



BRADFORD B. BRINER
STATE TREASURER OF NORTH CAROLINA

North Carolina Department of State Treasurer

Investment Division Compensation Modernization
Initiative – NCIA Board Meeting

November 19, 2025

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Philosophy

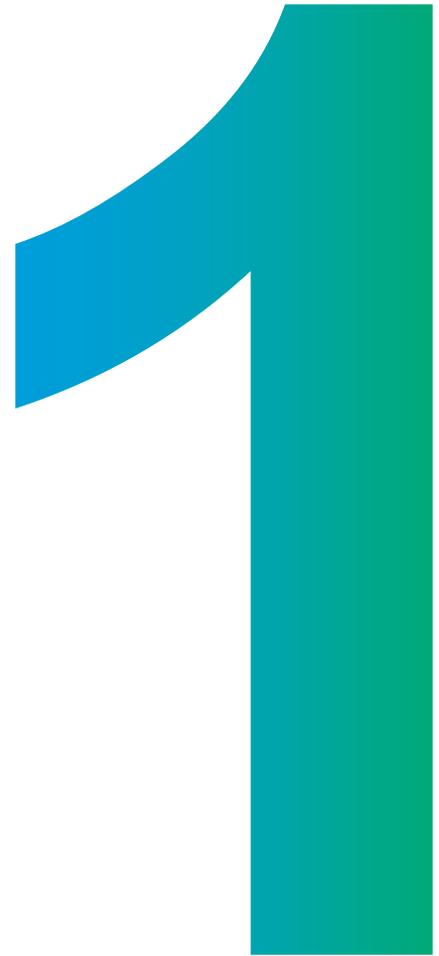
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Competitiveness

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Adjustments

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Agenda

Compensation Philosophy



Compensation Philosophy

The overall goal of the NCIA's compensation program is to provide opportunities for compensation that, in conjunction with our unique culture and other aspects of our employment package, will help attract, retain and motivate the caliber of employees we need to accomplish our vision, mission and business strategies for the State of North Carolina.



Competitive Landscape

NCIA competes primarily with other asset management organizations, both in the Southeast and across North America. Public pension plans and endowments & foundations are very likely sources of talent for NCIA. To this end, NCIA will compare itself to large and complex public pension funds and appropriately sized endowments and foundations in the Southeast US and other locations

Base Salary

NCIA base pay will be targeted at the median (50th percentile) of our defined marketplace, with consideration for experience, tenure, potential and other specific needs of the organization

Annual Incentives

NCIA utilizes annual performance-based incentive programs to supplement base pay such that average total cash compensation will approximate the median of total cash compensation versus the defined competitor group when overall financial performance meets target. When performance exceeds target, our annual incentives will increase and result in 3rd quartile total cash compensation for employees. The incentive will include both financial and strategic/personal objectives to ensure a sustainable and balanced approach

Market Competitiveness



Executive Summary

- North Carolina Department of State Treasurer (“NC DST”), engaged Mercer (“Mercer” or “we”) to review the market competitiveness of the future-state North Carolina Investment Authority (“NCIA”) Investment and Investment Operations jobs, adjust the current salary structure to align with market, and aid in the development of an incentive pay plan.
- Mercer’s compensation review includes a full competitive assessment of the following compensation elements by job: base salary and total cash compensation (“TCC”).
- In 2016, IMD roles were benchmarked and positioned in the 3rd quartile (63rd percentile) against market base salaries. Since then, the market has moved consistently at 4-6% per year for these roles, while IMD has not kept pace. As a result, the majority of IMD’s current roles’ compensation are below the 25th percentile of the market.
- Review of the current salary structure compared to market showed a need for range increases across most salary grades to ensure competitive compensation ranges. We adjusted the salary structure to include appropriate midpoint progressions and range width based on the level of roles assigned to each grade.
 - Roles have been assigned to the proposed salary structure grades based on the market median base salary compensation
- See the Appendix for market competitiveness details by role.
- Section 3 details Mercer’s adjustments to the NC DST Investment salary structure and costing to bring employees to the minimum and midpoint of their assigned range in the new structure.

Market Pricing Methodology

Item	Benchmark Match Titles	
Effective Date	<ul style="list-style-type: none"> January 1, 2026 	
Target Market Positioning	<ul style="list-style-type: none"> Base Salary: 50th percentile Target Total Cash Compensation: 50th percentile 	<ul style="list-style-type: none"> Investment roles are weighted 75% public pensions / 25% endowments and foundations Non-investment roles are weighted 50% general industry / 50% pensions and/or endowments and foundations
Survey Sources	<ul style="list-style-type: none"> 2025 Mercer Benchmark Database (MBD) (data effective April 1, 2025) 2024 Public Pension Fund Investment Professionals Survey (PPS) (data effective January 1, 2024) 2025 Endowments and Foundation Investment Groups Survey (IGS) (data effective January 1, 2025) 	
AUM / Specialty Refinements	<ul style="list-style-type: none"> Mercer Benchmark Database (MBD): General Industry Public Pension Fund Investment Professionals Survey (PPS): AUM Greater Than \$100B (see Appendix for participant list) Endowments and Foundation Investment Groups Survey (IGS): AUM Between \$10B and \$30B, Operations Specializations Information Technology, Legal, and Gen Ops, Fin/Acct, & Other (see Appendix for participant list) 	
Data Elements	<ul style="list-style-type: none"> The following pay elements are included in the market pricing results, at the 25th, 50th, and 75th percentiles (where available): <ul style="list-style-type: none"> Base Salary (note that base salary for one Portfolio Manager working a part-time schedule has been annualized throughout) Target Total Cash Compensation (TTC): Base + Target STI 	
Aging	<ul style="list-style-type: none"> The following annual increase percentages are expected for 2024/2025 and exclude companies whose increase was 0% in any year: 2024 United States: 3.5%; 2025 United States: 3.5% <p><i>Mercer's Global Compensation Planning Report</i></p>	
Premiums and Discounts	<ul style="list-style-type: none"> Level and additional responsibility premiums and discounts were limited to +/- 20% 	

