

## **Published By**



200 Business Park Drive Armonk, NY 10504 Phone: 914.730.7300

Fax: 914.730.7303 www.total-comp.com

# 2017 / 2018 BOARD OF DIRECTORS COMPENSATION REPORT

## January 2018

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2017 / 2018 Board of Directors Compensation Report

## I. EXECUTIVE SUMMARY

#### Introduction

Welcome to the twelfth edition of Total Compensation Solutions' (TCS) Board of Directors' Compensation Report. This report includes proxy data from 1,278 companies across eleven industry sectors.

In 2017, we saw the United States swear in a new President. President Trump came into office promising to cut regulations on businesses with the hope of making the US more competitive in the global market. We also saw the continuation of strong stock markets setting record highs and unemployment reaching a near full employment percentage of 4.1%.

At the end of 2017, we saw the Republican controlled congress pass a massive tax bill which cut the top corporate tax rate to 21%. Looking ahead at 2018, all signs seem to be pointing toward strong corporate earnings and a strong economy both domestically and abroad.

Over the last twelve years of this report, we have reported that Corporate Boards have been held to a higher standard and our statements still remain true even with the lessening of regulations and corporate scrutiny, Board members still have their fiduciary responsibilities of management oversight, strategic planning, financial oversight, executive compensation, corporate transactions, and other operational issues, and a strong Board is vital in the success of the company. Therefore, it is imperative that companies know what the competitive market is for board talent so they can retain and attract the best people to serve on their boards.

The Board of Directors is tasked with establishing a philosophy for compensating themselves and is tasked with ensuring comparability when potential adjustments are being considered. The Board needs an objective source of information to support its decision making process and Total Compensation Solutions is pleased to respond to that need with the publication of the 2017/2018 TCS Board of **Directors' Compensation Report.** 

### **Introduction (continued)**

TCS has extensive experience working with Boards of Directors and Trustees. We have conferred with our clients to create this report and meet their need for timely, accurate compensation information to support their compensation decisions.

This study continues to explore data on:

- Board structure,
- Compliance.
- Governance policies and practices, and
- Compensation

The TCS database allows us to examine Board of Director compensation practices by both industry and revenue size. Companies in this study are grouped into the following revenue size categories:

- Revenue Up to \$50 Million,
- Revenue \$50 Million to \$100 Million.
- Revenue \$100 Million to \$500 Million,
- Revenue \$500 Million to \$1 Billion, and
- Revenue Over \$1 Billion

TCS database analysts screen, check and verify all data points to ensure accuracy and statistical significance. This report is divided into four sections:

Section I	Executive Summary	Introduction to the study and its overall objective to provide a comprehensive source of data for Board Compensation issues; company demographics; and key findings.
Section II	Data Analysis	Analysis of policies and practices of the companies in the report. Not necessarily related to compensation data.
Section III	Compensation Data	Compensation Data for All Companies and Eleven Industry Cuts for Chairman, Lead Director, Regular Board Member, Committee Chair, Committee Member and Total Board Cost.
Section IV	Reference Section	Methodology and Definitions, Defines and explains the role of the Board and its Committees; Role of Lead Director, sample Committee Charters; total cash compensation determination; and the list of companies included in the report.

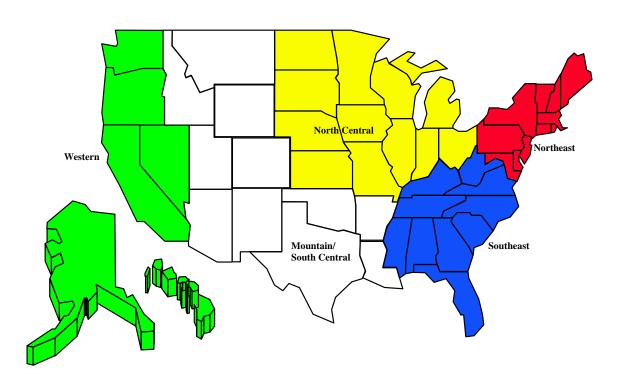
### <u>Introduction – (continued)</u>

TCS is pleased to provide this report on 2017/2018 Board of Directors' Compensation. We appreciate the input of our clients and subscribers on the topics covered in this report and we are committed to assisting all Boards with their compensation programs.

If you have any questions on this report or would like to provide comments on this study, please call our offices at 914-730-7300 or email your questions to: Tom Bailey <a href="mailto:tbailey@total-comp.com">tbailey@total-comp.com</a> or Paul Gavejian <a href="mailto:pgavejian@total-comp.com">pgavejian@total-comp.com</a>

## **Demographics**

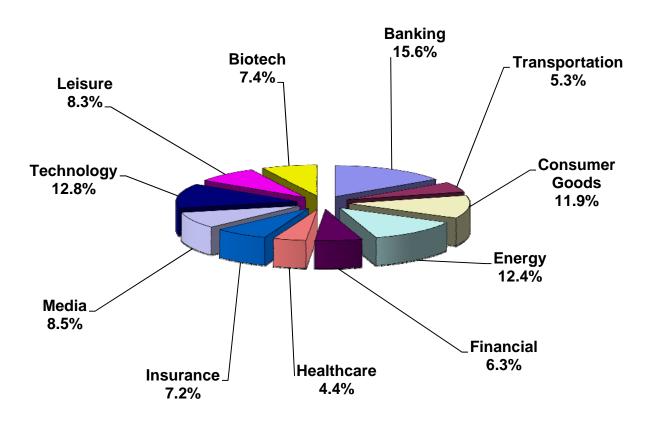
## **Geographic Breakdown of Report Companies**



Region	Number	Percentage
Northeast	363	28.4%
Southeast	236	18.5%
North Central	214	16.7%
Mountain/South Central	210	16.4%
Western	255	20.0%
Total	1,278	100.0%

### <u>Demographics – (continued)</u>

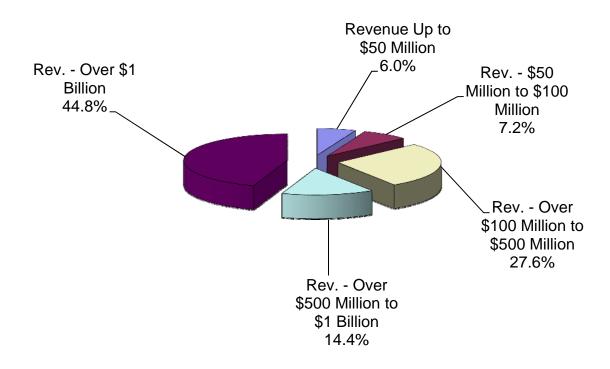
### **Industry Breakdown of Report Companies**



