	Audit and Financial/Business Controls	6	102.3	15.3	117.6	106.4	15.5	121.9
	Sr Trader	Energy Trading	3	102.4	10.2	112.7	100.0	34.1	134.1
	Sr Supv Non Operations	Financial Analysis and Tax	1	102.6	10.3	112.8	109.3	9.5	118.8
	Lead Analyst	Accounting	2	102.6	15.4	118.0	105.8	13.2	119.0
	Lead Analyst	Energy Delivery/Distribution	25	102.6	15.4	118.0	99.0	10.0	109.0
	Lead Analyst	Technical Specialty/Skilled Trade	6	102.6	15.4	118.0	119.2	8.4	127.6
	Manager	Energy Delivery/Distribution	5	102.8	15.4	118.3	122.6	15.6	138.2
	Lead Quality Inspector	Energy Delivery/Distribution	5	103.0	15.5	118.5	117.5	9.1	126.6
	Sr Analyst	Environmental Health and Safety	3	103.0	10.3	113.3	101.5	10.4	111.9
	Lead Analyst	Financial Analysis and Tax	3	103.0	15.5	118.5	106.5	5.7	112.2
	Lead Analyst	Project/Program Management	32	103.0	15.5	118.5	122.7	18.4	141.1
	Lead Analyst	Energy Delivery/Distribution	49	103.1	15.5	118.5	114.4	8.7	123.1
	Lead Designer	Technical Specialty/Skilled Trade	2	103.1	10.3	113.4	101.9	15.2	117.1
	Sr Trader	Energy Trading	2	103.1	10.3	113.4	102.1	25.6	127.7

National Grid USA									
Cash Compensation for Benchmark Positions									
National Grid and Peer Group									
Salary Band	Job Title	Function	National Grid				Market Data (Peer Group)		
			Number of NG Employees	Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
	Manager	Financial Analysis and Tax	2	112.4	16.9	129.3	134.2	28.8	163.0
	Lead Engineer	Energy Delivery/Distribution	1	112.5	16.9	129.3	110.3	2.3	112.6
	Manager	Quality Assurance Methods	7	112.6	16.9	129.5	124.3	18.6	142.9
	Manager	Supply Chain and Logistics	4	112.7	16.9	129.7	123.7	19.1	142.8
	Lead Advisor	Risk Management	2	113.0	16.9	129.9	112.5	16.3	128.8
	Lead Partner	Marketing	3	113.1	17.0	130.0	113.6	18.3	131.9
	Lead Analyst	Administrative Services	1	113.1	17.0	130.1	100.1	10.0	110.1
	Lead Analyst	Corporate Affairs/Communications	13	113.2	17.0	130.2	127.1	17.6	144.7
	Lead Program Manager	Marketing	1	113.2	17.0	130.2	106.8	12.7	119.5
	Lead Consultant	IT Administration	1	113.5	17.0	130.6	113.0	9.4	122.4
	Lead Analyst	Customer Support/Operations	2	113.5	17.0	130.6	92.5	7.5	100.0
	Sr Analyst	IT Administration	2	113.6	11.4	125.0	105.5	10.0	115.5
	Manager	Transportation Services & Administration	4	113.9	17.1	131.0	116.8	20.5	137.3
	Lead Shift Supv Control Room	Energy Delivery/Distribution	14	114.5	17.2	131.7	132.1	23.0	155.1
	Manager	Supply Chain and Logistics	1	114.6	17.2	131.8	134.0	21.0	155.0
	Manager	Fossil Power Generation	2	115.0	17.2	132.2	129.2	24.6	153.8
	Manager	IT Administration	1	115.0	17.3	132.3	119.6	12.7	132.3
	Manager	Human Resources	1	115.2	17.3	132.4	115.4	13.4	128.8
	Lead Analyst	Human Resources	3	115.5	17.3	132.8	104.5	13.6	118.1
	Lead Engineer	Energy Delivery/Distribution	3	115.5	17.3	132.8	113.5	5.4	118.9
	Lead Program Manager	Energy Trading	2	115.6	17.3	132.9	122.1	18.7	140.8
	Lead Program Manager	Energy Trading	1	115.6	17.3	132.9	153.6	30.8	184.4
	Manager	IT Administration	6	115.7	17.4	133.1	139.9	14.3	154.2
	Lead Analyst	Audit and Financial/Business Controls	1	115.9	17.4	133.3	106.7	10.9	117.6
	Counsel	Legal	1	116.0	17.4	133.4	108.3	9.0	117.3
	Manager	Financial Analysis and Tax	4	117.0	17.5	134.5	130.7	29.0	159.7
	Manager	Security	2	117.2	17.6	134.8	129.3	21.2	150.5
	Manager	Technical Sales Support	4	117.3	17.6	134.9	119.4	19.1	138.5
	Manager	Accounting	2	117.5	17.6	135.1	131.6	27.5	159.1
	Manager	Human Resources	5	117.5	17.6	135.1	121.4	17.3	138.7
	Lead Analyst	Energy Delivery/Distribution	2	117.6	17.6	135.3	104.4	9.7	114.1
	Acting Manager	Credit and Collections	1	117.9	17.7	135.6	131.0	23.7	154.7
	Manager	Corporate Affairs/Communications	1	117.9	17.7	135.6	131.4	19.0	150.4
	Prin Representative	Corporate Affairs/Communications	2	117.9	17.7	135.6	130.8	18.5	149.3
	Lead Analyst	Marketing	5	118.1	17.7	135.9	126.9	10.0	136.9
	Manager	Engineering	1	118.5	17.8	136.2	119.7	13.9	133.6
	Manager	Vegetation Management and Forestry	3	118.7	17.8	136.5	126.8	22.0	148.8
	Lead Program Manager	Human Resources	4	118.9	17.8	136.8	132.0	15.5	147.5
	Manager	Energy Delivery/Distribution	3	119.0	17.9	136.9	120.7	16.3	137.0
	Manager	Quality Assurance Methods	6	119.6	17.9	137.5	134.2	20.1	154.3

National Grid USA									
Cash Compensation for Benchmark Positions									
National Grid and Peer Group									
			National Grid				Market Data (Peer Group)		
Salary Band	Job Title	Function	Number of NG Employees	Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
	Lead Specialist	Human Resources	1	119.8	18.0	137.7	114.5	11.6	126.1
	Lead Engineer	Engineering	17	119.9	18.0	137.8	120.3	10.8	131.1
		Average	1,340	108.4	15.5	124.0	116.0	15.4	131.3

National Grid USA									
Cash Compensation for Benchmark Positions									
National Grid and Peer Group									
Salary Band	Job Title	Function	Number of NG Employees	National Grid			Market Data (Peer Group)		
				Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
\$120,000 - \$140,000	Manager	Marketing	2	120.0	18.0	138.0	146.8	32.3	179.1
	Manager	Technical Customer Support	1	120.1	18.0	138.1	110.2	13.2	123.4
	Director	Security	1	120.1	24.0	144.1	152.6	15.8	168.4
	Manager	Technical Specialty/Skilled Trade	1	120.1	18.0	138.2	140.8	17.0	157.8
	Manager	Legal Support	3	120.3	18.0	138.3	124.4	14.9	139.3
	Lead Project Manager	Project/Program Management	5	120.3	18.0	138.3	133.0	16.5	149.5
	Lead Analyst	Energy Delivery/Distribution	1	120.7	18.1	138.8	108.9	11.0	119.9
	Acting Manager	Credit and Collections	3	120.9	18.1	139.1	140.1	25.4	165.5
	Manager	Technical Specialty/Skilled Trade	1	121.2	18.2	139.4	131.5	26.4	157.9
	Lead Analyst	Security	3	121.5	18.2	139.7	131.7	12.1	143.8
	Lead Consultant	IT Administration	1	121.6	18.2	139.8	124.3	10.3	134.6
	Lead Program Manager	Legal Support	1	121.6	18.2	139.8	117.3	9.4	126.7
	Lead Trader	Energy Trading	2	121.8	18.3	140.1	125.2	20.5	145.7
	Manager	Corporate Affairs/Communications	1	122.0	18.3	140.3	139.4	22.0	161.4
	Manager	Gas Transmission	3	122.0	18.3	140.3	153.7	28.7	182.4
	Lead Shift Supv Control Room	Energy Delivery/Distribution	15	122.0	18.3	140.3	142.2	24.7	166.9
	Lead Analyst	Engineering	16	122.1	18.3	140.4	126.0	14.3	140.3
	Engineer Manager	Engineering	2	122.2	18.3	140.5	125.8	20.1	145.9
	Acting Manager	Engineering	7	122.3	18.3	140.6	157.5	23.6	181.1
	Manager	Customer Support/Operations	3	122.5	18.4	140.9	128.5	17.7	146.2
	Manager	Corporate Affairs/Communications	1	122.5	18.4	140.9	149.2	23.5	172.7
	Manager	Energy Delivery/Distribution	6	122.5	18.4	140.9	132.0	19.2	151.2
	Lead Analyst	Engineering	6	122.7	18.4	141.1	141.7	14.3	156.0
	Lead Eng Supv-Operations	Energy Delivery/Distribution	25	122.8	18.4	141.2	133.0	18.2	151.2
	Manager	Human Resources	5	122.8	18.4	141.2	129.9	18.5	148.4
	Lead Engineer	Engineering	3	122.9	18.4	141.3	122.3	16.2	138.5
	Lead Analyst	Financial Analysis and Tax	3	123.0	18.4	141.4	126.0	11.4	137.4
	Manager	Project/Program Management	1	123.0	18.5	141.5	158.3	31.1	189.4
	Manager	Supply Chain and Logistics	19	123.0	18.5	141.5	132.4	20.4	152.8
	Manager	Sales Support and Administration	6	123.0	18.5	141.5	103.2	8.9	112.1
	Manager	Marketing	5	123.2	18.5	141.7	126.1	22.3	148.4
	Engineer Manager	Engineering	2	123.3	18.5	141.8	132.3	14.5	146.8
	Lead Specialist	Corporate Affairs/Communications	2	123.3	22.0	145.3	102.9	10.8	113.7
Manager	Environmental Health and Safety	2	123.3	18.5	141.8	129.9	20.3	150.2	
Manager	Transportation Services & Administration	1	123.6	18.5	142.1	135.2	14.7	149.9	
Lead Analyst	Engineering	11	123.8	18.6	142.3	116.8	17.5	134.3	
Manager	Energy Delivery/Distribution	37	123.8	18.6	142.3	129.9	17.5	147.4	
Lead Analyst	Project/Program Management	9	123.8	18.6	142.4	135.0	20.2	155.2	
Manager	Electric System/Grid and Bulk Power Trng	1	123.8	18.6	142.4	144.2	14.8	159.0	

National Grid USA									
Cash Compensation for Benchmark Positions									
National Grid and Peer Group									
Salary Band	Job Title	Function	Number of NG Employees	National Grid			Market Data (Peer Group)		
				Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
	Manager	Administrative Services	1	129.6	19.4	149.0	114.4	9.7	124.1
	Engineer Manager	Engineering	8	129.7	19.5	149.2	148.3	24.5	172.8
	Manager	Legal Support	1	129.8	19.5	149.3	138.4	11.7	150.1
	Manager	Real Estate and Facilities	3	130.0	19.5	149.5	129.8	17.5	147.3
	Manager	IT Administration	7	130.0	19.5	149.5	142.8	21.4	164.2
	Exec Advisor	Accounting	1	130.0	19.5	149.5	128.3	18.8	147.1
	Manager	Audit and Financial/Business Controls	3	130.2	19.5	149.7	127.9	21.9	149.8
	Manager	Electric Transmission Operations	6	130.3	19.5	149.8	140.7	21.6	162.3
	Engineer Manager	Engineering	1	130.4	19.6	150.0	154.1	17.9	172.0
	Lead Analyst	IT Administration	13	130.7	19.6	150.3	130.5	13.1	143.6
	Manager	Human Resources	1	130.8	19.6	150.4	128.8	20.9	149.7
	Manager	Audit and Financial/Business Controls	1	131.0	26.2	157.1	160.1	39.9	200.0
	Lead Accountant	Financial Analysis and Tax	4	131.0	19.7	150.7	116.7	5.9	122.6
	Manager	Modeling, Forecasting, Economic Analysis	8	131.5	19.7	151.2	143.5	27.0	170.5
	Lead Project Manager	Project/Program Management	4	131.5	19.7	151.2	133.1	11.9	145.0
	Lead Analyst	Engineering	5	131.5	19.7	151.2	129.4	14.0	143.4
	Acting Manager	Energy Delivery/Distribution	1	132.3	19.8	152.1	106.4	10.3	116.7
	Lead Analyst	Technical Specialty/Skilled Trade	2	133.6	20.0	153.7	131.2	9.2	140.4
	Sr Counsel	Legal	8	134.1	20.1	154.2	158.3	31.6	189.9
	Engineer Manager	Engineering	4	134.3	20.2	154.5	155.5	30.7	186.2
	Engineer Manager	Corporate Affairs/Communications	4	134.4	20.2	154.6	147.8	21.7	169.5
	Manager	Financial Analysis and Tax	11	135.0	20.3	155.3	143.4	28.7	172.1
	Director	Security	1	135.4	27.1	162.4	145.9	17.9	163.8
	Director	Customer Support/Operations	1	136.3	27.3	163.6	146.9	22.0	168.9
	Lead Engineer	Engineering	2	137.0	20.5	157.5	123.2	13.3	136.5
	Manager	Financial Analysis and Tax	1	137.0	20.6	157.6	144.0	25.1	169.1
	Vice President	Energy Delivery/Distribution	7	137.4	27.5	164.9	147.4	28.1	175.5
	Senior Counsel I	Legal	1	137.5	27.5	165.0	151.8	34.4	186.2
	Director	Energy Delivery/Distribution	5	137.8	26.2	164.0	146.7	40.6	187.3
	Consulting Engineer	Engineering	2	138.2	20.7	158.9	144.5	14.0	158.5
	Lead Engineer	Engineering	7	138.2	20.7	158.9	132.3	11.9	144.2
	Director	Customer Support/Operations	2	138.3	27.7	166.0	138.1	19.0	157.1
	Director	IT Administration	2	138.8	27.8	166.5	137.5	14.6	152.1
	Director	Engineering	2	138.8	27.8	166.6	158.0	29.0	187.0
	Engineer Manager	Engineering	6	138.9	20.8	159.8	136.2	18.4	154.6
	Lead Project Manager	Project/Program Management	3	139.0	20.9	159.9	131.3	13.4	144.7
	Lead Analyst	IT Administration	1	139.9	21.0	160.9	120.3	18.0	138.3
		Average	526	127.4	19.7	147.2	134.0	19.4	153.5

National Grid USA									
Cash Compensation for Benchmark Positions									
National Grid and Peer Group									
Salary Band	Job Title	Function	National Grid				Market Data (Peer Group)		
			Number of NG Employees	Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
\$140,000 - \$160,000	Director	Financial Analysis and Tax	1	140.0	28.0	168.0	171.1	34.3	205.4
	Director	Direct Sales	1	140.4	28.1	168.4	150.6	20.3	170.9
	Lead Analyst	Legal	8	140.5	26.8	167.3	160.7	18.0	178.7
	Director	Financial Analysis and Tax	2	140.6	28.1	168.7	144.0	32.6	176.6
	Manager Gas Trading	Gas Transmission	1	141.3	21.2	162.5	151.7	18.4	170.1
	Director	IT Administration	1	141.3	28.3	169.6	167.8	38.7	206.5
	Director	Vegetation Management and Forestry	1	141.5	28.3	169.8	136.3	23.7	160.0
	Director	Corporate Affairs/Communications	3	142.1	28.4	170.5	158.5	28.4	186.9
	Consulting Engineer	Engineering	1	142.2	21.3	163.5	138.9	14.4	153.3
	Manager	Fossil Power Generation	16	142.3	21.4	163.7	138.4	26.4	164.9
	Director	Corporate Affairs/Communications	1	142.7	28.5	171.3	163.7	36.8	200.5
	Director	Electric Transmission Operations	1	142.7	28.5	171.3	133.5	17.1	150.6
	Director	Human Resources	1	143.2	28.6	171.8	149.9	32.3	182.2
	Principal Gas Transport S	Gas Transmission	1	143.4	21.5	165.0	162.4	48.7	211.1
	Director	Environmental Health and Safety	1	144.7	28.9	173.6	191.5	38.9	230.4
	Director	Credit and Collections	1	144.7	28.9	173.7	150.6	27.3	177.9
	Asst General Counsel	Legal	1	144.9	29.0	173.9	202.2	57.4	259.6
	Director	Environmental Health and Safety	1	144.9	29.0	173.9	147.7	38.5	186.2
	Director	Marketing	1	145.0	29.0	174.0	178.7	48.2	226.9
	Engineer Manager	Engineering	6	145.1	21.8	166.9	149.9	22.5	172.4
	Acting Manager	Supply Chain and Logistics	1	146.2	21.9	168.1	100.5	3.3	103.8
	Manager Gas Trading	Energy Trading	1	146.5	22.0	168.4	152.0	28.6	180.6
	Director	Audit and Financial/Business Controls	4	147.5	29.5	176.9	146.1	37.5	183.6
	Manager	IT Development	1	147.7	22.2	169.9	127.7	13.9	141.6
	Director	Corporate Affairs/Communications	10	147.9	29.6	177.5	150.0	31.4	181.4
	Lead Enterprise Architect	IT Development	1	148.0	29.6	177.6	130.6	17.5	148.1
	Director	Energy Delivery/Distribution	2	148.6	29.7	178.3	144.0	27.6	171.6
	Director	Project/Program Management	5	148.6	29.7	178.4	153.9	35.3	189.2
	Director	Human Resources	4	148.8	29.8	178.6	151.6	36.4	188.0
	Engineer Manager	Environmental Health and Safety	1	149.5	22.4	171.9	155.8	31.6	187.4
	Director	Engineering	2	149.5	29.9	179.4	186.2	47.6	233.8
	Director	Human Resources	1	150.0	30.0	180.0	151.4	38.8	190.2
	Principal Quantitative Analyst	Modeling, Forecasting, Economic Analysis	1	150.7	22.6	173.3	129.2	25.8	155.0
Director	Financial Analysis and Tax	2	151.3	30.3	181.5	210.9	53.1	264.0	
Director	IT Administration	1	151.5	30.3	181.8	160.3	25.8	186.1	
Director	IT Development	1	151.6	30.3	181.9	144.0	33.8	177.8	
Director	Administrative Services	1	152.0	30.4	182.4	127.6	14.8	142.4	
Director	Marketing	4	152.0	30.4	182.4	141.8	31.1	172.9	
Director	Financial Analysis and Tax	12	152.5	30.5	183.0	161.5	40.4	201.9	

National Grid USA										
Cash Compensation for Benchmark Positions										
National Grid and Peer Group										
			National Grid				Market Data (Peer Group)			
Salary Band	Job Title	Function	Number of NG Employees	Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)	
	Director	Energy Delivery/Distribution	1	153.2	30.6	183.8	131.6	10.0	141.6	
	Director	Engineering	1	153.2	30.6	183.8	157.2	39.3	196.5	
	Director	Customer Support/Operations	1	153.3	30.7	184.0	144.6	28.4	173.0	
	Director	Risk Management	1	153.4	30.7	184.1	161.6	39.9	201.5	
	Director	Audit and Financial/Business Controls	1	153.7	30.7	184.4	150.6	30.6	181.2	
	Director	Financial Analysis and Tax	14	153.8	30.8	184.6	155.3	33.9	189.2	
	Director	Engineering	2	154.7	30.9	185.6	150.3	26.4	176.7	
	Director	Energy Delivery/Distribution	7	155.7	31.1	186.9	154.5	30.8	185.3	
	Director	Accounting	6	155.9	31.2	187.1	149.7	35.8	185.5	
	Director	Real Estate and Facilities	1	156.2	31.2	187.5	172.1	43.1	215.2	
	Director	IT Administration	31	156.8	31.4	188.1	152.1	28.8	180.9	
	Director	Strategic Planning/Corporate Development	1	157.8	31.6	189.3	185.7	37.7	223.4	
	Director	Energy Delivery/Distribution	8	158.2	31.6	189.9	153.2	27.6	180.8	
	Director	Supply Chain and Logistics	8	159.2	31.8	191.1	148.1	25.8	173.9	
	Director	Fossil Power Generation	4	159.4	31.9	191.2	148.6	28.3	176.9	
	Director	Strategic Planning/Corporate Development	2	159.5	31.9	191.5	162.9	30.6	193.5	
		Average	194	148.9	28.4	177.3	153.7	30.8	184.5	

National Grid USA									
Cash Compensation for Benchmark Positions									
National Grid and Peer Group									
Salary Band	Job Title	Function	National Grid				Market Data (Peer Group)		
			Number of NG Employees	Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
\$160,000 - \$180,000	Director	Accounting	1	160.0	32.0	192.0	140.3	27.5	167.8
	Director	Human Resources	1	160.0	32.0	192.0	138.1	17.4	155.5
	Director	Corporate Affairs/Communications	1	160.0	32.0	192.0	149.8	28.9	178.7
	Director	Energy Delivery/Distribution	12	160.2	32.0	192.2	146.6	28.5	175.1
	Director	Electric Transmission Operations	2	160.3	32.1	192.4	210.4	49.3	259.7
	Director	Legal	3	160.7	32.1	192.8	145.5	36.2	181.7
	Director	Corporate Affairs/Communications	1	161.4	32.3	193.6	182.2	60.8	243.0
	Director	Financial Analysis and Tax	4	161.4	32.3	193.7	156.4	36.7	193.1
	Director	Quality Assurance Methods	8	161.6	32.3	194.0	160.2	32.8	193.0
	Director	Marketing	1	163.0	32.6	195.6	141.6	21.3	162.9
	Director	Strategic Planning/Corporate Development	3	163.2	32.6	195.8	168.2	45.4	213.6
	Director	Engineering	3	164.9	33.0	197.9	157.8	31.8	189.6
	Director	Engineering	3	165.2	33.0	198.2	171.0	30.2	201.2
	Director	Engineering	2	165.3	33.1	198.4	142.4	19.3	161.7
	Director	Customer Support/Operations	2	165.4	33.1	198.5	167.8	50.3	218.1
	Senior Counsel II	Legal	5	166.1	33.2	199.4	182.9	47.6	230.5
	Director	Gas Transmission	2	166.7	33.3	200.1	186.8	56.0	242.8
	Director	Corporate Affairs/Communications	5	167.0	33.4	200.4	162.8	40.8	203.6
	Director	Real Estate and Facilities	1	167.2	33.4	200.6	160.4	52.6	213.0
	Senior Counsel I	Legal	2	167.3	33.5	200.8	171.3	27.6	198.9
	Director	Engineering	6	167.5	33.5	201.0	184.9	55.5	240.4
	Director	Security	1	168.5	33.7	202.2	175.5	18.2	193.7
	Director	Audit and Financial/Business Controls	1	168.5	33.7	202.2	184.1	45.9	230.0
	Director	Human Resources	3	168.5	33.7	202.2	146.7	35.0	181.7
	Director	Engineering	1	169.0	33.8	202.8	190.9	42.0	232.9
	Director	Environmental Health and Safety	1	169.1	33.8	202.9	151.8	39.5	191.3
	Director	Customer Support/Operations	1	169.1	33.8	202.9	150.9	27.9	178.8
	Director	Project/Program Management	3	169.8	34.0	203.8	182.3	48.0	230.3
	Director	Strategic Planning/Corporate Development	1	170.0	34.0	204.0	190.6	42.9	233.5
	Director	Energy Delivery/Distribution	1	170.2	34.0	204.2	179.4	44.9	224.3
	Acting Vice President	Transportation Services & Administration	1	171.4	34.3	205.7	175.5	37.4	212.9
	Director	Energy Trading	2	171.7	34.3	206.1	201.4	59.9	261.3
	Exec Advisor	Energy Delivery/Distribution	2	171.8	34.4	206.2	125.2	12.9	138.1
Director	Human Resources	1	171.9	34.4	206.3	157.7	29.4	187.1	
Director	Engineering	2	172.5	34.5	207.0	152.5	17.8	170.3	
Asst General Counsel	Legal	10	174.0	34.8	208.7	183.9	52.1	236.0	
Director	IT Administration	6	174.0	34.8	208.8	193.1	48.3	241.4	
Director	Marketing	1	174.3	34.9	209.2	196.4	56.4	252.8	
Senior Counsel II	Legal	4	175.2	35.0	210.2	184.9	60.0	244.9	

