CEO, Executive and Appointed Population Compensation Review

Prepared for JEA

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Discussion Draft



WillisTowersWatson I.I"I"I.I

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Table of Contents

Section	Page
Introduction	2
Chief Executive Officer Competitive Market Pricing	4
Executive Population Review	7
Appointed Population Review	16
Appendix A: CEO Market Pricing Peer Group	25
Appendix B: Executive Population Individual Summary Exhibits	26
Appendix C: Executive Population Benchmarks	29
Appendix D: Appointed Population Market Data	32

Introduction Summary

- JEA engaged Willis Towers Watson ("WTW") to conduct the following:
 - Competitive market pricing of JEA's Chief Executive Officer ("CEO")
 - Audit of the competitive benchmarks and market pricings for JEA's executive population (the "VPs" and "Chiefs")
 - Utilize JEA's most recent competitive market analysis to update the competitive market comparisons for the Appointed population

Introduction Compensation Philosophy

- JEA's current compensation philosophy for its executive (excluding CEO) and Appointed population is as follows:
 - Targets market 50th percentile for all components of compensation
 - Base salary
 - Target bonus
 - Target total cash compensation (Target TCC = base salary + target bonus)
 - long-term incentives (annual grant date accounting value)
 - Target total direct compensation (Target TDC = target TCC + long-term incentives)
 - Operational positions: primary market is utility/energy services industry
 - Functional positions: blend of utility/energy services and general industry data
 - 5% discount applied to all positions <u>below</u> the Director-level to reflect geographic differential of Jacksonville to National market

Chief Executive Officer Review

Chief Executive Officer Review Methodology

- To conduct the competitive market pricing for the CEO position, a peer group was developed reflecting:
 - Investor Owned Utilities ("IOUs") and Public Power Utilities
 - Focus on electric and/or diversified utilities (electric and gas and/or water utilities)
 - Comparably-sized (revenues in a range of ½ to 2x JEA's revenues <u>OR</u> generation capacity in a range of ½ to 2x JEA's generation capacity)
 - Survey source: Willis Towers Watson's 2018 Energy Services Industry Executive Compensation Database

Chief Executive Officer Review Market Pricing Details

ef Executive Of	ficer	Compet	litive Marke	t Data ⁽⁵⁾
Pay Component	Data Perspective	25th %ile	50th %ile	75th %ile
	Combined Peer Group	\$605.0	\$800.0	\$980.0
Base (\$000s)	Investor Owned Utility Peers	\$730.0	\$835.0	\$995.0
(40003)	Public Power Peers	\$475.0	\$580.0	\$920.0
	Combined Peer Group	48%	100%	108%
Target Bonus % ⁽¹⁾	Investor Owned Utility Peers	100%	100%	110%
	Public Power Peers (3)			
	Combined Peer Group	\$760.0	\$1,275.0	\$1,790.0
Target TCC (\$000s)	Investor Owned Utility Peers	\$1,380.0	\$1,725.0	\$2,065.0
(*****)	Public Power Peers	\$515.0	\$720.0	\$985.0
	Combined Peer Group	107%	125%	166%
LTI % ⁽²⁾	Investor Owned Utility Peers	213%	249%	331%
	Public Power Peers			
Target TDC (\$000s)	Combined Peer Group (4)	\$1,515.0	\$2,270.0	\$3,010.0
	Investor Owned Utility Peers	\$2,845.0	\$3,970.0	\$5,110.0
(+)	Public Power Peers	\$515.0	\$720.0	\$985.0

"---"= Data not available.

- Target bonus percentages are represented as a percentage of base salary. (1)
- Long-term incentive (LTI) percentages are represented as a percentage of base salary. LTI figures are based on ASC 718 (FAS 123R) "accounting values". No public powers (2)report providing a target LTI opportunity, and the Combined Peer Group perspective reflects 1/2 of the reported market data because the data are comprised of responses from both public powers and investor owned utilities.
- Only 4 public power peers report a target bonus opportunity (sample size is too small). (3)
- Target TDC for the Combined Peer Group perspective is built up by using Base Salary, Target TCC, and LTI % data. (4)
- Market data greater than \$100,000 rounded to the nearest \$5,000. (5)

Executive Population Review Introduction

- The following pages contain WTW's review of JEA's competitive benchmarking and market pricings for 13 executives (the "VPs" and "Chiefs")
- These positions have historically been priced by JEA, and WTW market priced 8 of the executive positions in 2017
- 13 executive positions are under the current review:
 - President and Chief Operating Officer
 - Chief Financial Officer
 - " Chief Innovation and Transformation Officer
 - VP/GM Energy
 - VP/GM Water/Wastewater Systems
 - VP Energy and Water Planning
 - VP & Chief Compliance Officer
 - VP & Chief Human Resources Officer
 - Chief Public & Shareholder Affairs Officer
 - VP & Chief Customer Officer
 - VP & Chief Environmental Services Officer
 - vP & Chief Information Officer
 - " VP & Chief Supply Chain Officer

Executive Population Review *Methodology and Summary Findings*

- For the following review, WTW utilized the most current incumbent and market data provided by JEA
 - JEA provided market data for the <u>50th percentile only</u> for all pay components
- To keep the methodology consistent with WTW's 2017 review and with JEA's compensation philosophy:
 - Blended Energy Services and General Industry surveys with 50/50 weights for the functional roles (e.g. Finance, Operations, etc.) across all pay components as appropriate
 - In the 2017 review, regression data were used when available vs. JEA's current review where tabular data with appropriate revenue cuts were used, when available
- The table below presents the average variances for JEA executives (excluding the CEO) as compared to market 50th percentile for each of the pay components:

Level	Average Base Salary	Average Target TCC	Average Target TDC	
	Variance	Variance	Variance	
Executive	-12%	-28%	-42%	

The following pages present the individual position findings of the review and a comparison of JEA's current analysis to WTW's analysis in 2017

Executive Population Review Incumbent Data

Position Title	Survey Benchmark	Base Salary (\$000s)	Target Bonus %	Target TCC (\$000s)	Long-term Incentives %	Target TDC (\$000s)
President & Chief Operating Officer	Chief Operating Officer	\$400.0	10%	\$440.0	NA	\$440.0
Chief Financial Officer	CFO/Top Financial Officer	\$350.0	10%	\$385.0	NA	\$385.0
Chief Innovation & Transformation Officer	Top Strategic Planning Executive	NA	10%	NA	NA	NA
VP/GM Energy	Top Power Generation and Delivery Executive	\$295.0	10%	\$324.5	NA	\$324.5
VP/GM Water/Wastewater Systems	Top Executive (Water)	\$200.2	10%	\$220.3	NA	\$220.3
VP Energy & Water Planning	Top Engineering Executive	NA	10%	NA	NA	NA
VP & Chief Compliance Officer	Top Regulatory Affairs and Compliance Executive	\$222.0	10%	\$244.2	NA	\$244.2
VP & Chief Human Resources Officer	Top Human Resources Executive	\$239.0	10%	\$262.9	NA	\$262.9
Chief Public & Shareholder Affairs Officer	Top Government Relations Executive	\$232.1	10%	\$255.4	NA	\$255.4
VP & Chief Customer Officer	Top Customer Service/Operations Executive	\$222.9	10%	\$245.2	NA	\$245.2
VP & Chief Environmental Services Officer	Top Environmental Affairs and Compliance Executive	\$180.0	10%	\$198.0	NA	\$198.0
VP & Chief Information Officer	Chief Information Officer	\$267.7	10%	\$294.5	NA	\$294.5
VP & Chief Supply Chain Officer	Top Supply Chain Executive	\$180.0	10%	\$198.0	NA	\$198.0

NA=Data not available.

Year-over-year: Base Salary

JEA		2019 Competitive Market Base Salary (\$000s) ⁽¹⁾	2019 Variance: JEA vs. Market	2017 Competitive Market Base Salary (\$000s) ⁽¹⁾	2017 Variance: JEA vs. Market
Position Title	JEA 2019 Base Salary (\$000s)	50th Percentile	50th Percentile	50th Percentile	50th Percentile
President & Chief Operating Officer	\$400.0	\$460.0	-13%	NA	NA
Chief Financial Officer	\$350.0	\$425.0	-18%	\$380.0	-7%
Chief Innovation & Transformation Officer	NA	\$275.0	NA	NA	NA
VP/GM Energy	\$295.0	\$295.0	0%	\$285.0	5%
VP/GM Water/Wastewater Systems	\$200.2	\$240.0	-17%	\$220.0	-1%
VP Energy & Water Planning	NA	\$240.0	NA	NA	NA
VP & Chief Compliance Officer	\$222.0	\$220.0	0%	\$220.0	-5%
VP & Chief Human Resources Officer	\$239.0	\$295.0	-19%	\$255.0	-12%
Chief Public & Shareholder Affairs Officer	\$232.1	\$240.0	-3%	\$250.0	-11%
VP & Chief Customer Officer	\$222.9	\$245.0	-10%	\$220.0	-9%
VP & Chief Environmental Services Officer	\$180.0	\$210.0	-15%	NA	NA
VP & Chief Information Officer	\$267.7	\$285.0	-7%	\$260.0	-2%
VP & Chief Supply Chain Officer	\$180.0	\$260.0	-31%	NA	NA

Average Variances

NA=Data not available.

(1) Market data greater than \$100,000 rounded to the nearest \$5,000.

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Year-over-year: Target Bonus %

JEA		2019 Competitive Market Target Bonus %	2019 Absolute Variance: JEA vs. Market	2017 Competitive Market Target Bonus %	2017 Absolute Variance: JEA vs. Market
Position Title	JEA 2019 Target Bonus %	50th Percentile	50th Percentile	50th Percentile	50th Percentile
President & Chief Operating Officer	10%	70%	-60%	NA	NA
Chief Financial Officer	10%	65%	-55%	55%	-43%
Chief Innovation & Transformation	10%	41%	-31%	NA	NA
/P/GM Energy	10%	30%	-20%	38%	-26%
/P/GM Water/Wastewater Systems	10%	NA	NA	29%	-17%
/P Energy & Water Planning	10%	35%	-25%	NA	NA
/P & Chief Compliance Officer	10%	30%	-20%	32%	-20%
/P & Chief Human Resources Officer	10%	46%	-36%	38%	-26%
Chief Public & Shareholder Affairs	10%	35%	-25%	36%	-24%
Officer VP & Chief Customer Officer	10%	43%	-33%	32%	-20%
VP & Chief Environmental Services Officer	10%	36%	-26%	NA	NA
Officer	10%	45%	-35%	39%	-27%
VP & Chief Supply Chain Officer	10%	35%	-25%	NA	NA
		Average Variances	-33%		-25%

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NA=Data not available.

Year-over-year: Target Total Cash Compensation (TCC)

JEA	JEA 2019	2019 Competitive Market Target TCC (\$000s) ⁽¹⁾	2019 Variance: JEA vs. Market	2017 Competitive Target TCC (\$000s) ⁽¹⁾	2017 Variance: JEA vs. Market
Position Title	Target TCC (\$000s)	50th Percentile	50th Percentile	50th Percentile	50th Percentile
President & Chief Operating Officer	\$440.0	\$760.0	-42%	NA	NA
Chief Financial Officer	\$385.0	\$670.0	-43%	\$580.0	-32%
Chief Innovation & Transformation Officer	NA	\$370.0	NA	NA	NA
VP/GM Energy	\$324.5	\$410.0	-21%	\$390.0	-14%
VP/GM Water/Wastewater Systems	\$220.3	\$240.0	-8%	\$285.0	-15%
VP Energy & Water Planning	NA	\$335.0	NA	NA	NA
VP & Chief Compliance Officer	\$244.2	\$280.0	-12%	\$285.0	-18%
VP & Chief Human Resources Officer	\$262.9	\$435.0	-40%	\$340.0	-26%
Chief Public & Shareholder Affairs Officer	\$255.4	\$330.0	-22%	\$335.0	-26%
VP & Chief Customer Officer	\$245.2	\$320.0	-23%	\$290.0	-23%
VP & Chief Environmental Services Officer	\$198.0	\$290.0	-32%	NA	NA
VP & Chief Information Officer	\$294.5	\$415.0	-29%	\$355.0	-20%
VP & Chief Supply Chain Officer	\$198.0	\$335.0	-41%	NA	NA
		Average Variances	-28%		-22%

NA=Data not available.

(1) Market data greater than \$100,000 rounded to the nearest \$5,000.

Year-over-year: Long-term Incentives % (as % of base salary)

JEA		2019 Competitive Market Long-term Incentives % ⁽¹⁾	2019 Absolute Variance: JEA vs. Market	2017 Competitive Market Long-term Incentives %	2017 Absolute Variance: JEA vs. Market
Position Title	JEA 2019 Long-term Incentives %	50th Percentile Mida	50th Percentile	50th Percentile	50th Percentile
President & Chief Operating Officer	NA -0	105%	NA	NA GI	NA
Chief Financial Officer	NA	75%	NA	113%	NA
Chief Innovation & Transformation Officer	NA	30%	NA	NA	NA
VP/GM Energy	NA	26%	NA	72%	NA
VP/GM Water/Wastewater Systems	NA	NA	NA	46%	NA
VP Energy & Water Planning	NA	26%	NA	NA	NA
VP & Chief Compliance Officer	NA	22%	NA	42%	NA
VP & Chief Human Resources Officer	NA	44%	NA	60%	NA
Chief Public & Shareholder Affairs Officer	NA	29%	NA	52%	NA
VP & Chief Customer Officer	NA	33%	NA	43%	NA
VP & Chief Environmental Services Officer	NA	23%	NA	NA	NA
VP & Chief Information Officer	NA	38%	NA	60%	NA
VP & Chief Supply Chain Officer	NA	28%	NA	NA	NA
not available.		Average Variances			

(1) 2019 Competitive Market Long-term Incentives % are calculated by dividing the provided 2019 Competitive Market LTI \$ values with the provided 2019 Competitive Market Base Salary values. 2019 Competitive Market Long-term Incentives values reflect 1/2 for all reported market data to account for the fact that Energy Services Industry surveys are comprised of responses by Public Power Utilities and General Industry surveys are comprised of responses by not-for-profit organizations, which typically do not grant LTI.

Year-over-year: Target Total Direct Compensation (TDC)

JEA		2019 Competitive Market Target TDC (\$000s) ⁽¹⁾⁽²⁾	2019 Variance: JEA vs. Market	2017 Competitive Market Target TDC (\$000s) ⁽¹⁾	2017 Variance: JEA vs. Market	
Position Title	JEA 2019 Target TDC (\$000s)	50th Percentile	50th Percentile	50th - Percentile	50th Percentile	
President & Chief Operating Officer	\$440.0	\$1,245.0	-65%	NA	NA	
Chief Financial Officer	\$385.0	\$990.0	-61%	\$1,115.0	-65%	
Chief Innovation & Transformation Officer	NA	\$455.0	NA	NA	NA	
VP/GM Energy	\$324.5	\$490.0	-34%	\$595.0	-44%	
VP/GM Water/Wastewater Systems	\$220.3	\$240.0	-8%	\$385.0	-37%	
VP Energy & Water Planning	NA	\$395.0	NA	NA	NA	
VP & Chief Compliance Officer	\$244.2	\$330.0	-25%	\$400.0	-41%	
VP & Chief Human Resources Officer	\$262.9	\$565.0	-53%	\$555.0	-55%	
Chief Public & Shareholder Affairs Officer	\$255.4	\$400.0	-36%	\$485.0	-49%	
VP & Chief Customer Officer	\$245.2	\$400.0	-39%	\$405.0	-45%	
VP & Chief Environmental Services Officer	\$198.0	\$340.0	-42%	NA	NA	
VP & Chief Information Officer	\$294.5	\$525.0	-44%	\$560.0	-49%	
VP & Chief Supply Chain Officer	\$198.0	\$410.0	-52%	NA	NA	
not available.		Average Variances	-42%		-48%	

(1) Market data greater than \$100,000 rounded to the nearest \$5,000.

