

Benchmark/ Discipline/ Function				GI CSR TOP US
Code	Title	Description		
F	AAA	Top Executive	Responsible for the profitability and growth of the organization. Directs the organization in establishing long-range plans, strategy and policy. Manages line and staff operations.	X
B	AAA000-EX	Chief Executive Officer	Manages the profitability and growth of the organization Accountable to the Board of Directors for all activities of the organization Directs the organization in establishing long-range plans, strategy and policy	X
B	AAA010-EX	Executive Chairman of the Board (not CEO)	Directs the activities and meetings of the Board of Directors Works closely with the executive team; oversees and coordinates the strategic direction of the organization	X
B	AAA020-EX	Chief Operating Officer	Under the direction of the Chief Executive Officer, typically has primary responsibility for the profitability of the organization's line operations Corporate staff functions (e.g., legal, employee relations, finance) may report to this position	X
F	AAB	Business Unit Management	Responsible for the profitability and growth of a single or multiple profit center or business unit. Directs the establishment of long-range plans, strategy and policy. Manages the line and staff operations.	X
B	AAB001-EX	Segment Head	Has primary responsibility for a major segment of the organization's operations, which may consist of multiple divisions and typically represents a significant portion (15% or more) of corporate revenues Sets the overall strategic direction for the segment Typically reports to the CEO or COO Corporate/Noncorporate must be "N" (Noncorporate)	X
B	AAB003-EX	Division Head	Has primary responsibility for the profitability and growth of a division, which typically represents a small to moderate portion of corporate revenues (less than 15%) Sets the overall strategic direction for the division that may include a range of activities (e.g., sales, marketing, operations, staff functions) Typically reports to the head of a segment or head of a larger division Corporate/Noncorporate must be "N" (Noncorporate)	X
B	AAB032-EX	Top E-Commerce Executive	Has primary responsibility for the profitability and growth of the organization's e-commerce business Develops and implements strategies to manage the organization's digital commerce or e-commerce products, services and/or e-business platforms that align with the organization's overall strategies Identifies market trends and e-commerce opportunities across the organization, working closely with both the relevant business and technology functions to develop these opportunities	X
F	AAY	Security	Protects the organization's employees, properties and all items of value on the organization's premises from any preventable harm or danger.	X
B	AAY000-EX	Top Security Executive	Has primary responsibility for policy development and compliance for the protection of all the organization's assets, including government security, investigations, information protection, security operations, crisis management, executive protection, export compliance and awareness and training Serves as the primary point of contact with local-country and host-country intelligence and investigative agencies	X
F	ACA	Corporate Affairs/Communications	Researches, develops, plans, designs, maintains and implements policies and programs that enhance the organization's relations with the community, the public, government and regulatory authorities, shareholders and employees. Delivers communications through various media. Coordinates dissemination of the organization's communications with news or trade media contacts, through special events, public speaking or other means to reach defined audiences and meet specific program objectives.	X
B	ACA000-EX	Top Corporate Affairs Executive	Has primary responsibility for designing, developing and implementing policies and programs to enhance the public reputation of the organization, direct the development and management of an integrated communications function (internally and externally), and represent the organization in legislative and regulatory matters May be responsible for community relations	X
B	ACA005-EX	Top Public Relations and Internal Communications Executive	Has primary responsibility for designing, developing and implementing policies and programs to enhance the public reputation of the organization and for directing the development and management of an integrated Communications Function Responsibilities include both external and internal communications	X
B	ACA010-EX	Top Public Relations Executive	Has primary responsibility for designing, developing and implementing policies and programs to enhance the public reputation of the organization Initiates programs that ensure the public's understanding of the organization's goals and achievements This position is not responsible for representing the organization in legislative or regulatory matters	X
B	ACA015-EX	Top Internal Communications Executive	Has primary responsibility for developing a program to communicate to all employees the organization's policies and programs Typically includes the communication of business strategy, key events, management changes, benefits and compensation programs, and developing communication channels to ensure all employees are well informed	X
B	ACA020-EX	Top Community Relations Executive	Has primary responsibility for developing and implementing policies and programs to enhance the organization's standing in the communities where plants, offices and other facilities are located	X
B	ACA050-EX	Top Regulatory Affairs and Compliance Executive	Has primary responsibility for managing the relationship with regulatory commissions/authorities and ensuring that the policies and procedures of the organization comply with all applicable laws and regulations Oversees the review and interpretation of new pending laws and regulations, which potentially affect the organization's business practices, and coordinates the development or revision of policies, procedures, contracts and agreements to ensure compliance	X
B	ACA055-EX	Top State/Region/Province/Local Regulatory Affairs Executive	Serves as the liaison with state/region/province and local regulators and advises management of new developments in this area	X
B	ACA060-EX	Top Environmental Affairs and Compliance Executive	Has primary responsibility for developing the organization's positions on environmental policy issues regarding the impact of the organization's operations on water, air and land quality Responsible for establishing organization-wide policies and programs that comply with regulations and ensure overall compliance at all sites	X