National Grid USA									
Cash Compensation for Benchmark Positions									
National Grid and Peer Group									
Salary Band	Job Title	Function	Number of NG Employees	National Grid			Market Data (Peer Group)		
				Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
> \$180,000	Manager	Corporate Affairs/Communications	1	180.0	27.0	207.0	129.4	18.9	148.3
	Director	Modeling, Forecasting, Economic Analysis	3	180.5	36.1	216.6	186.3	47.1	233.4
	Director	Fossil Power Generation	4	182.0	36.4	218.3	188.6	47.3	235.9
	Director	Financial Analysis and Tax	7	182.1	36.4	218.6	161.1	31.7	192.8
	Director	Project/Program Management	3	182.2	36.4	218.6	201.6	60.4	262.0
	Senior Counsel II	Audit and Financial/Business Controls	1	182.3	36.5	218.8	126.9	16.4	143.3
	Asst Gen Counsel & Director	Legal	1	182.6	36.5	219.1	189.3	31.5	220.8
	Director	IT Administration	1	185.0	37.0	222.0	144.1	18.7	162.8
	Director	Energy Delivery/Distribution	1	186.4	37.3	223.6	198.9	52.4	251.3
	Director	Environmental Health and Safety	1	189.1	37.8	226.9	177.5	44.5	222.0
	Director	Human Resources	1	189.5	37.9	227.4	161.3	32.2	193.5
	Director	Energy Efficiency/Conservation	1	189.5	37.9	227.4	161.1	33.4	194.5
	Asst General Counsel	Legal	4	193.3	38.7	232.0	203.3	45.4	248.7
	Vice President	Financial Analysis and Tax	2	194.8	63.3	258.0	206.4	77.4	283.8
	Asst Gen Counsel & Director	Legal	5	195.1	39.0	234.1	210.8	52.8	263.6
	Director	Energy Delivery/Distribution	2	196.7	39.3	236.0	173.0	45.5	218.5
	Director	Strategic Planning/Corporate Development	1	197.4	39.5	236.9	229.3	73.1	302.4
	Vice President	Energy Marketing	1	202.0	65.7	267.7	232.4	101.5	333.9
	Asst Controller	Financial Analysis and Tax	3	203.3	40.7	244.0	175.9	46.2	222.1
	Asst General Counsel	Legal	2	203.8	40.8	244.6	180.8	23.6	204.4
	Head of Global Audit	Audit and Financial/Business Controls	1	207.0	67.3	274.3	219.5	76.7	296.2
	Vice President	Direct Sales	1	209.1	68.0	277.1	255.6	102.3	357.9
	Vice President	Security	1	210.5	68.4	279.0	252.2	82.1	334.3
	Vice President	Engineering	1	210.8	68.5	279.3	277.9	111.2	389.1
	Vice President	Project/Program Management	2	211.7	68.8	280.5	243.7	112.0	355.7
	Vice President	Engineering	1	211.8	68.8	280.6	216.4	68.9	285.3
	Asst Gen Counsel & Director	Legal	3	213.3	42.7	255.9	244.6	71.9	316.5
	Director	Engineering	1	214.2	42.8	257.0	192.9	48.2	241.1
	Vice President	Accounting	2	215.0	69.9	284.9	189.1	58.4	247.5
	Vice President	Quality Assurance Methods	1	217.4	70.7	288.1	234.3	34.5	268.8
	Vice President	Energy Delivery/Distribution	2	218.9	71.2	290.1	258.5	100.7	359.2
	Vice President	Financial Analysis and Tax	1	219.5	71.3	290.8	195.1	52.0	247.1
	Vice President	Construction	2	221.0	71.8	292.8	223.0	87.7	310.7
	Vice President	Corporate Affairs/Communications	1	222.4	72.3	294.7	261.2	93.2	354.4
	Acting Vice President	Legal	2	224.4	44.9	269.3	215.7	61.1	276.8
	Vice President	Risk Management	1	224.5	73.0	297.5	242.6	121.2	363.8
	Vice President	Corporate Affairs/Communications	2	224.8	73.1	297.8	276.4	103.4	379.8
	Vice President	Marketing	2	226.2	73.5	299.8	234.3	88.1	322.4
	Vice President	General Management and Administration	1	230.0	74.8	304.8	253.9	114.2	368.1

National Grid USA									
Cash Compensation for Benchmark Positions									
National Grid and Peer Group									
Salary Band	Job Title	Function	National Grid				Market Data (Peer Group)		
			Number of NG Employees	Base Salary (Average)	Incentive Pay (Average)	Total (Average)	Base Salary (Median)	Incentive Pay (Median)	Total (Median)
	Vice President	IT Development	1	230.0	74.8	304.8	214.2	80.4	294.6
	Vice President	Human Resources	1	231.6	75.3	306.9	227.4	76.2	303.6
	Vice President	Fossil Power Generation	1	234.1	76.1	310.2	271.4	122.1	393.5
	Acting US CIO	Information Technology	1	235.6	76.6	312.2	183.0	45.8	228.8
	Vice President	Electric Power Market and System/Grid Op	1	240.2	78.1	318.3	242.1	60.0	302.1
	Vice President	Gas Operations	2	241.1	78.4	319.5	258.4	110.3	368.7
	Vice President	Corporate Affairs/Communications	1	246.2	80.0	326.2	263.8	92.7	356.5
	Vice President	Power Procurement	1	247.9	80.6	328.5	236.9	91.7	328.6
	Vice President	Legal	2	249.0	80.9	329.9	256.8	115.5	372.3
	Vice President	Supply Chain and Logistics	1	250.0	81.3	331.3	236.2	82.4	318.6
	Vice President	Electric Power Market and System/Grid Op	1	250.1	81.3	331.4	259.6	72.2	331.8
	Vice President	Engineering	1	253.2	82.3	335.5	221.5	66.4	287.9
	Vice President	Human Resources	1	269.6	87.6	357.2	301.6	153.9	455.5
	Vice President	Strategic Planning/Corporate Development	4	270.9	88.0	358.9	258.7	97.4	356.1
	Vice President	Customer Support/Operations	1	281.5	91.5	372.9	247.7	63.5	311.2
	Vice President	Audit and Financial/Business Controls	1	310.0	100.8	410.8	252.4	106.0	358.4
	Vice President	Legal	1	313.4	101.9	415.3	324.0	145.8	469.8
	Vice President	Accounting	1	319.3	103.8	423.1	341.5	147.0	488.5
		Average	96	221.1	62.8	283.9	223.2	74.0	297.2
		Average Total (Weighted)	4,826	102.1	14.2	116.3	108.0	14.5	122.5

Date of Request: April 11, 2016
Due Date: April 21, 2016

DPS Request No. DPS-417 DSG-3
KEDNY/ KEDLI Req. No. BULI-434

KEYSPAN GAS EAST CORPORATION d/b/a NATIONAL GRID
THE BROOKLYN UNION GAS COMPANY d/b/a NATIONAL GRID NY

Case 16-G-0058 KeySpan Gas East Corporation d/b/a National Grid
Case 16-G-0059 The Brooklyn Union Gas Company d/b/a National Grid NY

Request for Information

FROM: NYPSC, Daniel S. Gadomski

TO: National Grid, Maureen Heaphy

SUBJECT: Compensation & Benefits Peer Group

Request:

Referring to the Companies' response to information request DPS-334, provide the following:

1. Provide the number of employees associated with each employer shown on Attachment 1 to the Companies' response to information request DPS-334.
2. Indicate to what extent "termination" in Attachment 2 to the Companies' response to information request DPS-334, indicates that the employee voluntarily left to work for a different employer (i.e., a competing employer), as opposed to the employee being fired.

Response:

1. Please see Attachment 1 for the number of employees associated with each employer shown on Attachment 1 to the Companies' response to information request DPS-334.
2. "Termination" includes anyone who did not retire or transfer to an affiliate. 73% of the terminations in the response to DPS-334 were voluntary and 27% of the terminations were involuntary.

Name of Respondent:
Ed Considine

Date of Reply:
April 21, 2016

National Grid Management New Hires 2011 - 2015**List of Previous Employers**

<u>Employer</u>	<u>Count</u>
A Team Staffing	1
A&F Financial Securities	1
A&M Construction Co., Inc	1
A.K Stamping Co, Inc/Globe Manufacturing	1
AAA Aircraft Supply	1
AAA Southern New England	1
ABI RESEARCH	1
ABM Facility Services	1
Accenture	2
Acclaim Test Equipment	1
Accomplishments	1
Actuant Corporation - Hydratight	1
Adecco	1
ADEMCO Video Systems	1
ADP LLC	1
Advanced Central Services	1
Advanced Pipe Inspection, Inc	1
Advanced Recovery Inc	1
Advantage Resourcing America	1
AEGIS Energy Services	1
Aerotek	2
AES Dominicana	1
AES Ironwood	1
Affiliated Managers Group	1
Affordable Overhead Door	1
AFLAC	2
Aggregate Industries-Holcim	1
Agree Technologies & Solutions	1
AIG (Chartis Global Services, Inc.	2
AIG American International Group Inc.	6
Ailsa Tavern	1
Air Products	1
AJH Electric. LLC	1
Ajit One Mechanical & G.C. Inc	1
Alcatel-Lucent	1
Alere Health	1
Alexander Aronson Finning & Co., P.C.	3
Alliance Bank	1
Alliance Bernstein Corporation	1
Allstate Medical Supplies	1

<u>Employer</u>	<u>Count</u>
Allteck Line Contractor	1
Alstom Power	1
ALWAYS BETTER GROWN, INC	1
Amarchand & Managldas & Suresh A. Shroff & Co, Mumbai, India	1
AMEC Power & Process	1
American Bureau of Shipping	1
American Ecotech	1
American Express	3
American Iron & Steel Institute	1
American Maritime Officers Union and ARC	1
AMERICAN TOWER CORP	1
American Water Company Works Inc.	1
Amerit Fleet Solutions	1
Amgen Inc.	1
Andover EMS	1
Anna Maria College	1
Anson T&S Company	1
Apex CoVantage	1
Apple & Eve	1
Applied Materials	1
applied Technical Services	1
AQCS Brayton Point Station	1
AQUA LINE UTILITY	1
ARAMARK	1
Arent Fox	1
ARK Engineering	2
Armstrong Franklin	1
Army (Active Duty) Operation Enduring Freedom, Afghanistan	1
Aspect Medical Systems (Covidien)	1
Asplundh	2
Assemblyman Andrew Raia	1
Assured Information Security	1
AT&T, New Jersey, Digital Marketing	1
ATCOTS Contract (Federal Aviation Administration)	1
Atlantic Energy Solutions, Inc.	1
ATLAS AIR, Worldwide Holdings	1
Auburn Community Hospital	1
Auburn Fire Dept	1
Audiovox Corp	1
Auto Europe	1
Automatic Data Processing	1
AXA Equitable Life Insurance Company	3
Axalta Coating Systems, LLC	1

<u>Employer</u>	<u>Count</u>
Axelon	5
AXXUN Inc	1
B&N Welding & Construction	1
BAE Systems	2
BAIN & COMPANY	1
Baker Testing ServicesInc	1
Bancker Construction	1
Bank of America Corp	3
Barbizon	1
Bartholomew Lighting	1
BARTON ASSOCIATES, INC	1
Bay State Gas Company / Northern Utilities	1
Bayshore Grove	1
BBVA	1
BCBSMA	1
BCS, Incorporated	1
BDOUSA, LLP	1
Beacon Federal	3
Beacon Power LLC	1
Becker College Center for Accelerated and Professional Studies	1
Belk	1
Belmont Light	1
Berger, Torquato & Davis LLP	1
BERKELEY RESEARCH GROUP, LLC	1
Berkshire Gas	1
Best Buy	1
Best of Boston	1
Best Yet Installations	1
BET Networks	1
Bethpage Federal Credit Union	1
Big Apple Energy, Llc	1
BJ's Wholesale Club	3
Blackstone National Golf Club	1
Bladykas and Panetta, P.E. and L.S., P.C.	1
Bloomberg LP	1
Blue Cross Blue Shield	2
Blue Cross Blue Shield of RI	1
BlueCross BlueShield of CNY	1
Blume Construction (Self Employment)	1
BM Global Services	1
BMO Bank of Montreal	1
BNY Mellon	5
BOIES, SCHILLER, & FLEXNER	1

<u>Employer</u>	<u>Count</u>
Booz Allen Hamilton	2
BORDERS	1
BOSH Global Services	1
Boston College Residential Networking Services	1
Boston Financial Data Services	1
Boston Medical Center	1
Boston Power	1
Boston Scientific	6
BOWDITCH & DEWEY, LLP	1
BPA International	1
Bravo auto service and sales	1
Bridgewater Raynhan Regional High School	1
Bright Renovations	1
Bristol County Sheriff's Office	1
BrixMor Properties Group	1
Broadridge Financial Solutions	1
Brockton Hospital Employee Health.	1
BROOK HAVEN NATIONAL LABORATORY	1
BROOKFIELD RENEWABLE POWER	1
Brooks Automation	1
Bruno, Gerbino & Soriano	1
BRYANT UNIVERSITY (AMICA CENTER)	1
BTS Tire Service	1
Bullhorn Inc	1
Burlington Coat Factory Warehouse Corporation	1
Busek Co.	1
BYRNE DAIRY	1
C R Fletcher Associates, Inc. (National Grid)	1
C&S Companies	2
C&S Engineers	1
C.R. Fletcher Associates	1
Cablevision Systems	1
Cadaret, Grant & Co., Inc.	1
Cadmus Group	2
Calpine	1
Cambridge Health Alliance	1
Canada Revenue Agency	1
Canisius College Athletics	1
Cap World Truck Accessories	1
CAPE LIGHT COMPACT	1
CAPITAL ONE BANK	1
Capital Power Corporation	1
Capitalize Albany Corporation	1

<u>Employer</u>	<u>Count</u>
Carol's Daughter	1
Carrier Corporation	1
Carrols Rest Group Inc.	1
CB&I Chicago Bridge & Iron Company	1
CDM Constructors	1
Centerline Communications LLC	1
Central Hudson Gas & Electric	3
CETRULO & CAPONE LLP	1
CH2M Hill	1
CHA consulting	2
Champion Optical Network Engineering	1
Champion Windows	1
Charles River Laboratories International, Inc.	1
CHARLES STARK DRAPER LABORATORY	1
Charter Communications	1
Charter School Business Management Inc.	1
Chicago Bridge & Iron	1
Choate, Hall & Stewart LLP	1
Cigna Healthcare	1
Cintas Corporation	1
CIT Group Inc	1
Citigroup	3
CITIZENS BANK	1
City Harvest	1
City of Boston	3
City of Newburyport	1
City of Newton	1
City of Syracuse	1
CITY OF VIRGINIA BEACH · Virginia Beach	1
City of Warwick Police Department	1
City of Woonsocket	1
Clark University ITS	1
Clean Harbors Environmental Services	2
Cleanroom Facility Services	1
CLEANTECH GROUP/GREENORDER	1
Clear Channel Radio	1
CLEAResult Consulting	1
ClickSoftware	1
Clough Harbour and Associates (CHA)	1
CMS/CONSUMERS ENERGY COMPANY	1
Coates Field Services, Inc	2
CodeGreen Solutions	1
COFACE NORTH AMERICA	1

<u>Employer</u>	<u>Count</u>
Columbia Gas	1
Columbia Gas of MA	1
Columbia University	1
Comcast	1
Commercial Developer	1
Commercial Mortgage Credit Analyst	1
Compassionate Family Medicine	1
Computer Aid, Inc.	1
Computer Sciences Corp	2
COMTECH TELECOMMUNICATIONS	1
Concentric Energy Advisors	3
Conifer Financial Services (formerly Vastardis Capital Services)	1
Connecticut Valley Electric Exchange	1
Conservation Law Foundation Inc	1
Conservation Services Group	2
Consolidated Edison	15
Constellation Energy	5
Continuous Improvement (CI)	1
Contractor at National Grid	2
ControlPoint Technologies, Inc	1
ConvergEx Group-FINOPS	1
Cornell University	1
Cornell University - Hudson River Estuary Biodiversity Program	1
CORNING INC.	1
Covidien	1
CR Fletcher Associates	1
Creighton Manning Engineering	1
Cross Country Healthcare	1
Crowe Horwath LLP	1
Crucible Materials Corporation	1
Crunch	1
Crusade k9 Academy	1
CSC Computer Sciences Corp	4
CTC Construction	1
Cullen and Dykman LLP	1
CUNY NYC College of TEchnology	1
Customer Gas Connections Representative Temp National Grid	1
CVS/Caremark Genpact	1
CXtec	1
D&D Power Inc (Self Employment)	1
D.A. Collins Construction Co.	1
D3 LED	1
D'Allesandro Corp	1

<u>Employer</u>	<u>Count</u>
Dana Farber Cancer Institute	1
Dapexs Consulting	1
Data Analytics Compliance, Conflict of Interest and Privacy	1
Data Device Corporation	1
Davey Resource Group	2
DAVIS STANDARD	1
Daylor Consulting Group	1
Days Inn	1
Del Frisco's Steak House	1
Del Rio Yachts	1
Deloitte	11
Delta Air Lines, Inc./Northwest Airlines	1
Demco	1
Department of Criminal Justice , Chelsea	1
Department of Defense - U S Navy	1
Department of Energy, Office of International Affairs	1
Department of the Navy/United States Navy	1
Deutsche Bank	2
DHR Construction	1
DIAGEO	1
Diamond Offshore Drilling Inc	1
Diebold	1
Disney Company	1
Disney Cruise Lines	1
District Electric	1
Doherty for Congress Campaign	1
Dominian East Ohio Gas (Integrity Svc)	1
Dominion Virginia Power	1
Domino's Pizza	1
Donovan & Hatem	1
Doosan Fuel Cell America, Inc	1
Dovetail Health	1
Dow Jones & Company Inc	1
Draft FCB	1
Dream Elite Motor Sports	1
Duke Energy	1
Dupont	2
DWS Printing	1
E&C Consultants	1
Eastern Locating Service	1
Eastman Kodak Co.	1
ECI	3
Edelweiss Capital	1

<u>Employer</u>	<u>Count</u>
EDI SPECIALISTS INC @ NATIONAL GRID	1
EDISON CO of NY	1
EECS Inc	1
Elecnor Hawkeye llc	1
Electric Reliability Council of Texas(ERCOT)	1
Electrical Dynamics Inc.	1
Electropolishing Systems Inc	1
Emblem Health	1
EMBLEMHEALTH CARE	1
EMC Corporation	3
EMD Millipore	1
EmPower Solar	2
Energy Consumers Alliance of New England, dba Mass Energy and People's Power & Light	1
Energy Federation Inc.	1
Energy Lab	1
Energy Trade Management	1
EnerNOC	4
Engineering and Diving Support Unit, Integrated Systems	1
Engineering Planning and Management-Inc	1
Entergy Nuclear	2
ENTERPRISE	1
Enterprise Bank and Trust	1
Enterprise Risk Management	1
ENVIRON Corporation	1
Environmental Chemical Corporation	1
Environmental Consultants Inc	2
Environmental Defense Fund	1
Epic Pharma, LLC (Sandoz)	1
Ernst & Young	5
Essance Massage Therapy (Self Employment)	1
Essex County Sheriff's Department	1
Estee Lauder Companies	1
Eversource Energy	2
Executive Office of Energy and Environmental Affairs	1
Exelon Corp	4
Experis	1
Expressions After School	1
FAA	1
FairPoint Communications Inc.	1
Falconwood Group of Companies	1
Falls Church	1
Falmouth Bait	1
Family Medicine of Carthage	1

<u>Employer</u>	<u>Count</u>
Fareportal	1
Farmers Insurance Group	1
FDM Group	1
Federal Energy Regulatory Commission FERC	2
Federal Home Loan Bank of New York	1
Federated Payments	1
Feehan Consulting, LLC	1
Feeney Brothers Excavation	2
Ferrellgas Partners, L.P.	1
Fidelity Investments	2
First Marblehead Corp	2
First USA, Bank One Corporation Formerly First Card Services	1
Fisherman's Wharf Co-ops	1
Fitchburg Fire Department	1
FleishmanHillard	1
FLORIDA KEYS ELECTRIC COOPERATIVE	1
FORRESTER RESEARCH, INC	1
Fortress Investment Group	1
Fougera Pharmaceuticals Inc	1
FRACTYL LABORATORIES	1
Frontline Energy Services	1
Frontline Limited	1
FrontStreet Facility Solutions	1
Fulton Thermal Corporation	1
Fusco Personnel	1
GAGOSIAN GALLERY	1
Gardiner Manor Liquor	1
Gates Restaurant	1
Gatzal, Schiff & Ross LLP	1
Gayron deBruin Land Surveying	2
GE Aviation	1
GE Energy	1
GE Healthcare	1
GE Inspection Technologies	2
GE Oil & Gas/Dresser Flow Technologies	1
GE Transportation	1
GE Water	1
GELLER & COMPANY	1
Gemini Fund Services	1
General Dynamic Robotic Systems	1
General Dynamics Corporation	1
General Dynamics, Electric Boat Corp	1
General Electric	2

<u>Employer</u>	<u>Count</u>
General Utilities	1
Gerdau, Tampa	1
Gilbane	1
Glauber Equipment Corp	1
GLG Advisors	1
Global IT Solutions USI Inc	1
Go Ventures	1
Goldman Sachs & Co	2
Golub Corporation	2
GOODWILL INDUSTRIES	1
Grant Thornton LLP	2
Grassi & Co. CPAs	1
Green Mountain Power	1
GREEN WALD DOHERTY LLP	1
Greenhouse Café	1
Greenough Communications	1
Green-Pedersen, Inc.	1
GROM ASSOCIATES, INC	1
GROUPSPACES	1
Hampton Inn Cortland	1
Harlan Electric Company	1
Harmon Law Offices, P.C.	2
Harvard Extension School	1
Harvard University	1
Harvest Trading Group.	1
Hasbro, Inc.,	1
Havas Worldwide Health	1
Hawkeye Construction-A Division of WILLBROS	1
Hawkeye LLC Transmission Group	1
HealtheConnections	1
Heating Pro's	1
Heineken Americas	1
Hematology Oncology Associates of CNY	1
Henry Schein	1
Hess Corporation	3
Hewlett Packard	4
HILL HOLLIDAY CONNORS COSMOPULOS	1
HINDUJA GROUP, INC	1
Hiscock & Barclay	2
HMS Holdings Corporation	1
Hockomock Area YMCA	1
Hoegh Lng Fleet Management	1
Hofstra University	1

<u>Employer</u>	<u>Count</u>
Holiday Inn	1
HOLTZ RUBENSTEIN REMINICK	1
HOLY CROSS ENERGY	1
Home HeadQuarters Inc	1
HomeServe Energy Services	2
Honda Of Staten Island	1
Honeywell International Inc.	1
Hong Kong Electric, System Control Department, Hong Kong	1
HP Enterprise Services	1
HUDSON FIRE DEPARTMENT	1
Husqvarna Outdoor Products	1
HYPERTRONICS	1
I.B.E.W. Local 1249	1
Iberdrola, USA	1
IBEW local 236	1
IBM	13
ICF International	1
ICONMA	3
IHS ENERGY (formerly Cambridge Energy Research Associates)	1
Ikea	1
Illinois State University	1
Image Production Services	1
Incident Control Systems	1
Independent Consultant for World Resources Inst.	1
Independent Program Manager	1
Industrial Assessment Center	2
Infinity Pharmaceuticals	1
InfoSource Consulting, NY	1
Infosys Technologies Ltd	1
Innerworkings	1
Integrated Marketing	1
Integrated Services for the Americas	1
Intel	1
Intellaprice, LLC	1
Intellectual Ventures	1
Intepro Consulting	3
INTERGEN SERVICES	1
INTERNATIONAL CULINARY CENTER	1
International Paper	1
International Portfolio Advisors, LLC	1
INTERTEK	1
Iowa State Univ	1
IP KEYS TECHNOLOGIES	1

<u>Employer</u>	<u>Count</u>
IPSOFT, INC	1
Ira Audi of Danvers	1
IS Solution Delivery	1
ISO New England	1
ITOCHU International Inc.	1
J Mendel Inc	1
J. V. Kelly Group Inc	1
Jacobs Engineering Group Inc	1
Jamaica Public Service	1
JetBlue Airways	1
JF White Contracting	1
JIM SUNG CPA	1
JOHN O'CONNOR (SELF EMPLOYED)	1
Johns Hopkins Sustainability Office	1
Joint Research Centre of the European Commission	1
JP Morgan Chase	11
Judge Group	1
Kaffco & Co.	1
KAISER PERMANENTE HEALTH PLAN, INC	1
Kansas State University	1
Kaplan PMBR	1
Kaye Scholer LLP	1
Keating Enterprises Inc	1
Kennedy Construction	1
KeySpan Energy	2
Kimber Manufacturing, Inc	1
KinderMorgan/El Paso Energy	1
Kings Park High School	1
KIRBY'S RESTAURANT	1
Kleinfelder	1
Kmart	1
KNA Construction Services	1
KNF & T Staffing	3
Kohler Distributors	1
Kongsberg ITS (KITS)	1
KPMG Bermuda	1
KPMG Croatia	1
KPMG LLP	5
KRIKAY CONSULTING (SELF EMPLOYED)	1
L.J. Early Company	1
L.P. Larson Corporation	1
L-3 Communications	1
LA Fitness Corporation	1