Industry	Number	Percent
Banking	199	15.6%
Transportation	68	5.3%
Consumer Goods	152	11.9%
Energy	158	12.4%
Financial	80	6.3%
Healthcare	56	4.4%
Insurance	92	7.2%
Media	109	8.5%
Technology	164	12.8%
Leisure	106	8.3%
Biotechnology	94	7.4%
Total	1,278	100.0%

### **Demographics – (continued)**

### **Size Breakdown of Report Companies**



Size of Company	Number	Percentage
Revenue Up to \$50 Million	77	6.0%
Rev \$50 Million to \$100 Million	92	7.2%
Rev Over \$100 Million to \$500 Million	353	27.6%
Rev Over \$500 Million to \$1 Billion	184	14.4%
Rev Over \$1 Billion	572	44.8%
Total	1,278	100.0%

## 2017/2018 Board of Directors Compensation Report

## **Banking - Regular Board Member**

Financial Statistics	No. of Co's	Average	25th Percentile	50th Percentile	75th Percentile
Revenue (\$000's)	199	246,511	92,079	156,538	345,205
Cash Compensation	No. of Co's	Average	25th Percentile	50th Percentile	75th Percentile
Annual Retainer (\$)	180	28,811	15,625	25,000	36,000
Per Meeting Fee (\$)	98	1,256	750	1,000	1,500
Annual Retainer and Meeting Fees	82	32,026	20,688	29,550	39,750
Total Cash Compensation	196	31,943	20,000	30,000	42,375
Total Cash Compensation & Equity	197	46,485	25,000	40,000	59,267
Equity/Stock Compensation	No. of Co's	Average	25th Percentile	50th Percentile	75th Percentile
Stock Awards - Dollar Amount	77	37,618	20,000	30,000	45,955
Stock Awards - Number of Shares	63	1,907	764	1,260	2,000
Stock Options - Number of Shares	9	6,992	1,589	5,000	11,000
Northeast	No. of Co's	Average	25th Percentile	50th Percentile	75th Percentile
Annual Retainer (\$)	50	28,726	15,000	26,852	36,250
Per Meeting Fee (\$)	31	1,120	700	1,000	1,500
Annual Retainer and Meeting Fees	29	31,521	19,950	28,200	43,500
Total Cash Compensation	52	33,600	20,200	29,450	45,000
Southeast	No. of Co's	Average	25th Percentile	50th Percentile	75th Percentile
Annual Retainer (\$)	48	26,747	14,145	25,000	34,375
Per Meeting Fee (\$)	30	1,203	750	1,000	1,563
Annual Retainer and Meeting Fees	22	29,655	22,088	29,100	38,000
Total Cash Compensation	56	29,102	14,695	27,000	38,000
Marth Carton	No. of		25th	<b>50</b> th	75th
North Central	Co's	Average	Percentile	Percentile	Percentile
Annual Retainer (\$)	34	28,549	15,250	25,000	40,000
Per Meeting Fee (\$)	17	1,162	750	1,000	1,375
Annual Retainer and Meeting Fees	13	32,489	16,200	27,500	33,700
Total Cash Compensation	38	30,047	15,200	27,490	36,250
Mountain/South Central	No. of Co's	Average	25th Percentile	50th Percentile	75th Percentile
Annual Retainer (\$)	22	26,618	12,375	20,000	41,250
Per Meeting Fee (\$)	14	1,775	975	1,450	2,350
Annual Retainer and Meeting Fees	12	30,850	16,875	28,000	45,600
Total Cash Compensation	24	31,467	16,025	30,000	48,750
Western	No. of Co's	Average	25th Percentile	50th Percentile	75th Percentile
Annual Retainer (\$)	26	34,982	29,424	33,968	43,125
Per Meeting Fee (\$)	6	1,283	1,000	1,000	1,525
	•				
Annual Retainer and Meeting Fees	6	44,517	34,825	42,500	52,250

## 2017/2018 Board of Directors Compensation Report

## **Banking - Regular Board Member**

Revenue \$50 Million to \$100 Million	No. of Co's	Average	25th Percentile	50th Percentile	75th Percentile
Annual Retainer (\$)	46	21,908	11,500	20,000	29,250
Per Meeting Fee (\$)	28	882	538	750	1,000
Annual Retainer and Meeting Fees	21	23,545	13,900	25,000	31,575
Stock Awards - Dollar Amount	15	23,671	11,992	19,238	34,214
Stock Awards - Number of Shares	14	1,576	537	1,160	2,275
Stock Options - Number of Shares	5	3,785	975	1,977	7,500
Total Cash Compensation	53	24,080	13,400	25,000	31,950
Total Cash Compensation & Equity	53	30,779	14,000	28,000	41,200
Revenue \$100 Million to \$500 Million	No. of Co's	Average	25th Percentile	50th Percentile	75th Percentile
Annual Retainer (\$)	110	30,092	16,563	25,352	38,125
Per Meeting Fee (\$)	56	1,234	900	1,000	1,500
Annual Retainer and Meeting Fees	48	32,211	22,525	29,500	38,750
Stock Awards - Dollar Amount	51	37,898	20,000	27,503	40,840
Stock Awards - Number of Shares	39	1,990	764	1,260	2,000
Stock Options - Number of Shares	4	11,000	4,000	11,000	18,000
Total Cash Compensation	118	33,171	21,000	30,000	42,500
Total Cash Compensation & Equity	119	49,134	26,000	42,500	60,000
Revenue \$500 Million to \$1 Billion	No. of Co's	Average	25th Percentile	50th Percentile	75th Percentile
Annual Retainer (\$)	24	36,167	25,000	35,000	50,000
Per Meeting Fee (\$)	14	2,093	1,500	1,875	2,613
Annual Retainer and Meeting Fees	13	45,046	26,750	45,000	56,000
Stock Awards - Dollar Amount	11	55,337	35,040	50,000	53,057
Stock Awards - Number of Shares	10	2,048	1,000	1,600	2,814
Total Cash Compensation	25	42,820	30,000	45,000	50,500
Total Cash Compensation & Equity	25	67,169	50,000	53,000	87,520

### <u>Methodology</u>

The 2017/2018 Board of Directors Compensation Report is prepared according to standards established by Total Compensation Solutions (TCS). This study reports industry specific data on Board of Directors' and committee compensation. The data in this report is compiled from 2017 proxies (IRS Form DEF-14A) for 1,278 companies. TCS retrieved financial information from public disclosures reported on Yahoo Finance.

For this report, TCS compiles data on Board compensation for all industries combined and for eleven industry groups: Banking, Consumer Goods, Energy, Financial, Healthcare, Insurance, Media, Technology, Leisure, Biotechnology Transportation.

TCS reports data for Chairman, Lead Director and Regular Board Member within each of the industry groups. The pay elements reported include:

- Retainers,
- Per Meeting Fees,
- Annual & Per Meeting Fees
- Total Cash Compensation and
- Stock Awards and Stock Options (Combined industry group only)

This is a statistical report designed to provide maximum benefit to companies of varied size within several industry groupings. As a result, companies of various sizes (e.g., Up to \$50 million in revenue to over \$1 billion in revenue) can isolate their size group and benchmark their Board of Directors' Compensation practices against companies of similar size within their specific industry group.