(2) 2019 Competitive Market Target TDC values are built up by using the provided 2019 Competitive Market Target TCC values and calculated 2019 Competitive Market LTI \$ values.



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Appointed Population Review

Appointed Population Review Introduction

- The following pages contain WTW's review of JEA's competitive market data for its Appointed population (including the 13 executives in the Executive Population Review)
 - WTW reviewed the most current incumbent and market data provided by JEA
 - JEA provided market data for the <u>50th percentile only</u> for all pay components
- WTW conducted a review of the Appointed population in 2017, which involved independently benchmarking/market pricing 80 positions, as well as conducting an audit for 271 positions included in an analysis completed by JEA
 - The findings from this year's review, as well as a comparison of JEA's current market analysis to WTW's review in 2017 are provided
- See Appendix D for a comprehensive exhibit that matches JEA's incumbent data to market data

Year-over-year: Market 50th Percentile Variances By Job Level

- Year-over-year comparisons of the current review and 2017 review are impacted by:
 - JEA's addition of the <u>-5% geographic differential</u> for the individual contributor and manager job levels for the current review
 - Only Target TCC data was provided for the current review, whereas Actual TCC data was provided for the 2017 review
 - Aggregated variances for Target Bonus %, LTI %, and Target TDC were not reviewed in 2017

Current Review:

Level	Average Base Salary Variance	Average Target Bonus % Variance	Average Target TCC Variance	Average Long-term Incentive % Variance	Average Target TDC Variance
Executive	-12%	-33%	-28%		-42%
Director	-1%	-10%	-8%		-13%
Manager	-2%	-5%	-6%	1220	-8%
Individual Contributor	-1%	-2%	-1%		-3%
Total	-2%	-7%	-6%		-9%

2017 Review:

Level	Average Base Salary Variance	Average Target Bonus % Variance	Average Actual TCC Variance
Executive	-9%	NA	-30%
Director	-2%	NA	-10%
Manager	-5%	NA	-12%
Individual Contributor	-4%	NA	-6%
Total	-4%	NA	-10%

Appointed Population Review Year-over-year: Base Salary Variances

Current Review:

Level	Number of Jobs	Number of Incumbents	Average Base Salary Variance	
Executive	11	11	-12%	
Director	29	31	-1%	
Manager	89	121	-2%	
Individual Contributor	61	115	-1%	
Total	190	278	-2%	

2017 Review:

Level	Number of Jobs	Number of Incumbents	Average Base Salary Variance
Executive	8	8	-9%
Director	39	39	-2%
Manager	97	124	-5%
Individual Contributor	77	136	-4%
Total	221	307	-4%

Year-over-year: Total Cash Compensation (TCC) Variances

Current Review:

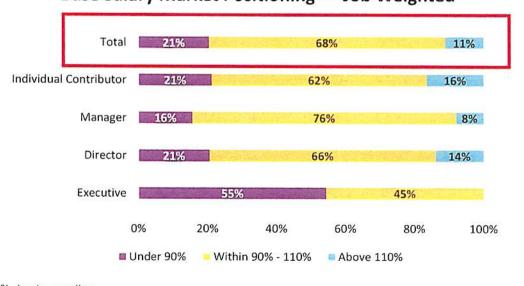
Level	Number of Jobs	Number of Incumbents	Average Target TCC Variance
Executive	11	11	-28%
Director	29	31	-8%
Manager	89	121	-6%
Individual Contributor	61	115	-1%
Total	190	278	-6%

2017 Review:

Level	Number of Jobs	Number of Incumbents	Average Actual TCC Variance
Executive	8	8	-30%
Director	36	36	-10%
Manager	88	115	-12%
Individual Contributor	75	134	-6%
Total	207	293	-10%

Competitive Market Positioning: Base Salary

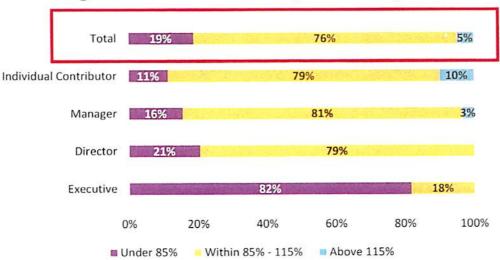
- Willis Towers Watson considers pay levels to be generally competitive if they fall within the following ranges of targeted compensation levels
 - +/- 10% for Base Salary
 - +/- 15% for Total Cash Compensation
 - +/- 20% for Total Direct Compensation
- The chart below shows the distribution of JEA base salaries relative to the provided market data by job level
 - The majority of non-executives and approximately half of executives are within the competitive range
 Base Salary Market Positioning⁽¹⁾ Job Weighted



(1) Percentages may not add up to 100% due to rounding.

Competitive Market Positioning: Target Total Cash Compensation (TCC)

- The chart below shows the distribution of JEA target total cash relative to the provided market data by job level
 - The majority of non-executives are within the competitive range and the majority of executives are below the competitive range

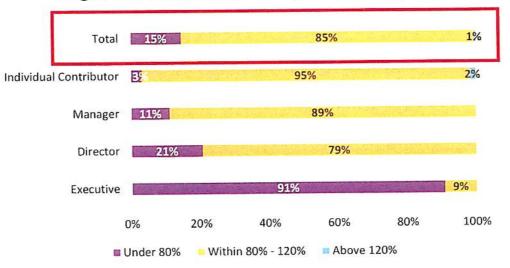


Target TCC Market Positioning⁽¹⁾ - Job Weighted

(1) Percentages may not add up to 100% due to rounding

Competitive Market Positioning: Target Total Direct Compensation (TDC)

- The chart below shows the distribution of JEA target total direct compensation relative to the provided market data by job level
 - The majority of non-executives are within the competitive range and the majority of executives are below the competitive range



Target TDC Market Positioning⁽¹⁾ - Job Weighted

(1) Percentages may not add up to 100% due to rounding.

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Appendix

Appendix A CEO Market Pricing Peer Group

Organization	Ticker	Revenues	Generation	Characteristics						
		(\$MMs)	Capacity (MW)	Туре	Generation	Transmission	Distribution			
ALLETE	ALE	\$1,419	1,961	Diversified	X	X	X			
Alliant Energy	LNT	\$3,382	4,746	Diversified	X	X	<u> </u>			
Avista	AVA	\$1,446	1,780	Diversified	x	X	X			
Black Hills	ВКН	\$1,680	941	Diversified	X	x	X			
City of Austin Utilities	Public Power	\$1,362	3.549	Diversified	X	x	X			
CPS Energy	Public Power	\$2,667	8,115	Diversified	X	X	× ×			
El Paso Electric	EE	\$917	2.082	Electric	X	x	×			
Great River Energy	Public Power	\$1,270	3.350	Electric	X	X	X			
Hawaiian Electric Industries	HE	\$2,556	2,224	Electric	x	x	^ X			
Lower Colorado River Authority	Public Power	\$991	3.670	Diversified	X	x	^			
Nebraska Public Power District	Public Power	\$1,102	3.651	Electric	X	x	V			
New York Power Authority	Public Power	\$2.573	6,351	Electric	X	x	<u> </u>			
NorthWestern Energy	NWE	\$1,306	1,294	Diversified	X		<u> </u>			
OGE Energy	OGE	\$2,261	6,304	Diversified	X	X	X X			
Oglethorpe Power	Public Power	\$1,434	7,843	Electric	x	X	X			
Omaha Public Power	Public Power	\$1,104	2,646	Electric	x		X			
Pinnacle West Capital	PNW	\$3,565	6,236	Electric	X	X	<u> </u>			
PNM Resources	PNM	\$1,445	2,580	Electric		X	<u>X</u>			
Portland General Electric	POR	\$2,009	3,857	Electric	X X	X	<u> </u>			
Salt River Project	Public Power	\$3,085	7,689	Diversified		X	X			
Santee Cooper	Public Power	\$1,757	5,104		X	X	<u>X</u>			
Tri-State Generation & Transmission	Public Power	\$1,757		Diversified	X	X	X X			
Vectren	VVC	\$2,657	2,808	Electric	<u>X</u>	X				
n=23		92,007	1,248	Diversified	X	X	Х			

JEA F	Public Power	\$1,790	3,330	Diversified	X	×	X
Percentile Rank		60%	45%			<u> </u>	^

25th Percentile	\$1,334	2,153
Median (50th Percentile)	\$1,446	3,549
75th Percentile	\$2,564	5,670

Number of Public Powers	11
Number of Investor Owned Utilities	12

Appendix B Executive Population Individual Summary Exhibits

- For the following individual summary exhibits:
 - Market data greater than \$100,000 rounded to the nearest \$5,000
 - Market LTI (\$) values reflect 1/2 for all <u>reported</u> market data because Energy Services Industry surveys are comprised of responses by Public Powers and General Industry surveys are comprised of responses by not-forprofit organizations (companies not granting LTI are not counted in the market statistics)
 - Market Target TDC values have been built up using the provided Target TCC values and calculated LTI (\$) values

President & Chief Operating Officer	Base Salary	Target Bonus %	Target TCC	LTI (\$)	Target TDC
Incumbent Pay	\$400.0	10%	\$440.0	NA	\$440.0
Market Data	\$460.0	70%	\$760.0	\$480.0	\$1,245.0
Variance	-13%	-60%	-42%	NA	-65%

Chief Financial Officer	Base Salary	Target Bonus %	Target TCC	LTI (\$)	Target TDC
Incumbent Pay	\$350.0	10%	\$385.0	NA	\$385.0
Market Data	\$425.0	65%	\$670.0	\$320.0	\$990.0
Variance	-18%	-55%	-43%	NA	-61%

Chief Innovation & Transformation Officer	Base Salary	Target Bonus %	Target TCC	LTI (\$)	Target TDC
Incumbent Pay	NA	10%	NA	NA	NA
Market Data	\$275.0	41%	\$370.0	\$80.0	\$455.0
Variance	NA	-31%	NA	NA	NA

VP/GM Energy	Base Salary	Target Bonus %	Target TCC	LTI (\$)	Target TDC
Incumbent Pay	\$295.0	10%	\$324.5	NA	\$324.5
Market Data	\$295.0	30%	\$410.0	\$75.0	\$490.0
Variance	0%	-20%	-21%	NA	-34%

Appendix B

Executive Population Individual Summary Exhibits (continued)

VP/GM Water/Wastewater Systems	Base Salary	Target Bonus %	Target TCC	LTI (\$)	Target TDC
Insumbort Pay	\$200.2	10%	\$220.3	NA	\$220.3
Incumbent Pay	\$240.0	NA	\$240.0	NA	\$240.0
Market Data Variance	-17%	NA	-8%	NA	-8%

VP Energy & Water Planning	Base Salary	Target Bonus %	Target TCC	LTI (\$)	Target TDC
Incumbent Pay	NA	10%	NA	NA	NA
Market Data	\$240.0	35%	\$335.0	\$60.0	\$395.0
Variance	NA	-25%	NA	NA	NA

VP & Chief Compliance Officer	Base Salary	Target Bonus %	Target TCC	LTI (\$)	Target TDC
	\$222.0	10%	\$244.2	NA	\$244.2
Incumbent Pay	\$220.0	30%	\$280.0	\$50.0	\$330.0
Market Data Variance	0%	-20%	-12%	NA	-25%

VP & Chief Human Resources Officer	Base Salary	Target Bonus %	Target TCC	LTI (\$)	Target TDC
	\$239.0	10%	\$262.9	NA	\$262.9
ncumbent Pay	\$295.0	46%	\$435.0	\$130.0	\$565.0
Market Data Variance	-19%	-36%	-40%	NA	-53%

y Target Bonus %	Target TCC	LTI (\$)	Target TDC
10%	\$255.4	NA	\$255.4
	\$330.0	\$70.0	\$400.0
		NA	-36%
	10% 35% -25%	10% \$255.4 35% \$330.0	10% \$255.4 NA 35% \$330.0 \$70.0

Appendix **B**

Executive Population Individual Summary Exhibits (continued)

VP & Chief Customer Officer	Base Salary	Target Bonus %	Target TCC	LTI (\$)	Target TDC
Incumbent Pay	\$222.9	10%	\$245.2	NA	\$245.2
Market Data	\$245.0	43%	\$320.0	\$80.0	\$400.0
Variance	-10%	-33%	-23%	NA	-39%

VP & Chief Environmental Services Officer	Base Salary	Target Bonus %	Target TCC	LTI (\$)	Target TDC
Incumbent Pay	\$180.0	10%	\$198.0	NA	\$198.0
Market Data	\$210.0	36%	\$290.0	\$50.0	\$340.0
Variance	-15%	-26%	-32%	NA	-42%

VP & Chief Information Officer	Base Salary	Target Bonus %	Target TCC	LTI (\$)	Target TDC
Incumbent Pay	\$267.7	10%	\$294.5	NA	\$294.5
Market Data	\$285.0	45%	\$415.0	\$110.0	\$525.0
Variance	-7%	-35%	-29%	NA	-44%

VP & Chief Supply Chain Officer	Base Salary	Target Bonus %	Target TCC	LTI (\$)	Target TDC
Incumbent Pay	\$180.0	10%	\$198.0	NA	\$198.0
Market Data	\$260.0	35%	\$335.0	\$70.0	\$410.0
Variance	-31%	-25%	-41%	NA	-52%

Appendix C Executive Population Benchmarks

JEA	Genera	General Industry		vices Industry
Position Title	Survey	Survey Benchmark	Survey	Survey Benchmark
President & Chief Operating Officer	2018 WTW General Industry	Chief Operating Officer	2018 WTW Energy Services	Chief Operating Officer
			2018 LPPC	Chief Operating Officer
			2018 CompData	Chief Operating Officer
Chief Financial Officer	2018 WTW General Industry	CFO/Top Financial Officer	2018 WTW Energy Services	CFO/Top Financial Officer
			2018 IEHRA	Top Financial - Corporate
			2018 LPPC	Top Financial Executive (CFO)
			2018 CompData	Chief Financial Officer
Chief Innovation & Transformation Officer	2018 WTW General Industry	Top Strategic Planning Executive	2018 WTW Energy Services	Top Strategic Planning Executive
			2018 IEHRA	Top Strategic Planning
			2018 LPPC	Strategic Planning Executive
VP/GM Energy	NA		2018 WTW Energy Services	Top Power Generation and Delivery Executive
			2018 IEHRA	Top Power Plan Operations - Corporate
			2018 LPPC	Top Power Generation Executive (Non-Nuclear)
VP/GM Water Wastewater Systems	NA		2018 AWWA	Top Executive (Water)

JEA	General Industry		Energy Serv	vices Industry
Position Title	Survey	Survey Benchmark	Survey	Survey Benchmark
VP & Chief Energy & Water Planning	2018 WTW General Industry	Top Engineering Executive	2018 WTW Energy Services	Top Engineering Executive
	2018 WTW General Industry	Top Facilities Construction Project Management Executive	2018 IEHRA	Top Engineering - Corporate
			2018 CompData	Top Construction Executive
VP & Chief Compliance Officer	2018 WTW General Industry	Top Regulatory Affairs and Compliance Executive	2018 WTW Energy Services	Top Regulatory Affairs and Compliance Executive
			2018 IEHRA	Top Compliance - NERC - Corporate
VP & Chief Human Resources Officer	2018 WTW General Industry	Top Human Resources Executive	2018 WTW Energy Services	Top Human Resources Executive
			2018 IEHRA	Top Human Resources - Corporate
			2018 LPPC	Human Resources Executive
Chief Public & Shareholder Affairs Officer	2018 WTW General Industry	Top Government Relations Executive	2018 WTW Energy Services	Top Government Relations Executive
			2018 IEHRA	Top Government/Regulatory Affairs
			2018 LPPC	Government Relations Executive
VP & Chief Customer Officer	2018 WTW General Industry	Top Customer Service/Operations Executive	2018 WTW Energy Services	Top Customer Service/Operations Executive
			2018 LPPC	Customer Service Executive