<u>Employer</u>	<u>Count</u>
Lafayette Power Consulting, LLC	1
LanceSoft	2
Land Remediation Inc.	1
Latin American Agribusiness Development	1
Law Offices of Denis P. Bergin	1
Lawson & Weitzen	1
Lazar Sanders Thaler & Associates, LLP	1
LEGO Systems Inc	1
Lehigh Staffing (SCA)	1
Lehman Brothers	1
Leominster Credit Union	1
LG Electronics USA, Inc	1
Liberty and Escrow	1
Liberty Utilities	3
Life Cycle Engineering	1
Lightpath (A Cablevision Subsidiary)	1
LIINC, Inc	1
LIME ENERGY	1
LINMEDIA - WWLP 22 NEWS	1
LIPA-Commercial Efficiency Program	1
Litle and Co.	1
littleBits Electronics	1
lloyds Bank TSB	1
Lockheed Martin	4
Locus Telecommunications	1
LoJack Corporation	1
London Economics International	1
L'Oreal USA Products Inc.	1
Loretto Rest Nursing Home	1
Lufthansa German Airlines	1
Luxottica Group	1
LYNCH CONSTRUCTION INC	1
M&G Transport	1
MADFRE/Commercial Insurance	1
MAGNA	1
Magna Powertrain	1
Mainesource	1
MANULIFE FINANCIAL	1
MAPFRE Commerce Insurance Company	1
Marquardt Switches, Inc	1
Mass Liquors	1
Mass State Plumbing & Heating	1
Massachusetts Army National Guard	1

<u>Employer</u>	<u>Count</u>
Massachusetts Department of Conservation and Recreation	1
Massachusetts Department of Energy Resources	1
Massachusetts Department of Public Utilities	1
Massachusetts Department of Transportation	2
Massachusetts Maritime Academy Health Services	1
Massachusetts State House	1
MASTERCARD WORLDWIDE	1
MASTERPIECE CONSTRUCTION	1
Mayer CPAs	1
Mayer Hoffman McCann P.C.	1
mBlast Inc	1
McGladrey	1
Mckee Bros. Energy	1
McQuay International, ATS Business Unit	1
MeadWestvaco Corporation	1
Medidata Solutions	1
MedSave USA	1
Medstar Ambulance	1
Medtronic, Inc	1
Melville Marriott	1
Memorial Health University Medical Center	1
Mercer Consulting Group	1
Merck & Co., Inc.	2
Merriday School	1
Merrimack County	1
Metlife Inc.	1
Metropolitan Area Planning Council	1
Michel Tax and Accounting Service	1
Michels Power	1
Middleborough Gas and Electric	1
Milbank, Tweed, Hadley & McCloy LLP	1
Milford Regional Medical Center	1
Milton CAT Power Systems	1
Miriam Hospital	1
Mitchell & Titus, LLP	1
Mitten Manufacturing	1
MJ electric	1
MKP Capital Management LLC	1
Modern Assistance Program	1
Mohawk Global Logistics	1
MONY	1
MORGAN STANLEY	1
MORGANS HOTEL GROUP	1

<u>Employer</u>	<u>Count</u>
Moseley Technical Services contracted at General Dynamics	1
Motorola Solutions	2
Mott MacDonald	2
MultiPlan	1
Nassau Community College	1
National Association of Regional Councils	1
National Electrical Systems, Inc.	1
National Grid	109
National Grid PLC UK	3
Nationwide Credit, Inc	1
NAVIGANT CONSULTING	1
Navy Operational Support Center	1
Neighborhood Health Plan	1
Neotecra Inc	4
NETCRACKER TECHNOLOGY	1
Netter Center for Community	1
NETWORK INFRASTRUCTURE, INC	2
New Buildings Institute (NBI)	1
New Venture Gear Inc	2
New York Army National Guard	1
New York City Department of Education	1
New York City Department of Environmental Protection , Bureau of Engineering Design and	1
New York City Electric Power Dealer	1
NEW YORK COMMUNITY BANK	1
New York County District Attorney's Office	1
New York Independent System Operator	1
New York Life Insurance Company	1
New York Power Authority	3
New York Times	1
News Corporation	1
Next Era Energy Seabrook	1
Nextera Energy Resources	1
Nick Spilman Excavating	1
Niedbala Home Repair	1
NiSource	2
Nixon Peabody LLC	1
NJ School Boards Association	1
Nobel Home Care Services	1
Noble Americas	1
Nole Construction	1
Nortel Networks Corporation	1
North Shore Oil Company	1
North Syracuse Central School District	1

<u>Employer</u>	<u>Count</u>
NORTHEAST OIL & PROPANE	1
Northeast Utilities	8
Northeastern University	4
Northern Power Systems	1
Northern Reliability	1
Northrop Grumman Corporation	4
NorthStar Insurance Services, Inc	1
Northstar Mechanical, Inc	1
Northwestern Mutual Financial	1
NOVARTIS PHARMACEUTICALS	1
NRG Huntley Operations, Inc	1
NRPC	1
NSTAR	8
NTT DATA Inc	1
Nucor Steel	1
Nuvera Fuel Cells, LLC	1
NYC Health and Hospital Corporation	1
NYC School Construction Authority Via PB Americas	1
NYCDEP	1
NYS Department of Transportation	2
NyseEuronext	1
NYSEG	2
NYU-Poly General Engineering Department	1
Observant LLC	1
OCEAN SPRAY CRANBERRIES, INC	1
O'Connell Electric	1
O'Connor & Associates	1
OFFICE OF NAVAL RESEARCH	1
Old Colony YMCA	1
Omark Consultants	1
OMICRON	1
On Grade USA	1
On Target	1
One Communications	1
Opinion Dynamics Corporation	1
OpSec Security	1
Oracle	1
Osram Sylvania	1
Oswego Heritage Federal Credit Union	1
PA CONSULTING	1
Pacific Gas & Electric	2
Paragon Environmental Construction, Inc.	1
PARENTEBEARD, LLC	1

<u>Employer</u>	<u>Count</u>
Parsons Corporation	1
Partners Healthcare Systems	1
Patch Media/AOL, Virtual	1
Pathfinders Career Transition Services	1
Patriot Land Surveying, LLC	1
Paulus, Sokolowski and Sartor	1
Pawa Law Group	1
PBF HOLDING CO	1
PENDULUM TRADING CO (SELF EMPLOYMENT)	1
Penny B Lowe CPA PC	1
Pepsi Beverages	1
Perfect Color Tanning Salon	1
Perficient	1
PerkinElmer, Inc	1
Petway Residential	1
Pfizer Inc.	2
PFS-FSG	1
Pharmalucence, Inc	1
Philips Healthcare	1
Piedmont Airlines	1
Pivotal Software, Inc.	1
PKF O'Connor Davies	1
Plains All American Pipeleine LP	1
PlumChoice, Inc	1
PLYMOUTH ROCK ASSURANCE CORPORATION, Boston	1
POMCO	1
Potters Industries, LLC	1
Practice Resources LLC	1
Precision Heating and Cooling	1
Precision Pipeline Solutions	1
Precision Surveying, Inc.	1
Prestige Management	1
PriceRite Supermarket	1
Pricewaterhouse Coopers	8
Pro Unlimited	53
Professional	1
PROPARK AMERICA	1
ProSource Technologies, LLC	1
Protiviti	1
Pro-Wand	1
Prysmian Group	1
PS&S	1
PSE&G	1

<u>Employer</u>	<u>Count</u>
PSEG Long Island and National Grid Regulation & Pricing	1
Purolator International	1
Quest Global Services	1
Quinsigamond Community College	1
R. H. White Construction Company	1
R.G. Cassavant Inc	1
R.G. Vanderweil Engineers	1
Radiation Shielding Construction	1
Raytheon	6
RBS Sempra Energy Trading AIG Trading Corp	1
Realtime Utility Engineers	1
Reinauer Transportation Company	1
REIS, Inc.	1
Renaissance Electronics	1
Representative Eric Cantor (VA)	1
RESTAURANT SCIENCE	1
Rexel	1
Rhode Island College	1
Rhode Island Department of Transportation	1
Rhode Island Superior Court	1
RI State Police	1
Ridgewood Renewable Power	1
RISE Engineering	2
Rite Aid Corp	1
RJH Construction, LLC	1
ROBERT HALF	4
Rochester Gas and Electric	1
Rochester Institute of Technology	1
Royal Bank of Scotland	1
RSA, The Security Division of EMC	1
RSP Architects	1
RTD Contracting	1
Russell P. Canevazzi, Esquire	1
S&R Group, Inc	1
S. J. ELECTRIC INC	1
SAIC	1
Sal Barretta	1
Salaried FT	1
SALON 122	1
SAP	1
SatCon	1
Savers	1
SaxBST LLP	1

<u>Employer</u>	<u>Count</u>
Schiavone Construction Company	1
SCHINDLER ELEVATOR CORPORATION	1
Schneider Electric TAC	1
Scott Eggleston Contracting	1
Scott-McRae Group	1
Seabrook International, LLC	1
Sears Holding Corporation (Sears Kmart)	1
SECURITAS SECURITY COMPANY	1
Security Integrations	1
Sedgwick Capital Corp	1
Self Employed	3
Seneca Data Distribution Corporation	1
serec	1
Setronics	1
Sharon Engineering, P.C., Long Island City, NY	1
Shaw's Supermarket	1
Sherborn Police Department	1
Shine Electronics and Affiliates	1
SHIRE	1
SHL USA	1
Siemens Industry, Inc	2
Sigma Energy Solutions Inc	5
Sikorsky Aircraft Corporation	1
Simpson Gumpertz & Heger Inc.	1
SIMPSON THATCHER & BARTLETT LLP	1
SINGLE STOP USA	1
Sky Testing Services Inc.	1
Slash Energy Inc. Carazo Communications (Self Employment)	1
Sleepy's	1
Smart Home Services, LLC	1
SmartPower	1
SMSC/Microchip Technology	1
SOAPProjects	1
Société Générale	1
SOLAR DESIGN ASSOCIATES	1
Solar Energy Industries Association (SEIA)	1
Solectria Renewables LLC	1
SolomonEdwardsGroup, LLC	1
Solytix Capital	1
South Nassau Communities Hospital	1
Southern Connecticut Gas	1
Southern Wine & Spirits	1
Spectrum Youth and Family Services	1

<u>Employer</u>	<u>Count</u>
Spirit Airlines	1
SPRINGFIELD ARMOR	1
Springfield College	1
SSOE Group	1
St. Joseph's Hospital	1
Stahl Eye Center	1
Stanley Tree Service	1
Staples	2
STARBUCKS CORPORATION	1
State Street Corporation	4
Stefanini, Inc.	1
Steven Bachmann & Company	1
Steven James - Independent Contractor	1
Steven Madden Ltd	1
Steven's Office Interiors	1
Stewart's Shops	1
Stock Drive Products, Designatronics Inc	1
Strathmore Products Inc	1
Sturdy Memorial Hospital	1
Suffolk County Office of Emergency Management Fire	1
Suffolk County Water Authority	2
Summit Technical Services @Flo Design Wind Turbine, Inc.	1
Sunbelt Rentals	1
Sunpower Corp	1
SUNY Buffalo	1
SUNY LEVIN INSTITUTE - JUMPSTART	1
SUNY Upstate Medical University	1
SUPPLY RESPONSE DIVISION (SRD)	1
Supreme Energy	1
Supreme Fuel Company	1
SUSTAINABILITY ROUNDTABLE, INC	1
Sweetwater Tavern	1
Syracuse University	3
Talent Burst	5
TARGET	4
Taunton Municipal Light Plant	1
TDK Engineering & Associates	1
Technisource Inc.	1
Tek Systems	2
TekBank Consultants Inc.	1
Telco Systems	1
Teradyne Connections Systems	1
Textron Financial Corp	1

<u>Employer</u>	<u>Count</u>
THE AMERICAN RED CROSS	1
The Ayco Company	1
The Berkshire Gas Company	1
The Claro Group	1
The Commonwealth Health	1
The Methodist Hospital	1
The New York Independent System Operator	1
THE NEW YORK PUBLIC LIBRARY	1
The Pennsylvania State University	1
The Scooter Store	1
The Scott Lawson Group Ltd.	1
The Siegfried Group	1
THREE-C ELECTRICAL	1
TigerPress	1
Time Warner Cable	4
Tiverton Power	1
TJX Companies	2
T-Mobile	1
Toray Plastics America	1
Town of Cohasset , Cohasset	1
Town of Geddes Parks & Recreation	1
Town of North Smithfield	1
Travelers	1
TRAVELERS INSURANCE	1
TRC SOLUTIONS	14
Trinet Systems/Carousel Industries	1
Tristar Engineering Solutions	1
Tropical Foods, North Carolina	1
TRW Automotive	1
Tufts University Economics Department	1
TURNER CONSTRUCTION	1
Twin River Casino	1
Tyco International	1
Tyree Holdings Corp	1
U.S Engineering-Pro Unlimited	1
U.S. Congress, Rep. Mike Doyle	1
U.S. Fund for UNICEF	1
UBS Financial Services	2
UC Synergetic/Pike Electric Inc	1
UGL - Unicco (DTZ, INC.)	1
Ultra Dairy LLC	1
Underwriters Laboratories (UL)	1
Unisys Corp	1

<u>Employer</u>	<u>Count</u>
United Electric Controls	1
United Nations	1
United Recovery Service	1
United States Air Force	2
United States Army	4
United States Marine Corps	2
United States Navy	3
United States Postal Service	1
United States Senate Committee on Energy/Federal Energy Regulatory Commission	1
United Technologies Aerospace Systems, UTC	1
Unitil	1
University of CA - Davis	1
University of Maryland, College Park	1
University of Rhode Island-Outreach Center	1
University of the West Indies, Jamaica	1
University of Waterloo	1
Upper Valley Press	1
Upstate Medical University	1
US Engineering	1
US Environmental Protection Agency	1
US Security Associates	1
UTC AEROSPACE SYSTEMS	1
UTEGRATION, INC	1
Utilities Board	1
VALKYRIE ENTERPRISES LLC	1
Van Buren Truck Sales, Garden City Park	1
Vanderweil Engineering	1
VCE Company, LLC	1
VENROCK VENTURES PARTNERS (VENTURE CAPITAL)	1
Verde LLC	1
VERIZON	6
Vermont Electric Power Company	1
Vertex Pharmaceuticals Inc	1
VHB Engineering	1
Viesel Fuel	1
Vision Government Solutions, Inc	1
Visiting Nurse Service of NY	1
Vizsafe, Inc	1
Volt Information Sciences	1
VOLT INFORMATION SCIENCES, INC	1
Vornado Realty Trust	1
W Hotel Union Square	1
W.R. GRACE	1

<u>Employer</u>	<u>Count</u>
Waldbaum's Supermarket	1
Walgreen's	1
Wal-Mart	1
Warren County High School	1
WASA/Studio A	1
Washington Gas	1
Washington State University	1
Watchers International, Inc	1
Wave Sales Group	1
WCI Communities	1
WEATHERVANE SEAFOODS CO	1
Weepin ' Willie's Market & Deli	1
WEI Inc	1
Weir Valves	1
WeiserMazars LLP	1
WELLS ENTERPRISES INC	1
Wenner Bread Products	1
Wesley College (Asst Professor)	1
Westerbeke Corporation	1
White Mountain Cable	1
Willis Group	1
Wipro Limited	1
Wiss & Company	1
Wolfram Research	1
Woodard & Curran Inc	1
Worcester Telegram & Gazette	1
Workers Credit Union	1
World Resources Institute	2
WPI Human Resources	1
WPP	1
WSWHE BOCES	1
WTAS LLC	1
WTH Consulting	1
WWLP-TV22	1
WYMAN GORDON COMPANY	1
Xcel Energy	1
Xerox Business Solutions, CDR Associates	1
Yankee Gas Services	1
ZeroDraft	1

	Assoc Supv Non Operations	Security	7	63.2	4.6	67.8	96.6	79.4	8.4	87.8	116.4	83%	442.4	32.2	201.53	555.8	58.8	200.48
	Assoc Analyst	Customer Support/Ope	5	63.3	3.2	66.4	95.2	54.6	1.9	56.5	85.1	112%	316.5	16	143.95	273	9.5	143.2
	Specialist	Human Resources	3	63.5	6.4	69.9	98.7	64.7	4.7	69.4	98.0	101%	190.5	19.2	86.37	194.1	14.1	85.92
	Exec Asst	Energy Delivery/Distr	1	64.0	3.2	67.2	96.0	67.9	2.0	69.9	98.5	97%	64	3.2	28.79	67.9	2	28.64
	Analyst	Vegetation Management	1	64.1	6.4	70.5	99.3	65.0	5.5	70.5	99.1	100%	64.1	6.4	28.79	65	5.5	28.64
	Analyst	Human Resources	3	64.2	6.4	70.7	99.5	68.6	7.3	75.9	104.5	95%	192.6	19.2	86.37	205.8	21.9	85.92
	Analyst	Accounting	11	64.3	6.4	70.7	99.5	72.9	5.9	78.8	107.4	93%	707.3	70.4	316.69	801.9	64.9	315.04
	Assoc Analyst	Environment al Health and	2	64.5	3.2	67.7	96.5	69.1	3.2	72.3	100.9	96%	129	6.4	57.58	138.2	6.4	57.28
	Assoc Safety Representative	Environment al Health and	1	64.5	3.2	67.7	96.5	65.0	7.8	72.8	101.4	95%	64.5	3.2	28.79	65	7.8	28.64
	Analyst	Energy Delivery/Distr	1	64.5	6.5	71.0	99.8	81.3	4.0	85.3	113.9	88%	64.5	6.5	28.79	81.3	4	28.64
	Analyst	Credit and Collections	7	64.8	6.5	71.2	100.0	81.7	8.2	89.9	118.5	84%	453.6	45.5	201.53	571.9	57.4	200.48
	Assoc Analyst	Project/Program	1	65.5	3.3	68.8	97.6	70.4	7.0	77.4	106.0	92%	65.5	3.3	28.79	70.4	7	28.64
	Accountant	Energy Efficiency/Co	4	65.9	6.6	72.5	101.3	79.1	8.5	87.6	116.2	87%	263.6	26.4	115.16	316.4	34	114.56
	Legal Asst	Legal Support	4	65.9	3.3	69.2	98.0	57.9	1.5	59.4	88.0	111%	263.6	13.2	115.16	231.6	6	114.56
	Analyst	Direct Sales	15	66.2	6.6	72.8	101.6	66.9	6.7	73.6	102.2	99%	993	99	431.85	1003.5	100.5	429.6
	Analyst	Administrativ e Services	5	66.6	6.7	73.3	102.1	77.8	7.7	85.5	114.1	89%	333	33.5	143.95	389	38.5	143.2
	Analyst	Customer Support/Ope	8	66.8	6.7	73.5	102.3	63.5	4.5	68.0	96.6	106%	400.8	40.2	172.74	381	27	171.84
	Analyst	Supply Chain and Logistics	3	66.9	6.7	73.6	102.4	69.4	4.7	74.1	102.7	100%	200.7	20.1	86.37	208.2	14.1	85.92
	Aviation Mech	Transportatio n Svcs. and	1	67.0	3.3	70.3	99.1	74.0	4.4	78.4	107.0	93%	67	3.3	28.79	74	4.4	28.64
	Buyer	Supply Chain and Logistics	9	67.0	6.7	73.7	102.5	67.7	4.4	72.1	100.7	102%	603	60.3	259.11	609.3	39.6	257.76
	Analyst	Financial Analysis and	4	67.1	6.7	73.8	102.6	70.9	6.5	77.4	106.0	97%	268.4	26.8	115.16	283.6	26	114.56
	Assoc Engineer-Entry	Engineering	4	67.2	3.4	70.6	99.4	67.6	4.8	72.4	101.0	98%	268.8	13.6	115.16	270.4	19.2	114.56
	Analyst	Financial Analysis and	2	67.4	6.7	74.1	102.9	73.2	5.1	78.3	106.9	96%	134.8	13.4	57.58	146.4	10.2	57.28
	Supv Non Operations	Accounting	2	67.7	6.8	74.4	103.2	90.5	7.5	98.0	126.6	81%	135.4	13.6	57.58	181	15	57.28
	Analyst	Human Resources	1	67.7	6.8	74.5	103.3	85.8	8.2	94.0	122.6	84%	67.7	6.8	28.79	85.8	8.2	28.64
	Assoc Engineer	Engineering	2	67.7	3.4	71.1	99.9	67.8	5.6	73.4	102.0	98%	135.4	6.8	57.58	135.6	11.2	57.28
	Analyst	Marketing	8	68.0	6.8	74.8	103.6	65.3	3.5	68.8	97.4	106%	544	54.4	230.32	522.4	28	229.12
	Analyst	IT Development	1	68.0	6.8	74.8	103.6	87.4	10.7	98.1	126.7	82%	68	6.8	28.79	87.4	10.7	28.64
	Analyst	Financial Analysis and	8	68.1	6.8	74.9	103.7	63.8	4.3	68.1	96.7	107%	544.8	54.4	230.32	510.4	34.4	229.12
	Real Estate Representative	Real Estate and Facilities	11	68.1	6.8	74.9	103.7	75.5	6.0	81.5	110.1	94%	749.1	74.8	316.69	830.5	66	315.04
	Assoc Analyst	Financial Analysis and	2	68.5	3.4	71.9	100.7	56.5	4.0	60.5	89.1	113%	137	6.8	57.58	113	8	57.28
	Quality Inspector	Energy Delivery/Distr	3	68.5	6.8	75.4	104.2	86.8	6.8	93.6	122.2	85%	205.5	20.7	86.37	260.4	20.4	85.92
	Representative	Technical Sales	19	68.6	6.9	75.4	104.2	74.1	7.3	81.4	110.0	95%	1303.4	131.1	547.01	1407.9	138.7	544.16
	Analyst	Supply Chain and Logistics	2	68.8	6.9	75.7	104.5	69.4	7.5	76.9	105.5	99%	137.6	13.8	57.58	138.8	15	57.28
	Assoc Scheduler-Energy Tradi	Gas Transmission	3	69.0	3.5	72.5	101.3	57.3	3.3	60.6	89.2	114%	207	10.5	86.37	171.9	9.9	85.92
	Analyst	Human Resources	4	69.2	6.9	76.1	104.9	67.3	4.0	71.3	99.9	105%	276.8	27.6	115.16	269.2	16	114.56
	Exec Asst	Administrativ e Services	48	69.2	3.5	72.7	101.5	67.5	3.5	71.0	99.6	102%	3321.6	168	1381.92	3240	168	1374.72
	Acting Supv Non Operations	Accounting	2	69.2	6.9	76.1	104.9	97.0	11.0	108.0	136.6	77%	138.4	13.8	57.58	194	22	57.28
	Assoc Engineer-Entry	Technical Customer	1	69.4	3.5	72.9	101.7	53.9	0.0	53.9	82.5	123%	69.4	3.5	28.79	53.9	0	28.64
	Coordinator	IT Administratio	2	69.6	7.0	76.5	105.3	76.4	5.6	82.0	110.6	95%	139.2	14	57.58	152.8	11.2	57.28
	Sr Supv Non Operations	Human Resources	2	69.6	7.0	76.6	105.4	88.8	10.7	99.5	128.1	82%	139.2	14	57.58	177.6	21.4	57.28
	Coordinator	Security	6	69.6	7.0	76.6	105.4	71.6	4.1	75.7	104.3	101%	417.6	42	172.74	429.6	24.6	171.84
	Community Coordinator	Corporate Affairs/Com	3	69.8	7.0	76.7	105.5	73.1	1.7	74.8	103.4	102%	209.4	21	86.37	219.3	5.1	85.92
	Analyst	Environment al Health and	2	69.8	7.0	76.8	105.6	75.7	8.3	84.0	112.6	94%	139.6	14	57.58	151.4	16.6	57.28
	Sr Analyst	Security	1	70.1	7.0	77.1	105.9	99.4	6.7	106.1	134.7	79%	70.1	7	28.79	99.4	6.7	28.64
	Analyst	IT Administratio	14	70.2	7.0	77.2	106.0	78.3	5.4	83.7	112.3	94%	982.8	98	403.06	1096.2	75.6	400.96
	Assoc Analyst	Legal Support	1	70.2	3.5	73.7	102.5	61.5	2.5	64.0	92.6	111%	70.2	3.5	28.79	61.5	2.5	28.64
	Auditor	Audit and Financial/Bu	3	70.3	7.0	77.4	106.2	71.1	7.5	78.6	107.2	99%	210.9	21	86.37	213.3	22.5	85.92
	Assoc Supv Non Operations	Credit and Collections	2	70.6	5.5	76.1	104.9	111.3	20.2	131.5	160.1	65%	141.2	11	57.58	222.6	40.4	57.28
	Analyst	Audit and Financial/Bu	1	70.6	7.1	77.6	106.4	84.9	9.1	94.0	122.6	87%	70.6	7.1	28.79	84.9	9.1	28.64
	Analyst	Customer Support/Ope	3	70.6	7.1	77.6	106.4	60.8	4.8	65.6	94.2	113%	211.8	21.3	86.37	182.4	14.4	85.92