The report provides data for the pay elements in the percentiles format. Percentiles illustrate the dispersion of the market data and provide information about the data without listing all of the actual data points. To compute a percentile, the data is ranked from lowest to highest.

Percentiles used in this survey report include:

- 25th percentile 25% of the sample lies below this point.
- 50th percentile 50% of the sample lies below this point. (This is the "midpoint" of all values ranked from low-to-high)
- 75th percentile 75% of the sample lies below this point.

This report also provides compensation data for committee chairs and committee members for the six most prevalent committees including: Audit, Compensation, Nominating & Governance, Executive, Finance & Risk.

### **Definition of Terms Used in this Report**

<u>Chairman:</u> Non-employee Director or Trustee who is elected and serves as Chairman of the Board.

**Regular Board Member:** Non-employee Director or Trustee who is elected and serves as a Member (not the Chairman of the Board).

<u>Committee Chairman:</u> Regular Board Member who has been appointed as a chairman of a committee. The report assumes that this member meets all independence requirements.

**Regular Committee Member:** Regular Board Member who serves on a committee. The report assumes that this member meets all independence requirements.

<u>Annual Retainer:</u> Cash compensation paid to a Chairman, Lead Director or Regular Board Member on an annual basis. In this report if companies paid retainers quarterly or monthly, we annualized the amount for compensation data reporting.

<u>Per Meeting Fee:</u> A cash fee paid to a Chairman, Lead Director or Member for each board or committee meeting attended.

<u>Annual Retainer & Per Meeting Fees:</u> This is a calculation for only companies that pay both annual retainers and per meeting fees. The formula used for this calculation is: (Annual Retainer) + (Per Meeting Fee x Number of Meetings)

<u>Total Cash Compensation:</u> This calculation is the same as Annual Retainer + Per Meeting Fees but includes all companies regardless of whether they pay annual retainers and/or per meeting fees.

<u>Total Cash Compensation & Equity:</u> This calculation is the same as Total Cash Compensation but includes all companies regardless of whether they pay annual retainers and/or per meeting fees and stock compensation.

<u>Total Compensation:</u> All compensation received by a chairman, lead director or regular Board member which could include any and all of the following: Board Retainers, Per Meeting Fees, Committee Retainers, Committee Per Meeting Fees and Stock. See detail chart on page 140.

<u>Stock Award:</u> Stock shares granted to Chairman, Lead Director and Regular Board Members as part of a compensation package. The recipient does not have to buy the stock shares but there may be restrictions on when the stock can be sold.

**Stock Option:** The right to buy the company's stock at a specific price. The recipient actually has to buy the stock shares and there might be restrictions on when the stock can be bought and/or sold.

#### The Role of the Board of the Directors

The Board of Directors (the "Board) is the highest governing authority within the management structure at any company. The Board sets the policy and direction of the organization. The stakeholders of the company elect the Board and the Board acts as the steward of the Company for the benefit of the stakeholders.

Some of the Board's main functions and responsibilities are:

- Establish and amend Bylaws
- Elect or appoint officers
- Select, evaluate, and approve appropriate compensation for the company's Chief Executive Officer (CEO) or Executive Director
- Issue Dividends (when applicable)
- Evaluate All Stock Related Decisions (Splits, Repurchases etc.)
- Evaluate Acquisitions and Mergers (when applicable)
- · Review all financial matters, and
- Act on other major matters affecting the organization

The role of the Board is not to manage the company. Rather, their role is an oversight role. The effective Board understands and oversees the management of the company including, but not limited to: financials, operations, strategy, and other critical functional areas. Good governance suggests that the Board must understand the fundamental difference between its role and that of those who are responsible for the day-to-day management of the organization.

#### **Companies in the Report**

#### **Banking**

1st Source Corp Access National Corp Acnb Corp Allegiance Bancshares Inc American Natl Bankshares Ameris Bancorp Ames National Corp Arrow Financial Corp Atlantic Cap Bancshares Inc Bancfirst Corp/Ok Bancorp Inc Bancorpsouth Inc Bank Ky Financial Corp Bank Of Hawaii Corp Bank Of Marin Bancorp Bank Of The Ozarks Bankwell Financial Group Inc Banner Corp Bar Harbor Bankshares Berkshire Hills Bancorp Inc **Bnc Bancorp** Boston Private Finl Holdings Bridge Bancorp Inc Bryn Mawr Bank Corp **C&F Financial Corp** C1 Financial Inc Camden National Corp Cape Bancorp Inc Capital Bank Financial Corp Capital City Bk Group Inc. Cardinal Financial Corp Carolina Financial Corp Cascade Bancorp Cathay General Bancorp Centerstate Bank Corp Central Pacific Financial Cp Central Valley Cmnty Bancorp Century Bancorp Inc/Ma Chemical Financial Corp Chemung Financial Corp Citizens & Northern Corp City Holding Co Cnb Financial Corp/Pa Cobiz Financial Inc Codorus Valley Bancorp

Colony Bankcorp Inc

Columbia Banking System Inc Community Bank System Inc Community Trust Bancorp Inc Communityone Bancorp Connectone Bancorp Inc County Bancorp Inc Cu Bancorp/Ca Customers Bancorp Inc Cvb Financial Corp Eagle Bancorp Inc/Md Enterprise Bancorp Inc/Ma Enterprise Finl Services Cp Equity Bancshares Inc F N B Corp/FI Farmers & Merchants Bancorp Farmers Capital Bank Corp Farmers Natl Banc Corp/Oh Fcb Financial Holdings Inc Fidelity Southern Corp Financial Institutions Inc First Bancorp Inc/Me First Bancorp/Nc First Busey Corp First Business Finl Srv Inc First Cmnty Bancshares Inc First Commonwlth Finl Cp/Pa First Financial Corp/In First Finl Bancorp Inc/Oh First Finl Bankshares Inc First Foundation Inc First Internet Bancorp First Interstate Bancsystem First Long Island Corp First Merchants Corp First Mid III Bancshares Inc First Midwest Bancorp Inc First Nbc Bank Holding Co First South Bancorp Inc/Va Franklin Finl Network Inc Fulton Financial Corp German American Bancorp Inc Glacier Bancorp Inc Great Southern Bancorp Great Western Bancorp Inc Green Bancorp Inc Guaranty Bancorp