B	ACA063-EX	Chief Privacy Officer	Has primary responsibility for the development, implementation, administration of and adherence to the organization's policies and procedures covering the privacy of and access to personal data in compliance with organization and regulatory requirements Collaborates with Legal and IT leadership to identify personal data risks and to establish procedures to mitigate these risks Monitors and reviews progress of business units and trading partners to develop and implement data privacy strategies, goals, monitoring and reporting	X
B	ACA070-EX	Top Government Relations Executive	Has primary responsibility for representing the organization in legislative and regulatory matters with national, regional and local governments and quasi-government agencies by providing policy direction, coordinating operating unit government affairs initiatives and lobbying for the organization's interests	X
B	ACA090-EX	Top Investor Relations Executive	Has primary responsibility for developing, maintaining and enhancing close working relationships with institutions in the financial community that hold, or may hold, the organization's stock or debt Maintains and improves relations and communications between the organization and the investing public, shareholders and financial professionals to enhance the standing of the organization's stock Monitors and assesses changes and trends in investment markets and determines appropriate strategy	X

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F	ACD	Strategic Planning/Corporate Development	Develops the organization's strategic plan(s) to ensure its continued successful growth and profitability. Conducts environmental scans, organization positioning analyses and other studies. Identifies, investigates, evaluates and negotiates acquisitions/divestitures, licensing opportunities and strategic business alliances that are in line with the organization's long-range goals.	X
B	ACD000-EX	Top Strategic Planning and Development Executive	Has primary responsibility for developing and securing approval for the organization's strategic plan Coordinates and expedites the organization's growth program through merger and acquisition activities, formation of strategic business alliances and licensing agreements	X
B	ACD016-EX	Top Digital Strategy Executive	Has primary responsibility for the organization's digital strategy, integrating digital into all aspects of the business (e.g., channels, processes, and operating models) Assesses and identifies emerging developments in technology, e-business platforms, digital and mobile products/services, customer behavior, and partnerships in line with the organization's digital strategy	X
B	ACD020-EX	Top Business/Corporate Development Executive	Has primary responsibility for identifying, investigating and evaluating business investment opportunities, including acquisitions/divestitures, licensing opportunities and strategic business alliances that are in line with the organization's long-range goals May be involved in negotiating terms of agreements	X
F	AEM	Data Analytics/Business Intelligence and Data Science	Develops, analyzes and models operational, economic, management, accounting and other organizational data. Recommends solutions to new and complex problems, develops innovative strategies, quantifies the competitive performance of the organization's operations and/or markets, evaluates the potential impact of changes and reports on economic forecasts that affect the industry.	X
B	AEM000-EX	Chief Data Officer	Has primary responsibility for data governance, data management, data processing and data quality standards across the organization Maintains primary ownership of internal data warehouse and structure of enterprise architecture Establishes data policies across the organization	X
B	AEM050-EX	Chief Analytics Officer	Responsible for setting analytics strategy for organization Principal analytics champion within organization; identifies and rolls out new data tools and technology to support business goals Makes business recommendations to senior leadership based on results/trends identified in data analysis	X
F	AFA	Finance	Develops, implements and maintains the financial plans and policies of the organization. Establishes fiscal controls, prepares financial reports, maintains relations with investment and banking communities, advises management of financial affairs and assists in long-range planning.	X
B	AFA000-EX	CFO/Top Financial Officer	Establishes, implements, and maintains the financial plans and policies of the organization, including fiscal controls, preparation and interpretation of financial reports, and safeguarding of the organization's assets Develops and maintains overall accounting policies and controls Establishes and maintains good corporate relations with the investment and banking communities Assists in long-range planning and advises management on financial affairs May manage one or more significant staff functions, but primary focus is the management of the organization's finances	X
F	AFB	Accounting	Establishes and maintains accounting policies and controls, fiscal controls, preparing financial reports and safeguarding the organization's assets. Maintains accounting and financial records and reports, including general ledger, financial statements, regulatory and management reports.	X
B	AFB000-EX	Financial Controller	Has primary responsibility for management of the organization's accounting function Maintains all accounting records (general, property, cost, etc.), designs and implements budgetary and other systems for internal control, and prepares financial reports for management and shareholders	X
B	AFB001-EX	Assistant Financial Controller	Has primary responsibility for one or more specialized functions that are assigned to the Financial Controller Responsibilities may include consolidations, budgeting, general accounting, cost accounting and/or financial reporting	X
B	AFB010-EX	Top General Accounting Executive	Has primary responsibility for development and day-to-day maintenance of the accounting system, including monthly financial report preparation, cost and general accounting, payroll, and accounts payable and accounts receivable statements Directs the consolidation of monthly financial and operating statements	X
F	AFC	Credit and Collections	Minimizes financial risk to the organization by assessing and advising on creditworthiness of prospective and existing customers. Negotiates and advises on collection of overdue bills and takes appropriate action to recover overdue payments.	X
B	AFC000-EX	Top Credit and Collections Executive	Has primary responsibility for formulating and implementing policies and procedures governing the organization's credit and collection operations, including investigating new customers and the collection of overdue accounts	X