Assoc Engineer	Engineering	10	70.6	3.5	74.2	103.0	65.5	3.8	69.3	97.9	105%	706	35	287.9	655	38	286.4
Analyst	Accounting	3	70.6	7.1	77.7	106.5	68.1	5.5	73.6	102.2	104%	211.8	21.3	86.37	204.3	16.5	85.92
Representative	Energy Delivery/Distr	35	70.8	7.1	77.9	106.7	69.2	9.0	78.2	106.8	100%	2478	248.5	1007.65	2422	315	1002.4
Analyst	Sales Support and Quality Assurance	12	70.8	7.1	77.9	106.7	59.0	7.4	66.4	95.0	112%	849.6	85.2	345.48	708	88.8	343.68
Analyst	Quality Assurance	6	70.9	7.1	78.0	106.8	73.1	3.4	76.5	105.1	102%	425.4	42.6	172.74	438.6	20.4	171.84
Assoc Engineer-Entry	Energy Delivery/Distr	1	71.0	3.6	74.6	103.4	62.2	4.3	66.5	96.1	109%	71	3.6	28.79	62.2	4.3	28.64
Analyst	Customer Support/Ope	15	71.0	7.1	78.1	106.9	74.5	5.6	80.1	108.7	98%	1065	106.5	431.85	1117.5	84	429.6
Analyst	Engineering	4	71.1	7.1	78.2	107.0	77.3	6.7	84.0	112.6	95%	284.4	28.4	115.16	309.2	26.8	114.56
Assoc Engineer	Engineering	3	71.2	3.6	74.8	103.6	70.2	3.7	73.9	102.5	101%	213.6	10.8	86.37	210.6	11.1	85.92
Assoc Engineer	Engineering	6	71.6	3.6	75.2	104.0	68.9	4.7	73.6	102.2	102%	429.6	21.6	172.74	413.4	28.2	171.84
Analyst	Accounting	23	71.8	7.2	79.0	107.8	65.4	5.7	71.1	99.7	108%	1651.4	165.6	662.17	1504.2	131.1	658.72
Analyst	Engineering	12	71.8	7.2	79.0	107.8	79.7	5.7	85.4	114.0	95%	861.6	86.4	345.48	956.4	68.4	343.68
Analyst	Supply Chain and Logistics	17	71.9	7.2	79.1	107.9	75.0	6.1	81.1	109.7	98%	1222.3	122.4	489.43	1275	103.7	486.88
Mntc Technician	Energy Delivery/Distr	1	72.1	7.2	79.4	108.2	65.2	0.2	65.4	94.0	115%	72.1	7.2	28.79	65.2	0.2	28.64
Associate Engineer	Energy Delivery/Distr	1	72.5	3.6	76.1	104.9	69.1	3.4	72.5	101.1	104%	72.5	3.6	28.79	69.1	3.4	28.64
Analyst	Energy Delivery/Distr	38	72.6	7.3	79.8	108.6	73.3	7.1	80.4	109.0	100%	2758.8	277.4	1094.02	2785.4	269.8	1088.32
Designer	Technical Specialty/Ski	4	72.7	7.3	79.9	108.7	73.9	5.3	79.2	107.8	101%	290.8	29.2	115.16	295.6	21.2	114.56
Project Manager	Project/Program	3	72.7	7.3	79.9	108.7	85.7	7.8	93.5	122.1	89%	218.1	21.9	86.37	257.1	23.4	85.92
Engineer	Engineering	1	72.8	7.3	80.1	108.9	79.7	3.9	83.6	112.2	97%	72.8	7.3	28.79	79.7	3.9	28.64
Analyst	IT	11	72.8	7.3	80.1	108.9	79.0	5.4	84.4	113.0	96%	800.8	80.3	316.69	869	59.4	315.04
Designer	Administratio Technical Specialty/Ski	1	72.9	7.3	80.2	109.0	83.0	6.4	89.4	118.0	92%	72.9	7.3	28.79	83	6.4	28.64
Analyst	Electric Transmission	5	73.2	4.3	80.5	109.3	87.2	4.3	91.5	120.1	91%	366	36.5	143.95	436	21.5	143.2
Analyst	Legal Support	1	73.4	7.3	80.7	109.5	73.1	0.0	73.1	101.7	108%	73.4	7.3	28.79	73.1	0	28.64
Analyst	Marketing	6	73.4	7.3	80.7	109.5	74.1	1.7	75.8	104.4	105%	440.4	43.8	172.74	444.6	10.2	171.84
Assoc Engineer-Entry	Engineering	1	73.4	3.7	77.1	105.9	69.3	3.4	72.7	101.3	104%	73.4	3.7	28.79	69.3	3.4	28.64
Assoc Engineer-Entry	Engineering	1	73.4	3.7	77.1	105.9	68.9	3.8	72.7	101.3	104%	73.4	3.7	28.79	68.9	3.8	28.64
Sr Analyst	Audit and Financial/Bu	2	73.6	7.4	80.9	109.7	100.9	13.3	114.2	142.8	77%	147.2	14.8	57.58	201.8	26.6	57.28
Planner	Gas Transmission	1	73.6	7.4	80.9	109.7	77.8	5.9	83.7	112.3	98%	73.6	7.4	28.79	77.8	5.9	28.64
Analyst	Legal Support	6	73.7	7.4	81.1	109.9	69.7	3.8	73.5	102.1	108%	442.2	44.4	172.74	418.2	22.8	171.84
Nurse	Environment al Health and	1	73.8	7.4	81.2	110.0	77.8	3.5	81.3	109.9	100%	73.8	7.4	28.79	77.8	3.5	28.64
Analyst	Audit and Financial/Bu	2	74.0	7.4	81.4	110.2	67.2	6.4	73.6	102.2	108%	148	14.8	57.58	134.4	12.8	57.28
Scheduler Energy Trading	Gas Transmission	5	74.2	7.4	81.6	110.4	71.1	5.5	76.6	105.2	105%	371	37	143.95	355.5	27.5	143.2
Analyst	Financial Analysis and	6	74.3	7.4	81.7	110.5	69.7	5.9	75.6	104.2	106%	445.8	44.4	172.74	418.2	35.4	171.84
Associate Engineer	Engineering	3	74.7	3.7	78.4	107.2	67.7	4.7	72.4	101.0	106%	224.1	11.1	86.37	203.1	14.1	85.92
Analyst	Accounting	2	75.0	7.5	82.5	111.3	61.7	4.2	65.9	94.5	118%	150	15	57.58	123.4	8.4	57.28
Analyst	Energy Delivery/Distr	7	75.1	7.5	82.7	111.5	85.2	3.0	88.2	116.8	95%	525.7	52.5	201.53	596.4	21	200.48
Analyst	Energy Delivery/Distr	14	75.2	7.5	82.7	111.5	80.1	5.0	85.1	113.7	98%	1052.8	105	403.06	1121.4	70	400.96
Paralegal	Legal Support	2	75.3	7.5	82.8	111.6	69.4	3.1	72.5	101.1	110%	150.6	15	57.58	138.8	6.2	57.28
Analyst	Environment al Health and	3	75.6	7.6	83.1	111.9	81.7	3.4	85.1	113.7	98%	226.8	22.8	86.37	245.1	10.2	85.92
Analyst	Human Resources	4	75.7	7.6	83.3	112.1	79.3	6.7	86.0	114.6	98%	302.8	30.4	115.16	317.2	26.8	114.56
Supv Non Operations	Accounting	2	75.7	7.6	83.3	112.1	96.2	13.0	109.2	137.8	81%	151.4	15.2	57.58	192.4	26	57.28
Engineer	Engineering	6	76.1	7.6	83.7	112.5	78.9	8.3	97.2	115.8	97%	608.8	60.8	230.32	631.2	66.4	229.12
Assoc Supv Non Operations	Customer Support/Ope	43	76.2	6.9	83.2	112.0	81.8	8.6	90.4	119.0	94%	3276.6	296.7	1237.97	3517.4	369.8	1231.52
Sr Analyst	Strategic Planning/Cor	1	77.0	7.7	84.7	113.5	101.4	10.0	111.4	140.0	81%	77	7.7	28.79	101.4	10	28.64
Sr Analyst	Strategic Planning/Cor	1	77.0	7.7	84.7	113.5	101.9	8.1	110.0	138.6	82%	77	7.7	28.79	101.9	8.1	28.64
Sr Analyst	Credit and Collections	22	77.0	7.7	84.7	113.5	96.2	9.6	105.8	134.4	84%	1694	169.4	633.38	2116.4	211.2	630.08
Analyst	Engineering	16	77.2	7.7	84.9	113.7	81.1	5.4	86.5	115.1	99%	1235.2	123.2	460.64	1297.6	86.4	458.24
Sr Analyst	Energy Efficiency/Co	5	77.3	7.7	85.0	113.8	95.2	8.3	103.5	132.1	86%	386.5	38.5	143.95	476	41.5	143.2
Project Manager	Project/Program	3	77.4	7.7	85.2	114.0	78.2	5.4	83.6	112.2	102%	232.2	23.1	86.37	234.6	16.2	85.92
Engineer	Engineering	4	77.9	7.8	85.7	114.5	83.3	5.4	88.7	117.3	98%	311.6	31.2	115.16	333.2	21.6	114.56
Engineer	Engineering	17	77.9	7.8	85.7	114.5	84.6	7.9	92.5	121.1	95%	1324.3	132.6	489.43	1438.2	134.3	486.88

	Sr Analyst	Marketing	6	78.0	7.8	85.8	114.6	96.3	11.0	107.3	135.9	84%	468	46.8	172.74	577.8	66	171.84
	Coordinator	Engineering	11	78.1	7.8	85.9	114.7	95.2	9.6	104.8	133.4	86%	859.1	85.8	316.69	1047.2	105.6	315.04
	Analyst	Environmental Health and	1	78.5	7.9	86.4	115.2	82.5	4.5	87.0	116.6	100%	78.5	7.9	28.79	82.5	4.5	28.64
	Sr Analyst	Technical Specialty/Ski	3	78.8	7.9	86.6	115.4	85.9	8.6	94.5	123.1	94%	236.4	23.7	86.37	257.7	25.8	85.92
	Analyst	Modeling, Forecasting,	4	78.9	7.9	86.8	115.6	76.3	5.3	81.6	110.2	105%	315.6	31.6	115.16	305.2	21.2	114.56
	Analyst	Financial Analysis and	4	79.3	7.9	87.2	116.0	87.8	10.1	97.9	126.5	92%	317.2	31.6	115.16	351.2	40.4	114.56
	Sr Scientist	Corporate Affairs/Com	2	79.5	8.0	87.5	116.3	95.3	10.6	105.9	134.5	86%	159	16	57.58	190.6	21.2	57.28
	Sr Analyst	Direct Sales	61	79.5	8.0	87.5	116.3	84.2	6.1	90.3	118.9	98%	4849.5	488	1756.19	5136.2	372.1	1747.04
	Sr Analyst	Environmental Health and	3	79.6	8.0	87.5	116.3	91.7	7.9	99.6	128.2	91%	238.8	24	86.37	275.1	23.7	85.92
	Sr Real Estate Representative	Real Estate and Facilities	10	79.6	8.0	87.6	116.4	93.7	9.5	103.2	131.8	88%	796	80	287.9	937	95	286.4
	Sr Analyst	Supply Chain and Logistics	6	79.8	8.0	87.7	116.5	80.4	6.7	87.1	116.7	101%	478.8	48	172.74	482.4	40.2	171.84
	Assoc Analyst	Energy Delivery/Distr	3	79.8	8.0	87.7	116.5	90.7	8.5	99.2	127.8	91%	239.4	24	86.37	272.1	25.5	85.92
	Sr Analyst	Financial Analysis and	2	79.8	8.0	87.8	116.6	84.0	12.0	96.0	124.6	94%	159.6	16	57.58	168	24	57.28
	Svr Aircraft Mntc	Transportation Services &	1	79.9	8.0	87.8	116.6	97.2	11.9	109.1	137.7	85%	79.9	8	28.79	97.2	11.9	28.64
	Sr Specialist	Security	1	79.9	8.0	87.9	116.7	88.7	10.1	98.8	127.4	92%	79.9	8	28.79	88.7	10.1	28.64
\$80,000 - \$100,000	Specialist	Fossil Power Generation	1	80.0	8.0	88.0	116.8	89.6	5.4	95.0	123.6	94%	80	8	28.79	89.6	5.4	28.64
	Engineer	Engineering	3	80.3	8.0	88.3	117.1	81.2	7.2	88.4	117.0	100%	240.9	24	86.37	243.6	21.6	85.92
	Sr Coordinator	Human Resources	1	80.3	8.0	88.3	117.1	99.0	8.4	107.4	136.0	86%	80.3	8	28.79	99	8.4	28.64
	Sr Claims Representative	Legal Support	6	80.5	8.1	88.6	117.4	87.0	9.9	96.9	125.5	94%	644	64.8	230.32	696	79.2	229.12
	Sr Analyst	Marketing	16	80.7	8.1	88.8	117.6	88.9	9.7	98.6	127.2	92%	1291.2	129.6	460.64	1422.4	155.2	458.24
	Sr Program Manager	Corporate Affairs/Com	5	81.1	8.1	89.2	118.0	92.5	9.4	101.9	130.5	90%	405.5	40.5	143.95	462.5	47	143.2
	Sr Analyst	Human Resources	4	81.2	8.1	89.3	118.1	91.2	10.9	102.1	130.7	90%	324.8	32.4	115.16	364.8	43.6	114.56
	Sr Analyst	Customer Support/Ope	3	81.3	8.1	89.4	118.2	74.9	5.6	80.5	109.1	108%	243.9	24.3	86.37	224.7	16.8	85.92
	Engineer	Engineering	2	81.7	8.2	89.9	118.7	83.2	8.6	91.8	120.4	99%	163.4	16.4	57.58	166.4	17.2	57.28
	Sr Buyer	Supply Chain and Logistics	1	81.7	8.2	89.9	118.7	82.0	7.0	89.0	117.6	101%	81.7	8.2	28.79	82	7	28.64
	Trader	Energy Trading	1	82.4	8.2	90.7	119.5	85.8	2.7	88.5	117.1	102%	82.4	8.2	28.79	85.8	2.7	28.64
	Sr Analyst	Human Resources	4	82.5	8.2	90.7	119.5	95.8	9.1	104.9	133.5	89%	330	32.8	115.16	383.2	36.4	114.56
	Sr Specialist	Corporate Affairs/Com	1	82.5	8.3	90.8	119.6	90.5	6.5	97.0	125.6	95%	82.5	8.3	28.79	90.5	6.5	28.64
	Sr Analyst	Human Resources	3	82.7	8.3	90.9	119.7	75.7	8.3	84.0	112.6	106%	248.1	24.9	86.37	227.1	24.9	85.92
	Sr Planner	Corporate Affairs/Com	4	82.9	8.3	91.2	120.0	97.3	13.1	110.4	139.0	86%	331.6	33.2	115.16	389.2	52.4	114.56
	Sr Analyst	Customer Support/Ope	17	83.2	8.3	91.6	120.4	89.8	6.4	96.2	124.8	96%	1414.4	141.1	489.43	1526.6	108.8	486.88
	Sr Analyst	Customer Support/Ope	27	83.3	8.3	91.6	120.4	86.7	7.8	94.5	123.1	98%	2249.1	224.1	777.33	2340.9	210.6	773.28
	Sr Analyst	Technical Sales	8	83.6	8.4	91.9	120.7	90.4	0.0	90.4	119.0	101%	668.8	67.2	230.32	723.2	0	229.12
	Sr Scheduler Energy Trading	Gas Transmission	2	83.8	8.4	92.1	120.9	89.1	12.3	101.4	130.0	93%	167.6	16.8	57.58	178.2	24.6	57.28
	Sr Analyst	Accounting	3	83.8	8.4	92.2	121.0	78.4	6.2	84.6	113.2	107%	251.4	25.2	86.37	235.2	18.6	85.92
	Sr Representative	Corporate Affairs/Com	1	84.0	8.4	92.4	121.2	96.5	12.5	109.0	137.6	88%	84	8.4	28.79	96.5	12.5	28.64
	Sr Analyst	Environmental Health and	4	84.2	8.4	92.6	121.4	91.2	5.7	96.9	125.5	97%	336.8	33.6	115.16	364.8	22.8	114.56
	Sr Supv Non Operations	Sales Support and	2	84.2	8.4	92.6	121.4	78.5	5.4	83.9	112.5	108%	168.4	16.8	57.58	157	10.8	57.28
	Sr Analyst	Marketing	7	84.2	8.4	92.6	121.4	83.5	1.4	84.9	113.5	107%	589.4	58.8	201.53	584.5	9.8	200.48
	Sr Designer	Technical Specialty/Ski	6	84.2	8.4	92.7	121.5	92.2	9.4	101.6	130.2	93%	505.2	50.4	172.74	553.2	56.4	171.84
	Sr Analyst	Accounting	4	84.5	8.4	92.9	121.7	88.5	8.8	97.3	125.9	97%	338	33.6	115.16	354	35.2	114.56
	Sr Mntc Technician	Energy Delivery/Distr	3	84.6	8.5	93.1	121.9	88.0	2.3	90.3	118.9	102%	253.8	25.5	86.37	264	6.9	85.92
	Sr Analyst	Energy Delivery/Distr	27	84.7	8.5	93.2	122.0	97.0	10.1	107.1	135.7	90%	2286.9	229.5	777.33	2619	272.7	773.28
	Sr Analyst	Financial Analysis and	18	84.7	8.5	93.2	122.0	95.1	8.9	104.0	132.6	92%	1524.6	153	518.22	1711.8	160.2	515.52
	Sr. Process Manager	Environmental Health and	2	84.8	8.5	93.3	122.1	97.6	13.5	111.1	138.7	87%	169.6	17	57.58	195.2	27	57.28
	Sr Coordinator	Corporate Affairs/Com	7	85.1	8.5	93.6	122.4	95.9	14.8	110.7	139.3	88%	595.7	59.5	201.53	671.3	103.6	200.48
	Sr Representative	Sales Support and	19	85.1	8.5	93.7	122.5	80.0	2.6	82.6	111.2	110%	1616.9	161.5	547.01	1520	49.4	544.16
	Sr Analyst	Energy Delivery/Distr	38	85.2	8.5	93.7	122.5	84.6	10.4	95.0	123.6	99%	3237.6	323	1094.02	3214.8	395.2	1088.32
	Sr Analyst	Technical Specialty/Ski	5	85.4	8.5	93.9	122.7	93.4	9.4	102.8	131.4	93%	427	42.5	143.95	467	47	143.2
	Lead Analyst	Accounting	1	85.5	12.8	98.3	127.1	92.7	8.3	101.0	129.6	98%	85.5	12.8	28.79	92.7	8.3	28.64
	Sr Quality Inspector	Energy Delivery/Distr	7	85.6	8.6	94.1	122.9	102.2	7.9	110.1	138.7	89%	599.2	60.2	201.53	715.4	55.3	200.48

Sr Analyst	Marketing	3	85.6	8.6	94.2	123.0	96.6	15.5	112.1	140.7	87%	256.8	25.8	86.37	289.8	46.5	85.92
Sr Analyst	IT Administrator	22	85.7	8.6	94.3	123.1	98.4	7.1	105.5	134.1	92%	1885.4	189.2	633.38	2164.8	156.2	630.08
Sr Analyst	Quality Assurance	20	85.7	8.6	94.3	123.1	93.1	13.9	107.0	136.6	91%	1714	172	575.8	1862	278	572.8
Sr Analyst	Transportation Services & Financial Analysis and	8	86.1	8.6	94.7	123.5	90.0	10.7	100.7	129.3	95%	688.8	68.8	230.32	720	85.6	229.12
Sr Analyst	Engineering	14	86.2	8.6	94.8	123.6	84.1	7.7	91.8	120.4	103%	258.6	25.8	86.37	252.3	23.1	85.92
Sr Analyst	IT Administrator	5	86.5	8.6	95.1	123.9	94.1	11.5	105.6	134.2	92%	432.5	43	143.95	470.5	57.5	143.2
Sr Analyst	Financial Analysis and	4	86.5	8.6	95.1	123.9	88.0	10.8	98.8	127.4	97%	346	34.4	115.16	352	43.2	114.56
Sr Supv Non Operations	Energy Delivery/Distr	20	86.6	8.7	95.2	124.0	99.0	10.2	109.2	137.8	90%	1732	174	575.8	1980	204	572.8
Sr Analyst	Financial Analysis and	40	86.8	8.7	95.5	124.3	90.6	11.5	102.1	130.7	95%	3472	348	1151.6	3624	460	1145.6
Sr Analyst	Audit and Financial/Bu	6	86.9	8.7	95.6	124.4	84.4	8.1	92.5	121.1	103%	521.4	52.2	172.74	506.4	48.6	171.84
Sr Accountant	Accounting	42	86.9	8.7	95.6	124.4	81.9	8.3	90.2	118.8	105%	3649.8	365.4	1209.18	3439.8	348.6	1202.88
Sr Analyst	Financial Analysis and	7	87.0	8.7	95.7	124.5	86.5	6.8	93.3	121.9	102%	609	60.9	201.53	605.5	47.6	200.48
Sr Supv Non Operations	Human Resources	2	87.3	8.7	96.1	124.9	105.0	14.5	119.5	148.1	84%	174.6	17.4	57.58	210	29	57.28
Sr Analyst	IT Administrator	28	87.8	8.8	96.6	125.4	99.0	7.5	106.5	135.1	93%	2458.4	246.4	806.12	2772	210	801.92
Sr Analyst	Energy Delivery/Distr	1	87.9	8.8	96.7	125.5	88.9	9.1	98.0	126.6	99%	87.9	8.8	28.79	88.9	9.1	28.64
Sr Analyst	Administrative Services	2	88.2	8.8	97.0	125.8	88.6	10.1	98.7	127.3	99%	176.4	17.6	57.58	177.2	20.2	57.28
Sr Planner	Gas Transmission	3	88.2	8.8	97.0	125.8	99.8	11.5	111.3	139.9	90%	264.6	26.4	86.37	299.4	34.5	85.92
Sr Analyst	Engineering	19	88.3	8.8	97.1	125.9	112.0	11.3	123.3	151.9	83%	1677.7	167.2	547.01	2128	214.7	544.16
Lead Claims Representative	Legal Support	3	88.3	8.8	97.2	126.0	94.8	7.5	102.3	130.9	96%	264.9	26.4	86.37	284.4	22.5	85.92
Sr Analyst	Engineering	28	88.4	8.8	97.2	126.0	97.6	8.4	106.0	134.6	94%	2475.2	246.4	806.12	2732.8	235.2	801.92
Sr Auditor	Audit and Financial/Bu	5	88.7	8.9	97.5	126.3	87.2	5.1	92.3	120.9	104%	443.5	44.5	143.95	436	25.5	143.2
Supv Non Operations	Customer Support/Op	1	88.7	8.9	97.6	126.4	83.2	8.8	92.0	120.6	105%	88.7	8.9	28.79	83.2	8.8	28.64
Sr Analyst	Supply Chain and Logistics	36	88.9	8.9	97.8	126.6	88.3	8.4	96.7	125.3	101%	3200.4	320.4	1036.44	3178.8	302.4	1031.04
Supv Operations	Engineering	1	89.0	8.9	97.9	126.7	122.1	18.3	140.4	169.0	75%	89	8.9	28.79	122.1	18.3	28.64
Sr Representative	Corporate Affairs/Com	1	89.0	8.9	97.9	126.7	104.2	10.6	114.8	143.4	88%	89	8.9	28.79	104.2	10.6	28.64
Sr Analyst	Engineering	13	89.2	8.9	98.1	126.9	97.8	7.8	105.6	134.2	95%	1159.6	115.7	374.27	1271.4	101.4	372.32
Sr Engineer	Engineering	1	89.2	8.9	98.1	126.9	96.8	8.2	105.0	133.6	95%	89.2	8.9	28.79	96.8	8.2	28.64
Sr Analyst	Human Resources	1	89.3	8.9	98.2	127.0	82.6	2.5	85.1	113.7	112%	89.3	8.9	28.79	82.6	2.5	28.64
Sr Analyst	Energy Delivery/Distr	111	89.5	9.0	98.5	127.3	93.5	9.4	102.9	131.5	97%	9934.5	999	3195.69	10378.5	1043.4	3179.04
Sr Engineer	Engineering	3	89.6	9.0	98.5	127.3	96.0	8.5	104.5	133.1	96%	268.8	27	86.37	288	25.5	85.92
Sr Project Manager	Project/Program	1	89.7	9.0	98.7	127.5	96.3	9.9	106.2	134.8	95%	89.7	9	28.79	96.3	9.9	28.64
Sr Analyst	Energy Delivery/Distr	14	89.8	9.0	98.7	127.5	86.1	8.7	94.8	123.4	103%	1257.2	126	403.06	1205.4	121.8	400.96
Telecom Tech	Energy Delivery/Distr	6	90.1	9.0	99.1	127.9	73.2	5.1	78.3	106.9	120%	540.6	54	172.74	439.2	30.6	171.84
Sr Coordinator	Energy Delivery/Distr	2	90.3	9.0	99.4	128.2	87.3	8.3	95.6	124.2	103%	180.6	18	57.58	174.6	16.6	57.28
Sr Analyst	Project/Program	19	90.4	9.0	99.4	128.2	100.9	9.0	109.9	138.5	93%	1717.6	171	547.01	1917.1	171	544.16
Sr Analyst	Environmental Health and	9	90.5	9.0	99.5	128.3	96.7	9.9	106.6	135.2	95%	814.5	81	259.11	870.3	89.1	257.76
Supv Operations	Vegetation Management	28	90.5	9.1	99.6	128.4	100.7	11.2	111.9	140.5	91%	2534	254.8	806.12	2819.6	313.6	801.92
Sr Engineer	Engineering	12	90.7	9.1	99.8	128.6	94.5	12.5	107.0	135.6	95%	1088.4	109.2	345.48	1134	150	343.68
Sr IT Analyst	IT Development	1	91.3	9.1	100.4	129.2	104.9	10.7	115.6	144.2	90%	91.3	9.1	28.79	104.9	10.7	28.64
Assoc Supv Operations	Energy Delivery/Distr	15	91.4	8.9	100.2	129.0	102.9	8.3	111.2	139.8	92%	1371	133.5	431.85	1543.5	124.5	429.6
Sr Supv Operations	Energy Delivery/Distr	2	91.7	9.2	100.8	129.6	98.7	12.4	111.1	139.7	93%	183.4	18.4	57.58	197.4	24.8	57.28
Sr Engineer	Engineering	23	91.7	9.2	100.9	129.7	105.0	8.6	113.6	142.2	91%	2109.1	211.6	662.17	2415	197.8	658.72
Lead Analyst	Financial Analysis and	2	91.7	13.8	105.5	134.3	108.7	10.9	119.6	148.2	91%	183.4	27.6	57.58	217.4	21.8	57.28
Supv Non Operations	Supply Chain and Logistics	13	92.0	9.2	101.2	130.0	82.4	6.2	88.6	117.2	111%	1196	119.6	374.27	1071.2	80.6	372.32
Sr Analyst	Human Resources	46	92.1	9.2	101.4	130.2	94.9	13.7	108.6	137.2	95%	4236.6	423.2	1324.34	4365.4	630.2	1317.44
Sr Analyst	Financial Analysis and	9	92.3	9.2	101.5	130.3	96.8	12.6	109.4	138.0	94%	830.7	82.8	259.11	871.2	113.4	257.76
Sr Engineer	Project/Program	11	92.5	9.2	101.7	130.5	99.9	14.4	114.3	142.9	91%	1017.5	101.2	316.69	1098.9	158.4	315.04
Assoc Supv GDP	Energy Delivery/Distr	123	92.8	9.0	101.8	130.6	101.6	10.1	111.7	140.3	93%	11414.4	1107	3541.17	12496.8	1242.3	3522.72
Assoc Supv Operations	Energy Delivery/Distr	6	92.9	8.7	101.5	130.3	92.5	9.0	101.5	130.1	100%	557.4	52.2	172.74	555	54	171.84
Asst Chief Pilot	Transportation Services &	5	93.0	14.0	107.0	135.8	128.8	26.8	155.6	184.2	74%	465	70	143.95	644	134	143.2