Hancock Holding Co Hanmi Financial Corp Harborone Bancorp Inc Heartland Financial Usa Inc Heritage Commerce Corp Heritage Financial Corp Heritage Oaks Bancorp Hills Bancorporation Home Bancshares Inc Hometrust Bancshares Inc Hope Bancorp Inc Horizon Bancorp/In Hudson Valley Holding Corp Iberiabank Corp Independent Bank Corp/Ma Independent Bank Corp/Mi Independent Bk Grp Inc Intl Bancshares Corp Lakeland Bancorp Inc Lakeland Financial Corp Lcnb Corp Legacy Tex Financial Grp Inc Live Oak Bancshares Inc Macatawa Bank Corp Mainsource Finl Group Inc Mb Financial Inc/Md Mercantile Bank Corp Merchants Bancshares Inc/Vt Middleburg Financial Corp Midsouth Bancorp Inc Midwestone Financial Group Mutualfirst Financial Inc NB TBancorp Inc National Bank Hldgs Corp National Bankshares Inc Va National Commerce Corp National Penn Bancshares Inc Newbridge Bancorp Northeast Bancorp/Me Northrim Bancorp Inc Old Line Bancshares Inc Old National Bancorp Old Second Bancorp Inc/II Orrstown Financial Svcs Inc Pacific Continental Corp Pacific Premier Bancorp Inc

#### Banking (cont.)

Palmetto Bancshares Inc Park National Corp Park Sterling Corp Peapack-Gladstone Finl Corp Penns Woods Bancorp Inc People'S Utah Bancorp Peoples Bancorp Inc/Oh Peoples Bancorp Nc Inc Peoples Financial Services Pinnacle Finl Partners Inc Premier Financial Bancorp Privatebancorp Inc Prosperity Bancshares Inc Qcr Holdings Inc Renasant Corp Republic Bancorp Inc/Ky Republic First Bancorp Inc S & T Bancorp Inc Sandy Spring Bancorp Inc Seacoast Banking Corp/FI Servisfirst Bancshares Inc Shore Bancshares Inc Sierra Bancorp/Ca Simmons First Natl Cp -Cl A South State Corp Southeastern Bank Finl Corp Southern First Bankshares Southern National Bancorp Va Southside Bancshares Inc Southwest Bancorp Inc Square 1 Financial Inc State Bank Financial Corp Sterling Bancorp Stock Yards Bancorp Inc Suffolk Bancorp Summit Financial Group Inc Sun Bancorp Inc/Nj Susquehanna Bancshares Inc Talmer Bancorp Inc Texas Capital Bancshares Inc Tompkins Financial Corp Trico Bancshares Tristate Capital Hldgs Inc Trustmark Corp **Umb Financial Corp** 

Union Bankshares Corp

United Bankshares Inc/WV
United Community Banks Inc
Univest Corp Of Pennsylvania
Valley National Bancorp
Veritex Holdings Inc
Washington Federal Inc
Washington Tr Bancorp Inc
Washingtonfirst Bankshares
Wesbanco Inc
West Bancorporation Inc
Westamerica Bancorporation
Western Alliance Bancorp
Wilshire Bancorp Inc
Xenith Bankshares, Inc.
Yadkin Financial Corp

#### **Consumer Goods**

1-800-Flowers.Com Abercrombie & Fitch -CI A Advance Auto Parts Inc Amazon.Com Inc America'S Car-Mart Inc Amerigas Partners -Lp Amern Eagle Outfitters Inc Ann Inc Appliance Recycling Ctr Amer Aro Liquidation Inc Asbury Automotive Group Inc Ascena Retail Group Inc Autonation Inc Autozone Inc Barnes & Noble Education Inc Barnes & Noble Inc. Bed Bath & Beyond Inc Best Buy Co Inc Big 5 Sporting Goods Corp Big Lots Inc Blue Nile Inc Bon-Ton Stores Inc Books-A-Million Inc Boot Barn Holdings Inc Buckle Inc Build-A-Bear Workshop Inc Burlington Stores, Inc. Cabelas Inc

Cafepress Inc.

Carmax Inc

Caseys General Stores Inc Cash America Intl Inc Cato Corp -CI A Childrens Place Inc Christopher & Banks Corp Citi Trends Inc Clean Energy Fuels Corp Conn'S Inc Container Store Group Costco Wholesale Corp Cst Brands Inc Cvs Health Corp **Destination Maternity Corp** Destination XI Group Inc Dicks Sporting Goods Inc Dillards Inc -CI A Diplomat Pharmacy Inc **Dollar General Corp** Dollar Tree Inc Dsw Inc. **Duluth Holdings Inc** Evine Live Inc Express Inc Express Scripts Holding Co Ezcorp Inc -CI A Fairway Group Holdings Family Dollar Stores Inc Ferrellgas Partners -Lp Finish Line Inc -CI A Firstcash Inc Five Below Inc Foot Locker Inc Francescas Holdings Corp Freds Inc Fresh Market Inc G-Estate Liquidation Stores Gamestop Corp Gap Inc Geeknet Inc Genesco Inc Gnc Holdings Inc Group 1 Automotive Inc Haverty Furniture Hhgregg Inc Hibbett Sports Inc Hsn. Inc. Ingles Markets Inc -CI A

J C Penney Co Inc

Consumer Goods (cont)

J Jill Inc Kirkland'S Inc Kohl'S Corp

Krispy Kreme Doughnuts Inc

Kroger Co L Brands Inc Lands' End Inc

Liberator Medical Hldgs Inc Liquidity Services Inc Lithia Motors Inc Macy'S Inc Marinemax Inc

Mattress Firm Holding Corp

Michaels Cos Inc Murphy Usa Inc

Natural Grocers Vitamin Ctge New York &Amp; Company, Inc.

Nordstrom Inc Nutrisystem Inc O'Reilly Automotive Inc Office Depot Inc

Ollie'S Bargain Outlet Holdings, Inc.

Omnicare Inc Overstock.Com Inc Pacific Sunwear Calif Inc Pc Connection Inc

Pcm Inc

Penske Automotive Group Inc Perfumania Holdings Inc Petmed Express Inc Pier 1 Imports Inc/De

Pricesmart Inc

Rh

Rite Aid Corp Ross Stores Inc Roundy'S Inc Rush Enterprises Inc Sally Beauty Holdings Inc

School Specialty Inc Sears Holdings Corp Sears Hometown & Outlet Str

Shoe Carnival Inc Smart & Final Stores Inc Sonic Automotive Inc -CI A

Sport Chalet Inc

Sportsmans Warehouse Hldgs

Sprouts Farmers Market

Stage Stores Inc Stein Mart Inc

Suburban Propane Prtnrs -Lp

Tailored Brands Inc Target Corp Tiffany &Amp; Co

Tile Shop Holdings Inc Tilly'S. Inc.

Titan Machinery Inc Tjx Companies Inc Toys R Us Inc

Trans World Entmt Corp Tuesday Morning Corp

Ulta Beauty Inc Urban Outfitters Inc

Us Auto Parts Network Inc Village Super Market -CI A

Vitamin Shoppe Inc Wal-Mart Stores Inc

Walgreens Boots Alliance, Inc.

