



Pay Range Segment Placement Guide

THE IMPACT: Compensation segments provide a consistent framework for evaluating where a Team Member falls within a pay range. Segment placement is determined by considering the complete picture, including experience, performance, demonstrated capability, leadership, and the overall scope and complexity of the role.

THE GAME PLAN:

SEGMENT PLACEMENT GUIDELINES

When determining the appropriate segment, consider the complete picture, including:

- Demonstrated performance
- Competency proficiency
- Scope and complexity of the role
- Critical skills
- Relevant experience

Placement above the midpoint of the pay range requires manager approval.

SEGMENT	DIRECTLY RELEVANT EXPERIENCE GUIDELINE*	PERFORMANCE	INDEPENDENCE	LEADERSHIP	MARKET VALUE
Segment 1	0-2 Years	Learning the role; consistently meets basic expectations	Requires regular coaching and direction	Individual contributor	Developing
Segment 2	2-5 Years	Consistently meets expectations	Performs independently with minimal supervision	Leads by example; may coach or train others	Market Competitive
Segment 3	5-8 Years	Consistently exceeds expectations	Highly independent; solves complex problems	Mentors' others; leads initiatives; influences team performance	Above Market Value
Segment 4	8+ Years	Sustained exceptional performance	Recognized expert; trusted to handle the most complex challenges	Develop future leaders; influences business strategy; drives organizational results	Premium Talent

*Experience ranges are intended to serve as guidelines and do not automatically determine segment placement. Team Members may be placed above or below the experience guideline when supported by objective business factors.