	Lead Analyst	Vegetation Management	1	93.0	14.0	107.0	135.8	93.4	11.2	104.6	133.2	102%	93	14	28.79	93.4	11.2	28.64
	Lead Representative	Corporate Affairs/Com	3	93.2	14.0	107.1	135.9	111.9	18.2	130.1	158.7	86%	279.6	42	86.37	335.7	54.6	85.92
	Sr Analyst	Human Resources	5	93.2	9.3	102.5	131.3	91.8	10.0	101.8	130.4	101%	466	46.5	143.95	459	50	143.2
	Sr Supv Non Operations	Customer Support/Ope	6	93.6	9.4	103.0	131.8	85.5	8.6	94.1	122.7	107%	561.6	56.4	172.74	513	51.6	171.84
	Lead Analyst	Human Resources	2	94.0	14.1	108.1	136.9	111.7	11.2	122.9	151.5	90%	188	28.2	57.58	223.4	22.4	57.28
	Sr Analyst	Electric Transmission	24	94.0	9.4	103.4	132.2	98.7	12.6	111.3	139.9	94%	2256	225.6	690.96	2368.8	302.4	687.36
	Sr Supv Operations	Engineering	5	94.1	9.4	103.6	132.4	110.8	17.9	128.7	157.3	84%	470.5	47	143.95	554	89.5	143.2
	Lead Advisor	Audit and Financial/Bu	1	94.2	14.1	108.3	137.1	129.8	20.7	150.5	179.1	77%	94.2	14.1	28.79	129.8	20.7	28.64
	Lead Analyst	Real Estate and Facilities	3	94.6	14.2	108.8	137.6	110.3	10.7	121.0	149.6	92%	283.8	42.6	86.37	330.9	32.1	85.92
	Lead Analyst	Accounting	1	94.6	14.2	108.8	137.6	75.3	7.1	82.4	111.0	124%	94.6	14.2	28.79	75.3	7.1	28.64
	Lead Analyst	Human Resources	2	94.7	14.2	108.9	137.7	113.3	11.3	124.6	153.2	90%	189.4	28.4	57.58	226.6	22.6	57.28
	Exec Asst	Administrative Services	1	95.0	9.5	104.5	133.3	95.7	14.3	110.0	138.6	96%	95	9.5	28.79	95.7	14.3	28.64
	Sr Supv Non Operations	Real Estate and Facilities	3	95.0	9.5	104.5	133.3	115.9	18.4	134.3	162.9	82%	285	28.5	86.37	347.7	55.2	85.92
	Sr IT Analyst	IT Administration	1	95.0	9.5	104.5	133.3	92.6	9.8	102.4	131.0	102%	95	9.5	28.79	92.6	9.8	28.64
	Lead Analyst	Customer Support/Ope	4	95.1	14.3	109.3	138.1	104.0	7.8	111.8	140.4	98%	380.4	57.2	115.16	416	31.2	114.56
	Sr Supv Operations	Technical Sales	1	95.2	9.5	104.7	133.5	78.9	2.5	81.4	110.0	121%	95.2	9.5	28.79	78.9	2.5	28.64
	Lead Analyst	Customer Support/Ope	21	95.6	14.3	109.9	138.7	102.9	10.4	113.3	141.9	98%	2007.6	300.3	604.59	2160.9	218.4	601.44
	Sr Supv Non Operations	Technical Specialty/Ski	7	95.9	9.6	105.4	134.2	82.7	2.6	85.3	113.9	118%	671.3	67.2	201.53	578.9	18.2	200.48
	Assoc Supv Operations	Energy Delivery/Distr	211	95.9	9.6	105.4	134.2	98.3	10.8	109.1	137.7	97%	20234.9	2025.6	6074.69	20741.3	2278.8	6043.04
	Manager	Corporate Affairs/Com	1	96.1	14.4	110.6	139.4	122.8	17.8	140.6	169.2	82%	96.1	14.4	28.79	122.8	17.8	28.64
	Prin Analyst	Human Resources	1	96.2	14.4	110.7	139.5	105.2	13.7	118.9	147.5	95%	96.2	14.4	28.79	105.2	13.7	28.64
	Acting Manager	Environment al Health and	1	96.5	9.7	106.2	135.0	104.5	19.2	123.7	152.3	89%	96.5	9.7	28.79	104.5	19.2	28.64
	Lead Analyst	Security	5	96.7	14.5	111.2	140.0	119.8	10.9	130.7	159.3	88%	483.5	72.5	143.95	599	54.5	143.2
	Lead Analyst	Supply Chain and Logistics	1	96.8	14.5	111.4	140.2	102.8	12.3	115.1	143.7	98%	96.8	14.5	28.79	102.8	12.3	28.64
	Sr Supv Non Operations	Financial Analysis and	2	96.9	9.7	106.5	135.3	96.2	10.4	106.6	135.2	100%	193.8	19.4	57.58	192.4	20.8	57.28
	Lead Supv Non Operations	Energy Delivery/Distr	4	97.0	9.7	106.7	135.5	113.0	14.0	127.0	155.6	87%	388	38.8	115.16	452	56	114.56
	Manager	Supply Chain and Logistics	1	97.0	14.6	111.6	140.4	107.8	13.6	121.4	150.0	94%	97	14.6	28.79	107.8	13.6	28.64
	Sr Engineer	Engineering	3	97.2	9.7	106.9	135.7	102.7	0.0	102.7	131.3	103%	291.6	29.1	86.37	308.1	0	85.92
	Lead Sales Representative	Direct Sales	48	97.2	14.6	111.8	140.6	104.6	11.9	116.5	145.1	97%	4471.2	671.6	1324.34	4811.6	547.4	1317.44
	Sr Supv Non Operations	Accounting	3	97.2	9.7	106.9	135.7	105.3	13.4	118.7	147.3	92%	291.6	29.1	86.37	315.9	40.2	85.92
	Sr Supv Non Operations	Transportatio n Services &	20	97.3	9.7	107.0	135.8	97.0	12.5	109.5	138.1	98%	1946	194	575.8	1940	250	572.8
	Lead Advisor	Audit and Financial/Bu	2	97.3	14.6	111.9	140.7	118.0	18.8	136.8	165.4	85%	194.6	29.2	57.58	236	37.6	57.28
	Sr Designer	Engineering	7	97.3	9.7	107.0	135.8	105.2	6.5	111.7	140.3	97%	681.1	67.9	201.53	736.4	45.5	200.48
	Sr Engineer	Energy Delivery/Distr	2	97.5	9.8	107.3	136.1	95.9	2.1	98.0	126.6	107%	195	19.6	57.58	191.8	4.2	57.28
	Sr Supv Non Operations	Real Estate and Facilities	15	97.6	9.8	107.4	136.2	94.8	11.5	106.3	134.9	101%	1464	147	431.85	1422	172.5	429.6
	Sr Analyst	Modeling, Forecasting,	15	97.6	9.8	107.4	136.2	97.3	11.4	108.7	137.3	99%	1464	147	431.85	1459.5	171	429.6
	Lead Analyst	Supply Chain and Logistics	4	98.1	14.7	112.8	141.6	104.9	8.7	113.6	142.2	100%	392.4	58.8	115.16	419.6	34.8	114.56
	Lead Analyst	Customer Support/Ope	1	98.3	14.7	113.0	141.8	82.2	6.5	88.7	117.3	121%	98.3	14.7	28.79	82.2	6.5	28.64
	Lead Analyst	Credit and Collections	7	98.4	14.8	113.2	142.0	110.6	11.0	121.6	150.2	95%	688.8	103.6	201.53	774.2	77	200.48
	Sr Supv Non Operations	Technical Specialty/Ski	7	98.5	9.9	108.4	137.2	90.5	13.8	104.3	132.9	103%	689.5	69.3	201.53	633.5	96.6	200.48
	Assoc Supv Non Operations	Customer Support/Ope	2	98.6	9.9	108.5	137.3	85.9	9.0	94.9	123.5	111%	197.2	19.8	57.58	171.8	18	57.28
	Nurse	Environment al Health and	6	98.7	9.9	108.6	137.4	81.7	3.6	85.3	113.9	121%	592.2	59.4	172.74	490.2	21.6	171.84
	Manager	Accounting	1	98.8	14.8	113.7	142.5	121.1	21.2	142.3	170.9	83%	98.8	14.8	28.79	121.1	21.2	28.64
	Assoc Supv Operations	Project/Program	55	99.1	9.8	108.9	137.7	115.8	16.3	132.1	160.7	86%	5450.5	539	1583.45	6369	896.5	1575.2
	Lead Analyst	Financial Analysis and	24	99.3	14.9	114.1	142.9	114.5	10.4	124.9	153.5	93%	2383.2	357.6	690.96	2748	249.6	687.36
	Sr Engineer	Technical Customer	3	99.4	9.9	109.4	138.2	84.5	3.6	88.1	116.7	118%	298.2	29.7	86.37	253.5	10.8	85.92
	Sr Engineer	Engineering	1	99.5	9.9	109.4	138.2	98.4	9.6	108.0	136.6	101%	99.5	9.9	28.79	98.4	9.6	28.64
	Lead Accountant	Accounting	30	99.7	15.0	114.7	143.5	102.0	11.3	113.3	141.9	101%	2991	450	863.7	3060	339	859.2
	Lead Analyst	Accounting	1	99.9	15.0	114.9	143.7	70.5	0.0	70.5	99.1	145%	99.9	15	28.79	70.5	0	28.64
\$100,000 - \$120,000	Manager	Human Resources	1	100.0	15.0	115.0	143.8	145.1	26.5	171.6	200.2	72%	100	15	28.79	145.1	26.5	28.64
	Sr Designer	Technical Specialty/Ski	7	100.2	10.0	110.2	139.0	96.8	9.9	106.7	135.3	103%	701.4	70	201.53	677.6	69.3	200.48

Lead Analyst	Strategic Planning/Cor	1	100.2	15.0	115.3	144.1	113.7	11.3	125.0	153.6	94%	100.2	15	28.79	113.7	11.3	28.64
Manager	Energy Efficiency/Co	1	100.2	15.0	115.3	144.1	133.0	22.9	155.9	184.5	78%	100.2	15	28.79	133	22.9	28.64
Sr Analyst	Human Resources	4	100.3	10.0	110.3	139.1	99.6	14.4	114.0	142.6	98%	401.2	40	115.16	398.4	57.6	114.56
Sr Analyst	Fossil Power Generation	10	100.4	10.0	110.4	139.2	103.1	6.1	109.2	137.8	101%	1004	100	287.9	1031	61	286.4
Assoc Supv Operations	Energy Delivery/Distr	187	100.4	10.0	110.4	139.2	103.2	10.0	113.2	141.8	98%	18774.8	1870	5383.73	19298.4	1870	5355.68
Supv Operations	Vegetation Management	5	100.5	10.1	110.6	139.4	105.8	11.7	117.5	146.1	95%	502.5	50.5	143.95	529	58.5	143.2
Lead Analyst	Quality Assurance	19	100.5	15.1	115.6	144.4	114.4	15.5	129.9	158.5	91%	1909.5	286.9	547.01	2173.6	294.5	544.16
Lead Program Manager	Corporate Affairs/Com	1	100.8	15.1	115.9	144.7	107.6	12.6	120.2	148.8	97%	100.8	15.1	28.79	107.6	12.6	28.64
Lead Analyst	Marketing	19	101.0	15.2	116.2	145.0	115.4	9.1	124.5	153.1	95%	1919	288.8	547.01	2192.6	172.9	544.16
Lead Analyst	IT Development	1	101.2	15.2	116.4	145.2	117.2	16.9	134.1	162.7	89%	101.2	15.2	28.79	117.2	16.9	28.64
Lead Program Manager	Security	11	101.2	15.2	116.4	145.2	100.6	9.3	109.9	138.5	105%	1113.2	167.2	316.69	1106.6	102.3	315.04
Lead Analyst	Corporate Affairs/Com	7	101.3	15.2	116.5	145.3	109.4	8.2	117.6	146.2	99%	709.1	106.4	201.53	765.8	57.4	200.48
Lead Engineer	Engineering	4	101.3	15.2	116.5	145.3	112.0	12.1	124.1	152.7	95%	405.2	60.8	115.16	448	48.4	114.56
Manager	Accounting	1	101.4	15.2	116.6	145.4	109.1	16.9	126.0	154.6	94%	101.4	15.2	28.79	109.1	16.9	28.64
Lead Engineer	Energy Delivery/Distr	4	101.4	15.2	116.6	145.4	103.2	4.8	108.0	136.6	106%	405.6	60.8	115.16	412.8	19.2	114.56
Lead Analyst	Corporate Affairs/Com	22	101.5	15.2	116.7	145.5	115.6	16.0	131.6	160.2	91%	2233	334.4	633.38	2543.2	352	630.08
Lead Analyst	Financial Analysis and	4	101.6	15.2	116.8	145.6	101.9	13.3	115.2	143.8	101%	406.4	60.8	115.16	407.6	53.2	114.56
Lead Planner	Gas Transmission	4	101.7	15.3	116.9	145.7	109.4	15.1	124.5	153.1	95%	406.8	61.2	115.16	437.6	60.4	114.56
Manager	Financial Analysis and	1	101.7	15.3	117.0	145.8	134.0	26.8	160.8	189.4	77%	101.7	15.3	28.79	134	26.8	28.64
Lead Coordinator	Human Resources	3	101.9	15.3	117.1	145.9	108.9	18.6	127.5	156.1	93%	305.7	45.9	86.37	326.7	55.8	85.92
Lead Process Manager	Environmental Health and	3	102.0	15.3	117.3	146.1	117.1	10.9	128.0	156.6	93%	306	45.9	86.37	351.3	32.7	85.92
Lead Representative	Sales Support and	7	102.0	15.3	117.3	146.1	99.8	1.2	101.0	129.6	113%	714	107.1	201.53	698.6	8.4	200.48
Lead Analyst	Technical Sales	20	102.1	15.3	117.4	146.2	113.5	14.4	127.9	156.5	93%	2042	306	575.8	2270	288	572.8
Lead Specialist	Audit and Financial/Bu	6	102.3	15.3	117.6	146.4	106.4	15.5	121.9	150.5	97%	613.8	91.8	172.74	638.4	93	171.84
Sr Trader	Energy Trading	3	102.4	10.2	112.7	141.5	100.0	34.1	134.1	162.7	87%	307.2	30.6	86.37	300	102.3	85.92
Sr Supv Non Operations	Financial Analysis and	1	102.6	10.3	112.8	141.6	109.3	9.5	118.8	147.4	96%	102.6	10.3	28.79	109.3	9.5	28.64
Lead Analyst	Accounting	2	102.6	15.4	118.0	146.8	105.8	13.2	119.0	147.6	99%	205.2	30.8	57.58	211.6	26.4	57.28
Lead Analyst	Energy Delivery/Distr	25	102.6	15.4	118.0	146.8	99.0	10.0	109.0	137.6	107%	2565	385	719.75	2475	250	716
Lead Analyst	Technical Specialty/Ski	6	102.6	15.4	118.0	146.8	119.2	8.4	127.6	156.2	94%	615.6	92.4	172.74	715.2	50.4	171.84
Manager	Energy Delivery/Distr	5	102.8	15.4	118.3	147.1	122.6	15.6	138.2	166.8	88%	514	77	143.95	613	78	143.2
Lead Quality Inspector	Energy Delivery/Distr	5	103.0	15.5	118.5	147.3	117.5	9.1	126.6	155.2	95%	515	77.5	143.95	587.5	45.5	143.2
Sr Analyst	Environmental Health and	3	103.0	10.3	113.3	142.1	101.5	10.4	111.9	140.5	101%	309	30.9	86.37	304.5	31.2	85.92
Lead Analyst	Financial Analysis and	3	103.0	15.5	118.5	147.3	106.5	5.7	112.2	140.8	105%	309	46.5	86.37	319.5	17.1	85.92
Lead Analyst	Project/Program	32	103.0	15.5	118.5	147.3	122.7	18.4	141.1	169.7	87%	3296	496	921.28	3926.4	588.8	916.48
Lead Analyst	Energy Delivery/Distr	49	103.1	15.5	118.5	147.3	114.4	8.7	123.1	151.7	97%	5051.9	759.5	1410.71	5605.6	426.3	1403.36
Lead Designer	Technical Specialty/Ski	2	103.1	10.3	113.4	142.2	101.9	15.2	117.1	145.7	98%	206.2	20.6	57.58	203.8	30.4	57.28
Sr Trader	Energy Trading	2	103.1	10.3	113.4	142.2	102.1	25.6	127.7	156.3	91%	206.2	20.6	57.58	204.2	51.2	57.28
Lead Accountant	Financial Analysis and	30	103.2	15.5	118.7	147.5	106.1	5.3	111.4	140.0	105%	3096	465	863.7	3183	159	859.2
Lead Scientist	Corporate Affairs/Com	10	103.2	15.5	118.7	147.5	122.1	17.6	139.7	168.3	88%	1032	155	287.9	1221	176	286.4
Lead Supv Non Operations	Energy Delivery/Distr	22	103.3	14.4	117.8	146.6	107.6	13.3	120.9	149.5	98%	2272.6	316.8	633.38	2367.2	292.6	630.08
Lead Analyst	Engineering	24	103.5	15.5	119.0	147.8	128.8	13.0	141.8	170.4	87%	2484	372	690.96	3091.2	312	687.36
Lead Eng Supv-Operations	Energy Delivery/Distr	1	103.7	15.6	119.3	148.1	123.7	17.0	140.7	169.3	87%	103.7	15.6	28.79	123.7	17	28.64
Lead Program Manager	Human Resources	7	103.8	15.6	119.3	148.1	120.0	14.1	134.1	162.7	91%	726.6	109.2	201.53	840	98.7	200.48
Manager	Energy Delivery/Distr	3	103.8	15.6	119.4	148.2	123.3	18.0	141.3	169.9	87%	311.4	46.8	86.37	369.9	54	85.92
Manager	Accounting	1	104.0	15.6	119.6	148.4	147.4	29.5	176.9	205.5	72%	104	15.6	28.79	147.4	29.5	28.64
Lead Analyst	Engineering	61	104.1	15.6	119.7	148.5	114.5	13.0	127.5	156.1	95%	6350.1	951.6	1756.19	6984.5	793	1747.04
Manager	Environment al Health and	1	104.1	15.6	119.7	148.5	121.4	19.0	140.4	169.0	88%	104.1	15.6	28.79	121.4	19	28.64
Sr Supv Operations	Energy Delivery/Distr	26	104.3	10.4	114.8	143.6	107.1	9.3	116.4	145.0	99%	2711.8	270.4	748.54	2784.6	241.8	744.64
Lead Engineer	Engineering	19	104.4	15.7	120.1	148.9	125.6	12.3	137.9	166.5	89%	1983.6	298.3	547.01	2386.4	233.7	544.16
Lead Representative	Environment al Health and	1	104.5	15.7	120.1	148.9	118.3	13.3	131.6	160.2	93%	104.5	15.7	28.79	118.3	13.3	28.64
Lead Specialist	Transportatio n Services &	1	104.5	15.7	120.2	149.0	103.5	12.4	115.9	144.5	103%	104.5	15.7	28.79	103.5	12.4	28.64