Wayfair Inc
Weis Markets Inc
West Marine Inc
Whole Foods Market Inc
Williams-Sonoma Inc

Zulily Inc Zumiez Inc

**Energy** 

Actuant Corp-CIA

Aes Corp

Alabama Power Co

Allete Inc

Alliant Energy Corp

Ameren Corp American Dg Energy Inc

American Electric Power Co American Midstream Prtnrs Lp

American Water Works Co Inc

Andeavor Logistics Lp Aqua America Inc

Archrock Inc

Artesian Resources -CI A Atlantic Power Corp Atmos Energy Corp Avangrid Inc Avista Corp Black Hills Corp

Blue Dolphin Energy Co Boardwalk Pipeline Prtnrs-Lp

Cadiz Inc

California Water Service Gp

Calpine Corp

Cameron International Corp Casella Waste Systems Inc Centerpoint Energy Inc Chesapeake Utilities Corp Clean Harbors Inc

Cleco Power Llc Cms Energy Corp

Columbia Pipeline Group, Inc. Commonwealth Edison Co

Connecticut Light & Amp; Power Co

Connecticut Water Svc Inc Consolidated Edison Inc Consolidated Water Co Inc Covanta Holding Corp Delta Natural Gas Co Inc Dominion Energy Inc

Dril-Quip Inc
Dte Energy Co
Duke Energy Corp
Edison International
El Paso Electric Co

Empire District Electric Co Enable Midstream Partners Lp Enbridge Energy Prtnrs -Lp

**Energen Corp** 

Energy Future Holdings Corp /Tx/ Energy Transfer Equity Lp

Energy Transfer, Lp

Enlink Midstream Partners Lp

Entergy Arkansas Inc

**Entergy Corp** 

Entergy Louisiana, Llc Entergy Mississippi Inc Entergy New Orleans, Inc Entergy Texas, Inc.

Eqt Corp

Eqt Midstream Partners Lp

Eversource Energy Exelon Corp Exterran Corp

**Energy (cont.)** Pattern Energy Group Inc US Geothermal Inc

Pepco Holdings Llc Ugi Corp
Firstenergy Corp Perma-Fix Environmental Svcs Uil Holdings Corp
Fmc Technologies Inc Pg&Amp;E Corp Unitil Corp
Forum Energy Tech Inc Piedmont Natural Gas Co Inc Us Ecology Inc

Genie Energy Ltd Pinnacle West Capital Corp Vectren Corp
Georgia Power Co Pnm Resources Inc Waste Connections Inc

Great Plains Energy Inc

Gulf Power Co

Portland General Electric Co

Powersecure Intl Inc

Waste Management Inc

Wec Energy Group Inc

Hawaiian Electric Co Inc Ppl Corp Westar Energy Inc
Hawaiian Electric Inds Profire Energy Inc Western Massachusetts Electric Co

Heritage-Crystal Clean Inc Public Service Co Of New Hampshire Wgl Holdings Inc

Holly Energy Partners Lp

Public Service Entrp Grp Inc

Williams Cos Inc

Ruget Energy Inc (Wa)

Idacorp Inc Puget Energy Inc /Wa Xcel Energy Inc Integrys Energy Group Inc Puget Sound Energy Inc York Water Co

Integrys Energy Group Inc
Puget Sound Energy Inc
York Water Co
Itc Holdings Corp.
Pure Cycle Corp
Kinder Morgan Inc
Questar Corp
Financial

Kinder Morgan Inc Questar Corp
Magellan Midstream Prtnrs Lp Republic Services Inc

Mdu Resources Group Inc Scana Corp Affiliated Managers Grp Inc

Mge Energy IncSempra EnergyAmeriprise Financial IncMiddlesex Water CoSjw GroupArtisan Partners Asset Mgmt

Mississippi Power Co South Jersey Industries Inc Associated Capital Group Inc

Mplx LpSouthern CoBgc Partners IncNational Fuel Gas CoSouthern Co GasBkf Capital Group IncNational Oilwell Varco IncSouthwest Gas CorpBlackrock Inc

Natural Gas Services Group Southwest Gas Holdings Inc Blucora, Inc.

New Jersey Resources Corp Southwestern Energy Co Calamos Asset Management Inc Nextera Energy Inc Spark Energy Inc Cbiz Inc

Nisource Inc Spectra Energy Corp Cboe Global Markets Inc

Northwest Natural Gas Co
Northwestern Corp
Stericycle Inc
Superior Drilling Products
Cifc Llc
Cme Group Inc
Cohen & Company Inc

Nstar Electric Co

Oge Energy Corp

Superior Drilling Products

Cohen & Company Inc

System Energy Resources, Inc

Talen Energy Corp

Cowen Inc

Oil States Intl Inc
One Gas Inc
Oneok Inc
Tampa Electric Co
Tampa

Oneok Partners -Lp

Ormat Technologies Inc

Terraform Global Inc

Terraform Power Inc

Envestnet, Inc.

Otter Tail Corp Tesco Corp Evercore Inc.

#### Financial (cont.)

Fbr & Co

Federated Investors Inc Fifth Street Asset Mgmt Inc Financial Engines Inc Fortress Biotech Inc Franklin Resources Inc Fti Consulting Inc Gain Capital Holdings Inc Gamco Investors Inc

Gfi Group Inc

Global Brokerage, Inc. Goldman Sachs Group Inc

Greenhill & Co Inc Hamilton Lane Inc Houlihan Lokey Inc Interactive Brokers Group Intercontinental Exchange

Intl Fostone Inc Invesco Ltd

Investment Technology Gp Inc Janus Capital Group Inc

Kcg Holdings Inc

Ladenburg Thalmann Finl Serv

Lazard Ltd Legg Mason Inc

Lpl Financial Holdings Inc. Manning & Napier Inc Marketaxess Holdings Inc Medley Management Inc

Moelis & Co Morgan Stanley Msci Inc Nasdaq Inc

Northstar Asset Mgmt Grp Inc Om Asset Management Plc Oppenheimer Holdings Inc

Paychex Inc Piper Jaffray Cos Pjt Partners Inc Prgx Global Inc

Price T Rowe Group Inc Principal Financial Group Inc Pzena Investment Management Raymond James Financial Inc

Resource America Inc Resources Connection Inc Schwab Charles Corp Sei Investments Co Silvercrest Asset Mgt Stifel Financial Corp Td Ameritrade Holding Corp U S Global Investors Inc Virtu Financial, Inc.

Virtus Investment Ptnrs Inc Waddell&Reed Finl Inc -CI A Westwood Holdings Group Inc Wisdomtree Investments Inc

Zais Group Hldgs Inc

#### **Healthcare**

Acadia Healthcare Co Inc Addus Homecare Corp Adeptus Health Inc

Alliance Healthcare Svcs Inc

Almost Family Inc Amedisys Inc

American Caresource Hldgs American Renal Assocs Hldgs

Bio Reference Labs Bioscrip Inc Biotelemetry Inc

Brookdale Senior Living Inc

Catasys Inc Chemed Corp Civitas Solutions, Inc.