Appendix C Executive Population Benchmarks (continued)

JEA	General	Industry	Energy Ser	vices Industry
Position Title	Survey	Survey Benchmark	Survey	Survey Benchmark
VP & Chief Environmental Services Officer	2018 WTW General Industry	Top Environmental Affairs and Compliance Executive	2018 WTW Energy Services	Top Environmental Affairs and Compliance Executive
			2018 IEHRA	Top Environmental/Health/Safety - Corporate
-			2018 LPPC	Environmental Affairs Executive
			2018 CompData	Top Environmental Executive
VP & Chief Information Officer	2018 WTW General Industry	Chief Information Officer	2018 WTW Energy Services	Chief Information Officer
			2018 LPPC	Chief Information Officer
			2018 CompData	Chief Information Officer
VP & Chief Supply Chain Officer	2018 WTW General Industry	Top Supply Chain Executive	2018 WTW Energy Services	Top Supply Chain Executive
			2018 LPPC	Top Support Services Executive

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Appendix D Appointed Population Market Data

JEA			Competitive Mark	et Base Salary		Competitive Mark	et Target Bonus %		Competitive Mark	tet Target TCC
Position Title	Number of Incumbents	JEA Average Base Salary	50th Percentile ⁽¹⁾	Variance	JEA Average Target Bonus %	50th Percentile	Absolute Variance	JEA Average Target TCC	50th Percentile ⁽¹⁾	Variance
Executives									1 1700 0000	-42%
President & Chief Operating Officer	1	\$400,005	\$460,000	-13%	10%	70%	-60%	\$440.006	\$760,000	-42%
Chief Financial Officer	1	\$350,000	\$425,000	-18%	10%	65%	-55%	\$385,000	\$670,000	-43%
Chief Innovation & Transformation Officer	1		\$275,000		10%	41%	-31%		\$370.000	-
VP/GM Energy	1	\$295,000	\$295,000	0%	10%	30%	-20%	\$324,500	\$410,000	-21%
VP/GM Water/Wastewater Systems	1	\$200,242	\$240,000	-17%	10%	-	-	\$220,266	\$240,000	-8%
VP Energy & Water Planning	1		\$240,000	-	10%	35%	-25%		\$335,000	
VP & Chief Compliance Officer	1	\$221,978	\$220,000	0%	10%	30%	-20%	\$244,176	\$280,000	-12%
VP & Chief Human Resources Officer	1	\$239,013	\$295,000	-19%	10%	46%	-36%	\$262,914	\$435,000	-40%
Chief Public & Shareholder Affairs Officer	1	\$232,149	\$240,000	-3%	10%	35%	-25%	\$255,364	\$330,000	-23%
VP & Chief Customer Officer	1	\$222,914	\$245,000	-10%	10%	43%	-33%	\$245,205	\$320,000	
VP & Chief Environmental Services Officer	1	\$180,003	\$210,000	-15%	10%	36%	-26%	\$198,003	\$290,000	-32%
VP & Chief Information Officer	1	\$267,696	\$285,000	-7%	10%	45%	-35%	\$294,466	\$415,000	-41%
VP & Chief Supply Chain Officer	1	\$180,003	\$260,000	-31%	10%	35%	-25%	\$198,003	\$335.000	-41%
Directors			-	The second second		1	1 1001	C 400 000	\$195,000	-5%
Dir Electric Production	1	\$170,019	\$160,000	8%	8%	20%	-12%	\$183,039	\$195,000	-5%
Dir Electric Production CTs	1	\$150,259	\$160,000	-6%	9%	20%	-11%	\$163,279	\$195,000	-15%
Dir Electric System Construction & Maintenance	1	\$139,006	\$155,000	-11%	9%	20%	-11%	\$152,026 \$127,937	\$180,000	-15%
Dir Electric Systems Asset Management	1	\$116,917			9%	-	-		\$205,000	-9%
Dir Electric Systems Operations	1	\$172,328	\$165,000	4%	8%	25%	-17%	\$185,348	\$205,000	-3%
Dir Electric T&D Projects	1	\$136,926	\$170,000	-18%	10%	25%	-15%	\$149,946	\$190,000	-15%
Dir Electric Transmission & Substation Maintenance	1	\$150,259	\$155,000	-3%	9%	25%	-16%	\$163,279		
Dir Joint Owned Electric Assets	1	\$153,150	-	-	7%	-		\$164,170	\$175,000	-7%
Dir Audit Services	1	\$150,384	\$155,000	-2%	7%	20%	-12%	\$161,404		-176
Dir Network & Telecommunication Services	1	\$132,974			8%		-	\$143,994		-6%
Dir Information Security	1	\$137,758	\$145,000	-4%	8%	14%	-6%	\$148,778	\$160,000	
Dir W/WW Asset Mgmt & Performance	1	\$141,045	-	-	8%		-	\$152,065	-	-
Dir W/WW Reuse Delivery & Collection	1	\$131,581	-	-	8%		-	\$142,601		
Dir W/WW & Reuse Treatment	1	\$142,043	-		8%			\$153,063		
Dir W/WW Project Engineering & Construction	1	\$137,010			8%			\$148,030		
Dir Organizational Effectiveness & Payroll	1	\$136,594	-		8%			\$147,614		
Dir Learning & Development	1	\$130,000			8%		-	\$141,020	\$150,000	
Dir Labor Relations	1	\$128,003	\$135,000	-4%	9%	15%	-6%	\$139,023		-6%
Dir Employee Services	1	\$156,936	\$165,000	-4%	8%	19%	-10%	\$169,956	\$190,000	-10%
Dir Security	1	\$110,323	\$130,000	-16%	10%	15%	-5%	\$121,343	\$145,000	
Dir Electric Compliance	1	\$161,346	\$145,000	10%	8%	16%	-7%	\$174,366	\$165,000	6%
Dir CIP Compliance	1	\$161,346	\$150,000	6%	8%	16%	-8%	\$174,366	\$170,000	1%
Dir Procurement Services	1	\$118,019	\$130,000	-10%	9%	20%	-10%	\$129,039	\$155,000	-17%
Dir Emergency Preparedness & Business Continuity	1	\$136,261	\$130,000	6%	8%	14%	-5%	\$147,281	\$145,000	3%
Dir Operations Support Services	1	\$143,437			8%	-	-	\$154,457		
Dir Electric T&D Planning	1	\$140,067	\$160,000	-13%	8%	25%	-17%	\$151,087	\$200,000	-25%
Dir W/WW Planning & Development	1	\$174,616			7%		-	\$187,636		**
Dir ERP Systems	1	\$143,770	-	-	9%		-	\$156,790	-	-
Dir IT Infrastructure & Compliance Assurance	1	\$146,016	-	-	9%			\$159,036	-	-
Dir CRM Systems	1	\$142,043		-	9%		-	\$155,063	-	
Dir Eng Systems & PMO	1	\$142,542		-	9%	-	-	\$155,562		-
Dir Air & Laboratory Permitting & Compliance	1	\$160,430	\$150,000	6%	8%	18%	-10%	\$173,450	\$175,000	-1%
Dir Response & Environmental Programs	1	\$141,086	\$125,000	11%	8%	14%	-6%	\$152,106	\$145,000	4%
Dir Customer & Community Engagement	1	\$122,429	\$145,000	-14%	9%	19%	-10%	\$133,449	\$170,000	-20%
Dir Media Relations	1	\$113,318			7%			\$121,318		
Dir Customer Experience Strategy & Support	1	\$144,518		-	8%		-	\$155,538		
Dir Business Dvpt & Community Project Mgmt	1	\$137,904	-		8%		-	\$148,924		
Dir Customer Revenue	1	\$151,715	\$150,000	0%	9%	25%	-16%	\$164,735	\$190,000	-13%
Dir Customer Field & Meter Services	1	\$127,317	\$135,000	-6%	9%	18%	-9%	\$138,337	\$160,000	-14%
Dir Customer & Utility Analytics	1	\$137,800	\$125,000	8%	8%	13%	-5%	\$148,820	\$145,000	1%
Dir Customer Experience Centers	1	\$121,576	\$125,000	-4%	9%	20%	-11%	\$132,596	\$150,000	-12%
Dir Customer Solutions & Market Development	1	\$140,046	\$125,000	10%	8%	13%	-5%	\$151,066	\$145,000	3%
Dir Government Affairs	2	\$152,142	\$135,000	12%	8%	15%	-7%	\$164,162	\$150,000	8%
Dir Risk Mgmt Services	1	\$138,736	\$145,000	-4%	8%	20%	-12%	\$149,756	\$170,000	-12%
Controller	2	\$157,082	\$140,000	12%	7%	18%	-10%	\$168,102	\$160,000	4%

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JEA			Competitive Mark	et Base Salary		Competitive Mark	et Target Bonus %		Competitive Mark	et larget ICC
Position Title	Number of Incumbents	JEA Average Base Salary	50th Percentile ⁽¹⁾	Variance	JEA Average Target Bonus %	50th Percentile	Absolute Variance	JEA Average Target TCC	50th Percentile ⁽¹⁾	Variance
Dir Financial Planning & Analysis	1	\$140,005	-		9%	-	-	\$153,025		-
Freasurer	1	\$170,477	\$145,000	18%	8%	18%	-10%	\$183,497	\$170,000	7%
Dir Corporate Strategy	1	\$137,654	\$160,000	-15%	8%	20%	-12%	\$148,674	\$195,000	-23%
Managers	A CONTRACTOR	1			1	1	1	400.010	1 A445 000 1	0.04/
Associate Mgr Electric Systems Construction & Maintenance	1	\$80,018	\$100,000	-21%	8%	11%	-3%	\$86,818 \$109,115	\$115,000 \$115,000	-23%
Associate Mgr, Electric Services & Dvpt Proj Mgr Bulk Power Operations	1 3	\$102,315 \$127,996	\$100,000 \$130,000	0% -1%	9%	13%	-3%	\$139,016	\$150,000	-3%
Vigr Buik Power Operations Vigr Byproduct Services	3	\$127,996	\$130,000	-1%	9%	13%	-470	\$100,581	\$150,000	-7.76
Mgr Combustion Turbines Ops & Maint	3	\$103,404	\$120,000	-13%	8%	15%	-7%	\$111,404	\$135,000	-18%
Mgr Distribution Projects	1	\$100,110		-1074	8%			\$108,110		-
Mgr Electric Contract Administration	1	\$111,197	-		7%			\$119,197		-
Mgr Electric Customer Service Response	1	\$103,626	\$120,000	-13%	8%	15%	-7%	\$111,626	\$135,000	-17%
Mgr Electric Distribution Preventative Maintenance	1	\$116,834			7%			\$124,834		
Mgr Electric Distribution Service Operations	2	\$111,238			7%			\$119,238		
Mgr Electric Production Maintenance	6	\$98,540	\$110,000	-9%	8%	12%	-4%	\$106,540	\$125,000	-15%
Mgr Electric Services & Dvpt Proj	1	\$109,658	\$115,000	-6%	7%	13%	-5%	\$117,658	\$135,000	-13%
Mgr Electric Systems Construction & Maintenance	2	\$119,257			7%		-	\$127,257		-
Mgr Electric Systems Construction & Maintenance Analytics	1	\$94,266			8%	-	-	\$102,266		-
Mgr Electric T&D Standards	1	\$115,482	\$115,000	2%	7%	15%	-8%	\$123,482	\$130,000	-4%
Mgr Electrical Group	1	\$100,402	\$110,000	-8%	8%	12%	-4%	\$108,402	\$125,000	-13%
Mgr Fuels Mgmt Services	1	\$130,208	\$140,000	-6%	8%	20%	-12%	\$141,228 \$99.048	\$160,000	-11%
Mgr GIS Systems	2	\$92,248		-4%	7%		-11%	\$130,075	\$150,000	-12%
Mgr Maintenance Planning	1	\$122,075 \$95,618	\$125,000	-4%	8%	18%	-1176	\$103,618	\$150,000	-1270
Mgr Material Handling E & I Mgr NGS Material Handling Operations	3	\$95,618	\$100,000	-6%	8%	12%	-3%	\$103,618	\$115,000	-10%
Mgr NGS Material Handling Operations	1	\$106,226	\$120,000	-12%	8%	12%	-6%	\$114,226	\$140,000	-19%
Mgr Northside Generating Station	1	\$109,970	\$120,000	-10%	7%	14%	-7%	\$117,970	\$140,000	-17%
Mgr Predictive Maintenance	1	\$101,130			8%			\$109,130	-	-
Mgr Process Chemistry	1	\$109,970			7%			\$117,970		-
Mgr Process Controls	1	\$110,219			7%		-	\$118,219		
Mgr Project Mgmt	1	\$121,763	\$110,000	9%	7%	15%	-8%	\$129,763	\$130,000	2%
Mgr Substation Maintenance	1	\$129,230	\$120,000	7%	6%	13%	-7%	\$137,230	\$140,000	-3%
Mgr System Protection & Control Projects	1	\$130,042	\$130,000	1%	6%	13%	-7%	\$138,042	\$150,000	-7%
Mgr System Protection & Controls	1	\$145,579	\$115,000	27%	8%	15%	-7%	\$156,599	\$130,000	19%
Mgr Construction	1	\$114,067			7%			\$122,067		
Mgr W/WW Project Management	3	\$124,807		-	6%			\$132,807		
Mgr Project Support & Controls	1	\$105,768	\$110,000	-5%	8%	15%	-7%	\$113,768	\$125,000	-9%
Mgr W/WW Reuse Delivery & Coll Maint Planning & Eng	1	\$121,202		-	7%			\$129,202 \$104,096		
Mgr Sewer Operation & Maintenance	1	\$96,096			8%			\$106,218		
Mgr Water & Reuse Operation & Maintenance Mgr W/WW System Operations & Customer Response	1	\$98,218 \$91,000			9%			\$99,000		
Mgr O&M Construction & Maintenance	1	\$95,389	-		8%	-		\$103,389		-
Mgr Water & Sewer Preventative Maintenance	1	\$111,488			7%			\$119,488		
Mgr W/WW System Assets, Performance & Innovation	1	\$116,189			7%	-	-	\$124,189		
Mgr Business Operations	1	\$82,326			8%	-		\$89,126		-
Mgr Wastewater Treatment and Reuse - South Grid	1	\$118,019			7%		-	\$126,019		
Mgr Wastewater Treatment and Reuse - West Grid	11	\$119,226		-	7%		-	\$127,226		-
Mgr W/WW Control Systems & Operations	1	\$103,355			8%			\$111,355		
Mgr W/WW Treatment and Reuse - Nassau	1	\$117,021			7%		-	\$125,021	-	-
Mgr Wastewater Treatment and Reuse - Buckman	1	\$106,018			8%	-	-	\$114,018	•	-
Mgr Wastewater Treatment and Reuse - St Johns	1	\$106,725			7%			\$114,725		-
Mgr Wastewater Treatment and Reuse - North Grid	1	\$106,018			8%			\$114,018	-	-
Mgr Water Treatment	1	\$116,168			7%			\$124,168		
Mgr W/WW Reuse Treatment Maint Planning & Eng	1	\$131,997			6% 8%	12%	-4%	\$139,997 \$103,618	\$135,000	-24%
Mgr District Energy Operations	1	\$95,618	\$115,000	-19%	8%	12%	-4%	\$103,618	\$135,000	-24%
Mgr Wastewater Treatment and Reuse - East Grid	1	\$119,912 \$91,000	\$94,000	-3%	7%	10%	-3%	\$97,800	\$100,000	-4%
Mgr Payroll Services Manager Organizational Effectiveness		\$111,010	\$110,000	-1%	7%	10%	-6%	\$119,010	\$125,000	-3%
Manager Organizational Effectiveness Mgr Emerging Workforce Strategies	1	\$78,728	\$82,000	-1%	6%	9%	-2%	\$83,528	\$88,000	-5%
Mgr Talent Acquisition Services	1	\$88,504	\$88,000	1%	8%	10%	-2%	\$95,304	\$92,000	3%