Salary Structure Adjustments



Current Salary Grades

Salary Grade Assignment & Ranges

Salary Grades						
Grade	Job Assignments	Min	Mid	Max	Midpoint Progression	Range Spread
Investment Salary Grades						
ID25	Chief Investment Officer	320,000	400,000	480,000	14%	50%
ID24	--	280,000	350,000	420,000	13%	50%
ID23	Senior Investment Director (Chief Risk and Operating Officer & Director of I.G. Fixed Income)	248,000	310,000	372,000	19%	50%
ID22	Investment Director / <i>General Counsel</i> *	208,000	260,000	312,000	12%	50%
ID21	Assistant Investment Director	186,400	233,000	279,600	14%	50%
ID20	Senior Portfolio Manager	164,000	205,000	246,000	11%	50%
ID19	Portfolio Manager	148,000	185,000	222,000	16%	50%
ID18	Operations Manager / Associate Portfolio Manager / Deputy General Counsel	128,000	160,000	192,000	13%	50%
ID17	Assistant General Counsel	113,600	142,000	170,400	13%	50%
ID16	--	100,800	126,000	151,200	13%	50%
ID15	<i>Investment Accounting Supervisor</i> *	89,600	112,000	134,400	12%	50%
ID14	Investment Analyst	80,000	100,000	120,000	14%	50%
ID13	Operations Analyst / Compliance Analyst	70,400	88,000	105,600	11%	50%
ID12	<i>Investment Accountant</i> *	63,200	79,000	94,800	--	50%
North Carolina Department of State Treasurer Salary Grades						
NC23	<i>HR Director</i> * / <i>Business Systems Analyst Manager</i> *	78,579	115,903	153,228	--	95%
LG03	Paralegal	50,419	63,023	75,627	--	50%
NC11	Executive Assistant	43,738	60,141	76,542	--	75%
NC10	--	41,655	57,276	72,897	--	75%
NC09	<i>Administrative Assistant</i> *	39,671	54,549	69,426	--	75%