Manager	Direct Sales	5	104.6	15.7	120.3	149.1	120.0	23.6	143.6	172.2	87%	523	78.5	143.95	600	118	143.2
Manager	IT Administratio	4	104.7	15.7	120.4	149.2	130.7	13.4	144.1	172.7	86%	418.8	62.8	115.16	522.8	53.6	114.56
Manager	Environment al Health and	2	104.7	15.7	120.4	149.2	122.9	22.4	145.3	173.9	86%	209.4	31.4	57.58	245.8	44.8	57.28
Manager	Human Resources	1	105.0	15.8	120.8	149.6	126.3	21.0	147.3	175.9	85%	105	15.8	28.79	126.3	21	28.64
Sr Supv Non Operations	Energy Efficiency/Co	1	105.0	10.5	115.5	144.3	113.1	19.4	132.5	161.1	90%	105	10.5	28.79	113.1	19.4	28.64
Lead Coordinator	Engineering	16	105.0	15.8	120.8	149.6	111.7	11.0	122.7	151.3	99%	1680	252.8	460.64	1787.2	176	458.24
Lead Training Rep Control Ctr	Electric System/Child	6	105.2	15.8	120.9	149.7	121.5	22.8	144.3	172.9	87%	631.2	94.8	172.74	729	136.8	171.84
Lead Analyst	Engineering	13	105.2	15.8	121.0	149.8	117.7	12.6	130.3	158.9	94%	1367.6	205.4	374.27	1530.1	163.8	372.32
Lead Analyst	IT Administratio	18	105.3	15.8	121.1	149.9	109.4	16.4	125.8	154.4	97%	1895.4	284.4	518.22	1969.2	295.2	515.52
Lead Analyst	Financial Analysis and	3	105.5	15.8	121.3	150.1	116.4	22.6	139.0	167.6	90%	316.5	47.4	86.37	349.2	67.8	85.92
Manager	Customer Support/Ope	2	105.8	15.9	121.6	150.4	120.1	16.5	136.6	166.2	91%	211.6	31.8	57.58	240.2	33	57.28
Supv Non Operations	Supply Chain and Logistics	6	105.8	10.6	116.4	145.2	86.5	6.5	93.0	121.6	119%	634.8	63.6	172.74	519	39	171.84
Sr Supv Operations	Fossil Power Generation	58	106.0	10.6	116.5	145.3	101.4	10.2	111.6	140.2	104%	6148	614.8	1669.82	5881.2	591.6	1661.12
Manager	Marketing	3	106.1	15.9	122.0	150.8	110.9	20.4	131.3	159.9	94%	318.3	47.7	86.37	332.7	61.2	85.92
Lead Analyst	Environment al Health and	3	106.3	15.9	122.2	151.0	106.1	11.6	117.7	146.3	103%	318.9	47.7	86.37	318.3	34.8	85.92
Lead Program Manager	Energy Delivery/Distr	9	106.7	16.0	122.7	151.5	111.6	11.6	123.2	151.8	100%	960.3	144	259.11	1004.4	104.4	257.76
Manager	Security	1	106.8	16.0	122.8	151.6	120.8	19.9	140.7	169.3	90%	106.8	16	28.79	120.8	19.9	28.64
Assoc Supv GDP	Energy Delivery/Distr	17	106.8	10.7	117.5	146.3	106.7	10.6	117.3	145.9	100%	1815.6	181.9	489.43	1813.9	180.2	486.88
Manager	Human Resources	3	106.9	16.0	122.9	151.7	109.3	13.1	122.4	151.0	100%	320.7	48	86.37	327.9	39.3	85.92
Lead Analyst	IT Administratio	6	106.9	16.0	123.0	151.8	113.7	11.3	125.0	153.6	99%	641.4	96	172.74	682.2	67.8	171.84
Acting Manager	Engineering	1	107.1	16.1	123.1	151.9	143.7	21.5	165.2	193.8	78%	107.1	16.1	28.79	143.7	21.5	28.64
Lead Designer	Technical Specialty/Ski	4	107.3	10.7	118.0	146.8	98.9	7.0	105.9	134.5	109%	429.2	42.8	115.16	395.6	28	114.56
Manager	Customer Support/Ope	6	107.5	16.1	123.7	152.5	118.0	13.9	131.9	160.5	95%	645	96.6	172.74	708	83.4	171.84
Lead Analyst	Energy Efficiency/Co	6	107.6	16.1	123.7	152.5	104.1	15.6	119.7	148.3	103%	645.6	96.6	172.74	624.6	93.6	171.84
Lead Analyst	IT Administratio	30	107.7	16.2	123.8	152.6	118.6	11.9	130.5	159.1	96%	3231	486	863.7	3558	357	859.2
Lead Engineer	Engineering	16	107.9	16.2	124.1	152.9	115.8	14.6	130.4	159.0	96%	1726.4	259.2	460.64	1852.8	233.6	458.24
Lead Representative	Corporate Affairs/Com	3	108.0	16.2	124.2	153.0	123.1	20.0	143.1	171.7	89%	324	48.6	86.37	369.3	60	85.92
Assoc Counsel	Legal	2	108.5	10.9	119.4	148.2	98.2	14.8	113.0	141.6	105%	217	21.8	57.58	196.4	29.6	57.28
Acting Manager	Supply Chain and Logistics	4	108.5	16.3	124.8	153.6	93.9	3.1	97.0	125.6	122%	434	65.2	115.16	375.6	12.4	114.56
Counsel	Legal	2	108.6	16.3	124.9	153.7	125.0	20.7	145.7	174.3	88%	217.2	32.6	57.58	250	41.4	57.28
Lead Engineer	Engineering	13	108.8	16.3	125.1	153.9	111.1	14.8	125.9	154.5	100%	1414.4	211.9	374.27	1444.3	192.4	372.32
Lead Program Manager	Energy Delivery/Distr	14	108.9	17.3	126.2	155.0	97.2	12.1	109.3	137.9	112%	1524.6	242.2	403.06	1360.8	169.4	400.96
Lead Project Manager	Project/Program	16	109.0	16.4	125.4	154.2	120.9	15.0	135.9	164.5	94%	1744	262.4	460.64	1934.4	240	458.24
Lead Appl Coordinator	Electric Transmission	30	109.2	16.4	125.6	154.4	116.1	14.9	131.0	159.6	97%	3276	492	863.7	3483	447	859.2
Manager	Financial Analysis and	13	109.5	16.4	125.9	154.7	124.3	16.1	140.4	169.0	92%	1423.5	213.2	374.27	1615.9	209.3	372.32
Lead Project Manager	Project/Program	3	109.5	16.4	125.9	154.7	121.0	10.8	131.8	160.4	96%	328.5	49.2	86.37	363	32.4	85.92
Lead Specialist	Human Resources	1	109.7	16.5	126.1	154.9	104.1	10.5	114.6	143.2	108%	109.7	16.5	28.79	104.1	10.5	28.64
Lead Engineer	Technical Customer	3	109.7	16.5	126.2	155.0	104.6	10.7	115.3	143.9	108%	329.1	49.5	86.37	313.8	32.1	85.92
Lead Analyst	Financial Analysis and	1	110.0	16.5	126.5	155.3	102.3	13.6	115.9	144.5	107%	110	16.5	28.79	102.3	13.6	28.64
Manager	IT Administratio	1	110.0	16.5	126.5	155.3	131.0	26.3	157.3	185.9	84%	110	16.5	28.79	131	26.3	28.64
Manager	Marketing	3	110.1	16.5	126.6	155.4	125.4	20.9	146.3	174.9	89%	330.3	49.5	86.37	376.2	62.7	85.92
Lead Analyst	Engineering	42	110.1	16.5	126.7	155.5	108.2	15.9	122.1	150.7	103%	4624.2	693	1209.18	4460.4	667.8	1202.88
Lead Program Manager	Energy Delivery/Distr	1	110.2	16.5	126.7	155.5	122.7	12.8	135.5	164.1	95%	110.2	16.5	28.79	122.7	12.8	28.64
Manager	Corporate Affairs/Com	3	110.2	16.5	126.7	155.5	114.0	13.7	127.7	156.3	99%	330.6	49.5	86.37	342	41.1	85.92
Manager	Strategic Planning/Cor	1	110.2	16.5	126.7	155.5	140.4	21.1	161.5	190.1	92%	110.2	16.5	28.79	140.4	21.1	28.64
Lead Process Manager	Accounting	12	110.2	16.5	126.7	155.5	123.4	22.1	145.5	174.1	89%	1322.4	198	345.48	1480.8	265.2	343.68
Assoc Supv Operations	Energy Delivery/Distr	13	110.4	11.0	121.4	150.2	108.3	10.5	118.8	147.4	102%	1435.2	143	374.27	1407.9	136.5	372.32
Manager	Project/Program	1	110.5	16.6	127.0	155.8	133.7	17.5	151.2	179.8	87%	110.5	16.6	28.79	133.7	17.5	28.64
Manager	Real Estate and Facilities	5	110.5	16.6	127.0	155.8	136.4	21.6	158.0	186.6	83%	552.5	83	143.95	682	108	143.2
Lead Supv Operations	Project/Program	6	110.5	11.0	121.5	150.3	119.3	15.7	135.0	163.6	92%	663	66	172.74	715.8	94.2	171.84
Counsel	Legal	4	110.5	16.6	127.1	155.9	108.0	16.7	124.7	153.3	102%	442	66.4	115.16	432	66.8	114.56

Assoc Supv Operations	Energy Delivery/Distr	17	110.7	11.1	121.7	150.5	103.3	11.3	114.6	143.2	105%	1881.9	188.7	489.43	1756.1	192.1	486.88
Lead Trader	Energy Trading	3	110.7	16.6	127.3	156.1	138.8	46.4	165.2	213.8	73%	332.1	49.8	86.37	416.4	139.2	85.92
Lead Specialist	Human Resources	3	110.8	16.6	127.4	156.2	113.9	17.1	131.0	159.6	98%	332.4	49.8	86.37	341.7	51.3	85.92
Manager	Financial Analysis and	4	110.9	16.6	127.6	156.4	118.1	22.2	140.3	168.9	93%	443.6	66.4	115.16	472.4	88.8	114.56
Manager	IT Administratio	7	110.9	16.6	127.6	156.4	133.5	19.9	153.4	182.0	86%	776.3	116.2	201.53	934.5	139.3	200.48
Manager	Human Resources	1	111.1	16.7	127.8	156.6	115.5	22.4	137.9	166.5	94%	111.1	16.7	28.79	115.5	22.4	28.64
Lead Analyst	Modeling, Forecasting,	12	111.1	16.7	127.8	156.6	115.1	24.5	139.6	168.2	93%	1333.2	200.4	345.48	1381.2	294	343.68
Lead Analyst	Engineering	4	111.2	16.7	127.8	156.6	112.0	10.2	122.2	150.8	104%	444.8	66.8	115.16	448	40.8	114.56
Lead Analyst	IT	1	111.3	16.7	128.0	156.8	125.1	12.4	137.5	166.1	94%	111.3	16.7	28.79	125.1	12.4	28.64
Manager	Sales Support and	2	111.6	16.7	128.3	157.1	96.4	8.4	104.8	133.4	118%	223.2	33.4	57.58	192.8	16.8	57.28
Lead Engineer	Technical Specialty/Ski	2	111.6	16.7	128.4	157.2	101.6	10.5	112.1	140.7	112%	223.2	33.4	57.58	203.2	21	57.28
Prin Specialist	Human Resources	3	111.7	16.8	128.5	157.3	123.2	14.4	137.6	166.2	95%	335.1	50.4	86.37	369.6	43.2	85.92
Prin Analyst	Human Resources	1	112.0	16.8	128.8	157.6	95.6	12.5	108.1	136.7	115%	112	16.8	28.79	95.6	12.5	28.64
Sr Engineer	Engineering	1	112.0	11.2	123.2	152.0	98.0	6.2	104.2	132.8	114%	112	11.2	28.79	98	6.2	28.64
Lead Project Manager	Project/Program	2	112.1	16.8	128.9	157.7	119.4	12.2	131.6	160.2	98%	224.2	33.6	57.58	238.8	24.4	57.28
Manager	Financial Analysis and	2	112.4	16.9	129.3	158.1	134.2	28.8	163.0	191.6	82%	224.8	33.8	57.58	268.4	57.6	57.28
Lead Engineer	Energy Delivery/Distr	1	112.5	16.9	129.3	158.1	110.3	2.3	112.6	141.2	112%	112.5	16.9	28.79	110.3	2.3	28.64
Manager	Quality Assurance	7	112.6	16.9	129.5	158.3	124.3	18.6	142.9	171.5	92%	788.2	118.3	201.53	870.1	130.2	200.48
Manager	Supply Chain and Logistics	4	112.7	16.9	129.7	158.5	123.7	19.1	142.8	171.4	92%	450.8	67.6	115.16	494.8	76.4	114.56
Lead Advisor	Risk Management	2	113.0	16.9	129.9	158.7	112.5	16.3	128.8	157.4	101%	226	33.8	57.58	225	32.6	57.28
Lead Partner	Marketing	3	113.1	17.0	130.0	158.8	113.6	18.3	131.9	160.5	99%	339.3	51	86.37	340.8	54.9	85.92
Lead Analyst	Administrative Services	1	113.1	17.0	130.1	158.9	100.1	10.0	110.1	138.7	115%	113.1	17	28.79	100.1	10	28.64
Lead Analyst	Corporate Affairs/Com	13	113.2	17.0	130.2	159.0	127.1	17.6	144.7	173.3	92%	1471.6	221	374.27	1652.3	228.8	372.32
Lead Program Manager	Marketing	1	113.2	17.0	130.2	159.0	106.8	12.7	119.5	148.1	107%	113.2	17	28.79	106.8	12.7	28.64
Lead Consultant	IT Administratio	1	113.5	17.0	130.6	159.4	113.0	9.4	122.4	151.0	106%	113.5	17	28.79	113	9.4	28.64
Lead Analyst	Customer Support/Op	2	113.5	17.0	130.6	159.4	92.5	7.5	100.0	128.6	124%	227	34	57.58	185	15	57.28
Sr Analyst	IT Administratio	2	113.6	17.0	130.7	159.5	105.5	10.0	115.5	144.1	107%	227.2	22.8	57.58	211	20	57.28
Manager	Transportation Services &	4	113.9	17.1	131.0	159.8	116.8	20.5	137.3	165.9	96%	455.6	68.4	115.16	467.2	82	114.56
Lead Shift Supv Control Room	Energy Delivery/Distr	14	114.5	17.2	131.7	160.5	132.1	23.0	155.1	183.7	87%	1603	240.8	403.06	1849.4	322	400.96
Manager	Supply Chain and Logistics	1	114.6	17.2	131.8	160.6	134.0	21.0	155.0	183.6	87%	114.6	17.2	28.79	134	21	28.64
Manager	Fossil Power Generation	2	115.0	17.2	132.2	161.0	129.2	24.6	153.8	182.4	88%	230	34.4	57.58	258.4	49.2	57.28
Manager	IT Administratio	1	115.0	17.3	132.3	161.1	119.6	12.7	132.3	160.9	100%	115	17.3	28.79	119.6	12.7	28.64
Manager	Human Resources	1	115.2	17.3	132.4	161.2	115.4	13.4	128.8	157.4	102%	115.2	17.3	28.79	115.4	13.4	28.64
Lead Analyst	Human Resources	3	115.5	17.3	132.8	161.6	104.5	13.6	118.1	146.7	110%	346.5	51.9	86.37	313.5	40.8	85.92
Lead Engineer	Energy Delivery/Distr	3	115.5	17.3	132.8	161.6	113.5	5.4	118.9	147.5	110%	346.5	51.9	86.37	340.5	16.2	85.92
Lead Program Manager	Energy Trading	2	115.6	17.3	132.9	161.7	122.1	18.7	140.8	169.4	95%	231.2	34.6	57.58	244.2	37.4	57.28
Lead Program Manager	Energy Trading	1	115.6	17.3	132.9	161.7	153.6	30.8	184.4	213.0	76%	115.6	17.3	28.79	153.6	30.8	28.64
Manager	IT Administratio	6	115.7	17.4	133.1	161.9	139.9	14.3	154.2	182.8	89%	694.2	104.4	172.74	839.4	85.8	171.84
Lead Analyst	Audit and Financial/Bu	1	115.9	17.4	133.3	162.1	106.7	10.9	117.6	146.2	111%	115.9	17.4	28.79	106.7	10.9	28.64
Counsel	Legal	1	116.0	17.4	133.4	162.2	108.3	9.0	117.3	146.9	111%	116	17.4	28.79	108.3	9	28.64
Manager	Financial Analysis and	4	117.0	17.5	134.5	163.3	130.7	29.0	159.7	188.3	87%	468	70	115.16	522.8	116	114.56
Manager	Security	2	117.2	17.6	134.8	163.6	129.3	21.2	150.5	179.1	91%	234.4	35.2	57.58	258.6	42.4	57.28
Manager	Technical Sales	4	117.3	17.6	134.9	163.7	119.4	19.1	138.5	167.1	98%	469.2	70.4	115.16	477.6	76.4	114.56
Manager	Accounting	2	117.5	17.6	135.1	163.9	131.6	27.5	159.1	187.7	87%	235	35.2	57.58	263.2	55	57.28
Manager	Human Resources	5	117.5	17.6	135.1	163.9	121.4	17.3	138.7	167.3	98%	587.5	88	143.95	607	86.5	143.2
Lead Analyst	Energy Delivery/Distr	2	117.6	17.6	135.3	164.1	104.4	9.7	114.1	142.7	115%	235.2	35.2	57.58	208.8	19.4	57.28
Acting Manager	Credit and Collections	1	117.9	17.7	135.6	164.4	131.0	23.7	154.7	183.3	90%	117.9	17.7	28.79	131	23.7	28.64
Manager	Corporate Affairs/Com	1	117.9	17.7	135.6	164.4	131.4	19.0	150.4	179.0	92%	117.9	17.7	28.79	131.4	19	28.64
Prin Representative	Corporate Affairs/Com	2	117.9	17.7	135.6	164.4	130.8	18.5	149.3	177.9	92%	235.8	35.4	57.58	261.6	37	57.28
Lead Analyst	Marketing	5	118.1	17.7	135.9	164.7	126.9	10.0	136.9	165.5	99%	590.5	88.5	143.95	634.5	50	143.2
Manager	Engineering	1	118.5	17.8	136.2	165.0	119.7	13.9	133.6	162.2	102%	118.5	17.8	28.79	119.7	13.9	28.64

Cases 16-G-0058 and 16-G-0059

	Manager	Vegetation Management	3	118.7	17.8	136.5	165.3	126.8	22.0	148.8	177.4	93%	356.1	53.4	86.37	380.4	66	85.92
	Lead Program Manager	Human Resources	4	118.9	17.8	136.8	165.6	132.0	15.5	147.5	176.1	94%	475.6	71.2	115.16	528	62	114.56
	Manager	Energy Delivery/Distr	3	119.0	17.9	136.9	165.7	120.7	16.3	137.0	166.6	100%	357	53.7	86.37	362.1	48.9	85.92
	Manager	Quality Assurance	6	119.6	17.9	137.5	166.3	134.2	20.1	154.3	182.9	91%	717.6	107.4	172.74	805.2	120.6	171.84
	Lead Specialist	Human Resources	1	119.8	18.0	137.7	166.5	114.5	11.6	126.1	154.7	108%	119.8	18	28.79	114.5	11.6	28.64
	Lead Engineer	Engineering	17	119.9	18.0	137.8	166.6	120.3	10.8	131.1	159.7	104%	2038.3	306	489.43	2045.1	183.6	486.88
\$120,000 - \$140,000	Manager	Marketing	2	120.0	18.0	138.0	166.8	146.8	32.3	179.1	207.7	80%	240	36	57.58	293.6	64.6	57.28
	Manager	Technical Customer	1	120.1	18.0	138.1	166.9	110.2	13.2	123.4	152.0	110%	120.1	18	28.79	110.2	13.2	28.64
	Director	Security	1	120.1	24.0	144.1	172.9	152.6	15.8	168.4	197.0	88%	120.1	24	28.79	152.6	15.8	28.64
	Manager	Technical Specialty/Ski	1	120.1	18.0	138.2	167.0	140.8	17.0	157.8	186.4	90%	120.1	18	28.79	140.8	17	28.64
	Manager	Legal Support	3	120.3	18.0	138.3	167.1	124.4	14.9	139.3	167.9	99%	360.9	54	86.37	373.2	44.7	85.92
	Lead Project Manager	Project/Program	5	120.3	18.0	138.3	167.1	133.0	16.5	149.5	178.1	94%	601.5	90	143.95	665	82.5	143.2
	Lead Analyst	Energy Delivery/Distr	1	120.7	18.1	138.8	167.6	108.9	11.0	119.9	148.5	113%	120.7	18.1	28.79	108.9	11	28.64
	Acting Manager	Credit and Collections	3	120.9	18.1	139.1	167.9	140.1	25.4	165.5	194.1	86%	362.7	54.3	86.37	420.3	76.2	85.92
	Manager	Technical Specialty/Ski	1	121.2	18.2	139.4	168.2	131.5	26.4	157.9	186.5	90%	121.2	18.2	28.79	131.5	26.4	28.64
	Lead Analyst	Security	3	121.5	18.2	139.7	168.5	131.7	12.1	143.8	172.4	98%	364.5	54.6	86.37	395.1	36.3	85.92
	Lead Consultant	IT Administration	1	121.6	18.2	139.8	168.6	124.3	10.3	134.6	163.2	103%	121.6	18.2	28.79	124.3	10.3	28.64
	Lead Program Manager	Legal Support	1	121.6	18.2	139.8	168.6	117.3	9.4	126.7	155.3	109%	121.6	18.2	28.79	117.3	9.4	28.64
	Lead Trader	Energy Trading	2	121.8	18.3	140.1	168.9	125.2	20.5	145.7	174.3	97%	243.6	36.6	57.58	250.4	41	57.28
	Manager	Corporate Affairs/Com	1	122.0	18.3	140.3	169.1	139.4	22.0	161.4	190.0	89%	122	18.3	28.79	139.4	22	28.64
	Manager	Gas Transmission	3	122.0	18.3	140.3	169.1	153.7	28.7	182.4	211.0	80%	366	54.9	86.37	461.1	86.1	85.92
	Lead Shift Supv Control Room	Energy Delivery/Distr	15	122.0	18.3	140.3	169.1	142.2	24.7	166.9	195.5	86%	1830	274.5	431.85	2133	370.5	429.6
	Lead Analyst	Engineering	16	122.1	18.3	140.4	169.2	126.0	14.3	140.3	168.9	100%	1953.6	292.8	460.64	2016	228.8	458.24
	Engineer Manager	Engineering	2	122.2	18.3	140.5	169.3	125.8	20.1	145.9	174.5	97%	244.4	36.6	57.58	251.6	40.2	57.28
	Acting Manager	Engineering	7	122.3	18.3	140.6	169.4	157.5	23.6	181.1	209.7	81%	856.1	128.1	201.53	1102.5	165.2	200.48
	Manager	Customer Support/Operations	3	122.5	18.4	140.9	169.7	128.5	17.7	146.2	174.8	97%	367.5	55.2	86.37	385.5	53.1	85.92
	Manager	Corporate Affairs/Com	1	122.5	18.4	140.9	169.7	149.2	23.5	172.7	201.3	84%	122.5	18.4	28.79	149.2	23.5	28.64
	Manager	Energy Delivery/Distr	6	122.5	18.4	140.9	169.7	132.0	19.2	151.2	179.8	94%	735	110.4	172.74	792	115.2	171.84
	Lead Analyst	Engineering	6	122.7	18.4	141.1	169.9	141.7	14.3	156.0	184.6	92%	736.2	110.4	172.74	850.2	85.8	171.84
	Lead Eng Supv-Operations	Energy Delivery/Distr	25	122.8	18.4	141.2	170.0	133.0	18.2	151.2	179.8	95%	3070	460	719.75	3325	455	716
	Manager	Human Resources	5	122.8	18.4	141.2	170.0	129.9	18.5	148.4	177.0	96%	614	92	143.95	649.5	92.5	143.2
	Lead Engineer	Engineering	3	122.9	18.4	141.3	170.1	122.3	16.2	138.5	167.1	102%	368.7	55.2	86.37	366.9	48.6	85.92
	Lead Analyst	Financial Analysis and Project/Program	3	123.0	18.4	141.4	170.2	126.0	11.4	137.4	166.0	102%	369	55.2	86.37	378	34.2	85.92
	Manager	Project/Program	1	123.0	18.5	141.5	170.3	158.3	31.1	189.4	218.0	78%	123	18.5	28.79	158.3	31.1	28.64
	Manager	Supply Chain and Logistics	19	123.0	18.5	141.5	170.3	132.4	20.4	152.8	181.4	94%	2337	351.5	547.01	2515.6	387.6	544.16
	Manager	Sales Support and Marketing	6	123.0	18.5	141.5	170.3	103.2	8.9	112.1	140.7	121%	738	111	172.74	619.2	53.4	171.84
	Manager	Marketing	5	123.2	18.5	141.7	170.5	126.1	22.3	148.4	177.0	96%	616	92.5	143.95	630.5	111.5	143.2
	Engineer Manager	Engineering	2	123.3	18.5	141.8	170.6	132.3	14.5	146.8	175.4	97%	246.6	37	57.58	264.6	29	57.28
	Lead Specialist	Corporate Affairs/Com	2	123.3	22.0	145.3	174.1	102.9	10.8	113.7	142.3	122%	246.6	44	57.58	205.8	21.6	57.28
	Manager	Environmental Health and Safety	2	123.3	18.5	141.8	170.6	129.9	20.3	150.2	178.8	95%	246.6	37	57.58	259.8	40.6	57.28
	Manager	Transportation Services & Support	1	123.6	18.5	142.1	170.9	135.2	14.7	149.9	178.5	96%	123.6	18.5	28.79	135.2	14.7	28.64
	Lead Analyst	Engineering	11	123.8	18.6	142.3	171.1	116.8	17.5	134.3	162.9	105%	1361.8	204.6	316.69	1284.8	192.5	315.04
	Manager	Energy Delivery/Distr	37	123.8	18.6	142.3	171.1	129.9	17.5	147.4	176.0	97%	4580.6	688.2	1065.23	4806.3	647.5	1059.68
	Lead Analyst	Project/Program	9	123.8	18.6	142.4	171.2	135.0	20.2	155.2	183.8	93%	1114.2	167.4	259.11	1215	181.8	257.76
	Manager	Electric System/Grid	1	123.8	18.6	142.4	171.2	144.2	14.8	159.0	187.6	91%	123.8	18.6	28.79	144.2	14.8	28.64
	Manager	Customer Support/Operations	7	124.0	18.6	142.6	171.4	128.3	14.8	141.1	169.7	101%	868	130.2	201.53	884.1	103.6	200.48
	Engineer Manager	Engineering	5	124.0	18.6	142.7	171.5	139.5	21.1	160.6	189.2	91%	620	93	143.95	697.5	105.5	143.2
	Manager	Financial Analysis and Project/Program	5	124.2	18.6	142.9	171.7	134.6	23.4	158.0	186.6	92%	621	93	143.95	673	117	143.2
	Assoc Supv Operations	Project/Program	1	124.2	12.4	136.6	165.4	121.6	17.1	138.7	167.3	99%	124.2	12.4	28.79	121.6	17.1	28.64
	Lead Program Manager	Energy Delivery/Distr	1	124.2	18.6	142.9	171.7	107.0	13.2	120.2	148.8	115%	124.2	18.6	28.79	107	13.2	28.64
	Lead Accountant	Accounting	3	124.7	18.7	143.5	172.3	112.2	12.4	124.6	153.2	112%	374.1	56.1	86.37	336.6	37.2	85.92