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Appointed Population Market Data

EA Number of Incumbents gr Benefits Services 1 gr Technical Utility Training Services 1 gr Learning & Development 1 gr Organizational Development 1 gr Organizational Development 1 gr Organizational Development 1 gr Organizational Development 1 gr Corporate Records Compliance 1 gr Corporate Records Compliance 1 gr Enterprise Risk Mgmt 1 gr Procurement Contract Administration 1 gr Ulity Locate Services 2 gr Investment Recovery Operations 1 fgr Feorurement Recovery Operations 1 fgr Procurement Reco	JEA Average Base Salary	50th Percentile ⁽¹⁾	- Sulting the Div	A SEA ARE STOLEN	A 19 10 H 19 10 19 19 19	COLORISA INTO A DURING		the second se	
gr Benefits Services 1 gr Technical Utility Training Services 1 gr Cagnizational Development 1 gr Organizational Development 1 issociate Mgr Safety & Health Services 1 gr Physical Security 1 gr Identity & Access Management 1 gr Security Operations 1 gr Cartal Distribution Warehouse 1 gr Utily Locate Services 2 gr Investment Recovery Operations 1 gr Fleet Services 2 gr Electric Generation Planning 2 gr System Analysis 1 gr WWW System Planning 1 gr Technology Project Mgmt 4 lgr Technology Project Mgmt 4 lgr Technology Project Mgmt 4 lgr Technology Project Mgmt 1 gr By System Analysis 1 gr WWW System Planning 1 gr Technology Project Mgmt 4 lgr Technology Project Mgmt 4 lgr Technology Project Mgmt 4 lgr Technology Project Mgmt 1 lgr T		Sum Percentule	Variance	JEA Average Target Bonus %	50th Percentile	Absolute Variance	JEA Average Target TCC	50th Percentile ⁽¹⁾	Variance
r Technical Utility Training Services 1 r Technical Utility Training Services 1 r Learning & Development 1 r Criganizational Development 1 r Organizational Development 1 r Detribution Security 1 r Identity & Access Management 1 r Corporate Records Compliance 1 r Corporate Records Compliance 1 r Enterprise Risk Mgmt 1 r Terterprise Risk Mgmt 1 r Terterprise Risk Mgmt 1 r Terterprise Risk Mgmt 1 r Detribution Detribution Warehouse 1 r Procurement Category Manager 5 r Procurement Category Manager 5 r Procurement Recovery Operations 1 r Facilities Operations 1 r Facilities Operations 1 r Fleet Services 2 r Investment Recovery Operations 1 r Fleet Services 3 r Procurement Inventory Control 1 r Fleet Services 4 r Development 1 r Technology Project Mgmt 2 r Grew System Services 2 r Investment Recovery 0 r Compliance 1 r Technology Project Mgmt 4 r Technology Project Mgmt 4 r Technology Project Mgmt 4 r Fleet Services 5 r Compliance 1 r Technology Project Mgmt 4 r Technology Project Mg	100.100	\$110,000	-9%	8%	14%	-5%	\$106,488	\$120,000	-12%
Technical Only Training Services Learning & Development Torganizational Development Toroganizational Development Toroganization Toroplization Toroganization Toroplization Toroganization	\$98,488 \$121,867	\$110,000	11%	7%	12%	-5%	\$129,867	\$125,000	6%
r Learning & Development 1 r Organizătional Development 1 sociate Mgr Safety & Health Services 1 r Physical Security 1 r Identity & Access Management 1 r Corporate Records Compliance 1 r Corporate Records Compliance 1 r Security Operations 1 r Tenterprise Risk Mgmt 1 r Jax Small Emerging Business Programs 1 courement Category Manager 5 r Procurement Contract Administration 1 r Central Distribution Warehouse 1 r Utility Locate Services 2 r Investment Recovery Operations 1 r Facilities Operations 1 r Procurement Inventory Control 1 r Proter Tab Planning 2 r Electric Tab Planning 1 r Generation Planning 1 r Technical Services 2 r Investment Recovery Operations 1 r Technical Services 2 r Investment Recovery Operations 1 r Technical Services 2 r Integrity System Planning 1 r Technical Services 2 r Integrity System Planning 1 r Technical Services 2 r I Technical Services 2 r I Technology Project Mgmt 4 r Gr RM Systems 3 r Sampling & Support Services 1 r Gradity Section Analytical 1 r Fuels Laboratory Section Biology 1 r Electric Integrity Section Section Biology 1 r Generation Section Biology 1 r Gruppic Support Center 1 r Gr Environmental Incident Response 1 r Gruppiance 3 r Elevinone & Environmental Compliance Systems 1 r Gruppiance 1 r Gruppiance 3 r Eleving Support Services 1 r Gruppiance 3 r Gustant Relationships Key Accounts 1 r Gruppiance Contacts 8 r Gustant Relationships Key Accounts 1 r Gruppiance Contacts 1 r Gruppiance Contact		\$110,000		5%		-	\$137,070		-
sociate Mgr Safety & Health Services 1 r Physical Security 1 r Physical Security 1 r Corporate Records Compliance 1 r Security Operations 1 r Enterprise Risk Mgmt 1 r Jax Small Emerging Business Programs 1 r Jax Small Emerging Business Programs 1 r Central Distribution Warehouse 1 r Procurement Contract Administration 1 r Central Distribution Warehouse 1 r Investment Recovery Operations 1 r Facilities Operations 1 r Procurement Inventory Control 1 ry Fleet Services & Business Operations 1 ry Fleet Services & Business Operations 1 ry Electric Generation Planning 1 anager Development 1 ry Technical Services 2 ry Technical Services 2 ry Technical Services 1 ry Technical Services 1 ry Technical Services 1 ry Technigance 1 <td>\$130,270 \$81,536</td> <td>\$84,000</td> <td>-3%</td> <td>6%</td> <td>9%</td> <td>-3%</td> <td>\$86,336</td> <td>\$90,000</td> <td>-4%</td>	\$130,270 \$81,536	\$84,000	-3%	6%	9%	-3%	\$86,336	\$90,000	-4%
Social Ingle Security 1 Ir Identity & Access Management 1 Ir Identity & Access Management 1 Ir Geory Operations 1 Ir Security Operations 1 Ir Security Operations 1 Ir Jax Small Emerging Business Programs 1 Dourment Category Manager 5 Ir Procurement Contract Administration 1 Ir Central Distribution Warehouse 1 Ir Utility Locate Services 2 Ir Investment Recovery Operations 1 Ir Facilities Operations 1 Ir Fleet Services & Business Operations 1 Ir Fleet Services & Business Operations 1 Ir Fleet Services & Business Operations 1 Ir VWW System Planning 1 Ir Technical Services 2 If Tompliance 1 Ir Technology Project Mgmtl 4 Ir Compliance 1 Ir Laboratory Section Analytical 1 Ir Laboratory Section Biology 1 Ir Laboratory Section Biology 1 Ir Eusenses Support Center 1 Ir Grusting Support Services 1 Ir Laboratory Section Biology 1 Ir Laboratory Section Biology 1 Ir Laboratory Sect	\$81,535	\$85.000	-3%	6%	8%	-2%	\$87,646	\$92,000	-5%
Improved Sectors Management 1 r Corporate Records Compliance 1 r Corporate Records Compliance 1 r Corporate Records Compliance 1 r Security Operations 1 r Interprise Risk Mgmt 1 r Jax Small Emerging Business Programs 1 procurement Contract Administration 1 r Central Distribution Warehouse 1 r Utily Locate Services 2 r Investment Recovery Operations 1 r Facilities Operations 1 r Fleets Revices & Business Operations 1 r Fleets Revices & Business Operations 1 gr Electric Generation Planning 1 gr System Analysis 1 gr WWW System Planning 1 anager Development 1 gr Technical Services 2 gr Technology Project Mgmt 4 gr CRM Systems 3 gr Bangling & Support Services 1 gr Laboratory Section Analytical 1 gr Eurors Support Center 1 gr Eurors Support Center 1 gr Gusting Need Indenships Key Accou	and the second se	\$105,000	-14%	8%	12%	-4%	\$94,826	\$115,000	-17%
Torrest Pecords Compliance 1 r Security Operations 1 r Enterprise Risk Mgmt 1 r Enterprise Risk Mgmt 1 r Enterprise Risk Mgmt 1 r Procurement Contract Administration 1 r Orentral Distribution Warehouse 1 r Utility Locate Services 2 r Investment Recovery Operations 1 r Facilities Operations 1 r Facilities Operations 1 r Facilities Operations 1 r Flexter Tab Planning 2 r Electric Generation Planning 1 r System Planning 1 anager Development 1 gr Technical Services 2 gr Technology Project Mgmt 4 gr CRM Systems 3 gr ERP Systems 3 gr Eaboratory Section Analytical 1 gr Fuels Laboratory 1 gr Environmental Incident Response 1 gr Fuels Laboratory 1 gr Fuels Laboratory 1 gr Fuels Laboratory 1 gr Laboratory Section Biology 1 <td>\$88,026</td> <td>\$105,000</td> <td>-14%</td> <td>8%</td> <td></td> <td>-</td> <td>\$108,006</td> <td></td> <td>-</td>	\$88,026	\$105,000	-14%	8%		-	\$108,006		-
In Composition Recomposition 1 In Security Operations 1 Ir Enterprise Risk Mgmt 1 Ir Aax Small Emerging Business Programs 1 ourrement Category Manager 5 Ir Procurement Contract Administration 1 Ir Central Distribution Warehouse 1 Ir Utility Locate Services 2 Ir Investment Recovery Operations 1 Ir Facilities Operations 1 Ir Facilities Operations 1 Ir Facilities Operations 1 Ir Feel Services & Business Operations 1 Ir Electric TaD Planning 2 Ir Compliance 1 Ir Technical Services 2 Ir Compliance 1 Ir Technical Services 2 Ir Tompliance 1 Ir Technical Services 2 Ir Tompliance 1 Ir Technical Services 2 Ir Compliance 1 Ir Technical Services 2 Ir Tompliance 1 Ir Technical Services 2 Ir Compliance 1	\$100,006	\$76,000	7%	6%	9%	-3%	\$85,629	\$81,000	6%
in the construction 1 in the Tenterprise Risk Mgmt 1 in Jacksmall Emerging Business Programs 1 in Procurement Contract Administration 1 in Central Distribution Warehouse 1 in Utility Locate Services 2 in Investment Recovery Operations 1 in Feel Services & Business Operations 1 in Fleet Services & Business Operations 1 in Fleet Services & Business Operations 1 in Fleet Services & Business Operations 1 in Compliance 1 in Technical Services 2 in Technology Project Mgmt 4 in Compliance 1 in Technology Project Mgmt 4 in Compliance 1 in Compliance & Environmental Compliance Systems 3 in Compliance & Environmental Compliance Systems 1 in Laboratory Section Biology 1 in Euboratory 1 in Laboratory Section Biology 1 in Euboratory 1 in Euboratory 1 in Euboratory 1	\$80,829 \$88,109	\$76,000	-	8%			\$94,909		
If the prise rook manager 1 rung fait and the provided state of the provid		\$115,000	7%	7%	13%	-6%	\$128,973	\$125,000	2%
1 and child Entropy Control 5 courrement Category Manager 5 r Procurement Contract Administration 1 r Central Distribution Warehouse 1 r Utility Locate Services 2 r Investment Recovery Operations 1 r Facilities Operations 1 r Focurement Inventory Control 1 gr Electric T&D Planning 2 gr Electric Generation Planning 1 gr Electric Generation Planning 1 gr WWW System Planning 1 anager Development 1 gr Technology Project Mgmt 4 gr CRM SystemS 3 gr RP Systems 3 gr Laboratory Section Analytical 1 gr Euvinonmental Incident Response 1 gr Community Involvement & Project Impact 1 gr Guality Assurance & Environmental Compliance Systems 1 gr Euvinonmental Incident Response 1 gr Business Support Center 1 gr Guality Assurance & Environmental Compliance Systems 1 gr Guality Assurance & Environmental Compliance Systems 1 gr Laboratory Section B	\$120,973 \$82,160	\$82,000	1%	6%	9%	-3%	\$86,960	\$85,000	2%
Contrained Cotegory Manager 1 procurement Contract Administration 1 pr Central Distribution Warehouse 1 pr Central Distribution Warehouse 1 pr Utility Locate Services 2 pr Humsternet Recovery Operations 1 pr Facilities Operations 1 pr Fleet Services & Business Operations 1 pr Electric T&D Planning 2 pr Electric Generation Planning 1 pr System Analysis 1 pr WWW System Planning 1 pr Technical Services 2 pr Technology Project Mgmt 4 gr CRM SystemS 3 gr ERP SystemS 3 gr Exponding & Support Services 1 gr Quality Assurance & Environmental Compliance Systems 1 gr Laboratory Section Nalytical 1 gr Environmental Incident Response 1 gr Environmental Incident Response 1 gr Gustioner Contacts 8 Igr Oustmer Ad Corporate Communications 1 Igr Customer Contacts 8 Igr Digital Communications 1 Igr Customer Contacts 8 Igr Outomer and Corporate Communications 1 Igr Customer Contacts 8 Igr		\$115,000	-9%	8%	12%	-4%	\$111,264	\$130,000	-13%
Production million contract Administration 1 r Central Distribution Warehouse 1 r Utility Locate Services 2 r Utility Locate Services 2 r Investment Recovery Operations 1 rr Facilities Operations 1 rr Facilities Operations 1 rr Fletetic Services & Business Operations 1 rr Fletetic Tab Planning 2 gr Electric Generation Planning 1 anager Development 1 gr Technical Services 2 gr T Compliance 1 gr Technology Project Mgmtl 4 gr Caboratory Section Analytical 1 gr Aspling & Support Services 1 gr Laboratory Section Analytical 1 gr Fuels Laboratory 1 gr Environmental Incident Response 1 gr Genses Support Center 1 gr Media Relationships Key Accounts 1 gr Gustomer Contacts 8 lgr Oigtal Communications 1 lgr Oustomer and Corporate Communications 1 lgr Customer Contacts 1 lgr Muttimedia Produc	\$103,264 \$99,466	\$96,000	3%	7%	11%	-4%	\$106,266	\$105,000	2%
In Certificat Distribution 1 In Utility Locate Services 2 Ir Investment Recovery Operations 1 Ir Facilities Operations 1 Ir Fleet Services & Business Operations 1 Ir Electric Generation Planning 2 Ir Electric Generation Planning 1 anager Development 1 Ir Technical Services 2 If T Compliance 1 If T Compliance 1 If T Compliance 1 If T Compliance 1 If C Compliance Support Services 1 If Laboratory Section Analytical 1 If Laboratory Section Analytical 1 If Laboratory Section Biology 1 If Brownental Incident Response 1 If gr Business Support Center <	\$84,510	\$105.000	-18%	6%	15%	-9%	\$89,310	\$120,000	-25%
Implementation Implementation Implementation Implementa	\$97,479	\$95,000	2%	7%	9%	-2%	\$104,279	\$105,000	0%
Investment Reventory Operations 1 r Procurement Inventory Control 1 rr Fleets Services & Business Operations 1 rr Fleets Services & Business Operations 1 rr Electric Generation Planning 1 rr System Analysis 1 anager Development 1 yr Technical Services 2 yr Technical Services 2 yr Technical Services 2 yr Technology Project Mgmt 4 gr CRM Systems 3 gr ERP Systems 3 gr Laboratory Section Analytical 1 gr Fuels Laboratory 1 gr Business Support Center 1 gr Business Support Center 1 gr Media Relationships Key Accounts 1 gr Customer Contacts 8 gr Customer Contacts 8 gr Customer and Corporate Communications 1 gr Customer And Corporate Communications 1 gr Customer Experience Training & Quality Coaching 1 gr Media Relation 1 gr Customer Experience Training & Quality Coaching 1 gr Customer Ex	\$86,362	\$80,000	8%	6%	9%	-3%	\$91,162	\$85,000	7%
If addities Operations 1 if Procurement Inventory Control 1 if Fleet Services & Business Operations 1 if Electric T&D Planning 2 if Electric Generation Planning 1 if System Analysis 1 if WWW System Planning 1 anager Development 1 if Technical Services 2 if Technical Services 2 if Technical Services 2 if Technology Project Mgmtl 4 if CRM Systems 3 if RP Systems 3 if Laboratory Section Analytical 1 if Laboratory Section Biology 1 if Environmental Incident Response 1 if Oromunity Involvement & Project Impact 1 if Qr Customer Contacts 8 if Dipidal Communications 1 if Qr Customer and Corporate Communications 1 if Qr Customer and Corporate Communications 1 if Qr Customer and Corporate Communications 1 if Qr Customer Experience Training & Quality Coaching 1 if Multimedia Production 1 if	\$115,586	\$100,000	16%	7%	12%	-5%	\$123,586	\$105,000	16%
pr Fleet Services & Business Operations 1 pr Electric TaD Planning 2 pr Electric Generation Planning 1 pr Electric Generation Planning 1 pr WWW System Planning 1 pr WWW System Planning 1 pr Technical Services 2 pr Technical Services 3 gr ERP Systems 3 gr ERP Systems 3 gr Laboratory Section Analytical 1 gr Environmental Incident Response 1 gr Environmental Incident Response 1 gr Eusiness Support Center 1 gr Gustomer Contacts 8 tgr Dig Elairons 1 lgr Gustomer Contacts 8 tgr Dig I Communications 1 lgr Customer Contacts 8 tgr Dig I Communications 1 lgr Customer Contacts 1 lgr Customer A Coprote Communications 1 lgr Multimedia Production	\$97,490	\$80,000	22%	7%	9%	-2%	\$104,290	\$85,000	22%