* To be created as new NCIA positions

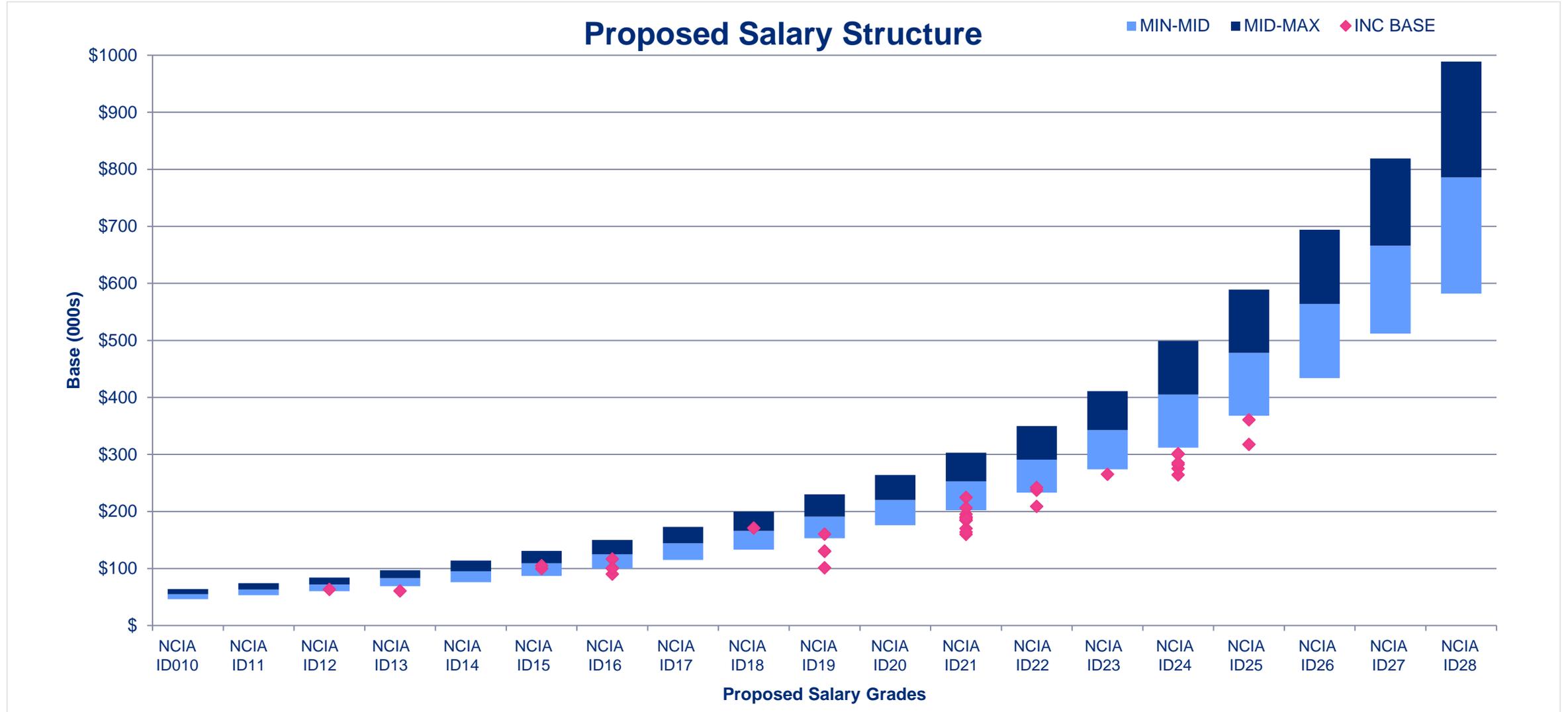
Proposed Salary Structure

Salary Grade Assignment & Ranges

Salary Grades						
Grade	Job Assignments	Min	Mid	Max	Midpoint Progression	Range Spread
NCIA ID28		\$582,000	\$786,000	\$989,000	18%	70%
NCIA ID27		\$512,000	\$666,000	\$819,000	18%	60%
NCIA ID26		\$434,000	\$564,000	\$694,000	18%	60%
NCIA ID25	Director of I.G. Fixed Income, Chief Risk and Operating Officer	\$368,000	\$478,000	\$589,000	18%	60%
NCIA ID24	Investment Director	\$312,000	\$405,000	\$499,000	18%	60%
NCIA ID23	Assistant Investment Director, General Counsel	\$274,000	\$343,000	\$411,000	18%	50%
NCIA ID22	Senior Portfolio Manager, Assistant Investment Director - Ops & Risk	\$233,000	\$291,000	\$350,000	15%	50%
NCIA ID21	Portfolio Manager, Deputy General Counsel	\$202,000	\$253,000	\$303,000	15%	50%
NCIA ID20		\$176,000	\$220,000	\$264,000	15%	50%
NCIA ID19	Associate Portfolio Manager, Assistant General Counsel	\$153,000	\$191,000	\$230,000	15%	50%
NCIA ID18	Manager, Operations and Administration	\$133,000	\$166,000	\$200,000	15%	50%
NCIA ID17	Business Systems Analyst Manager, HR Director	\$115,000	\$144,000	\$173,000	15%	50%
NCIA ID16	Investment Analyst, Investment Accounting Supervisor, Data Analyst	\$100,000	\$125,000	\$150,000	15%	50%
NCIA ID15	Operations Analyst, Compliance Analyst	\$87,000	\$109,000	\$131,000	15%	50%
NCIA ID14	Junior Investment Analyst, Investment Accountant	\$76,000	\$95,000	\$114,000	14%	50%
NCIA ID13	Executive Assistant	\$69,000	\$83,000	\$97,000	15%	40%
NCIA ID12	Paralegal	\$60,000	\$72,000	\$84,000	14%	40%
NCIA ID11		\$53,000	\$63,000	\$74,000	15%	40%
NCIA ID10	Administrative Assistant	\$46,000	\$55,000	\$64,000	--	40%

Proposed Salary Grade

Employee Positioning – Current Salary



Proposed Salary Grade Costing

Cost to Minimum and Midpoint by Salary Grade (Excluding Vacancies)

Salary Structure Information									Costing (Excluding Vacancies)		Grade Positioning (# of EEs Excluding Vacancies)			
Grade	Midpoint Progression	Range Spread	EE Count (Excluding Vacancies)	EE Count (Including Vacancies)	Range Minimum	Range Midpoint	Range Maximum	Avg Compa Ratio	Cost to Grade Minimum	Cost to Grade Midpoint	Below Min	Below Mid	Above Mid	Above Max
NCIA ID28	18%	70%	0	0	\$582,000	\$786,000	\$989,000	--	\$0	\$0	0	0	0	0
NCIA ID27	18%	60%	0	0	\$512,000	\$666,000	\$819,000	--	\$0	\$0	0	0	0	0
NCIA ID26	18%	60%	0	0	\$434,000	\$564,000	\$694,000	--	\$0	\$0	0	0	0	0
NCIA ID25	18%	60%	2	2	\$368,000	\$478,000	\$589,000	71%	\$57,931	\$277,931	2	0	0	0
NCIA ID24	18%	60%	6	6	\$312,000	\$405,000	\$499,000	70%	\$164,850	\$722,850	6	0	0	0
NCIA ID23	18%	50%	1	2	\$274,000	\$343,000	\$411,000	77%	\$9,064	\$78,064	1	0	0	0
NCIA ID22	15%	50%	3	3	\$233,000	\$291,000	\$350,000	79%	\$24,367	\$185,631	1	2	0	0
NCIA ID21	15%	50%	11	18	\$202,000	\$253,000	\$303,000	74%	\$193,570	\$728,017	9	2	0	0
NCIA ID20	15%	50%	0	0	\$176,000	\$220,000	\$264,000	--	\$0	\$0	0	0	0	0
NCIA ID19	15%	50%	4	6	\$153,000	\$191,000	\$230,000	68%	\$98,060	\$243,060	3	1	0	0
NCIA ID18	15%	50%	1	1	\$133,000	\$166,000	\$200,000	103%	\$0	\$0	0	0	1	0
NCIA ID17	15%	50%	0	2	\$115,000	\$144,000	\$173,000	--	\$0	\$0	0	0	0	0
NCIA ID16	15%	50%	4	10	\$100,000	\$125,000	\$150,000	81%	\$9,875	\$92,984	1	3	0	0
NCIA ID15	15%	50%	2	5	\$87,000	\$109,000	\$131,000	94%	\$0	\$13,730	0	2	0	0
NCIA ID14	15%	50%	0	1	\$76,000	\$95,000	\$114,000	--	\$0	\$0	0	0	0	0
NCIA ID13	15%	40%	1	1	\$69,000	\$83,000	\$97,000	73%	\$8,616	\$22,616	1	0	0	0
NCIA ID12	15%	40%	1	1	\$60,000	\$72,000	\$84,000	88%	\$0	\$8,977	0	1	0	0
NCIA ID11	15%	40%	0	0	\$53,000	\$63,000	\$74,000	--	\$0	\$0	0	0	0	0
NCIA ID10	--	40%	0	2	\$46,000	\$55,000	\$64,000	--	\$0	\$0	0	0	0	0
Totals			36	60	--	--	--	80%	\$566,333	\$2,373,860	24	11	1	0