Community Health Systems Inc

Davita Inc

Diversicare Healthcare Svcs

Ensign Group Inc

Envision Healthcare Corp Envision Healthcare Corp Envision Healthcare Hldgs Enzo Biochem Inc

Examworks Group Inc
Five Star Senior Living Inc
Genesis Healthcare Inc

Hanger Inc

Hca Healthcare Inc Healthsouth Corp Hooper Holmes Inc

Interpace Diagnostics Gp Inc

Invitae Corp Ipc Healthcare Inc Kindred Healthcare Inc Laboratory Cp Of Amer Hldgs

Lhc Group Inc Lifepoint Health Inc Mednax Inc

Natera Inc

National Healthcare Corp

Neogenomics Inc Nobilis Health Corp Opko Health Inc Quest Diagnostics Inc Quorum Health Corp

Radnet Inc

Regional Health Properties, Inc Select Medical Holdings Corp

Sequenom Inc
Surgery Partners Inc
Surgical Care Affiliates Inc
Tenet Healthcare Corp
Tivity Health Inc

U S Physical Therapy Inc

United Surgical Partners Internationa

Universal Health Svcs Inc

#### <u>Insurance</u>

Aetna Inc Aflac Inc

Allied World Assurance Co Ag

Allstate Corp

Ambac Financial Group Inc American Eqty Invt Life Hldg American Financial Group Inc American International Group American National Insurance

Amerisafe Inc

Amtrust Financial Services

Anthem Inc

Arch Capital Group Ltd Argo Group Intl Holdings Ltd

Assurant Inc

Assured Guaranty Ltd
Atlas Financial Holdings Inc
Axis Capital Holdings Ltd
Baldwin & Lyons -CI B
Berkley (W R) Corp
Centene Corp
Cigna Corp

Cincinnati Financial Corp

Citizens Inc
Cna Financial Corp
Cno Financial Group Inc
Donegal Group Inc
Emc Insurance Group Inc
Employers Holdings Inc
Essent Group Ltd

Everest Re Group Ltd
Fbl Financial Group Inc-Cl A
Federated National Hldg Co
Fidelity & Guaranty Life
Fidelity Natl Finl Fnf Group
First Acceptance Corp
First American Financial Cp

Hallmark Financial Services

Hanover Insurance Group Inc Hartford Financial Services

Hci Group Inc

Heritage Insurance Holdings Horace Mann Educators Corp

Humana Inc

Independence Holding Co Infinity Property & Cas Corp

Investors Title Co

James River Group Hldgs Ltd

Kemper Corp/De Lincoln National Corp

Loews Corp

Maiden Holdings Ltd

Markel Corp Mbia Inc

Mercury General Corp

Metlife Inc

Mgic Investment Corp/Wi Molina Healthcare Inc National General Holdings Cp

National Western Life Group Navigators Group Inc Ni Holdings Inc

Nmi Holdings Inc Old Republic Intl Corp

Onebeacon Insurance Group

Primerica Inc Proassurance Corp Progressive Corp-Ohio Prudential Financial Inc

Radian Group Inc

Reinsurance Group Amer Inc

**RLI Corp** 

Safety Insurance Group Inc Selective Ins Group Inc State Auto Financial Corp State National Cos Inc Stewart Information Services Third Point Reinsurance Ltd Tiptree Inc Torchmark Corp Travelers Cos Inc Trupanion Inc

United Fire Group Inc United Insurance Holdings Co

Unitedhealth Group Inc Universal American Corp Universal Insurance Hldgs

Unum Group Validus Holdings Ltd Voya Financial Inc Wellcare Health Plans Inc White Mtns Ins Group Ltd

#### <u>Media</u>

8X8 Inc

A. H. Belo Corp ACCO Brands Corp

Alaska Communications Sys Gp

Altice Usa Inc Amc Networks Inc

AT&T Inc.

Atn International Inc

Beasley Broadcast Group Inc

Boingo Wireless Inc Cable One Inc Cbs Corp Centurylink Inc

Charter Communications Inc

Cincinnati Bell Inc

Cogent Communications Hldgs

Comcast Corp

Consolidated Comm Hldgs Inc

Courier Corp

Crown Media Holdings Inc CSC Holdings Llc Cumulus Media Inc

Deluxe Corp

 Media (cont.)
 Neustar Inc
 US Cellular Corp

 New Media Investment Group
 Value Line Inc

Digitalglobe Inc New York Times Co -CI A Verizon Communications Inc

Discovery Communications Inc News Corp Viacom Inc

Dish Network Corp Nexstar Media Group Vonage Holdings Corp
Disney (Walt) Co Nii Holdings Inc Wiley (John) & Sons -CI A
Donnelley (R R) & Sons Co Ntelos Holdings Corp Windstream Holdings, Inc.

Emmis Communications Cp-Cl A Orbcomm Inc Zayo Group Holdings, Inc.

Ennis Inc

Entercom Communications Corp

Premiere Global Services Inc

Technology

Entravision Communications Quad/Graphics Inc

EW Scripps -CI A Rignet Inc Acxiom Corp
Fairpoint Communications Inc Saga Communications -CI A Advanced Micro Devices
Frontier Communications Corp Salem Media Group Inc Advanced Photonix Inc -CI A

Gannett Co Inc Scholastic Corp Alj Regional Holdings Inc
General Communication -Cl A Scripps Networks Interactive Alliance Data Systems Corp

Globalstar, Inc.

Shenandoah Telecommunications Co/V Alliance Fiber Optic Product

Shutterfly Inc.

Alpha And Omega Semiconductr

Gogo Inc Shutterfly Inc Alpha And Omega Semiconductr
Gray Television Inc Sinclair Broadcast Gp -Cl A Altera Corp
Gtt Communications Inc Sirius Xm Holdings Inc Ambarella Inc

Hawaiian Telcom Holdco Inc

Spanish Broadcasting Sys Inc

Amkor Technology Inc

Lamienhers Media Crown Inc

Spanish Broadcasting Sys Inc

Amkor Technology Inc

Hemisphere Media Group, Inc.