r riedric Services & dusiness Operations 1 gr Electric Generation Planning 1 gr System Analysis 1 anager Development 1 gr Technical Services 2 gr Thomas 3 gr Technology Project Mgmt 4 gr Carbinate 3 gr Technology Project Mgmt 4 gr Technology Project Mgmt 4 gr Carbinate 3 gr Technology Project Mgmt 4 gr Carbinate 1 gr Technology Project Mgmt 4 gr Carbinate 3 gr Technology Project Mgmt 4 gr Carbinate 3 gr Sampling & Support Services 1 gr Quality Assurance & Environmental Compliance Systems 1 gr Fuels Laboratory 1 gr Fuels Laboratory 1 gr Environmental Incident Response 1 gr Media Relationships Key Accounts 1 Igr Oustomer Contacts 8 Igr Customer Contacts 8 Igr Customer and Corporate Communications 1 Igr Customer Contacts 1 Igr Customer and Corporate Communications 1 Igr Customer Experience Training & Quality Coaching 1 Igr Outotmer	\$91,915	300,000		7%	-		\$98,715		-
pr Electric Generation Planning 1 pr System Analysis 1 pr System Planning 1 pr WWW System Planning 1 pr WWW System Planning 1 gr Technical Services 2 pr Technology Project Mgmtl 4 gr Response 3 gr Support Services 1 gr Quality Assurance & Environmental Compliance Systems 1 gr Laboratory 1 1 gr Laboratory Section Biology 1 1 gr Laboratory 1 1 gr Gonmunity Involvement & Project Impact 1 1 gr Gonmunity Involvement & Project Impact 1 1	\$129,282			6%			\$137,282	-	
gr Evicute Overleadout Planning 1 gr System Analysis 1 gr WWW System Planning 1 anager Development 1 gr Technical Services 2 gr T Compliance 1 gr CRM Systems 3 gr CRM Systems 3 gr EPS Systems 3 gr Exployed Services 1 gr Customer Services 1 gr Customer Services 1 gr Customer Section Analytical 1 gr Environmental Incident Response 1 gr Eusiness Support Center 1 gr Environmental Incident Response 1 gr Grustomer Contacts 8 tgr Digital Communications 1 fgr Customer Contacts 8 fgr Customer and Corporate Communications 1 fgr Customer and Corporate Communications 1	\$129,282		-	6%			\$135,192		
gr System Planning 1 anager Development 1 gr Technical Services 2 gr Technical Services 2 gr Technology Project Mgmt 4 gr CRM System Planning 3 gr Technology Project Mgmt 4 gr CRM Systems 3 gr ERP Systems 3 gr Quality Assurance & Environmental Compliance Systems 1 gr Laboratory Section Analytical 1 gr Environmental Incident Response 1 gr Business Support Center 1 gr Business Support Center 1 gr Media Relationships Key Accounts 1 gr Customer Contacts 8 Igr Digital Communications 1 Igr Customer and Corporate Communications 1 Igr Customer Contactions 1 Igr Customer Contacts 8 Igr Uniternal Communications 1 Igr Customer and Corporate Communications 1 Igr Customer Experience Training & Quality Coaching 1 Igr Wottimedia Production 1 Igr Customer Experience Strategy Support & Implermentation 1	\$127,192			7%			\$130,408		
gr WWW system Panhing 1 anager Development 1 gr Technical Services 2 gr Technology Project Mgmt 4 gr CRM Systems 3 gr ERP Systems 3 gr Laboratory Section Analytical 1 gr Laboratory Section Biology 1 gr Laboratory Section Biology 1 gr Laboratory Section Biology 1 gr Community Involvement & Project Impact 1 gr Cuburatory Section Silongy 1 gr Community Involvement & Project Impact 1 gr Customer Contacts 8 gr Digital Communications 1 lgr Customer Contacts 8 gr Digital Communications 1 lgr Customer and Corporate Communications 1 lgr Multimedia Production 1 lgr Multimedia Production 1 lgr Customer Experience Training & Quality Coaching 1 lgr Customer Experience Training & Quality Coaching 1	\$122,408		-	9%			\$134,614		
Integre 2 pr Technical Services 2 gr Technology Project Mgmt 4 gr CRM Systems 3 gr RSMpling & Support Services 1 gr Quality Assurance & Environmental Compliance Systems 1 gr Laboratory Section Analytical 1 gr Environmental Compliance Systems 1 gr Laboratory Section Analytical 1 gr Environmental Incident Response 1 gr Environmental Incident Response 1 gr Business Support Center 1 gr Business Client Relationships Key Accounts 1 lgr Media Relations 1 lgr Community Involvement & Project Impact 1 lgr Gustomer Contacts 8 lgr Digagement 1 lgr Communications 1 lgr Internal Communications 1 lgr Multimedia Production 1 lgr Multimedia Production 1 lgr Multimedia Production 1 lgr Customer Experience Training & Quality Coaching 1 lqr Customer Experience Training & Quality Coaching	\$123,594		-	7%		-	\$118,053		-
gr TC Compliance 1 gr TC Compliance 1 gr TC Compliance 1 gr CRM Systems 3 gr Quality Assurance & Environmental Compliance Systems 1 gr Laboratory Section Analytical 1 gr Environmental Incident Response 1 igr Environmental Incident Response 1 igr Business Support Center 1 igr Media Relationships Key Accounts 1 igr Customer Contacts 8 igr Customer Contacts 8 igr Customer Contacts 1 igr Customer and Corporate Communications 1 igr Customer and Corporate Communications 1 igr Outomer and Corporate Communications 1 igr Mutilmedia Productions 1 igr Mutilmedia Production 1 igr Customer Experience Training & Quality Coaching 1 igr Customer Experience Strategy Support & Implementation				7%			\$121,183		-
gr Technology Project Mgmt 4 gr Technology Project Mgmt 4 gr CRM Systems 3 gr EPS Systems 3 gr Sampling & Support Services 1 gr Quality Assurance & Environmental Compliance Systems 1 gr Laboratory Section Analytical 1 gr Laboratory Section Biology 1 gr Laboratory Section Rology 1 gr Laboratory Section Rology 1 gr Business Support Center 1 gr Community Involvement & Project Impact 1 gr Customer Contacts 8 gr Digital Communications 1 Igr Customer and Corporate Communications 1 Igr Mutimedia Production 1 Igr Mutimedia Production 1 Igr Mutimedia Production 1 Igr Customer Experience Training & Quality Coaching 1 Igr Customer Experience Strategy Support & Implementation 1	\$113,183			8%			\$112,291		
ar Cethology Trojectingm 3 gr CRM Systems 3 gr gr Sampling & Support Services 1 gr Quality Assurance & Environmental Compliance Systems 1 gr Laboratory Section Analytical 1 gr Laboratory Section Analytical 1 gr Laboratory Section Biology 1 gr Environmental Incident Response 1 gr Environmental Incident Response 1 gr Business Support Center 1 lgr Business Client Relationships Key Accounts 1 lgr Media Relations 1 lgr Customer Contacts 8 lgr Digital Communications 1 lgr Customer and Corporate Communications 1 lgr Multimedia Production 1 lgr Multimedia Production 1 lgr Customer Experience Training & Quality Coaching 1 lqr Customer Experience Strategy Support & Implementation 1	\$104,291	\$120,000	1%	7%	14%	-7%	\$128,058	\$135,000	-4%
gr ERP Systems 3 gr ERP Systems 3 gr Quality Assurance & Environmental Compliance Systems 1 gr Quality Assurance & Environmental Compliance Systems 1 gr Laboratory Section Analytical 1 gr Fuels Laboratory 1 gr Environmental Incident Response 1 gr Environmental Incident Response 1 gr Edvironmental Incident Response 1 gr Gustomer Sclient Relationships Key Accounts 1 lgr Media Relations 1 lgr Customer Contacts 8 lgr Customer and Corporate Communications 1 lgr Customer and Corporate Communications 1 lgr Multimedia Production 1 lgr Multimedia Production 1 lgr Customer Experience Training & Quality Coaching 1 lqr Customer Experience Strategy Support & Implementation <td>\$120,058</td> <td>\$120,000</td> <td></td> <td>7%</td> <td></td> <td></td> <td>\$116,541</td> <td></td> <td></td>	\$120,058	\$120,000		7%			\$116,541		
gr Sampling & Support Services 1 gr Quality Assurance & Environmental Compliance Systems 1 gr Laboratory Section Analytical 1 gr Fuels Laboratory 1 gr Laboratory Section Biology 1 gr Laboratory Section Biology 1 gr Environmental Incident Response 1 gr Business Support Center 1 gr Community Involvement & Project Impact 1 Igr Business Client Relationships Key Accounts 1 Igr Gustomer Contacts 8 Igr Digtal Communications 1 Igr Customer and Corporate Communications 1 Igr Multimedia Production 1 Igr Multimedia Production 1 Igr Customer Experience Training & Quality Coaching 1 Igr Customer Experience Strategy Support & Implementation 1	\$108,541		-	8%	-		\$109,636		
If Sampling & Support Services In Sampling & Support & In Sampling In Sampling In Sampling & Support & In Sampling In Sampling & Support & In Sampling	\$101,636	\$105,000	-4%	7%	12%	-5%	\$107,243	\$120,000	-9%
gr Laboratory Section Analytical 1 gr Fuels Laboratory 1 gr Laboratory Section Biology 1 gr Laboratory Section Biology 1 gr Business Support Center 1 gr Business Support Center 1 gr Business Client Relationships Key Accounts 1 gr Gustnerse Contacts 8 gr Digital Communications 1 Igr Customer Contacts 8 Igr Digital Communications 1 Igr Customer and Corporate Communications 1 Igr Multimedia Production 1 Igr Multimedia Production 1 Igr Customer Experience Training & Quality Coaching 1 Igr Customer Experience Strategy Support & Implementation 1	\$100,443	\$105,000	-8%	8%	12%	-3%	\$105,011	\$115,000	-9%
gr Evels Laboratory 1 gr Fuels Laboratory 1 gr Evels Laboratory 1 gr Community Involvement & Project Impact 1 lgr Customer Contacts 8 lgr Digital Communications 1 lgr Customer and Corporate Communications 1 lgr Internal Communications 1 lgr Internal Communications 1 lgr Multimedia Production 1 lgr Customer Experience Training & Quality Coaching 1 lgr Customer Experience Strategy Support & Implementation 1	\$97,011	\$94,000	-11%	8%	13%	-5%	\$90,874	\$100,000	-11%
gr Laboratory Section Biology 1 gr Laboratory Section Biology 1 gr Environmental Incident Response 1 gr Business Support Center 1 gr Community Involvement & Project Impact 1 gr Business Client Relationships Key Accounts 1 gr Mutiness Client Relationships Key Accounts 1 gr Mutinedia Relations 1 lgr Customer Contacts 8 gr Digital Communications 1 lgr Customer and Corporate Communications 1 lgr Muttmedia Production 1 lgr Muttmedia Production 1 lgr Customer Experience Training & Quality Coaching 1 lgr Customer Experience Strategy Support & Implementation 1	\$84,074	and the second se		8%			\$91,498		
gr Environmental Incident Response 1 gr Environmental Incident Response 1 gr Business Support Center 1 lgr Growinnental Incident Response 1 lgr Community Involvement & Project Impact 1 lgr Business Client Relationships Key Accounts 1 lgr Media Relations 1 lgr Customer Contacts 8 lgr Customer and Corporate Communications 1 lgr Customer Experience Training & Quality Coaching 1 lgr Customer Experience Training & Quality Coaching 1 lgr Customer Experience Strategy Support & Implementation 1	\$84,698		-	8%			\$86,818	-	
gr Eurioss Support Center 1 Igr Business Support Center 1 Igr Community Involvement & Project Impact 1 Igr Media Relationships Key Accounts 1 Igr Gustomer Contacts 8 Igr Digital Communications 1 Igr Customer and Corporate Communications 1 Igr Internal Communications 1 Igr Customer Experience Training & Quality Coaching 1 Igr Customer Experience Strategy Support & Implementation 1	\$80,018			7%			\$101,898		
Unstantial State 1 Igr Community Involvement & Project Impact 1 Igr Business Client Relationships Key Accounts 1 Igr Media Relations 1 Igr Customer Contacts 8 Igr Digital Communications 1 Igr Customer and Corporate Communications 1 Igr Internal Communications 1 Igr Internal Communications 1 Igr Multimedia Production 1 Igr Customer Experience Training & Quality Coaching 1 Igr Customer Experience Strategy Support & Implementation 1	\$95,098	\$81,000	5%	6%	10%	-4%	\$90,059	\$86,000	4%
gr Eusiness Clent Relationships Key Accounts 1 Igr Media Relations 1 Igr Outsomer Contacts 8 Igr Digital Communications 1 Igr Customer and Corporate Communications 1 Igr Customer Experience 1 Igr Multimedia Production 1 Igr Customer Experience Training & Quality Coaching 1 Igr Customer Experience Strategy Support & Implementation 1	\$85,259		8%	8%	12%	-4%	\$111,168	\$105,000	7%
gr Business Client Helatotranip's Key Accounts 1 gr Media Relations 1 lgr Customer Contacts 8 lgr Digital Communications 1 lgr Customer and Corporate Communications 1 lgr Community Engagement 1 lgr Internal Communications 1 lgr Internal Communications 1 lgr Product Marketing 1 lgr Customer Experience Training & Quality Coaching 1 lgr Customer Experience Strategy Support & Implementation 1	\$103,168	\$96,000	-7%	8%	16%	-8%	\$110,398	\$120,000	-8%
Igr Deside Relations 1 Igr Digital Communications 1 Igr Digital Communications 1 Igr Customer and Corporate Communications 1 Igr Community Engagement 1 Igr Internal Communications 1 Igr Multimedia Production 1 Igr Product Marketing 1 Igr Customer Experience Training & Quality Coaching 1 Igr Customer Experience Strategy Support & Implementation 1	\$102,398	\$110,000	-7%	8%	13%	-4%	\$86,818	\$110,000	-19%
Igr Customer Contacts 8 Igr Digital Communications 1 Igr Customer and Corporate Communications 1 Igr Community Engagement 1 Igr Internal Communications 1 Igr Multimedia Production 1 Igr Product Markeling 1 Igr Customer Experience Training & Quality Coaching 1 Igr Customer Experience Strategy Support & Implementation 1	\$80,018	\$100,000	-21%	6%	10%	-4%	\$82,098	\$83,000	-1%
Igr Customer and Corporate Communications 1 Igr Customer and Corporate Communications 1 Igr Community Engagement 1 Igr Internal Communications 1 Igr Internal Communications 1 Igr Multimedia Production 1 Igr Product Marketing 1 Igr Customer Experience Training & Quality Coaching 1 Igr Customer Experience Strategy Support & Implementation 1	\$77,298	\$76,000	-6%	8%	13%	-5%	\$105,510	\$120,000	-11%
Igr Customer and Corporate Communications 1 Igr Community Engagement 1 Internal Communications 1 Igr Internal Communications 1 Igr Multimedia Production 1 Igr Product Marketing 1 Igr Customer Experience Training & Quality Coaching 1 Igr Customer Experience Strategy Support & Implementation 1	\$97,510	\$105,000		8%	1370	-	\$106,010		
International Experience Strategy Support & Implementation	\$98,010			8%	12%	-4%	\$107,466	\$105,000	3%
Ign Multimedia Production 1 Ign Product Marketing 1 Igr Product Marketing 1 Igr Customer Experience Training & Quality Coaching 1 Igr Customer Experience Strategy Support & Implementation 1	\$99,466	\$96,000	4%	6%	9%	-3%	\$91,162	\$88,000	3%
Igr Multimedia Production 1 Igr Product Marketing 1 Igr Customer Experience Training & Quality Coaching 1 Igr Customer Experience Strategy Support & Implementation 1	\$86,362	\$82,000	6%	8%	9%	-1%	\$90,874	\$96,000	-6%
Igr Customer Experience Training & Quality Coaching 1 Agr Customer Experience Strategy Support & Implementation 1	\$84,074	\$89,000	-6%	8%	13%	-5%	\$104,928	\$115,000	-7%
Agr Customer Experience Training & Quality Coaching 1 Agr Customer Experience Strategy Support & Implementation 1	\$96,928	\$105,000	-7%	8%	8%	0%	\$90,562	\$88,000	3%
tgr Customer Experience Strategy Support & Implementation 1	\$83,762	\$84,000	0%	7%			\$124,210		
for Customer Experience Policy & Accuracy 1	\$116,210			8%		-	\$90,874		
	\$84,074			7%	16%	-9%	\$117,013	\$140,000	-15%
or Corporate Research 1	\$109,013	\$120,000	-9%		16%	-5%	\$127,850	\$120,000	8%
for Utility Analytics	\$119,850	\$110,000	11%	7%	12%	-3%	\$100,364	\$100,000	-2%
or Customer Solutions 4	\$93,564	\$93,000	0%	7%		-3 76	\$110,045		
Igr Strategic Customer Solutions 1	\$102,045	-		8%			\$95,096		
Igr Customer Center & Revenue Assurance Operations 1	\$88,296		-	8%	10%	-2%	\$89,792	\$89,000	1%
for Receivables & Collection Services 1	\$82,992	\$82,000	1%	8%	10%	-2%	\$101,024	\$94,000	7%
Igr Billing Support Services 1	\$94,224	\$86,000	9%	7%		-3%	\$83,819	\$83,000	1%
Mgr Customer Assistance Programs 1	\$79,019	\$76,000	4%	6%	10%	-476	\$122,712	\$130,000	-7%
Agr Electric Meter Services 1	\$114,712	\$115,000	0%	7%	15%	-670	\$120,923		
Mgr Meter Data Collection & Analysis 1	\$112,923	\$105,000	-7%	7%	- 13%	-5%	\$103,618	\$115,000	-9%