Proposed Salary Grade Costing

Costing Summary – Excluding Vacancies

Costing Summary	EE Count (Excluding vacancies)	EE Count (Including vacancies)	Total	Cost to Grade Minimum	Cost to Grade Midpoint
Current Total Payroll	36	60	\$6,818,884	\$566,333	\$2,373,860
<i>% of Total Payroll</i>	--	--	--	8.31%	34.81%
Current Investment Payroll	27	40	\$5,829,873	\$440,307	\$2,059,127
<i>% of Total Payroll</i>	75.00%	66.67%	85.50%	6.46%	30.20%
Current Investment Adjacent Payroll	7	15	\$865,604	\$117,410	\$283,140
<i>% of Total Payroll</i>	19.44%	25.00%	12.69%	1.72%	4.86%
Current Other Role Payroll	2	5	\$123,407	\$8,616	\$31,593
<i>% of Total Payroll</i>	5.56%	8.33%	1.81%	0.13%	3.65%

Core Job Title	Role Assignment
Chief Investment Officer	Investment
Director of I.G. Fixed Income	Investment
Chief Risk and Operating Officer	Investment
Investment Director	Investment
Assistant Investment Director	Investment
Assistant Investment Director - Ops & Risk	Investment
Senior Portfolio Manager	Investment
Portfolio Manager	Investment
Associate Portfolio Manager	Investment
Investment Analyst	Investment
Junior Investment Analyst	Investment
General Counsel	Investment Adjacent
Deputy General Counsel	Investment Adjacent
Assistant General Counsel	Investment Adjacent
Manager, Operations and Administration	Investment Adjacent
Business Systems Analyst Manager	Investment Adjacent
Investment Accounting Supervisor	Investment Adjacent
Data Analyst	Investment Adjacent
Operations Analyst	Investment Adjacent
Compliance Analyst	Investment Adjacent
Investment Accountant	Investment Adjacent
HR Director	Other
Executive Assistant	Other
Paralegal	Other
Administrative Assistant	Other

Incentive Design Discussion



Incentive Plans in Public Pension Plans



Incentive plans are prevalent among large and complex US and Canadian Pension Plans

- Georgia, Florida, Virginia, Tennessee, Texas, California, North Dakota, Wisconsin, Colorado, Wyoming, Ohio, Canada Pension Plan, Ontario Teachers' Pension Plan Board, etc.
- Over 90% of Endowments and Foundations have incentive plans



The diagram to the right illustrates the decisions that need to be made in designing an incentive plan for a Public Pension Plan



Elements for Discussion



Eligibility

Direct Investment Employees / Specialized Investment Knowledge/ All NCIA Employees



Target Award Levels

CIO ranges from 100% target down to 45% targets; cascading targets by role/level

- Total cost of plan at target is estimated to be approximately \$5.7 Million including all anticipated future-state roles, which represents less than 30% of a basis point



Metrics and Weighting

Typically, incentive is based on total fund outperformance against benchmarks and/or Actuarial rate of return. Potential to include asset class return. Often includes individual/strategic objectives as well. Weighting will likely vary by level within NCIA

- Time period is a decision point: 3 years vs 5 years vs 1 year and potential combinations



Leverage and Caps

Most plans have a maximum of 1.5 -2X target levels



Plan timing and Payouts

Calendar year or fiscal year; multi-year payouts create retention hooks with possibilities of “co-investing” in the funds

Elements for Discussion

Administration: Items to consider



Plan period (Starting date)



Treatment of new hires



Termination scenarios



Paying in down markets

Appendix A: Blended Detailed Market Competitiveness Data



Market Compensation Comparison by Job

Base Salary (1 of 2)

- Base salaries for the majority of the jobs are aligned at or below the market 25th percentile.
- The Chief Investment Officer, Chief Risk and Operating Officer – Alternative 1 match, Investment Director, and Deputy General Counsel jobs are positioned the lowest in the market at more than 20% less than the market 25th percentile.