Manager	Financial Analysis and Engineering	5	124.8	18.7	143.5	172.3	133.0	17.2	150.2	178.8	96%	624	93.5	143.95	665	86	143.2
Lead Engineer	Engineering	4	124.8	18.7	143.5	172.3	127.4	16.1	143.5	172.1	100%	499.2	74.8	115.16	509.6	64.4	114.56
Lead Analyst	Strategic Planning/Cor	3	124.8	18.7	143.6	172.4	125.1	12.4	137.5	166.1	104%	374.4	56.1	86.37	375.3	37.2	85.92
Lead Engineer	Engineering	8	125.0	18.7	143.7	172.5	138.2	13.4	151.6	180.2	96%	1000	149.6	230.32	1105.6	107.2	229.12
Lead Scientist	Corporate Affairs/Com	4	125.0	18.7	143.7	172.5	134.3	19.4	153.7	182.3	95%	500	74.8	115.16	537.2	77.6	114.56
Lead Analyst	Supply Chain and Logistics	1	125.0	18.8	143.8	172.6	115.4	9.6	125.0	153.6	112%	125	18.8	28.79	115.4	9.6	28.64
Prin Program Manager	IT Administratio	1	125.0	18.8	143.8	172.6	133.4	12.7	146.1	174.7	99%	125	18.8	28.79	133.4	12.7	28.64
Engineer Manager	Engineering	14	125.2	18.8	144.0	172.8	142.8	23.1	165.9	194.5	89%	1752.8	263.2	403.06	1999.2	323.4	400.96
Manager	Marketing	1	125.3	18.8	144.1	172.9	137.2	30.2	167.4	196.0	88%	125.3	18.8	28.79	137.2	30.2	28.64
Manager	Financial Analysis and	2	125.4	18.8	144.2	173.0	126.4	23.7	150.1	178.7	97%	250.8	37.6	57.58	252.8	47.4	57.28
Manager	Direct Sales	10	125.5	18.8	144.3	173.1	129.1	25.4	154.6	183.2	94%	1255	188	287.9	1291	254	286.4
Lead Coordinator	Engineering	6	125.7	18.9	144.5	173.3	122.8	12.1	134.9	163.5	106%	754.2	113.4	172.74	736.8	72.6	171.84
Sr Counsel	Legal	2	125.7	18.9	144.6	173.4	127.4	10.6	138.0	166.6	104%	251.4	37.8	57.58	254.8	21.2	57.28
Lead Analyst	Quality Assurance	7	125.9	18.9	144.7	173.5	125.9	17.0	142.9	171.5	101%	881.3	132.3	201.53	881.3	119	200.48
Manager	Financial Analysis and	1	125.9	18.9	144.7	173.5	143.6	30.9	174.5	203.1	85%	125.9	18.9	28.79	143.6	30.9	28.64
Lead Program Manager	Energy Trading	3	126.4	19.0	145.4	174.2	167.5	33.5	201.0	229.6	76%	379.2	57	86.37	502.5	100.5	85.92
Manager	Energy Delivery/Distr	5	126.4	19.0	145.4	174.2	131.1	20.0	151.1	179.7	97%	632	95	143.95	655.5	100	143.2
Manager	Energy Efficiency/Co	1	126.7	19.0	145.7	174.5	142.4	24.4	166.8	195.4	89%	126.7	19	28.79	142.4	24.4	28.64
Manager	Project/Program	12	126.9	19.0	146.0	174.8	143.7	18.9	162.6	191.2	91%	1522.8	228	345.48	1724.4	226.8	343.68
Manager	Technical Specialty/Ski	1	127.3	19.1	146.3	175.1	132.5	19.6	152.1	180.7	97%	127.3	19.1	28.79	132.5	19.6	28.64
Director	Engineering	1	127.4	25.5	152.9	181.7	163.9	27.8	191.7	220.3	82%	127.4	25.5	28.79	163.9	27.8	28.64
Lead Specialist	Corporate Affairs/Com	1	127.5	19.1	146.6	175.4	113.2	11.9	125.1	153.7	114%	127.5	19.1	28.79	113.2	11.9	28.64
Manager	Financial Analysis and	2	127.6	19.1	146.8	175.6	139.9	31.0	170.9	199.5	88%	255.2	38.2	57.58	279.8	62	57.28
Manager	Energy Delivery/Distr	6	128.1	19.2	147.3	176.1	133.1	16.9	149.9	178.5	99%	768.6	115.2	172.74	798.6	101.4	171.84
Acting Director	Environmental Health and	2	128.4	19.3	147.7	176.5	125.8	21.8	147.6	176.2	100%	256.8	38.6	57.58	251.6	43.6	57.28
Lead Analyst	Human Resources	6	128.4	19.3	147.7	176.5	122.9	12.3	135.2	163.8	108%	770.4	115.8	172.74	737.4	73.8	171.84
Manager	Engineering	1	128.5	19.3	147.8	176.6	131.6	15.3	146.9	175.5	101%	128.5	19.3	28.79	131.6	15.3	28.64
Lead Process Manager	Accounting	11	128.6	19.3	147.9	176.7	132.1	23.6	155.7	184.3	96%	1414.6	212.3	316.69	1453.1	259.6	315.04
Manager	Corporate Affairs/Com	2	128.8	19.3	148.1	176.9	122.0	14.7	136.7	165.3	107%	257.6	38.6	57.58	244	29.4	57.28
Manager	Real Estate and Facilities	2	128.9	19.3	148.3	177.1	145.9	23.2	169.1	197.7	90%	257.8	38.6	57.58	291.8	46.4	57.28
Manager	Marketing	1	129.0	19.4	148.4	177.2	118.7	21.8	140.5	169.1	105%	129	19.4	28.79	118.7	21.8	28.64
Manager	Energy Delivery/Distr	15	129.1	19.4	148.4	177.2	142.6	25.6	168.2	196.8	90%	1936.5	291	431.85	2139	384	429.6
Engineer Manager	Engineering	3	129.3	19.4	148.6	177.4	156.8	26.6	183.4	212.0	84%	387.9	58.2	86.37	470.4	79.8	85.92
Lead Analyst	Modeling, Forecasting,	3	129.5	19.4	148.9	177.7	126.6	27.0	153.6	182.2	98%	388.5	58.2	86.37	379.8	81	85.92
Manager	Administrativ e Services	1	129.6	19.4	149.0	177.8	114.4	9.7	124.1	152.7	116%	129.6	19.4	28.79	114.4	9.7	28.64
Engineer Manager	Engineering	8	129.7	19.5	149.2	178.0	148.3	24.5	172.8	201.4	88%	1037.6	156	230.32	1186.4	196	229.12
Manager	Legal Support	1	129.8	19.5	149.3	178.1	138.4	11.7	150.1	178.7	100%	129.8	19.5	28.79	138.4	11.7	28.64
Manager	Real Estate and Facilities	3	130.0	19.5	149.5	178.3	129.8	17.5	147.3	175.9	101%	390	58.5	86.37	389.4	52.5	85.92
Manager	IT Administratio	7	130.0	19.5	149.5	178.3	142.8	21.4	164.2	192.8	92%	910	136.5	201.53	999.6	149.8	200.48
Exec Advisor	Accounting	1	130.0	19.5	149.5	178.3	128.3	18.8	147.1	175.7	101%	130	19.5	28.79	128.3	18.8	28.64
Manager	Audit and Financial/Bu	3	130.2	19.5	149.7	178.5	127.9	21.9	149.8	178.4	100%	390.6	58.5	86.37	383.7	65.7	85.92
Manager	Electric Transmission	6	130.3	19.5	149.8	178.6	140.7	21.6	162.3	190.9	94%	781.8	117	172.74	844.2	129.6	171.84
Engineer Manager	Engineering	1	130.4	19.6	150.0	178.8	154.1	17.9	172.0	200.6	89%	130.4	19.6	28.79	154.1	17.9	28.64
Lead Analyst	IT Administratio	13	130.7	19.6	150.3	179.1	130.5	13.1	143.6	172.2	104%	1699.1	254.8	374.27	1696.5	170.3	372.32
Manager	Human Resources	1	130.8	19.6	150.4	179.2	128.8	20.9	149.7	178.3	100%	130.8	19.6	28.79	128.8	20.9	28.64
Manager	Audit and Financial/Bu	1	131.0	26.2	157.1	185.9	160.1	39.9	200.0	228.6	81%	131	26.2	28.79	160.1	39.9	28.64
Lead Accountant	Financial Analysis and	4	131.0	19.7	150.7	179.5	116.7	5.9	122.6	151.2	119%	524	78.8	115.16	466.8	23.6	114.56
Manager	Modeling, Forecasting,	8	131.5	19.7	151.2	180.0	143.5	27.0	170.5	199.1	90%	1052	157.6	230.32	1148	216	229.12
Lead Project Manager	Project/Program	4	131.5	19.7	151.2	180.0	133.1	11.9	145.0	173.6	104%	526	78.8	115.16	532.4	47.6	114.56
Lead Analyst	Engineering	5	131.5	19.7	151.2	180.0	129.4	14.0	143.4	172.0	105%	657.5	98.5	143.95	647	70	143.2
Acting Manager	Energy Delivery/Distr	1	132.3	19.8	152.1	180.9	106.4	10.3	116.7	145.3	124%	132.3	19.8	28.79	106.4	10.3	28.64

	Lead Analyst	Technical Specialty/Ski	2	133.6	20.0	153.7	182.5	131.2	9.2	140.4	169.0	108%	267.2	40	57.58	262.4	18.4	57.28
	Sr Counsel	Legal	8	134.1	20.1	154.2	183.0	158.3	31.6	169.9	218.5	84%	1072.8	160.8	230.32	1266.4	252.8	229.12
	Engineer Manager	Engineering	4	134.3	20.2	154.5	183.3	155.5	30.7	186.2	214.8	85%	537.2	80.8	115.16	622	122.8	114.56
	Engineer Manager	Corporate Affairs/Com	4	134.4	20.2	154.6	183.4	147.8	21.7	169.5	198.1	93%	537.6	80.8	115.16	591.2	86.8	114.56
	Manager	Financial Analysis and	11	135.0	20.3	155.3	184.1	143.4	28.7	172.1	200.7	92%	1485	223.3	316.69	1577.4	315.7	315.04
	Director	Security	1	135.4	27.1	162.4	191.2	145.9	17.9	163.8	192.4	99%	135.4	27.1	28.79	145.9	17.9	28.64
	Director	Customer Support/Oper	1	136.3	27.3	163.6	192.4	146.9	22.0	168.9	197.5	97%	136.3	27.3	28.79	146.9	22	28.64
	Lead Engineer	Engineering	2	137.0	20.5	157.5	186.3	123.2	13.3	136.5	165.1	113%	274	41	57.58	246.4	26.6	57.28
	Manager	Financial Analysis and	1	137.0	20.6	157.6	186.4	144.0	25.1	169.1	197.7	94%	137	20.6	28.79	144	25.1	28.64
	Vice President	Energy Delivery/Distr	7	137.4	27.5	164.9	193.7	147.4	28.1	175.5	204.1	95%	961.8	192.5	201.53	1031.8	196.7	200.48
	Senior Counsel I	Legal	1	137.5	27.5	165.0	193.8	151.8	34.4	186.2	214.8	90%	137.5	27.5	28.79	151.8	34.4	28.64
	Director	Energy Delivery/Distr	5	137.8	26.2	164.0	192.8	146.7	40.6	187.3	215.9	89%	689	131	143.95	733.5	203	143.2
	Consulting Engineer	Engineering	2	138.2	20.7	158.9	187.7	144.5	14.0	158.5	187.1	100%	276.4	41.4	57.58	289	28	57.28
	Lead Engineer	Engineering	7	138.2	20.7	158.9	187.7	132.3	11.9	144.2	172.8	109%	967.4	144.9	201.53	926.1	83.3	200.48
	Director	Customer Support/Oper	2	138.3	27.7	166.0	194.8	138.1	19.0	157.1	185.7	105%	276.6	55.4	57.58	276.2	38	57.28
	Director	IT Administratio	2	138.8	27.8	166.5	195.3	137.5	14.6	152.1	180.7	108%	277.6	55.6	57.58	275	29.2	57.28
	Director	Engineering	2	138.8	27.8	166.6	195.4	158.0	29.0	187.0	215.6	91%	277.6	55.6	57.58	316	58	57.28
	Engineer Manager	Engineering	6	138.9	20.8	159.8	188.6	136.2	18.4	154.6	183.2	103%	833.4	124.8	172.74	817.2	110.4	171.84
	Lead Project Manager	Project/Program	3	139.0	20.9	159.9	188.7	131.3	13.4	144.7	173.3	109%	417	62.7	86.37	393.9	40.2	85.92
	Lead Analyst	IT Administratio	1	139.9	21.0	160.9	189.7	120.3	18.0	138.3	166.9	114%	139.9	21	28.79	120.3	18	28.64
\$140,000 - \$160,000	Director	Financial Analysis and	1	140.0	28.0	168.0	196.8	171.1	34.3	205.4	234.0	84%	140	28	28.79	171.1	34.3	28.64
	Director	Direct Sales	1	140.4	28.1	168.4	197.2	150.6	20.3	170.9	199.5	99%	140.4	28.1	28.79	150.6	20.3	28.64
	Lead Analyst	Legal	8	140.5	26.8	167.3	196.1	160.7	18.0	178.7	207.3	95%	1124	214.4	230.32	1285.6	144	229.12
	Director	Financial Analysis and	2	140.6	28.1	168.7	197.5	144.0	32.6	176.6	205.2	96%	281.2	56.2	57.58	288	65.2	57.28
	Manager Gas Trading	Gas Transmission	1	141.3	21.2	162.5	191.3	151.7	18.4	170.1	198.7	96%	141.3	21.2	28.79	151.7	18.4	28.64
	Director	IT Administratio	1	141.3	28.3	169.6	198.4	167.8	38.7	206.5	235.1	84%	141.3	28.3	28.79	167.8	38.7	28.64
	Director	Vegetation Management	1	141.5	28.3	169.8	198.6	136.3	23.7	160.0	188.6	105%	141.5	28.3	28.79	136.3	23.7	28.64
	Director	Corporate Affairs/Com	3	142.1	28.4	170.5	199.3	158.5	28.4	186.9	215.5	92%	426.3	85.2	86.37	475.5	85.2	85.92
	Consulting Engineer	Engineering	1	142.2	21.3	163.5	192.3	138.9	14.4	153.3	181.9	106%	142.2	21.3	28.79	138.9	14.4	28.64
	Manager	Fossil Power Generation	16	142.3	21.4	163.7	192.5	138.4	26.4	164.9	193.5	99%	2276.8	342.4	460.64	2214.4	422.4	458.24
	Director	Corporate Affairs/Com	1	142.7	28.5	171.3	200.1	163.7	36.8	200.5	229.1	87%	142.7	28.5	28.79	163.7	36.8	28.64
	Director	Electric Transmission	1	142.7	28.5	171.3	200.1	133.5	17.1	150.6	179.2	112%	142.7	28.5	28.79	133.5	17.1	28.64
	Director	Human Resources	1	143.2	28.6	171.8	200.6	149.9	32.3	182.2	210.8	95%	143.2	28.6	28.79	149.9	32.3	28.64
	Principal Gas Transport S	Gas Transmission	1	143.4	21.5	165.0	193.8	162.4	48.7	211.1	239.7	81%	143.4	21.5	28.79	162.4	48.7	28.64
	Director	Environment al Health and	1	144.7	28.9	173.6	202.4	191.5	38.9	230.4	259.0	78%	144.7	28.9	28.79	191.5	38.9	28.64
	Director	Credit and Collections	1	144.7	28.9	173.7	202.5	150.6	27.3	177.9	206.5	98%	144.7	28.9	28.79	150.6	27.3	28.64
	Asst General Counsel	Legal	1	144.9	29.0	173.9	202.7	202.2	57.4	259.6	288.2	70%	144.9	29	28.79	202.2	57.4	28.64
	Director	Environment al Health and	1	144.9	29.0	173.9	202.7	147.7	38.5	186.2	214.8	94%	144.9	29	28.79	147.7	38.5	28.64
	Director	Marketing	1	145.0	29.0	174.0	202.8	178.7	48.2	226.9	255.5	79%	145	29	28.79	178.7	48.2	28.64
	Engineer Manager	Engineering	6	145.1	21.8	166.9	195.7	149.9	22.5	172.4	201.0	97%	870.6	130.8	172.74	899.4	135	171.84
	Acting Manager	Supply Chain and Logistics	1	146.2	21.9	168.1	196.9	100.5	3.3	103.8	132.4	149%	146.2	21.9	28.79	100.5	3.3	28.64
	Manager Gas Trading	Energy Trading	1	146.5	22.0	168.4	197.2	152.0	28.6	180.6	209.2	94%	146.5	22	28.79	152	28.6	28.64
	Director	Audit and Financial/Bu	4	147.5	29.5	176.9	205.7	146.1	37.5	183.6	212.2	97%	590	118	115.16	584.4	150	114.56
	Manager	IT Development	1	147.7	22.2	169.9	198.7	127.7	13.9	141.6	170.2	117%	147.7	22.2	28.79	127.7	13.9	28.64
	Director	Corporate Affairs/Com	10	147.9	29.6	177.5	206.3	150.0	31.4	181.4	210.0	98%	1479	296	287.9	1500	314	286.4
	Lead Enterprise Architect	IT Development	1	148.0	29.6	177.6	206.4	130.6	17.5	148.1	176.7	117%	148	29.6	28.79	130.6	17.5	28.64
	Director	Energy Delivery/Distr	2	148.6	29.7	178.3	207.1	144.0	27.6	171.6	200.2	103%	297.2	59.4	57.58	288	55.2	57.28
	Director	Project/Program	5	148.6	29.7	178.4	207.2	153.9	35.3	189.2	217.8	95%	743	148.5	143.95	769.5	176.5	143.2
	Director	Human Resources	4	148.8	29.8	178.6	207.4	151.6	36.4	188.0	216.6	96%	595.2	119.2	115.16	606.4	145.6	114.56
	Engineer Manager	Environment al Health and	1	149.5	22.4	171.9	200.7	155.8	31.6	187.4	216.0	93%	149.5	22.4	28.79	155.8	31.6	28.64
	Director	Engineering	2	149.5	29.9	179.4	208.2	186.2	47.6	233.8	262.4	79%	299	59.8	57.58	372.4	95.2	57.28

Director	Human Resources	1	150.0	30.0	180.0	208.8	151.4	38.8	190.2	218.8	95%	150	30	28.79	151.4	38.8	28.64	
Principal Quantitative Analyst	Modeling, Forecasting, Financial Analysis and	1	150.7	22.6	173.3	202.1	129.2	25.8	155.0	183.6	110%	150.7	22.6	28.79	129.2	25.8	28.64	
Director	IT Administration	2	151.3	30.3	181.5	210.3	210.9	53.1	264.0	292.6	72%	302.6	60.6	57.58	421.8	106.2	57.28	
Director	IT Development	1	151.5	30.3	181.8	210.6	160.3	25.8	186.1	214.7	98%	151.5	30.3	28.79	160.3	25.8	28.64	
Director	Administrative Services	1	151.6	30.3	181.9	210.7	144.0	33.8	177.8	206.4	102%	151.6	30.3	28.79	144	33.8	28.64	
Director	Marketing	4	152.0	30.4	182.4	211.2	127.6	14.8	142.4	171.0	123%	152	30.4	28.79	127.6	14.8	28.64	
Director	Financial Analysis and	12	152.5	30.5	183.0	211.8	161.5	40.4	201.9	230.5	105%	608	121.6	115.16	567.2	124.4	114.56	
Director	Energy Delivery/Distr	1	153.2	30.6	183.8	212.6	131.6	10.0	141.6	170.2	125%	153.2	30.6	28.79	131.6	10	28.64	
Director	Engineering	1	153.2	30.6	183.8	212.6	157.2	39.3	196.5	225.1	94%	153.2	30.6	28.79	157.2	39.3	28.64	
Director	Customer Support/Ope	1	153.3	30.7	184.0	212.8	144.6	28.4	173.0	201.6	106%	153.3	30.7	28.79	144.6	28.4	28.64	
Director	Risk Management	1	153.4	30.7	184.1	212.9	161.6	39.9	201.5	230.1	93%	153.4	30.7	28.79	161.6	39.9	28.64	
Director	Audit and Financial/Bu	1	153.7	30.7	184.4	213.2	150.6	30.6	181.2	209.8	102%	153.7	30.7	28.79	150.6	30.6	28.64	
Director	Financial Analysis and	14	153.8	30.8	184.6	213.4	155.3	33.9	189.2	217.8	98%	2153.2	431.2	403.06	2174.2	474.6	400.96	
Director	Engineering	2	154.7	30.9	185.6	214.4	150.3	26.4	176.7	205.3	104%	309.4	61.8	57.58	300.6	52.8	57.28	
Director	Energy Delivery/Distr	7	155.7	31.1	186.9	215.7	154.5	30.8	185.3	213.9	101%	1089.9	217.7	201.53	1081.5	215.6	200.48	
Director	Accounting	6	155.9	31.2	187.1	215.9	149.7	35.8	185.5	214.1	101%	935.4	187.2	172.74	898.2	214.8	171.84	
Director	Real Estate and Facilities	1	156.2	31.2	187.5	216.3	172.1	43.1	215.2	243.8	89%	156.2	31.2	28.79	172.1	43.1	28.64	
Director	IT Administration	31	156.8	31.4	188.1	216.9	152.1	28.8	180.9	209.5	104%	4860.8	973.4	892.49	4715.1	892.8	887.84	
Director	Strategic Planning/Cor	1	157.8	31.6	189.3	218.1	185.7	37.7	223.4	252.0	87%	157.8	31.6	28.79	185.7	37.7	28.64	
Director	Energy Delivery/Distr	8	158.2	31.6	189.9	218.7	153.2	27.6	180.8	209.4	104%	1265.6	252.8	230.32	1225.6	220.8	229.12	
Director	Supply Chain and Logistics	8	158.2	31.8	191.1	219.9	148.1	25.8	173.9	202.5	109%	1273.6	254.4	230.32	1184.8	206.4	229.12	
Director	Fossil Power Generation	4	158.4	31.9	191.2	220.0	148.6	28.3	176.9	205.5	107%	637.6	127.6	115.16	594.4	113.2	114.56	
Director	Strategic Planning/Cor	2	159.5	31.9	191.5	220.3	162.9	30.6	193.5	222.1	99%	319	63.8	57.58	325.8	61.2	57.28	
\$160,000 - \$180,000	Director	Accounting	1	160.0	32.0	192.0	220.8	140.3	27.5	167.8	196.4	112%	160	32	28.79	140.3	27.5	28.64
Director	Human Resources	1	160.0	32.0	192.0	220.8	138.1	17.4	155.5	184.1	120%	160	32	28.79	138.1	17.4	28.64	
Director	Corporate Affairs/Com	1	160.0	32.0	192.0	220.8	149.8	28.9	178.7	207.3	106%	160	32	28.79	149.8	28.9	28.64	
Director	Energy Delivery/Distr	12	160.2	32.0	192.2	221.0	146.6	28.5	175.1	203.7	108%	1922.4	384	345.48	1759.2	342	343.68	
Director	Electric Transmission	2	160.3	32.1	192.4	221.2	210.4	49.3	259.7	288.3	77%	320.6	64.2	57.58	420.8	98.6	57.28	
Director	Legal	3	160.7	32.1	192.8	221.6	145.5	36.2	181.7	210.3	105%	482.1	96.3	86.37	436.5	108.6	85.92	
Director	Corporate Affairs/Com	1	161.4	32.3	193.6	222.4	182.2	60.8	243.0	271.6	82%	161.4	32.3	28.79	182.2	60.8	28.64	
Director	Financial Analysis and	4	161.4	32.3	193.7	222.5	156.4	36.7	193.1	221.7	100%	645.6	129.2	115.16	625.6	146.8	114.56	
Director	Quality Assurance	8	161.6	32.3	194.0	222.8	160.2	32.8	193.0	221.6	101%	1292.8	258.4	230.32	1281.6	262.4	229.12	
Director	Marketing	1	163.0	32.6	195.6	224.4	141.6	21.3	162.9	191.5	117%	163	32.6	28.79	141.6	21.3	28.64	
Director	Strategic Planning/Cor	3	163.2	32.6	195.8	224.6	168.2	45.4	213.6	242.2	93%	489.6	97.8	86.37	504.6	136.2	85.92	
Director	Engineering	3	164.9	33.0	197.9	226.7	157.8	31.8	189.6	218.2	104%	494.7	99	86.37	473.4	95.4	85.92	
Director	Engineering	3	165.2	33.0	198.2	227.0	171.0	30.2	201.2	229.8	99%	495.6	99	86.37	513	90.6	85.92	
Director	Engineering	2	165.3	33.1	198.4	227.2	142.4	19.3	161.7	190.3	119%	330.6	66.2	57.58	284.8	38.6	57.28	
Director	Customer Support/Ope	2	165.4	33.1	198.5	227.3	167.8	50.3	218.1	246.7	92%	330.8	66.2	57.58	335.6	100.6	57.28	
Senior Counsel II	Legal	5	166.1	33.2	199.4	228.2	182.9	47.6	230.5	259.1	88%	830.5	166	143.95	914.5	238	143.2	
Director	Gas Transmission	2	166.7	33.3	200.1	228.9	186.8	56.0	242.8	271.4	84%	333.4	66.6	57.58	373.6	112	57.28	
Director	Corporate Affairs/Com	5	167.0	33.4	200.4	229.2	162.8	40.8	203.6	232.2	99%	835	167	143.95	814	204	143.2	
Director	Real Estate and Facilities	1	167.2	33.4	200.6	229.4	160.4	52.6	213.0	241.6	95%	167.2	33.4	28.79	160.4	52.6	28.64	
Senior Counsel I	Legal	2	167.3	33.5	200.8	229.6	171.3	27.6	198.9	227.5	101%	334.6	67	57.58	342.6	55.2	57.28	
Director	Engineering	6	167.5	33.5	201.0	229.8	184.9	55.5	240.4	269.0	85%	1005	201	172.74	1109.4	333	171.84	
Director	Security	1	168.5	33.7	202.2	231.0	146.7	35.0	181.7	210.3	110%	505.5	101.1	86.37	440.1	105	85.92	
Director	Audit and Financial/Bu	1	168.5	33.7	202.2	231.0	184.1	45.9	230.0	258.6	89%	168.5	33.7	28.79	184.1	45.9	28.64	
Director	Human Resources	3	168.5	33.7	202.2	231.0	146.7	35.0	181.7	210.3	110%	505.5	101.1	86.37	440.1	105	85.92	
Director	Engineering	1	169.0	33.8	202.8	231.6	190.9	42.0	232.9	261.5	89%	169	33.8	28.79	190.9	42	28.64	
Director	Environment al Health and	1	169.1	33.8	202.9	231.7	151.8	39.5	191.3	219.9	105%	169.1	33.8	28.79	151.8	39.5	28.64	
Director	Customer Support/Ope	1	169.1	33.8	202.9	231.7	150.9	27.9	178.8	207.4	112%	169.1	33.8	28.79	150.9	27.9	28.64	