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Appointed Population Market Data										
JEA			Competitive Mark	et Base Salary	and and the	Competitive Mark	et Target Bonus %	and and	Competitive Mark	et Target TCC
Position Title	Number of Incumbents	JEA Average Base Salary	50th Percentile ⁽¹⁾	Variance	JEA Average Target Bonus %	50th Percentile	Absolute Variance	JEA Average Target TCC	50th Percentile ⁽¹⁾	Variance
gr Water Meter Services	1	\$98,592	\$120,000	-18%	8%	15%	-7%	\$106,592	\$140,000	-24%
gr Field Services	1	\$95,618	\$115,000	-16%	8%	15%	-7%	\$103,618	\$130,000	-21%
gr Ethics Investigations & Audit	1	\$110,677	\$115,000	-3%	7%	14%	-7%	\$118,677	\$135,000	-12%
gr Internal Audit	1	\$109,158	\$115,000	-5%	7%	13%	-6%	\$117,158	\$125,000	-6%
Igr Electric Production Reliability Engineering	1	\$123,594	**		6%			\$131,594		
ssociate Manager Facilities Operations	2	\$91,894		-	5%	-	-	\$96,694	-	-
ssociate Mgr, Facilities Capital Projects ssociate Manager Facilities Asset Support Services	1	\$104,686 \$75,005	\$98,000	7%	6%	12%	-6%	\$111,486	\$105,000	8%
ssociate Manager Facilities Asset Support Services	2	\$73,954			6%		-	\$79,805		-
ssociate Mgr, Warehouse Operations	3	\$66,005	\$86,000	-23%	7%	10%		\$78,754		
for Operations & Help Desk Support	1	\$110,427	\$110,000	-23%	7%	10%	-3%	\$70,805 \$118,427	\$92,000 \$120,000	-23%
Igr Information Security	2	\$117,135	\$115,000	4%	7%	13%	-5%	\$125,135	\$120,000	0%
Igr IT Infrastructure & Collaboration Platforms	1	\$110,781			7%		+0 %	\$118,781	3125,000	
fgr T&D Preventative Maintenance	1	\$125,195	\$125,000	-2%	6%	18%	-12%	\$133,195	\$150,000	-10%
Igr Transmission & Substation Projects	1	\$124,904	\$120,000	3%	6%	13%	-7%	\$132,904	\$140,000	-6%
fgr UG Network & Commercial Maintenance	1	\$116,189	\$120,000	-4%	7%	13%	-6%	\$124,189	\$140,000	-12%
r Mgr Electric Production Maintenance	1	\$129,730	\$140,000	-9%	8%	18%	-10%	\$140,750	\$165,000	-15%
r Mgr Electric Production Operations	1	\$130,333	\$150,000	-13%	8%	20%	-12%	\$141,353	\$175,000	-19%
r Mgr Electric Systems Construction & Maintenance	1	\$125,070	\$125,000	-1%	9%	15%	-6%	\$136,090	\$150,000	-8%
r Mgr NGS Bulk Material Handling	1	\$129,730	\$135,000	-5%	8%	15%	-6%	\$140,750	\$160,000	-12%
Igr Safety & Health Services	1	\$101,005	\$105,000	-1%	7%	8%	-1%	\$107,805	\$110,000	-3%
gr Real Estate Services	1	\$111,550	\$105,000	5%	7%	14%	-7%	\$119,550	\$120,000	-1%
gr Enterprise Architecture	1	\$132,101			8%			\$143,121	-	
gr Telecom Sales & Services	1	\$88,462	-		8%			\$95,262		
gr Technology Innovation Initiatives	1	\$125,278			6%	-	-	\$133,278		-
Igr Pollution Prevention Programs Igr Environmental Permitting & Compliance		\$105,019 \$105,269			8%	-	-	\$113,019 \$113,269		
for Water Policy, Permitting & Compliance	1	\$126.651	-	-	6%			\$134,651		
for Financial Planning & Rates	1	\$104,811	\$115,000	-8%	8%	14%	-7%	\$112,811	\$130,000	-13%
for Operating Budgets	1	\$100,381	\$110,000	-10%	8%	14%	-6%	\$108,381	\$125,000	-13%
Igr Capital Budget Planning	- i	\$97,094	\$115,000	-16%	8%	14%	-6%	\$105,094	\$130,000	-20%
Agr Cash & Investments	i	\$125,736	\$115,000	10%	6%	14%	-7%	\$133,736	\$130,000	4%
Agr Accounts Payable	1	\$95,867	\$81,000	19%	5%	11%	-6%	\$100,667	\$88,000	14%
Agr Performance Improvement	1	\$108,493	\$105,000	5%	7%	13%	-5%	\$116,493	\$115,000	1%
Agr Tax Administration	1	\$110,365	\$120,000	-6%	7%	15%	-7%	\$118,365	\$140,000	-14%
Agr Project Accounting	1	\$98,072	\$110,000	-10%	8%	12%	-4%	\$106,072	\$120,000	-11%
Mgr Financial Accounting & Reporting	1	\$107,016	\$115,000	-7%	7%	14%	-6%	\$115,016	\$135,000	-13%
Mgr Executive Administration	1	\$87,506	\$77,000	14%	5%	10%	-4%	\$92,306	\$81,000	14%
Individual Contributor							Augusta Provident		and the second second	
ppointed Process Assignment (NE)	3	\$84,108			6%	-	-	\$88,908	-	-
Consulting Engineer	4	\$118,981	\$125,000	-3%	7%	11%	-5%	\$126,981	\$125,000	3%
lectric Standards Specialist	1	\$96,970	\$110,000	-12%	8%	9%	-1%	\$104,970	\$120,000	-12%
Electric System Operations Specialist	1	\$94,245	\$120,000	-23%	8%	15%	-7%	\$102,245	\$140,000	-27%
uels Specialist Seneration O&M Specialist	1	\$95,618 \$94,619	\$115,000	-16%	8%	13%	-4%	\$103,618	\$125,000	-19%
Anager Natural Gas Commercial Services	3	\$94,619 \$95,389	\$115,000	-18%	8%	13%	-5%	\$102,619	\$130,000	-20%
Capital Project Controls Specialist	1	\$93,662			8%	-		\$103,389 \$100,462		
Aprial Project Controls Specialist	1	\$93,662		-	6%	-		\$100,462 \$82,426		
inancial Analyst W/WW Operations	1	\$73,445	\$63,000	17%	7%	8%	-1%	\$78,245	\$65,000	20%
Contract Specialist	1	\$71,594	\$82,000	-13%	7%	9%	-2%	\$76,394	\$88,000	-13%
Vater Wastewater Reliability Specialist	1	\$82,264		-1070	6%		-2.78	\$87,064		-15%
Vater Sewer System Planning Specialist	2	\$104,707		-	8%		-	\$112,707	-	-
V/WW Program Manager	1	\$99,965		-	7%	-		\$106,765	-	-
abor Relations Specialist	4	\$87,677	\$86,000	2%	8%	8%	0%	\$94,477	\$92,000	3%
Compensation Specialist	1	\$79,581	\$85,000	-7%	6%	10%	-4%	\$84,381	\$90,000	-6%
earning & Development Technology Specialist	1	\$79,206	\$78,000	1%	6%	10%	-3%	\$84,006	\$83,000	2%
Compliance Analyst Senior	2	\$87,287	\$91,000	-4%	8%	9%	-1%	\$94,087	\$97,000	-3%
Compliance Specialist	1	\$104,520	\$125,000	-16%	8%	15%	-7%	\$112,520	\$135,000	-17%
CIP Compliance Program Manager	1	\$125,112	\$125,000	-2%	6%	15%	-9%	\$133,112	\$135,000	-2%
Audit Services Analyst	1 1	\$87,568	\$79,000	11%	5%	9%	-3%	\$92,368	\$85,000	9%

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Appendix D Appointed Population Market Data