Spectrum Management Holding Compa Anadigics Inc

Houghton Mifflin Harcourt Co

Spok Holdings Inc

Analog Devices Inc

 Idt Corp
 Sprint Corp
 Api Technologies Corp

 Inteliquent Inc
 Starz
 Applied Micro Circuits Corp

 Iridium Communications Inc
 T-Mobile Us Inc
 Applied Optoelectronics Inc

Journal Media Group Inc

Tegna Inc

Tegna Inc

Applied Optoelectronics inc

Ascent Solar Technologies

Atmel Corp

Kvh Industries Inc Telephone & Data Systems Inc Automatic Data Processing Lee Enterprises Inc Time Inc Axt Inc

Level 3 Communications Inc Time Warner Inc Black Knight Inc

Liberty Media Siriusxm Group Tivo Inc Blackhawk Network Hldgs Inc Lumos Networks Corp Towerstream Corp Broadcom Corp

Magicjack Vocaltec Ltd Townsquare Media Inc Broadcom Ltd

Matthews Intl Corp -Cl A Tribune Media Co Broadcom Ltd

Mcclatchy Co -Cl A Tronc Inc Broadridge Financial Solutns

Media General Inc Twenty-First Century Fox Inc Caci Intl Inc -CI A

Meredith Corp Unifiedonline Inc Cerner Corp

Msg Networks Inc United Online Inc Cirrus Logic Inc

Multi-Color Corp Urban One Inc Computer Programs & Systems

Technology (cont.)Integrated Device Tech IncNvidia CorpIntel CorpOclaro IncCorelogic IncIntermolecular IncOmnicell Inc

Cpi Card Group Inc Internap Corp Omnivision Technologies Inc
Cray Inc Intersil Corp -CI A On Semiconductor Corp
Cree Inc Intl Rectifier Corp Paypal Holdings Inc

Csg Systems Intl Inc Invensense Inc Pericom Semiconductor Corp

Cyan Inc Ipg Photonics Corp Pfsweb Inc Cypress Semiconductor Corp Ixys Corp Photronics Inc

Datalink CorpKimball Electronics IncPixelworks IncDiodes IncKopin CorpPlanet Payment IncDot Hill Systems CorpLattice Semiconductor CorpPlug Power IncDst Systems IncLeidos Holdings IncPmc-Sierra Inc

Emcore Corp Linear Technology Corp Power Integrations Inc Enphase Energy Inc MAcom Technology Solutions Pure Storage Inc

Entropic Communications Inc Manhattan Associates Inc Qorvo Inc
Exar Corp Mantech Intl Corp Qualcomm Inc

Exlservice Holdings Inc Marvell Technology Group Ltd Quality Systems Inc
F5 Networks Inc Maxim Integrated Products Quantum Corp
Fair Isaac Corp Maxlinear Inc Quicklogic Corp
Fairchild Semiconductor Intl Medidata Solutions Inc Real Goods Solar Inc

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Falconstor Software Inc Mentor Graphics Corp Rf Micro Devices Inc
Fidelity National Info Svcs Mercury Systems Inc Rubicon Technology Inc
Figure Inc

Fireeye Inc

Merge Healthcare Inc

Sandisk Corp

First Data Corp

Microchip Technology Inc

Micron Technology Inc

Seagate Technology Plc

Fiserv Inc Micropac Industries Inc Semtech Corp
Fleetcor Technologies Inc Micros Systems Inc Sigma Designs Inc

Freescale Semiconductor Ltd Microsemi Corp Silicon Graphics Intl Corp
Genpact Ltd Moduslink Global Solutions Silicon Laboratories Inc
Gigamon Inc Monolithic Power Systems Inc
Gigpeak Inc Mosys Inc Sonus Networks Inc

Glassbridge Enterprises Inc

Global Payments Inc

Neophotonics Corp

Netapp, Inc.

Spansion Inc

Square Inc

Str Holdings Inc

Henry Jack & Amp; Associates Inc Netlist Inc Streamline Health Solutions

Ikanos Communications IncNetscout Systems IncSunpower CorpInformation Services GroupNetsuite IncSykes Enterprises Inc

Innodata Inc Nimble Storage Inc Synaptics Inc Inphi Corp Nve Corp Telecommunication Sys Inc

#### Technology (cont.)

Tessera Holding Corp Texas Instruments Inc Trinet Group Inc Tyler Technologies Inc Ultra Clean Holdings Inc

Unisys Corp

Universal Display Corp

Vantiv Inc

Verint Systems Inc Violin Memory Inc

Vishay Precision Group Inc Vitesse Semiconductor Corp

Vmware Inc -CI A Western Digital Corp

Wex Inc Xilinx Inc.

Zebra Technologies Cp -Cl A

#### Leisure

AMC Entertainment Holdings

Aramark

Biglari Holdings Inc BJ's Restaurants Inc Bloomin' Brands Inc. Bojangles' Inc **Boyd Gaming Corp** Bravo Brio Restaurant Gp Inc

Brinker Intl Inc

Buffalo Wild Wings Inc Caesars Entertainment Corp Carmike Cinemas Inc

Carrols Restaurant Group Inc

Century Casinos Inc Cheesecake Factory Inc Chipotle Mexican Grill Inc Churchill Downs Inc

Chuy'S Holdings Inc

Cinemark Holdings Inc

Civeo Corp

Clubcorp Holdings Inc

Cosi Inc

Cracker Barrel Old Ctry Stor Darden Restaurants Inc Dave & Buster'S Entmt Inc Del Friscos Resturnt Grp Inc

Del Taco Restaurants Inc

Dennys Corp

Diamond Resorts Intl Diversified Restaurant Hldgs

Domino'S Pizza Inc

Dover Downs Gaming & Entmt

Dover Motorsports Inc

Dreamworks Animation Skg Inc

Drive Shack Inc

Dunkin' Brands Group Inc El Pollo Loco Holdings Inc Eldorado Resorts Inc Empire Resorts Inc

Famous Daves Of America Inc Fiesta Restaurant Group Inc

Fogo De Chao Inc Frisch'S Restaurants Inc Global Eagle Entertainment Golden Entertainment Inc Habit Restaurants Inc (The)

Hilton Worldwide Holdings

Hyatt Hotels Corp

Ignite Restaurant Group Inc Intl Speedway Corp -CI A Intrawest Resorts Hldgs Inc Isle Of Capri Casinos Inc J. Alexander'S Holdings Inc Jack In The Box Inc /New/

Jamba Inc. Kona Grill Inc

La Quinta Holdings Inc Las Vegas Sands Corp Lions Gate Entertainment Cp Live Nation Entertainment

Lubys Inc

Madison Square Garden Co

Marcus Corp Marriott Intl Inc

Marriott Vacations Worldwide

Mcdonald'S Corp

Mgm Resorts International Monarch Casino & Resort Inc Morgans Hotel Group Co

Netflix Inc Noodles & Co Panera Bread Co

Papa Johns International Inc Papa Murphy'S Holdings Inc Penn National Gaming Inc Pinnacle Entertainment Inc Pinnacle Entertainment Inc

Planet Fitness Inc Potbelly Corp

Premier Exhibitions Inc RCI Hospitality Hldgs Inc Reading Intl Inc -CI A Red Lion Hotels Corp Red Robin Gourmet Burgers Red Rock Resorts Inc Regal Entertainment Group Ruby Tuesday Inc

Ruths Hospitality Group Inc Seaworld Entertainment Inc SFX Entertainment Inc.