NC DST Client Data			Market Data			Variance Analysis		
			Base Salary			Base Salary		
Core Job Title	# EEs	Avg Annualized EE Base Salary (000s)	Market Base P25	Market Base P50	Market Base P75	Var. to P25	Var. to P50	Var. to P75
Chief Investment Officer	1	\$400,000	\$549,046	\$772,479	\$914,104	-27%	-48%	-56%
Director of I.G. Fixed Income	1	\$360,692	\$428,849	\$484,275	\$570,983	-16%	-26%	-37%
Chief Risk and Operating Officer - Alternative 1	1	\$317,377	\$428,849	\$484,275	\$570,983	-26%	-34%	-44%
Investment Director	6	\$284,525	\$357,374	\$403,563	\$475,819	-20%	-29%	-40%
Chief Risk and Operating Officer - Alternative 2	1	\$317,377	\$295,471	\$357,855	\$474,292	7%	-11%	-33%
General Counsel	1	\$260,000	\$303,067	\$333,420	\$389,976	-14%	-22%	-33%
Assistant Investment Director	1	\$264,936	\$321,637	\$363,206	\$428,237	-18%	-27%	-38%
Assistant Investment Director - Ops & Risk	1	\$241,821	\$240,164	\$280,677	\$299,130	1%	-14%	-19%
Senior Portfolio Manager	2	\$222,774	\$240,164	\$280,677	\$299,130	-7%	-21%	-26%
Deputy General Counsel	1	\$159,650	\$210,536	\$242,611	\$283,503	-24%	-34%	-44%
Portfolio Manager	17	\$182,161	\$217,720	\$254,444	\$271,113	-16%	-28%	-33%
Assistant General Counsel	3	\$138,647	\$150,949	\$185,072	\$256,981	-8%	-25%	-46%
Associate Portfolio Manager	3	\$150,000	\$155,114	\$180,280	\$196,713	-3%	-17%	-24%

Market Compensation Comparison by Job

Base Salary (2 of 2)

- Base salaries for the majority of the jobs are aligned at or below the market 25th percentile.
- The most competitive roles are the Compliance Analyst and Administrative Assistant aligned to the market 75th and 50th percentiles, respectively.

NC DST Client Data			Market Data			Variance Analysis		
Core Job Title	# EEs	Avg Annualized EE Base Salary (000s)	Base Salary			Base Salary		
			Market Base P25	Market Base P50	Market Base P75	Var. to P25	Var. to P50	Var. to P75
Manager, Operations and Administration	1	\$170,744	\$156,672	\$168,537	\$184,836	9%	1%	-8%
Business Systems Analyst Manager	1	\$115,903	\$128,499	\$149,461	\$172,992	-10%	-22%	-33%
HR Director	1	\$115,903	\$120,221	\$145,322	\$169,037	-4%	-20%	-31%
Investment Analyst	8	\$100,877	\$113,421	\$126,117	\$148,713	-11%	-20%	-32%
Investment Accounting Supervisor	1	\$112,000	\$109,181	\$128,053	\$148,179	3%	-13%	-24%
Data Analyst	1	\$100,000	\$104,902	\$119,673	\$140,917	-5%	-16%	-29%
Operations Analyst	4	\$90,864	\$93,552	\$110,218	\$132,530	-3%	-18%	-31%
Junior Investment Analyst	0	--	\$87,994	\$93,362	\$114,003	--	--	--
Compliance Analyst	1	\$104,813	\$81,426	\$93,414	\$102,861	29%	12%	2%
Investment Accountant	1	\$79,000	\$81,138	\$92,987	\$102,517	-3%	-15%	-23%
Executive Assistant	1	\$60,384	\$71,829	\$80,474	\$89,900	-16%	-25%	-33%
Paralegal	1	\$63,023	\$71,123	\$77,478	\$87,189	-11%	-19%	-28%
Administrative Assistant	2	\$54,549	\$47,025	\$54,646	\$63,330	16%	0%	-14%

Market Compensation Comparison by Job

Total Cash Compensation (TCC) (1 of 2)

- The fact that NC DST does not offer incentive opportunity pushes the competitiveness of most roles below the market 25th percentile, especially for senior level roles.
- The Chief Investment Officer and General Counsel roles decrease in competitiveness the most when comparing base salary and TCC, indicating in the market TCC for these roles includes a substantial amount of target incentive pay.

NC DST Client Data			Market Data			Variance Analysis		
			TCC			TCC		
Core Job Title	# EEs	Avg Annualized EE Base Salary (000s)	Market TCC P25	Market TCC P50	Market TCC P75	Var. to P25	Var. to P50	Var. to P75
Chief Investment Officer	1	\$400,000	\$841,481	\$1,365,161	\$1,787,245	-52%	-71%	-78%
Director of I.G. Fixed Income	1	\$360,692	\$574,453	\$786,368	\$1,040,486	-37%	-54%	-65%
Chief Risk and Operating Officer - Alternative 1	1	\$317,377	\$574,453	\$786,368	\$1,040,486	-45%	-60%	-69%
Investment Director	6	\$284,525	\$478,711	\$655,307	\$867,071	-41%	-57%	-67%
Chief Risk and Operating Officer - Alternative 2	1	\$317,377	\$347,893	\$482,233	\$743,188	-9%	-34%	-57%
General Counsel	1	\$260,000	\$435,320	\$517,213	\$643,020	-40%	-50%	-60%
Assistant Investment Director	1	\$264,936	\$430,839	\$589,776	\$780,364	-39%	-55%	-66%
Assistant Investment Director - Ops & Risk	1	\$241,821	\$274,837	\$394,646	\$463,017	-12%	-39%	-48%
Senior Portfolio Manager	2	\$222,774	\$274,837	\$394,646	\$463,017	-19%	-44%	-52%
Deputy General Counsel	1	\$159,650	\$218,962	\$292,703	\$385,245	-27%	-45%	-59%
Portfolio Manager	17	\$182,161	\$248,925	\$357,606	\$419,597	-27%	-49%	-57%
Assistant General Counsel	3	\$138,647	\$159,363	\$196,924	\$268,037	-13%	-30%	-48%
Associate Portfolio Manager	3	\$150,000	\$174,102	\$229,107	\$267,313	-14%	-35%	-44%