JEA			Competitive Mark	et Base Salary		Competitive Mari	et Target Bonus %		Competitive Mark	et Target TCC
Position Title	Number of Incumbents	JEA Average Base Salary	50th Percentile ⁽¹⁾	Variance	JEA Average Target Bonus %	50th Percentile	Absolute Variance	JEA Average Target TCC	50th Percentile ⁽¹⁾	Variance
nformation Technology Auditor	1 1	\$80,870	\$89,000	-9%	6%	10%	-4%	\$85,670	\$96,000	-11%
Emergency Planning & Business Continuity Coordinator	1	\$86,528	\$90,000	-3%	6%	10%	-4%	\$91,328	\$96,000	-5%
Real Estate Coordinator	2	\$86,445	\$81,000	7%	8%	9%	-1%	\$93,245	\$87,000	8%
integration Service Specialist	1	\$92,290	\$89,000	4%	7%	10%	-2%	\$99,090	\$95,000	4%
Appointed Process Assignment	1	\$101,400			7%	-	-	\$108,200	-	-
Financial Analysis Specialist - Customer Revenue	1	\$80,018	\$100,000	-20%	8%	11%	-3%	\$86,818	\$110,000	-20%
Black Belt	2	\$88,098	\$91,000	-3%	8%	10%	-2%	\$94,898	\$100,000	-5%
Performance Management Coordinator	1	\$70,013	-		7%		-	\$74,813	-	-
HRIS Analyst	1	\$75,005	\$86,000	-13%	6%	9%	-3%	\$79,805	\$90,000	-12%
Workforce Analyst	1	\$64,792	\$69,000	-6%	7%	8%	0%	\$69,592	\$74,000	-5%
Payroll Analyst	1	\$63,066	\$66,000	-5%	8%	8%	-1%	\$67,866	\$69,000	-2% 1%
Payroll Specialist	1	\$78,915	\$78,000	1%	6%	10%	-4%	\$83,715	\$83,000	-10%
Talent Acquisition Senior Specialist	1	\$74,277	\$82,000	-9%	6%	9%	-2%	\$79,077	\$88,000	-10%
Talent Acquisition Specialist	2	\$62,899	\$64,000	-2%	8%	7%	1%	\$67,699 \$71.027	\$67,000 \$70,000	2%
Compensation Analyst	1	\$66,227	\$67,000	-1%	7%	7%	0%	\$71,027 \$109,718	\$70,000	2%
Technical Development Spec	8	\$102,918			7% 6%	9%	-3%	\$109,718 \$82,126	\$82,000	1%
Leadership Development Solutions Specialist	5	\$77,326	\$79,000	-2%				\$68,302	\$82,000	179
Security & Investigative Support Specialist	1	\$63,502			8%	- 8%	- 0%	\$66,805	\$71,000	-6%
Public Records Compliance Specialist	1	\$62,005	\$69,000	-10%	8%	8%	0%	\$65,765	\$61,000	7%
Records Compliance Coordinator	1	\$60,965	\$57,000	7%	8% 8%	9%	-1%	\$92,782	\$81,000	14%
Senior Auditor	4	\$85,982	\$76,000	12%	7%	9%	-1%	\$100,171	\$91,000	10%
Senior Ethics Auditor	2	\$93,371	\$86,000	8%	7%	9%	-1%	\$69,405	\$70,000	-1%
Procurement Vendor Specialist	1	\$64,605	\$67,000	-3%	6%	10%	-2%	\$85,858	\$80,000	7%
Fleet Specialist	1	\$81,058	\$74,000	9%	6%		-47	\$87,626	300,000	
Supply Chain Specialist	1	\$82,826	\$83,000	-12%	7%		-1%	\$78,349	\$87,000	-9%
Facilities and Space Planning Specialist	1	\$73,549			7%		-176	\$115,640		-
Electric T&D Analytics Specialist	1	\$107,640 \$82,202			6%			\$87,002		
Water Wastewater Specialist		\$82,202	\$80,000	2%	6%	10%	-4%	\$86,232	\$88,000	-2%
Account Executive Customer Accounts	8	\$63,981	\$80,000	27.	8%		-4 /0	\$68,781		-
Community Involvement and Project Outreach Coordinator	2	\$78,634	\$82,000	-4%	6%	9%	-3%	\$83,434	\$85,000	-2%
Community Engagement Coordinator Communications Coordinator	1	\$74,318	\$74,000	0%	6%	9%	-2%	\$79,118	\$79,000	0%
Digital Communications Specialist	2	\$78,842	\$81,000	-2%	6%	8%	-2%	\$83,642	\$86,000	-2%
Digital Communications Operations Digital Media Communications Associate	2	\$51,501		-2.76	9%	-		\$56,301		
Customer Experience Accuracy & Internal Controls Analyst	1	\$63,066			8%		-	\$67,866		
Customer Experience Accuracy a Internal Controls Analyst	4	\$62,301	\$53,000	18%	8%	7%	0%	\$67,101	\$56,000	20%
Customer Experience Cuality Assurance Analyst	4	\$74,407	\$66,000	13%	7%	8%	-2%	\$79,207	\$67,000	18%
Associate Program Manager	3	\$74,311	\$63,000	18%	6%	5%	1%	\$79,111	\$69,000	15%
Financial Analysis Specialist	2	\$86,330	\$100,000	-13%	8%	11%	-3%	\$93,130	\$110,000	-14%
Financial Analyst Senior Financial Planning & Rates	2	\$78,322	\$85,000	-8%	6%	9%	-2%	\$83,122	\$87,000	-5%
Financial Analyst Senior Operating Budget	2	\$76,461	\$82,000	-7%	6%	9%	-3%	\$81,261	\$86,000	-6%
Financial Associate	2	\$50,502	-	-	10%	-	-	\$55,302		
Financial Analyst Senior Capital Budget Planning	1	\$78,811	\$82,000	-4%	6%	9%	-3%	\$83,611	\$86,000	-3%
Cash Management Analyst	2	\$88,296	\$75,000	17%	5%	9%	-4%	\$93,096	\$81,000	15%
Portfolio Specialist	1	\$110,302	\$94,000	17%	7%	10%	-3%	\$118,302	\$100,000	16%
Black Belt Candidate	2	\$76,731	\$72,000	6%	6%	10%	-4%	\$81,531	\$80,000	1%
Master Black Belt	4	\$98,098	\$110,000	-12%	8%	10%	-2%	\$106,098	\$125,000	-15%
Financial Reporting Analyst Sr	2	\$81,515	\$77,000	6%	6%	10%	-4%	\$86,315	\$82,000	6%
Financial Reporting Specialist	1	\$83,886	\$100,000	-16%	8%	11%	-3%	\$90,686	\$110,000	-16%
Financial Analyst Senior Accounting	2	\$71,781	\$77,000	-7%	7%	10%	-3%	\$76,581	\$82,000	-6%
Protection & Controls Specialist	1	\$114,546			7%			\$122,546		-
Human Resources Business Partner	3	\$106,434	\$98,000	8%	6%	12%	-5%	\$113,234	\$105,000	6%
Ethics Officer	1	\$132,018	\$110,000	22%	8%	12%	-4%	\$143,038	\$120,000	20%
Special Project-EAM	2	\$117,572		-	7%		-	\$125,572	-	-
Government Relations Specialist	2	\$105,841	\$86,000	22%	6%	9%	-3%	\$112,641	\$93,000	21%
Government Relations Coordinator	1	\$75,504	\$71,000	6%	6%	8%	-2%	\$80,304	\$75,000	7%

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Appendix D Appointed Population Market Data

JEA	the state of the second		Competitive Mark	et Base Salary	11. 14. 1 14	Competitive Mark	et Target Bonus %		Competitive Mark	ket Target TCC
Position Title	Number of Incumbents	JEA Average Base Salary	50th Percentile ⁽¹⁾	Variance	JEA Average Target Bonus %	50th Percentile	Absolute Variance	JEA Average Target TCC	50th Percentile ⁽¹⁾	Variance
Risk Mgmt Specialist	1 1	\$73,736	\$86,000	-14%	7%	11%	-4%	\$78,536	\$93,000	-16%
Bond Compliance Specialist	2	\$100,870	\$100,000	1%	8%	11%	-3%	\$108,870	\$105,000	1%
Bond Administration Specialist	1	\$96,200	\$100,000	-3%	8%	11%	-2%	\$104,200	\$105,000	-3%
Executive Assistant	4	\$55,042	\$61,000	-10%	9%	6%	3%	\$59,842	\$64,000	-6%

Notes "--"=Data not available (1) Market data between \$50,000 and \$100,000 rounded to the nearest \$1,000 and greater than \$100,000 rounded to the nearest \$5,000.

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Appointed Population Market Data

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JEA				arket Long-term ives %		Competitive Mark	et Target TDC
Position Title	Number of Incumbents	JEA Average Long term Incentives %	50th Percentile ⁽¹⁾	Absolute Variance	JEA Average Target TDC	50th Percentile ⁽²⁾⁽³⁾	Variance
Executives	and the second second second	and the state of the second second	105%		\$440,006	\$1,245,000	-65%
President & Chief Operating Officer	1		75%		\$385,000	\$990,000	-61%
thief Financial Officer	1	-	30%			\$455,000	
hief Innovation & Transformation Officer	1	-			\$324,500	\$490,000	-34%
P/GM Energy	1		26%		\$220,266	\$240,000	-8%
P/GM Water/Wastewater Systems	1				\$220,200	\$395,000	
P Energy & Water Planning	1		26%		\$244,176	\$330,000	-25%
P & Chief Compliance Officer	1		22%		\$262,914	\$565,000	-53%
P & Chief Human Resources Officer	1		44%		\$255,364	\$400,000	-36%
chief Public & Shareholder Affairs Officer	1		29%		\$255,364	\$400,000	-39%
P & Chief Customer Officer	1		33%	-	\$198,003	\$340,000	-42%
P & Chief Environmental Services Officer	1	-	23%	-		\$525,000	-44%
P & Chief Information Officer	1		38%	•	\$294,466 \$198,003	\$410,000	-52%
P & Chief Supply Chain Officer	1		28%	-	\$198,003	\$410,000	-52.78
Directors				1	0100 000	\$205,000	-11%
Dir Electric Production	1		8%		\$183,039	\$205,000	-20%
Dir Electric Production CTs	1		8%	-	\$163,279	\$185,000	-18%
Dir Electric System Construction & Maintenance	1		5%	-	\$152,026		-1078
Dir Electric Systems Asset Management	1			-	\$127,937	\$215,000	-14%
Dir Electric Systems Operations	1		7%	-	\$185,348		-32%
Dir Electric T&D Projects	1		10%		\$149,946	\$220,000	-15%
Dir Electric Transmission & Substation Maintenance	1			-	\$163,279	\$190,000	-15%
Dir Joint Owned Electric Assets	1			-	\$164,170	-	-13%
	1		8%	-	\$161,404	\$185,000	
Dir Audit Services	1				\$143,994		
Dir Network & Telecommunication Services	1		6%	-	\$148,778	\$170,000	-11%
Dir Information Security	1				\$152,065		-
Dir W/WW Asset Mgmt & Performance	1				\$142,601		
Dir W/WW Reuse Delivery & Collection	1				\$153,063	-	
Dir W/WW & Reuse Treatment					\$148,030		
Dir W/WW Project Engineering & Construction					\$147,614		
Dir Organizational Effectiveness & Payroll	1				\$141,020		
Dir Learning & Development	1			-	\$139,023	\$150,000	-6%
Dir Labor Relations	1		11%		\$169,956	\$205,000	-17%
Dir Employee Services	1		8%		\$121,343	\$155,000	-22%
Dir Security					\$174,366	\$165,000	6%
Dir Electric Compliance	1				\$174,366	\$170,000	1%
Dir CIP Compliance	1		10%		\$129,039	\$170,000	-23%
Dir Procurement Services	1		9%		\$147,281	\$155,000	-5%
Dir Emergency Preparedness & Business Continuity	1		9%		\$154,457		
Dir Operations Support Services	1		8%		\$151,087	\$210,000	-29%
Dir Electric T&D Planning	1		0%		\$187,636		
Dir W/WW Planning & Development	1				\$156,790		
Dir ERP Systems	1				\$159,036		
Dir IT Infrastructure & Compliance Assurance	1				\$105,000		

ppointed Population Market Data	the share had			arket Long-term ives %		Competitive Marke	et Target TDC
Position Title	Number of Incumbents	JEA Average Long term Incentives %	50th Percentile ⁽¹⁾	Absolute Variance	JEA Average Target TDC	50th Percentile ⁽²⁾⁽³⁾	Variance
	1				\$155,063		-
ir CRM Systems	1				\$155,562		
ir Eng Systems & PMO	1		9%		\$173,450	\$190,000	-8%
ir Air & Laboratory Permitting & Compliance			7%		\$152,106	\$155,000	-2%
ir Response & Environmental Programs	1		9%		\$133,449	\$180,000	-26%
ir Customer & Community Engagement	1				\$121,318		••
ir Media Relations	1				\$155,538	-	
ir Customer Experience Strategy & Support	1				\$148,924		
ir Business Dvpt & Community Project Mgmt	1		9%		\$164,735	\$205,000	-19%
ir Customer Revenue	1		7%		\$138,337	\$170,000	-18%
Dir Customer Field & Meter Services	1		7%		\$148,820	\$155,000	-5%
Dir Customer & Utility Analytics	1		9%		\$132,596	\$160,000	-18%
Dir Customer Experience Centers	1		970		\$151,066	\$145,000	3%
Dir Customer Solutions & Market Development	1		7%		\$164,162	\$160,000	2%
Dir Government Affairs	2	-	9%		\$149,756	\$185,000	-18%
Dir Risk Mgmt Services	1		10%		\$168,102	\$175,000	-4%
Controller	2		10%		\$153,025		
Dir Financial Planning & Analysis	1		10%		\$183,497	\$185,000	-2%
	1			-	\$148,674	\$215,000	-30%
Dir Corporate Strategy	1		13%	-		The state of the second	
Managers ⁽⁴⁾	Stephen Street and	and the second second			\$86,818	\$115,000	-23%
Associate Mgr Electric Systems Construction & Maintenance	1				\$109,115	\$115,000	-3%
Associate Mgr, Electric Services & Dvpt Proj	1				\$139,016	\$150,000	-7%
Mgr Bulk Power Operations	3				\$100,581		
Mgr Byproduct Services	1				\$111,404	\$135,000	-18%
Mgr Byproduct Services Mgr Combustion Turbines Ops & Maint	3				\$108,110		
Mgr Combustion Projects	1			-	\$119,197		
Mgr Electric Contract Administration	1			-	\$111,626	\$135,000	-17%
Mgr Electric Contract Administration	1				\$124,834		
Mgr Electric Customer Service Response Mgr Electric Distribution Preventative Maintenance	1				\$124,834		
Mgr Electric Distribution Preventative Maintenance Mgr Electric Distribution Service Operations	2	-			\$119,238	\$125,000	-15%
Mgr Electric Distribution Service Operations	6					\$135,000	-13%
Mgr Electric Production Maintenance	1	-			\$117,658 \$127,257		
Mgr Electric Services & Dvpt Proj	2						
Mgr Electric Systems Construction & Maintenance Mgr Electric Systems Construction & Maintenance Analytics	1				\$102,266	\$130,000	-4%
Mgr Electric Systems Construction & Maintenance Analytics	1				\$123,482	\$130,000	-13%
Mgr Electric T&D Standards	1				\$108,402	\$125,000	-16%
Mgr Electrical Group	1		6%		\$141,228	\$105,000	-1070
Mgr Fuels Mgmt Services	2				\$99,048	C4E0.000	-12%
Mgr GIS Systems	1				\$130,075	\$150,000	-12/0
Mgr Maintenance Planning	1				\$103,618		-14%
Mgr Material Handling E & I	3		6%		\$103,618	\$120,000	-14%
Mgr NGS Material Handling Operations	1				\$114,226	\$140,000	-19%
Mgr NGS Operations	1				\$117,970	\$140,000	-1770
Mgr Northside Generating Station Mgr Predictive Maintenance	1				\$109,130		

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Appointed Population Market Data

JEA				arket Long-term lives %		Competitive Mark	et Target TDC
Position Title	Number of Incumbents	JEA Average Long term Incentives %	50th Percentile ⁽¹⁾	Absolute Variance	JEA Average Target TDC	50th Percentile ⁽²⁾⁽³⁾	Variance
Mgr Process Chemistry	1			-	\$117,970	-	
Mgr Process Controls	1				\$118,219	-	
Mgr Project Mgmt	1			-	\$129,763	\$130,000	2%
Mgr Substation Maintenance	1		8%	-	\$137,230	\$150,000	-9%
Mgr System Protection & Control Projects	1		8%	144	\$138,042	\$160,000	-13%
Mgr System Protection & Controls	1	-		-	\$156,599	\$130,000	19%
Mgr Construction	1				\$122,067		
Mgr W/WW Project Management	3				\$132,807		
Mgr Project Support & Controls	1				\$113,768	\$125,000	-9%
Mgr W/WW Reuse Delivery & Coll Maint Planning & Eng	1				\$129,202		
Mgr Sewer Operation & Maintenance	1				\$104,096		
Mgr Water & Reuse Operation & Maintenance	1				\$106,218		
Mgr W/WW System Operations & Customer Response	1				\$99,000		
Mgr O&M Construction & Maintenance	1				\$103,389		
Mgr Water & Sewer Preventative Maintenance	1			-	\$119,488		
Mgr W/WW System Assets, Performance & Innovation	1				\$124,189		
Mgr Business Operations	1				\$89,126		
Mgr Wastewater Treatment and Reuse - South Grid	1	-			\$126,019		
Mgr Wastewater Treatment and Reuse - West Grid	1				\$127,226	-	
Mgr W/WW Control Systems & Operations	1				\$111,355		
Mgr W/WW Treatment and Reuse - Nassau	1				\$125,021		
Mgr Wastewater Treatment and Reuse - Buckman	1				\$114,018		
Mgr Wastewater Treatment and Reuse - St Johns	1				\$114,725		
Mgr Wastewater Treatment and Reuse - North Grid	1				\$114,018		
Mgr Water Treatment	1				\$124,168		
Mgr W/WW Reuse Treatment Maint Planning & Eng	1				\$139,997		
Mgr District Energy Operations	1				\$103,618	\$135,000	-24%
Mgr Wastewater Treatment and Reuse - East Grid	1				\$127,912		
Mgr Payroll Services	1				\$97,800	\$100,000	-4%
Manager Organizational Effectiveness	1		3%		\$119,010	\$125,000	-6%
Mgr Emerging Workforce Strategies	1	-	5%	-	\$83,528	\$92,000	-9%
Mgr Talent Acquisition Services	1			-	\$95,304	\$92,000	3%
Mar Benefits Services	1	-	7%	-	\$106,488	\$130,000	-17%
Mgr Technical Utility Training Services	1		5%		\$129,867	\$130,000	1%
Mgr Learning & Development	1				\$137,070		
Mgr Organizational Development	1	-			\$86,336	\$90,000	-4%
Associate Mgr Safety & Health Services	1				\$87,646	\$92,000	-5%
Mgr Physical Security	1		6%		\$94,826	\$120,000	-21%
Mgr Identity & Access Management	1				\$108,006		
Mgr Corporate Records Compliance	1				\$85,629	\$81,000	6%
Mgr Security Operations	1				\$94,909		
Mgr Enterprise Risk Mgmt	1		7%		\$128,973	\$135,000	-4%
Mgr Jax Small Emerging Business Programs	1				\$86,960	\$85,000	2%
Procurement Category Manager	5		6%		\$111,264	\$135,000	-18%