Shake Shack Inc.

Six Flags Entertainment Corp

Sonic Corp

Speedway Motorsports Inc

St Joe Co Starbucks Corp

Starwood Hotels&Resorts Wrld

Texas Roadhouse Inc

#### Leisure (cont.)

Town Sports Intl Holdings Vail Resorts Inc Wendy'S Co Wingstop Inc.

World Wrestling Entmt Inc

Wynn Resorts Ltd Yum Brands Inc Zoe'S Kitchen Inc

#### **Biotechnology**

Abbott Laboratories
Acelrx Pharmaceuticals Inc
Achieve Life Sciences, Inc.
Acura Pharmaceuticals Inc
Adamas Pharmaceuticals Inc

Agenus Inc Akorn Inc

Alexza Pharmactcls Inc Alimera Sciences Inc

Alkermes Plc Allergan Plc

Alnylam Pharmaceuticals, Inc. Amphastar Pharmaceuticals, Inc.

Ani Pharmaceuticals Inc Aoxing Pharmaceutical Co Inc Avanir Pharmaceuticals Inc Balchem Corp -CI B Biodelivery Sciences Intl Biospecifics Technologies Cp

Bristol-Myers Squibb Co

Catalent Inc Celgene Corp Cempra Inc

Cleveland Biolabs Inc Collegium Pharmaceutical Inc Corcept Therapeutics Inc Corium International Inc Cumberland Pharmaceuticals Inc

Cytokinetics Inc Depomed Inc Derma Sciences Inc Durect Corp

Eagle Pharmaceuticals Inc

**Egalet Corp** 

Endo International Plc Flex Pharma Inc

Foamix Pharmaceuticals Ltd Forest Laboratories -CI A

Genvec Inc Hospira Inc

Impax Laboratories Inc
Infinity Pharmaceuticals Inc

Innoviva Inc

Insys Therapeutics Inc Ionis Pharmaceuticals Inc Ironwood Pharmaceuticals Inc

Johnson & Johnson

Juniper Pharmaceuticals Inc Karyopharm Therapeutics Inc Keryx Biopharmaceuticals Inc

Lannett Co Inc Lifevantage Corp

Ligand Pharmaceutical Inc

Lilly (Eli) & Co Mallinckrodt Plc Mannatech Inc Medicines Co Merck & Co

Molecular Templates, Inc.

Mylan Nv

Natures Sunshine Prods Inc

Nbty Inc

Nektar Therapeutics Neogen Corp

Neos Therapeutics Inc Northwest Biotherapeutics Nu Skin Enterprises -CI A Orexigen Therapeutics Inc Pacira Pharmaceuticals Inc Paratek Pharmaceutcls Inc Pernix Therapeutics Holdings

Perrigo Co Plc Pfizer Inc Pozen Inc

Raptor Pharmaceutical Corp Regeneron Pharmaceuticals

Relypsa Inc

Rigel Pharmaceuticals Inc Rockwell Medical Inc Sagent Pharmaceuticals Inc

Savara Inc

Sciclone Pharmaceuticals Inc Sucampo Pharmaceuticals Inc Sunesis Pharmaceuticals Inc Supernus Pharmaceuticals Inc

Teligent Inc

Tg Therapeutics Inc Therapeuticsmd Inc United Therapeutics Corp Usana Health Sciences Inc

Vivus Inc Zoetis Inc Zogenix Inc Aac Holdings Inc

#### **Transportation**

Air Methods Corp

Air Transport Services Group Alaska Air Group Inc Allegiant Travel Co

Ambassadors Group Inc American Airlines Group Inc

**Arcbest Corp** 

Atlas Air Worldwide Hldg Inc

Bristow Group Inc

C H Robinson Worldwide Inc

#### **Transportation (cont.)**

Carnival Corp/Plc (Usa) Celadon Group Inc

Covenant Transportation Group Inc Delta Air Lines Inc /De/

Delta Tucker Holdings, Inc.

Dorian Lpg Ltd

Eagle Bulk Shipping Inc. Echo Global Logistics Inc

Era Group Inc
Exeled Holdings Inc
Expedia Inc

Expeditors Intl Wash Inc

Fedex Corp Gatx Corp

Genco Shipping & Trading
Gener8 Maritime Inc
Gulfmark Offshore Inc
Hawaiian Holdings Inc
Heartland Express Inc
Horizon Lines Inc

Hornbeck Offshore Svcs Inc Hub Group Inc -CI A Hunt (Jb) Transprt Svcs Inc Intl Shipholding Corp

Jetblue Airways Corp

Kirby Corp

Knight-Swift Trptn Hldgs Inc Landstar System Inc

Macquarie Infrastructure Cp

Marten Transport Ltd

Matson Inc

Norwegian Cruise Line Hldgs Odyssey Marine Exploration

Old Dominion Freight Orbitz Worldwide, Inc.

Overseas Shipholding Group Inc

P.A.M. Transportation Svcs

Phi Inc

Providence Service Corp Quality Distribution Inc Radiant Logistics Inc Rand Logistics, Inc.

Republic Airways Hldgs Inc Roadrunner Trans Systems Inc Royal Caribbean Cruises Ltd

Saia Inc

Seacor Holdings Inc

Skywest Inc Southwest Airlines Spirit Airlines Inc Tidewater Inc

United Continental Hldgs Inc

Usa Truck Inc
Uti Worldwide Inc
Virgin America Inc
Werner Enterprises Inc
Xpo Logistics Inc
Yrc Worldwide Inc

# **TCS** Total Compensation Solutions

Total Compensation Solutions is an independent human resources consulting firm that assists clients in achieving their strategic compensation objectives. The firm uses market data to identify best practices in a variety of topical areas including: board compensation; executive, middle management and staff compensation; performance management; organization structure; health and welfare; and retirement benefits. From offices in Armonk, NY, TCS gathers and reports information on compensation, personnel practices and benefits and as a trusted advisor to management applies the most effective, market-driven solution to each organization's unique set of circumstances. TCS provides comprehensive compensation consulting services to organizations in a variety of industries. For more information, visit <a href="https://www.total-comp.com">www.total-comp.com</a> or contact us at:

If you have any questions on this report or would like to comment on this survey or future editions, please call our offices at 914-730-7300 or email your questions to: Tom Bailey <a href="mailto:total-comp.com">total-comp.com</a> or Paul Gavejian <a href="mailto:gavejian@total-comp.com">gavejian@total-comp.com</a>

For more information about Total Compensation Solutions, please visit our Website <a href="https://www.total-comp.com">www.total-comp.com</a> or contact us at:

Total Compensation Solutions 200 Business Park Drive Armonk, NY 10504 Phone: (914) 730 – 7300 Fax: (914) 730 – 7303