Market Compensation Comparison by Job

Total Cash Compensation (2 of 2)

- The fact that NC DST does not offer incentive opportunity pushes the competitiveness of most roles below the market 25th percentile, especially for senior level roles.
- The more junior level roles, Paralegal, Executive Assistant, and Administrative Assistant, only experience minor decrease in competitiveness when comparing base and TCC, indicating eligibility for incentive compensation for those roles may be limited.

NC DST Client Data			Market Data			Variance Analysis		
Core Job Title	# EEs	Avg Annualized EE Base Salary (000s)	TCC			TCC		
			Market TCC P25	Market TCC P50	Market TCC P75	Var. to P25	Var. to P50	Var. to P75
Manager, Operations and Administration	1	\$170,744	\$177,420	\$202,233	\$234,793	-4%	-16%	-27%
Business Systems Analyst Manager	1	\$115,903	\$133,765	\$157,456	\$185,009	-13%	-26%	-37%
HR Director	1	\$115,903	\$132,098	\$162,960	\$205,317	-12%	-29%	-44%
Investment Analyst	8	\$100,877	\$125,170	\$150,979	\$169,942	-19%	-33%	-41%
Investment Accounting Supervisor	1	\$112,000	\$124,220	\$140,769	\$167,058	-10%	-20%	-33%
Data Analyst	1	\$100,000	\$109,970	\$125,316	\$149,390	-9%	-20%	-33%
Operations Analyst	4	\$90,864	\$97,322	\$120,348	\$149,564	-7%	-24%	-39%
Junior Investment Analyst	0	--	\$95,722	\$101,989	\$126,328	--	--	--
Compliance Analyst	1	\$104,813	\$87,462	\$99,813	\$111,547	20%	5%	-6%
Investment Accountant	1	\$79,000	\$86,415	\$98,639	\$110,885	-9%	-20%	-29%
Executive Assistant	1	\$60,384	\$72,446	\$82,848	\$93,489	-17%	-27%	-35%
Paralegal	1	\$63,023	\$73,377	\$81,194	\$90,007	-14%	-22%	-30%
Administrative Assistant	2	\$54,549	\$46,760	\$54,411	\$62,755	17%	0%	-13%

**Appendix B:
Public Pension Data Only
Detailed Market
Competitiveness Data**



Market Compensation Comparison by Job - Public Pension Only

Base Salary

- If only public pension market data is utilized for the investment roles, base salary market data decreases by 9% - 13% for senior roles (Assistant Investment Director and above) while base salary market data decreases by only 3% - 5% for lower-level investment roles.
- Base salaries for the majority of the jobs remain aligned at or below the market 25th percentile.

NC DST Client Data			Market Data			Variance Analysis		
			Base Salary			Base Salary		
Core Job Title	# EEs	Avg Annualized EE Base Salary (000s)	Market Base P25	Market Base P50	Market Base P75	Var. to P25	Var. to P50	Var. to P75
Chief Investment Officer	1	\$400,000	\$423,718	\$669,999	\$819,366	-6%	-40%	-51%
Director of I.G. Fixed Income	1	\$360,692	\$385,499	\$438,700	\$524,373	-6%	-18%	-31%
Chief Risk and Operating Officer - Alternative 1	1	\$317,377	\$385,499	\$438,700	\$524,373	-18%	-28%	-39%
Investment Director	6	\$284,525	\$321,249	\$365,584	\$436,977	-11%	-22%	-35%
Chief Risk and Operating Officer –Alternative 2	1	\$317,377	\$267,623	\$318,720	\$447,685	19%	0%	-29%
Assistant Investment Director	1	\$264,936	\$289,124	\$329,025	\$393,280	-8%	-19%	-33%
Assistant Investment Director - Ops & Risk	1	\$241,821	\$230,519	\$269,012	\$278,090	5%	-10%	-13%
Senior Portfolio Manager	2	\$222,774	\$230,519	\$269,012	\$278,090	-3%	-17%	-20%
Portfolio Manager	17	\$180,173	\$209,563	\$244,556	\$252,809	-14%	-26%	-29%
Associate Portfolio Manager	3	\$145,000	\$150,184	\$175,572	\$187,559	-3%	-17%	-23%
Investment Analyst	8	\$102,339	\$109,415	\$119,788	\$144,982	-6%	-15%	-29%
Junior Investment Analyst	0	--	\$82,825	\$88,658	\$114,053	--	--	--