	Director	Project/Program	3	169.8	34.0	203.8	232.6	182.3	48.0	230.3	258.9	90%	509.4	102	86.37	546.9	144	85.92
	Director	Strategic Planning/Corp	1	170.0	34.0	204.0	232.8	190.6	42.9	233.5	262.1	89%	170	34	28.79	190.6	42.9	28.64
	Director	Energy Delivery/Distr	1	170.2	34.0	204.2	233.0	179.4	44.9	224.3	252.9	92%	170.2	34	28.79	179.4	44.9	28.64
	Acting Vice President	Transportation Services & Energy Trading	1	171.4	34.3	205.7	234.5	175.5	37.4	212.9	241.5	97%	171.4	34.3	28.79	175.5	37.4	28.64
	Director	Energy Trading	2	171.7	34.3	206.1	234.9	201.4	59.9	261.3	289.9	81%	343.4	68.6	57.58	402.8	119.8	57.28
	Exec Advisor	Energy Delivery/Distr	2	171.8	34.4	206.2	235.0	125.2	12.9	138.1	166.7	141%	343.6	68.8	57.58	250.4	25.8	57.28
	Director	Human Resources	1	171.9	34.4	206.3	235.1	157.7	29.4	187.1	215.7	109%	171.9	34.4	28.79	157.7	29.4	28.64
	Director	Engineering	2	172.5	34.5	207.0	235.8	152.5	17.8	170.3	198.9	119%	345	69	57.58	305	35.6	57.28
	Asst General Counsel	Legal	10	174.0	34.8	208.7	237.5	183.9	52.1	236.0	264.6	90%	1740	348	287.9	1839	521	286.4
	Director	IT Administration	6	174.0	34.8	208.8	237.6	193.1	48.3	241.4	270.0	88%	1044	208.8	172.74	1158.6	289.8	171.84
	Director	Marketing	1	174.3	34.9	209.2	238.0	196.4	56.4	252.8	281.4	85%	174.3	34.9	28.79	196.4	56.4	28.64
	Senior Counsel II	Legal	4	175.2	35.0	210.2	239.0	184.9	60.0	244.9	273.5	87%	700.8	140	115.16	739.6	240	114.56
	Director	Marketing	1	175.5	35.1	210.6	239.4	177.7	12.0	189.7	218.3	110%	175.5	35.1	28.79	177.7	12	28.64
	Director	Human Resources	1	178.1	35.6	213.7	242.5	150.3	30.0	180.3	208.9	116%	178.1	35.6	28.79	150.3	30	28.64
	Senior Counsel II	Legal	4	178.2	35.6	213.8	242.6	191.9	42.1	234.0	262.6	92%	712.8	142.4	115.16	767.6	168.4	114.56
	Director	Supply Chain and Logistics	1	178.9	35.8	214.7	243.5	185.1	48.3	233.4	262.0	93%	178.9	35.8	28.79	185.1	48.3	28.64
> \$180,000	Manager	Corporate Affairs/Com	1	180.0	27.0	207.0	235.8	129.4	18.9	148.3	176.9	133%	180	27	28.79	129.4	18.9	28.64
	Director	Marketing, Forecasting	3	180.5	36.1	216.6	245.4	186.3	47.1	233.4	262.0	94%	541.5	108.3	86.37	558.9	141.3	85.92
	Director	Fossil Power Generation	4	182.0	36.4	218.3	247.1	188.6	47.3	235.9	264.5	93%	728	145.6	115.16	754.4	189.2	114.56
	Director	Financial Analysis and Project/Program	7	182.1	36.4	218.6	247.4	161.1	31.7	192.8	221.4	112%	1274.7	254.8	201.53	1127.7	221.9	200.48
	Director	Strategic Planning/Corp	3	182.2	36.4	218.6	247.4	201.6	60.4	262.0	290.6	85%	546.6	109.2	86.37	604.8	181.2	85.92
	Senior Counsel II	Audit and Financial/Bu	1	182.3	36.5	218.8	247.6	126.9	16.4	143.3	171.9	144%	182.3	36.5	28.79	126.9	16.4	28.64
	Asst Gen Counsel & Director	Legal	1	182.6	36.5	219.1	247.9	189.3	31.5	220.8	249.4	99%	182.6	36.5	28.79	189.3	31.5	28.64
	Director	IT Administration	1	185.0	37.0	222.0	250.8	144.1	18.7	162.8	191.4	131%	185	37	28.79	144.1	18.7	28.64
	Director	Energy Delivery/Distr	1	186.4	37.3	223.6	252.4	198.9	52.4	251.3	279.9	90%	186.4	37.3	28.79	198.9	52.4	28.64
	Director	Environmental Health and Safety	1	189.1	37.8	226.9	255.7	177.5	44.5	222.0	250.6	102%	189.1	37.8	28.79	177.5	44.5	28.64
	Director	Human Resources	1	189.5	37.9	227.4	256.2	161.3	32.2	193.5	222.1	115%	189.5	37.9	28.79	161.3	32.2	28.64
	Director	Energy Efficiency/CO2	1	189.5	37.9	227.4	256.2	161.1	33.4	194.5	223.1	115%	189.5	37.9	28.79	161.1	33.4	28.64
	Asst General Counsel	Legal	4	193.3	38.7	232.0	260.8	203.3	45.4	248.7	277.3	94%	773.2	154.8	115.16	813.2	181.6	114.56
	Vice President	Financial Analysis and Project/Program	2	194.8	63.3	258.0	286.8	206.4	77.4	283.8	312.4	92%	389.6	126.6	57.58	412.8	154.8	57.28
	Asst Gen Counsel & Director	Legal	5	195.1	39.0	234.1	262.9	210.8	52.8	263.6	292.2	90%	975.5	195	143.95	1054	264	143.2
	Director	Energy Delivery/Distr	2	196.7	39.3	236.0	264.8	173.0	45.5	218.5	247.1	107%	393.4	78.6	57.58	346	91	57.28
	Director	Strategic Planning/Corp	1	197.4	39.5	236.9	265.7	229.3	73.1	302.4	331.0	80%	197.4	39.5	28.79	229.3	73.1	28.64
	Vice President	Energy Marketing	1	202.0	65.7	267.7	296.5	232.4	101.5	333.9	362.5	82%	202	65.7	28.79	232.4	101.5	28.64
	Asst Controller	Financial Analysis and Project/Program	3	203.3	40.7	244.0	272.8	175.9	46.2	222.1	250.7	109%	609.9	122.1	86.37	527.7	138.6	85.92
	Asst General Counsel	Legal	2	203.8	40.8	244.6	273.4	180.8	23.6	204.4	233.0	117%	407.6	81.6	57.58	361.6	47.2	57.28
	Head of Global Audit	Audit and Financial/Bu	1	207.0	67.3	274.3	303.1	219.5	76.7	296.2	324.8	93%	207	67.3	28.79	219.5	76.7	28.64
	Vice President	Direct Sales	1	209.1	68.0	277.1	305.9	255.6	102.3	357.9	386.5	79%	209.1	68	28.79	255.6	102.3	28.64
	Vice President	Security	1	210.5	68.4	279.0	307.8	252.2	82.1	334.3	362.9	85%	210.5	68.4	28.79	252.2	82.1	28.64
	Vice President	Engineering	1	210.8	68.5	279.3	308.1	277.9	111.2	389.1	417.7	74%	210.8	68.5	28.79	277.9	111.2	28.64
	Vice President	Project/Program	2	211.7	68.8	280.5	309.3	243.7	112.0	355.7	384.3	80%	423.4	137.6	57.58	487.4	224	57.28
	Vice President	Engineering	1	211.8	68.8	280.6	309.4	216.4	68.9	285.3	313.9	99%	211.8	68.8	28.79	216.4	68.9	28.64
	Asst Gen Counsel & Director	Legal	3	213.3	42.7	255.9	284.7	244.6	71.9	316.5	345.1	82%	639.9	128.1	86.37	733.8	215.7	85.92
	Director	Engineering	1	214.2	42.8	257.0	285.8	192.9	48.2	241.1	269.7	106%	214.2	42.8	28.79	192.9	48.2	28.64
	Vice President	Accounting	2	215.0	69.9	284.9	313.7	189.1	58.4	247.5	276.1	114%	430	139.8	57.58	378.2	116.8	57.28
	Vice President	Quality Assurance	1	217.4	70.7	288.1	316.9	234.3	34.5	268.8	297.4	107%	217.4	70.7	28.79	234.3	34.5	28.64
	Vice President	Energy Delivery/Distr	2	218.9	71.2	290.1	318.9	258.5	100.7	359.2	387.8	82%	437.8	142.4	57.58	517	201.4	57.28
	Vice President	Financial Analysis and Project/Program	1	219.5	71.3	290.8	319.6	195.1	52.0	247.1	275.7	116%	219.5	71.3	28.79	195.1	52	28.64
	Vice President	Construction	2	221.0	71.8	292.8	321.6	223.0	87.7	310.7	339.3	95%	442	143.6	57.58	446	175.4	57.28
	Vice President	Corporate Affairs/Com	1	222.4	72.3	294.7	323.5	261.2	93.2	354.4	383.0	84%	222.4	72.3	28.79	261.2	93.2	28.64
	Acting Vice President	Legal	2	224.4	44.9	269.3	298.1	215.7	61.1	276.8	305.4	98%	448.8	89.8	57.58	431.4	122.2	57.28

Vice President	Risk Management	1	224.5	73.0	297.5	326.3	242.6	121.2	363.8	392.4	83%	224.5	73	28.79	242.6	121.2	28.64
Vice President	Corporate Affairs/Com	2	224.8	73.1	297.8	326.6	276.4	103.4	379.8	408.4	80%	449.6	146.2	57.58	552.8	206.8	57.28
Vice President	Marketing	2	226.2	73.5	299.8	328.6	234.3	88.1	322.4	351.0	94%	452.4	147	57.58	468.6	176.2	57.28
Vice President	General Management	1	230.0	74.8	304.8	333.6	253.9	114.2	368.1	396.7	84%	230	74.8	28.79	253.9	114.2	28.64
Vice President	IT Development	1	230.0	74.8	304.8	333.6	214.2	80.4	294.6	323.2	103%	230	74.8	28.79	214.2	80.4	28.64
Vice President	Human Resources	1	231.6	75.3	306.9	335.7	227.4	76.2	303.6	332.2	101%	231.6	75.3	28.79	227.4	76.2	28.64
Vice President	Fossil Power Generation	1	234.1	76.1	310.2	339.0	271.4	122.1	393.5	422.1	80%	234.1	76.1	28.79	271.4	122.1	28.64
Acting US CIO	Information Technology	1	235.6	76.6	312.2	341.0	183.0	45.8	228.8	257.4	132%	235.6	76.6	28.79	183	45.8	28.64
Vice President	Electric Power	1	240.2	78.1	318.3	347.1	242.1	60.0	302.1	330.7	105%	240.2	78.1	28.79	242.1	60	28.64
Vice President	Gas Operations	2	241.1	78.4	319.5	348.3	258.4	110.3	368.7	397.3	88%	482.2	156.8	57.58	516.8	220.6	57.28
Vice President	Corporate Affairs/Com	1	246.2	80.0	326.2	355.0	263.8	92.7	356.5	385.1	92%	246.2	80	28.79	263.8	92.7	28.64
Vice President	Power Procurement	1	247.9	80.6	328.5	357.3	236.9	91.7	328.6	357.2	100%	247.9	80.6	28.79	236.9	91.7	28.64
Vice President	Legal	2	249.0	80.9	329.9	358.7	256.8	115.5	372.3	400.9	89%	498	161.8	57.58	513.6	231	57.28
Vice President	Supply Chain and Logistics	1	250.0	81.3	331.3	360.1	236.2	82.4	318.6	347.2	104%	250	81.3	28.79	236.2	82.4	28.64
Vice President	Electric Power	1	250.1	81.3	331.4	360.2	259.6	72.2	331.8	360.4	100%	250.1	81.3	28.79	259.6	72.2	28.64
Vice President	Engineering	1	253.2	82.3	335.5	364.3	221.5	66.4	287.9	316.5	115%	253.2	82.3	28.79	221.5	66.4	28.64
Vice President	Human Resources	1	269.6	87.6	357.2	386.0	301.6	153.9	455.5	484.1	80%	269.6	87.6	28.79	301.6	153.9	28.64
Vice President	Strategic Planning/Cor	4	270.9	88.0	358.9	387.7	258.7	97.4	356.1	384.7	101%	1083.6	352	115.16	1034.8	389.6	114.56
Vice President	Customer Support/Ope	1	281.5	91.5	372.9	401.7	247.7	63.5	311.2	339.8	118%	281.5	91.5	28.79	247.7	63.5	28.64
Vice President	Audit and Financial/Bu	1	310.0	100.8	410.8	439.6	252.4	106.0	358.4	387.0	114%	310	100.8	28.79	252.4	106	28.64
Vice President	Legal	1	313.4	101.9	415.3	444.1	324.0	145.8	469.8	498.4	89%	313.4	101.9	28.79	324	145.8	28.64
Vice President	Accounting	1	319.3	103.8	423.1	451.9	341.5	147.0	488.5	517.1	87%	319.3	103.8	28.79	341.5	147	28.64
		4826	114.3	18.7	133.0	161.7	119.6	19.9	139.6	168.2	96.17%						

SUM	491780.8	65987.1	138940.54	517656.5	67444.8	138216.64
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Weighted Average By Position	101.902	13.673	115.576	144.366	107.264	13.975	121.239	149.879	96.32%
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National Grid total compensation
696,708

Peer Group total compensation
723,318

National Grid % of Peer Group
96.32%

WorldatWork
Salary
Budget
Survey

Top-Level Results.

Published
July 14, 2015

Below is a high-level look at results from the 2015-2016 survey, which closed in May 2015. This year, the “WorldatWork 2015-2016 Salary Budget Survey” received a total of 5,583 submissions. Additional industry and geographic breakout information that can be customized in countless ways for the U.S. and Canada is included in the “Online Reporting Tool,” which will be available with the full survey results for purchase in early August. If you participated in this survey, you will receive a complimentary subscription.

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Total Salary Budget Increases, by Employee Category

Employee Category	Actual 2015		Projected 2016		
	Mean	Median	Mean	Median	
United States	NHN	2.9%	3.0%	3.0%	3.0%
	NS	3.0%	3.0%	3.1%	3.0%
	ES	3.0%	3.0%	3.1%	3.0%
	OE	3.0%	3.0%	3.1%	3.0%
	All	3.0%	3.0%	3.1%	3.0%
Australia	NHN	3.5%	3.8%	3.6%	3.8%
	NS	3.4%	3.6%	3.5%	3.5%
	MS	3.4%	3.5%	3.5%	3.5%
	OE	3.4%	3.5%	3.6%	3.5%
	All	3.4%	3.6%	3.5%	3.5%
Belgium	NHN	2.3%	2.5%	2.4%	2.6%
	NS	2.4%	2.5%	2.5%	2.5%
	MS	2.5%	2.5%	2.7%	2.5%
	OE	2.6%	2.7%	2.8%	2.8%
	All	2.4%	2.5%	2.6%	2.5%
Brazil	NHN	7.9%	8.0%	7.7%	8.0%
	NS	7.4%	7.8%	7.3%	7.8%
	MS	7.5%	7.8%	7.4%	7.8%
	OE	7.4%	7.6%	7.4%	7.8%
	All	7.5%	7.8%	7.5%	7.8%
Canada	NHN	2.8%	3.0%	2.8%	3.0%
	NS	2.8%	3.0%	2.9%	3.0%
	MS	2.8%	3.0%	2.9%	3.0%
	OE	2.7%	3.0%	2.8%	3.0%
	All	2.8%	3.0%	2.9%	3.0%

U.S.	
NHN	Nonexempt Hourly Nonunion
NS	Nonexempt Salaried
ES	Exempt Salaried
OE	Officers/ Executives
Non-U.S. Countries	
NHN	Nonmanagement Hourly Nonunion
NS	Nonmanagement Salaried
MS	Management Salaried
OE	Officers/ Executives

		Actual 2015		Projected 2016	
Employee Category		Mean	Median	Mean	Median
China	NHN	8.0%	8.0%	7.8%	8.0%
	NS	7.8%	8.0%	7.8%	8.0%
	MS	7.7%	8.0%	7.8%	8.0%
	OE	7.7%	8.0%	8.0%	8.0%
	All	7.8%	8.0%	7.8%	8.0%
France	NHN	2.8%	2.8%	2.8%	2.8%
	NS	2.8%	2.8%	2.8%	2.8%
	MS	2.8%	2.8%	2.8%	2.8%
	OE	2.5%	2.5%	2.6%	2.5%
	All	2.7%	2.8%	2.8%	2.8%
Germany	NHN	3.1%	3.0%	3.2%	3.0%
	NS	3.0%	3.0%	3.0%	3.0%
	MS	3.0%	3.0%	3.0%	3.0%
	OE	2.7%	3.0%	2.9%	3.0%
	All	3.0%	3.0%	3.0%	3.0%
India	NHN	11.0%	11.0%	11.1%	11.0%
	NS	10.5%	11.0%	10.5%	11.0%
	MS	10.5%	11.0%	10.6%	11.0%
	OE	10.3%	11.0%	10.5%	11.0%
	All	10.5%	11.0%	10.6%	11.0%
Italy	NHN	2.9%	2.9%	2.8%	2.8%
	NS	2.7%	2.7%	2.7%	2.8%
	MS	2.8%	2.8%	2.7%	2.8%
	OE	2.6%	2.8%	2.7%	2.7%
	All	2.7%	2.8%	2.7%	2.8%
Japan	NHN	2.4%	2.5%	2.6%	2.5%
	NS	2.6%	2.5%	2.6%	2.5%
	MS	2.6%	2.5%	2.7%	2.5%
	OE	2.5%	2.5%	2.6%	2.5%
	All	2.6%	2.5%	2.6%	2.5%
Mexico	NHN	4.5%	4.5%	4.6%	4.5%
	NS	4.5%	4.5%	4.5%	4.5%
	MS	4.5%	4.5%	4.5%	4.5%
	OE	4.6%	4.5%	4.8%	4.5%
	All	4.5%	4.5%	4.6%	4.5%
Netherlands	NHN	2.9%	3.0%	2.9%	3.0%
	NS	2.8%	2.9%	2.9%	3.0%
	MS	2.9%	3.0%	2.9%	3.0%
	OE	3.0%	3.0%	3.0%	3.0%
	All	2.9%	3.0%	2.9%	3.0%
Russia	NHN	8.7%	8.3%	8.3%	8.0%
	NS	8.8%	8.0%	9.2%	8.0%
	MS	8.7%	8.0%	9.0%	8.0%
	OE	8.1%	8.0%	8.5%	8.0%
	All	8.6%	8.0%	8.9%	8.0%

Non-U.S. Countries	
NHN	Nonmanagement Hourly Nonunion
NS	Nonmanagement Salaried
MS	Management Salaried
OE	Officers/ Executives

All data includes 0% responses.

Employee Category		Actual 2015		Projected 2016	
		Mean	Median	Mean	Median
Singapore	NHN	4.5%	4.4%	4.5%	4.3%
	NS	4.3%	4.4%	4.4%	4.4%
	MS	4.4%	4.4%	4.4%	4.5%
	OE	4.5%	4.4%	4.5%	4.5%
	All	4.4%	4.4%	4.4%	4.4%
Spain	NHN	2.6%	2.5%	2.6%	2.5%
	NS	2.5%	2.5%	2.5%	2.5%
	MS	2.6%	2.5%	2.6%	2.5%
	OE	2.3%	2.3%	2.4%	2.4%
	All	2.5%	2.5%	2.5%	2.5%
Sweden	NHN	2.9%	3.0%	3.1%	3.0%
	NS	2.8%	2.9%	2.9%	3.0%
	MS	2.8%	3.0%	2.9%	3.0%
	OE	2.5%	2.9%	2.7%	2.7%
	All	2.8%	2.9%	2.9%	3.0%
Switzerland	NHN	2.4%	2.5%	2.4%	2.5%
	NS	2.1%	2.2%	2.2%	2.3%
	MS	2.2%	2.2%	2.3%	2.4%
	OE	2.1%	2.0%	2.4%	2.3%
	All	2.2%	2.2%	2.3%	2.5%
United Kingdom	NHN	2.9%	3.0%	3.0%	3.0%
	NS	3.0%	3.0%	3.0%	3.0%
	MS	3.0%	3.0%	3.0%	3.0%
	OE	2.9%	3.0%	3.1%	3.0%
	All	3.0%	3.0%	3.0%	3.0%

Non-U.S. Countries	
NHN	Nonmanagement Hourly Nonunion
NS	Nonmanagement Salaried
MS	Management Salaried
OE	Officers/ Executives

Please direct any questions or comments to
surveypanel@worldatwork.org.

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All data includes 0% responses.