Appointed Population Market Data

Mgr Procurement Contract Administration 1 Stot S266 \$105.266 \$105.260 2 Mgr Central Distribution Warehouse 1 \$106.276 \$106.276 \$20.000 0.2 Mgr Investment Recovery Operations 1 \$104.276 \$106.200 0.0 0.0 Mgr Footlise Operations 1 4% \$104.276 \$106.300 0.0 Mgr Footlise Operations 1 7% \$112.3666 \$115.000 0.0 Mgr Floot Services & Business Operations 1 \$123.266 \$115.000 10 Mgr Electric Grap Planning 2 \$123.048 Mgr Statem Planning 1 \$13.0.08 Mgr Statem Planning 1 \$13.0.08 Mgr WWW System Planning 1 \$13.0.08	JEA				arket Long-term tives %		Competitive Mark	ket Target TDC
Mgr Central Distribution Warehouse 1 - - - S100,268 \$100,268 \$100,000 2 Mgr Littly Local Services 2 - - - \$104,279 \$105,000 0 Mgr Investment Recovery Operations 1 - - - \$104,279 \$105,000 0 Mgr Encilles Services & Business Operations 1 - - - \$104,279 \$105,000 0 Mgr Encillences & Business Operations 1 - - \$104,280 \$88,000 1 Mgr Electic Control Planning 2 - - - \$135,192 - - Mgr Electic Generation Planning 1 - - - \$139,408 - - - - \$139,408 -		Contraction of the second s	JEA Average Long term Incentives %	50th Percentile ⁽¹⁾	Absolute Variance		50th Percentile ⁽²⁾⁽³⁾	Variance
Ingl. Central Distribution Watchouse 1 St90,310 \$120,000 322 Mgr. Unity Locate Services 2 \$104,279 \$105,000 0 Mgr. Facilites Operations 1 4% \$104,279 \$105,000 3 Mgr. Floct Services & Business Operations 1 4% \$104,280 \$88,000 3 Mgr. Floct Services & Business Operations 1 4% \$104,280 \$88,000 1 Mgr. Floct Services & Business Operations 1 \$104,280 \$88,000 Mgr. Electric Gameration Planning 2 \$103,422		1				\$106,266	\$105,000	2%
Ingr Output Data Services 2 S104,279 \$104,279 <		1						-25%
Image Interstment Recovery Operations 1 4% Still Sti		2						0%
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Imor Corporate Research	Mgr Corporate Research						-	
Mgr Utility Analytics								-20%
Mar Customer Solutions								-2%
Mgr Strategic Customer Solutions	Mgr Strategic Customer Solutions							-2%
Mar Customer Conter & Boundary Assurance Occusional \$110,045								-
Mar Receivables & Collection Services	Mgr Receivables & Collection Services							
Mar Billing Support Services						the second se		1% 7%

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Appointed Population Market Data

JEA Position Title	Number of Incumbents	JEA Average Long- term Incentives %	Competitive Market Long-term Incentives %			Competitive Market Target TDC	
			50th Percentile ⁽¹⁾	Absolute Variance	JEA Average Target TDC	50th Percentile ⁽²⁾⁽³⁾	Variance
Mgr Customer Assistance Programs	1				\$83,819	\$83,000	1%
Agr Electric Meter Services	1	-			\$122,712	\$130,000	-7%
for Meter Data Collection & Analysis	1				\$120,923		-
ar Conservation & Efficiency Field Services	1				\$103,618	\$115,000	-9%
for Water Meter Services	1				\$106,592	\$140,000	-24%
Igr Field Services	1				\$103,618	\$130,000	-21%
Igr Ethics Investigations & Audit	1		5%		\$118,677	\$140,000	-15%
Igr Internal Audit	1		6%		\$117,158	\$130,000	-12%
Igr Electric Production Reliability Engineering	1				\$131,594		
ssociate Manager Facilities Operations	2				\$96,694		
ssociate Mgr, Facilities Capital Projects	1				\$111,486	\$105,000	8%
ssociate Manager Facilities Asset Support Services	1				\$79,805	-	
ssociate Manager Facilities Asset Support Services	2				\$78,754		
associate Mgr, Warehouse Operations	3				\$70,805	\$92,000	-23%
Igr Operations & Help Desk Support	1		7%		\$118,427	\$125,000	-6%
	2				\$125,135	\$125,000	0%
Igr Information Security	1				\$118,781		
Igr IT Infrastructure & Collaboration Platforms	1			-	\$133,195	\$150,000	-10%
Agr T&D Preventative Maintenance	1		8%		\$132,904	\$150,000	-12%
Agr Transmission & Substation Projects	1		8%		\$124,189	\$150,000	-17%
Igr UG Network & Commercial Maintenance	1		8%		\$140,750	\$175,000	-20%
Sr Mgr Electric Production Maintenance	1		6%		\$141,353	\$185,000	-23%
Sr Mgr Electric Production Operations	1		6%		\$136,090	\$155,000	-12%
Sr Mgr Electric Systems Construction & Maintenance	1		9%		\$140,750	\$170,000	-18%
Sr Mgr NGS Bulk Material Handling	1				\$107,805	\$110,000	-3%
Mgr Safety & Health Services	1		7%		\$119,550	\$130,000	-6%
Mgr Real Estate Services	1				\$143,121		
Mgr Enterprise Architecture					\$95,262	-	
Mgr Telecom Sales & Services	1				\$133,278		
Mgr Technology Innovation Initiatives	1				\$113,019		
Mgr Pollution Prevention Programs	1				\$113,269		
Mgr Environmental Permitting & Compliance	1				\$134,651		
Mgr Water Policy, Permitting & Compliance	1		6%		\$112,811	\$135,000	-17%
Mgr Financial Planning & Rates	1		6%		\$108,381	\$130,000	-16%
Mgr Operating Budgets	1		6%		\$105,094	\$140,000	-24%
Mgr Capital Budget Planning	1		6%		\$133,736	\$135,000	-1%
Mgr Cash & Investments	1				\$100,667	\$88,000	14%
Mgr Accounts Payable	11				\$116,493	\$120,000	-4%
Mgr Performance Improvement	1		6%		\$118,365	\$145,000	-18%
Mgr Tax Administration	1				\$106,072	\$125,000	-15%
Mgr Project Accounting	1		6%		\$105,072	\$140,000	-18%
Mgr Financial Accounting & Reporting	1	-	6%		\$92,306	\$81,000	14%
Mgr Executive Administration	1	-			352,500	01,000	
Individual Contributor ⁽⁴⁾				100	\$88,908		
Appointed Process Assignment (NE)	3			•	\$00,900		

Appointed Population Market Data

JEA Position Title	Number of incumbents	JEA Average Long- term Incentives %	Competitive Market Long-term Incentives %			Competitive Market Target TDC	
			50th Percentile ⁽¹⁾	Absolute Variance	JEA Average Target TDC	50th Percentile ⁽²⁾⁽³⁾	Variance
Consulting Engineer	4		7%	- 1	\$126,981	\$130,000	-3%
Electric Standards Specialist	1				\$104,970	\$120,000	-12%
Electric System Operations Specialist	1			-	\$102,245	\$140,000	-27%
Fuels Specialist	1	-		-	\$103,618	\$125,000	-19%
Generation O&M Specialist	3		-	-	\$102,619	\$130,000	-20%
Manager Natural Gas Commercial Services	1				\$103,389		
Capital Project Controls Specialist	1				\$100,462		
Maintenance Specialist	1				\$82,426		
Financial Analyst W/WW Operations	1				\$78,245	\$65,000	20%
Contract Specialist	1		7%		\$76,394	\$94,000	-18%
Water Wastewater Reliability Specialist	1				\$87,064		
Water Sewer System Planning Specialist	2				\$112,707		
W/WW Program Manager	1				\$106,765		
Labor Relations Specialist	4				\$94,477	\$92,000	3%
Compensation Specialist	1		4%		\$84,381	\$93,000	-9%
Learning & Development Technology Specialist	1				\$84,006	\$83,000	2%
Compliance Analyst Senior	2				\$94,087	\$97,000	-3%
Compliance Specialist	1				\$112,520	\$135,000	-17%
CIP Compliance Program Manager	1				\$133,112	\$135,000	-2%
Audit Services Analyst	1		5%		\$92,368	\$89,000	4%
Information Technology Auditor	1	-	4%		\$85,670	\$99,000	-14%
Emergency Planning & Business Continuity Coordinator	1				\$91,328	\$96,000	-5%
Real Estate Coordinator	2				\$93,245	\$87,000	8%
Integration Service Specialist	1		4%		\$99,090	\$99,000	1%
Appointed Process Assignment	1				\$108,200		
Financial Analysis Specialist - Customer Revenue	1		5%		\$86,818	\$115,000	-23%
Black Belt	2				\$94,898	\$100,000	-5%
Performance Management Coordinator	1				\$74,813		
HRIS Analyst	1		5%		\$79,805	\$95,000	-16%
Workforce Analyst	1		5%		\$69,592	\$77,000	-9%
Payroll Analyst	1				\$67,866	\$69,000	-2%
Payroll Specialist	1			-	\$83,715	\$83,000	1%
Talent Acquisition Senior Specialist	1		5%		\$79,077	\$92,000	-14%
Talent Acquisition Specialist	2		9%		\$67,699	\$72,000	-7%
Compensation Analyst	1				\$71,027	\$70,000	2%
Technical Development Spec	8			-	\$109,718		
Leadership Development Solutions Specialist	5		6%		\$82,126	\$86,000	-5%
Security & Investigative Support Specialist	1				\$68,302		
Public Records Compliance Specialist	1				\$66,805	\$71,000	-6%
Records Compliance Coordinator	1				\$65,765	\$61,000	7%
Senior Auditor	4		5%		\$92,782	\$85,000	10%
Senior Ethics Auditor	2		5%		\$100,171	\$95,000	5%
Procurement Vendor Specialist	1				\$69,405	\$70,000	-1%
Fleet Specialist	1				\$85,858	\$80,000	7%

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Appointed Population Market Data

JEA Position Title	Number of Incumbents	JEA Average Long- term Incentives %	Competitive Market Long-term Incentives %			Competitive Market Target TDC	
			50th Percentile ⁽¹⁾	Absolute Variance	JEA Average Target TDC	50th Percentile ⁽²⁾⁽³⁾	Variance
Supply Chain Specialist	1				\$87,626	- 1	
Facilities and Space Planning Specialist	1		3%		\$78,349	\$89,000	-12%
Electric T&D Analytics Specialist	1				\$115,640		
Water Wastewater Specialist	1		-	-	\$87,002		
Account Executive Customer Accounts	8	-		-	\$86,232	\$88,000	-2%
Community Involvement and Project Outreach Coordinator	2			-	\$68,781		-
Community Engagement Coordinator	2		-	-	\$83,434	\$85,000	-2%
Communications Coordinator	1				\$79,118	\$79,000	0%
Digital Communications Specialist	2		10%		\$83,642	\$94,000	-11%
Digital Media Communications Associate	2			-	\$56,301		
Customer Experience Accuracy & Internal Controls Analyst	1				\$67,866		
Customer Experience Quality Assurance Analyst	4			-	\$67,101	\$56,000	20%
Customer Experience Training Specialist	4		7%	-	\$79,207	\$72,000	10%
Associate Program Manager	3	-			\$79,111	\$69,000	15%
Financial Analysis Specialist	2		5%	-	\$93,130	\$115,000	-17%
Financial Analyst Senior Financial Planning & Rates	2		4%		\$83,122	\$91,000	-8%
Financial Analyst Senior Operating Budget	2	177			\$81,261	\$86,000	-6%
Financial Associate	2			-	\$55,302		
Financial Analyst Senior Capital Budget Planning	1				\$83,611	\$86,000	-3%
Cash Management Analyst	2		4%		\$93,096	\$83,000	12%
Portfolio Specialist	1	-	4%		\$118,302	\$105,000	12%
Black Belt Candidate	2	-		-	\$81,531	\$80,000	1%
Master Black Belt	4				\$106,098	\$125,000	-15%
Financial Reporting Analyst Sr	2		4%		\$86,315	\$85,000	2%
Financial Reporting Specialist	1		5%		\$90,686	\$115,000	-20%
Financial Analyst Senior Accounting	2		4%		\$76,581	\$85,000	-10%
Protection & Controls Specialist	1	-			\$122,546	-	
Human Resources Business Partner	3		5%		\$113,234	\$110,000	1%
Ethics Officer	1				\$143,038	\$120,000	20%
Special Project-EAM	2		5.55		\$125,572		
Government Relations Specialist	2				\$112,641	\$93,000	21%
Government Relations Coordinator	1				\$80,304	\$75,000	7%

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Appointed Population Market Data

JEA	Number of Incumbents	JEA Average Long term Incentives %	Competitive Market Long-term Incentives %			Competitive Market Target TDC	
Position Title			50th Percentile ⁽¹⁾	Absolute Variance	JEA Average Target TDC	50th Percentile ⁽²⁾⁽³⁾	Variance
Risk Mgmt Specialist	1				\$78,536	\$93,000	1001
Bond Compliance Specialist	2		4%				-16%
Bond Administration Specialist					\$108,870	\$110,000	-2%
Executive Assistant			4%		\$104,200	\$110,000	-6%
Executive Assistant	4		5%		\$59,842	\$67,000	-11%

Notes

"--"=Data not available

(1) Competitive Market Long-term Incentives % reflect 1/2 for all reported market data to account for the fact that Energy Services Industry surveys are comprised of responses by Public Power Utilities and General Industry surveys are comprised of responses by not-for-profit organizations, which typically do not grant LTI.

(2) Competitive Market Target TDC values are calculated by building up from Competitive Market Base Salary, Competitive Market Target TCC, and Competitive Market Long-term Incentives % values.
 (3) Market data between \$50,000 and \$100,000 rounded to the nearest \$1,000 and greater than \$100,000 rounded to the nearest \$5,000.

(4) Although Competitive Market Long-term Incentives % data are available for some of the Managers and Individual Contributors, maximum eligibility percentages are approximately 30-40% and 20-30% respectively (for the positions with data available).

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