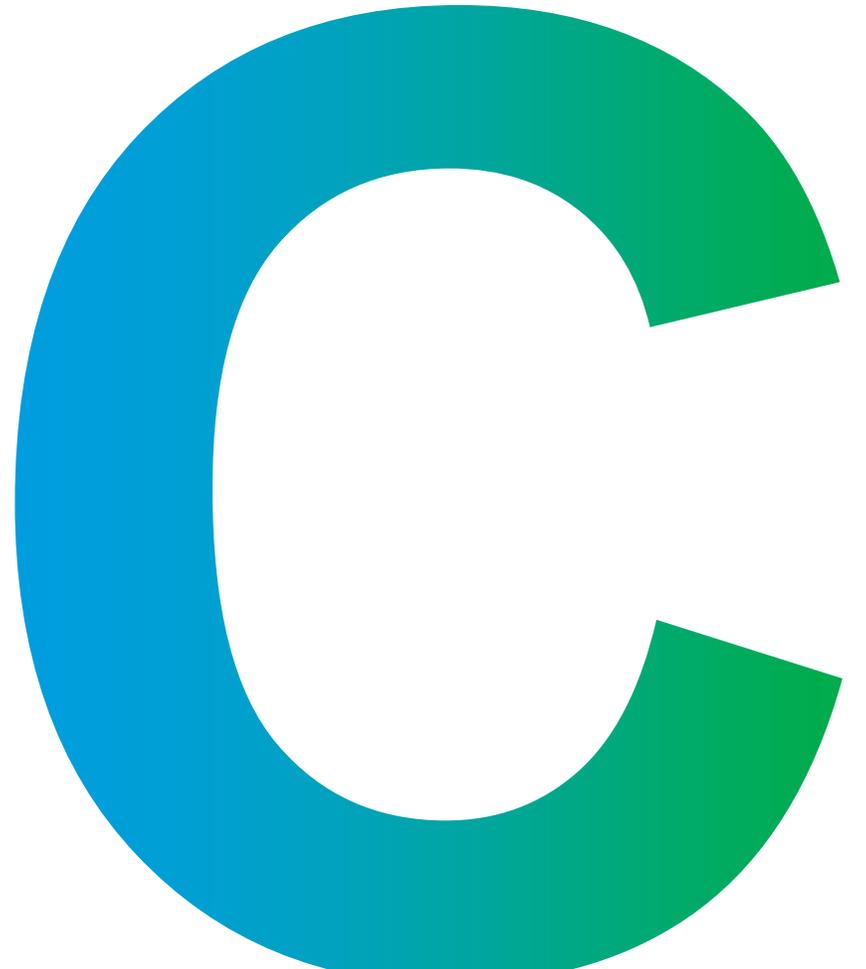
Market Compensation Comparison by Job - Public Pension Only

Total Cash Compensation (TCC)

- If only public pension market data is utilized for the investment roles, TCC market data decreases by 20% - 38% for senior roles (Assistant Investment Director and above) while TCC market data decreases by 6% - 10% for lower-level investment roles.
- The fact that NC DST does not offer incentive opportunity pushes the competitiveness of most roles below the market 25th percentile, especially for senior level roles where market TCC for these roles includes a substantial amount of incentive pay.

NC DST Client Data			Market Data			Variance Analysis		
			TCC			TCC		
Core Job Title	# EEs	Avg Annualized EE Base Salary (000s)	Market Base P25	Market Base P50	Market Base P75	Var. to P25	Var. to P50	Var. to P75
Chief Investment Officer	1	\$400,000	\$477,514	\$859,390	\$1,222,065	-16%	-53%	-67%
Director of I.G. Fixed Income	1	\$360,692	\$433,702	\$630,878	\$865,157	-17%	-43%	-58%
Chief Risk and Operating Officer - Alternative 1	1	\$317,377	\$433,702	\$630,878	\$865,157	-27%	-50%	-63%
Investment Director	6	\$284,525	\$361,418	\$525,732	\$720,964	-21%	-46%	-61%
Chief Risk and Operating Officer –Alternative 2	1	\$317,377	\$275,352	\$377,723	\$673,743	15%	-16%	-53%
Assistant Investment Director	1	\$264,936	\$325,276	\$473,158	\$648,867	-19%	-44%	-59%
Assistant Investment Director - Ops & Risk	1	\$241,821	\$230,519	\$355,632	\$422,676	5%	-32%	-43%
Senior Portfolio Manager	2	\$222,774	\$230,519	\$355,632	\$422,676	-3%	-37%	-47%
Portfolio Manager	17	\$180,173	\$209,563	\$323,302	\$384,251	-14%	-44%	-53%
Associate Portfolio Manager	3	\$145,000	\$157,098	\$214,878	\$248,634	-8%	-33%	-42%
Investment Analyst	8	\$102,339	\$114,885	\$138,515	\$154,484	-11%	-26%	-34%
Junior Investment Analyst	0	--	\$87,954	\$93,179	\$122,010	--	--	--

Appendix C: Public Pension Data Only Salary Structure Assignment

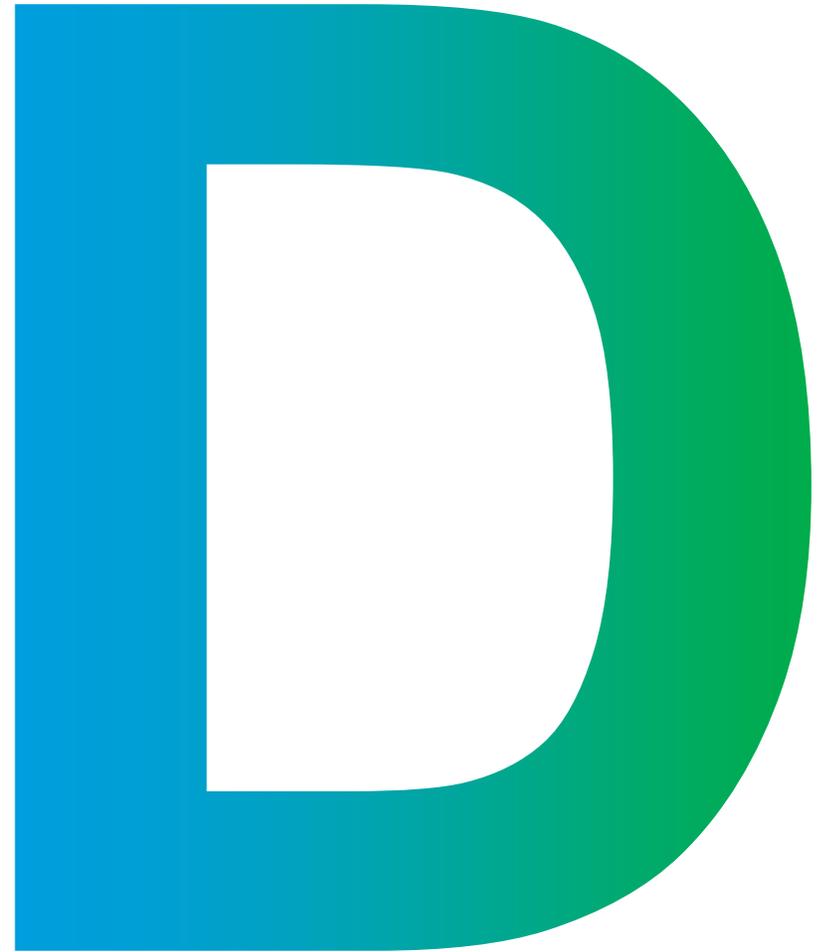


Salary Structure – Public Pension Data Only

Salary Grade Assignment & Ranges – Investment Roles

Salary Grades						
Grade	Job Assignments	Min	Mid	Max	Midpoint Progression	Range Spread
NCIA ID27	--	\$512,000	\$666,000	\$819,000	18%	60%
NCIA ID26	--	\$434,000	\$564,000	\$694,000	18%	60%
NCIA ID25	--	\$368,000	\$478,000	\$589,000	18%	60%
NCIA ID24	Director of I.G. Fixed Income, Chief Risk and Operating Officer	\$312,000	\$405,000	\$499,000	18%	60%
NCIA ID23	Investment Director	\$274,000	\$343,000	\$411,000	18%	50%
NCIA ID22	Assistant Investment Director	\$233,000	\$291,000	\$350,000	15%	50%
NCIA ID21	Assistant Investment Director – Risk & Ops, Senior Portfolio Manager	\$202,000	\$253,000	\$303,000	15%	50%
NCIA ID20	Portfolio Manager	\$176,000	\$220,000	\$264,000	15%	50%
NCIA ID19	--	\$153,000	\$191,000	\$230,000	15%	50%
NCIA ID18	Associate Portfolio Manager	\$133,000	\$166,000	\$200,000	15%	50%
NCIA ID17	--	\$115,000	\$144,000	\$173,000	15%	50%
NCIA ID16	Investment Analyst	\$100,000	\$125,000	\$150,000	15%	50%
NCIA ID15	--	\$87,000	\$109,000	\$131,000	15%	50%
NCIA ID14	Junior Investment Analyst	\$76,000	\$95,000	\$114,000	14%	50%
NCIA ID13	--	\$69,000	\$83,000	\$97,000	15%	40%
NCIA ID12	--	\$60,000	\$72,000	\$84,000	14%	40%
NCIA ID11	--	\$53,000	\$63,000	\$74,000	15%	40%
NCIA ID10	--	\$46,000	\$55,000	\$64,000	--	40%

Appendix D: PPS and IGS Peer Group Participant Lists



Peer Group Participant Lists

PPS – Public Pensions with AUM Greater Than \$100B

AUM Greater Than \$100B
Participants (n = 10)
CA Public Employee's Retirement System (CalPERS)
California State Teachers' Retirement System
Florida State Board of Administration
New York City Comptroller, Bureau of Asset Management
North Carolina Department of State Treasurer
NYS Teachers' Retirement System
Ohio Public Employees Retirement Systems
State of Georgia Retirement System
Teacher Retirement System of Texas
University of California

Peer Group Participant Lists

IGS – Educational Endowments, Foundations, and Healthcare Endowments with AUM \$10B - \$30B

AUM \$10B - \$30B	
Participants (n = 27)	
Chan Zuckerberg Initiative	Northwestern University
Cleveland Clinic	Penn State University
Columbia Investment Management Company	Robert Wood Johnson Foundation
CommonSpirit Health	The Ford Foundation
Cornell University	The University of Chicago
DUMAC, Inc.	The William and Flora Hewlett Foundation
Emory University	UNC Management Company, Inc.
Gordon and Betty Moore Foundation	University of Michigan
Hershey Trust Company	University of Notre Dame
Howard Hughes Medical Institute	University of Pennsylvania
Intermountain Health	University of Virginia Investment Management Company
Mass General Brigham	Vanderbilt University
Massachusetts Institute of Technology	Washington University in St. Louis
New York Presbyterian Hospital	-



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