F	AFT	Financial Analysis and Tax	Conducts financial analyses. Develops and prepares the organization's financial plans and budgets, interprets financial reports and tax returns, and maintains good corporate relations with the investment and banking communities.	X
B	AFT020-EX	Top Budgeting Executive	Has responsibility for designing, developing and administering the organization's budgetary control system Prepares forecasts pertaining to cash, sales, income, expense, capital expenditures, etc., and analyzes operating results to determine amount and causes of variances from budget	X
B	AFT030-EX	Treasurer	Has primary responsibility for managing the treasury and banking activities of the organization Responsible for the care and custody of the organization's cash and other financial assets and for banking operations and relationships Determines the amount and sources of funds required to meet outstanding and planned commitments May have responsibility for insurance/risk management activities	X
B	AFT031-EX	Assistant Treasurer	Has primary responsibility for one or more specialized functions that are assigned to the Treasurer Responsibilities may include cash management, asset/property accounting, banking and/or credit activities	X
B	AFT034-EX	Top Cash Management Executive	Has primary responsibility for maintaining programs that simultaneously provide an adequate supply of funds and the highest possible level of investment income for the organization	X
B	AFT036-EX	Top Investment Portfolio Management Executive	Has primary responsibility for developing strategies, policies, and programs for the investment management of the organization's assets May manage benefit plan assets as well as the organization's assets Recommends strategies that will maximize return within acceptable risk parameters	X
B	AFT050-EX	Top Tax Executive	Has primary responsibility for setting the organization's tax policy and compliance with all federal, state/region/province, local and applicable foreign tax laws and regulations Directs the preparation and filing of tax returns Conducts tax research programs to ascertain the optimal tax minimization strategy for the organization	X
B	AFT080-EX	Top Insurance Executive	Has primary responsibility for providing adequate insurance coverage for the organization's properties and potential liabilities This position is not responsible for employee benefit insurance	X
F	AFU	Audit and Financial/Business Controls	Designs, develops and implements the organization's audit program for accounting and financial control systems.	X

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B	AFU010-EX	Top Internal Audit Executive	Has primary responsibility for designing, developing and implementing the organization's audit program for accounting and financial control systems	X
F	AFY	Risk Management	Develops, recommends and implements controls and cost-effective approaches to minimize the organization's risks effects. Identifies and analyzes potential sources of loss to minimize risk and estimates the potential financial consequences of an occurring loss.	X
B	AFY000-EX	Top Risk Management Executive	Has primary responsibility for developing, recommending and administering the risk management strategy to minimize adverse effects Reviews and analyzes data and devises risk minimization programs Develops and implements controls and cost-effective approaches to minimize the organization's risk	X
F	AGA	General Management and Administration	Performs or leads a combination of staff functions and/or operations that support the organization's short- and long-range goals and strategies. Plans, coordinates and manages the allocation of resources (e.g., people, equipment) to deliver timely results.	X
B	AGA020-EX	Top Administration Executive (Major Functions)	Has primary responsibility for two or more major staff functions such as Government Relations, Public Relations, Legal, Human Resources, Finance or Information Technology May be responsible for other staff functions Executives who are primarily responsible for finance with one of the above major functions reporting to him/her should be matched as the CFO/Top Financial Executive	X
B	AGA030-EX	Administration Executive (Other Functions)	Has primary responsibility for two or more minor staff functions such as Facilities Management, Library Services, Mail Room or Food Service Executives who are primarily responsible for finance with some of the above functions reporting to him/her should be matched as the CFO/Top Financial Executive	X
B	AGA035-EX	Nonmanufacturing Operations Management Executive	Manages, directs and coordinates all or a major segment of the organization's operations in a nonmanufacturing environment/industry Plans, develops and manages the fulfillment and technical services functions in order to increase customer satisfaction and profitability May formulate policies, forecast requirements for manpower, technology and facilities and develop quality standards	X
F	AHR	Human Resources	Designs, implements and monitors human resource programs and policies, including recruitment, learning and development, performance management, compensation, benefits, equal opportunity and diversity, etc. Anticipates and plans for long-term human resource needs and trends.	X
B	AHR000-EX	Top Human Resources Executive	Has primary responsibility for designing, developing and implementing all human resource policies and programs, including labor relations, if applicable For noncorporate positions, this position is typically responsible for the execution and administration of policies within a segment of the organization In highly-decentralized organizations, responsibilities could also include policy design at the segment level	X
B	AHR010-EX	Top Compensation and Benefits Executive	Has primary responsibility for designing, developing and implementing the organization's benefit and compensation programs (executive compensation, salary, hourly, sales incentives, etc.) At the corporate level, this position has design/development emphasis; for noncorporate, the emphasis is on administration unless the organization is highly decentralized	X
B	AHR020-EX	Top Compensation Executive	Has primary responsibility for designing, developing and implementing the organization's compensation programs (executive compensation, salary, hourly, sales incentives, etc.)	X
B	AHR060-EX	Top Benefits Executive	Has primary responsibility for designing, developing and implementing the organization's employee benefit programs	X
B	AHR090-EX	Top Employee/Labor Relations Executive	Has primary responsibility for establishing and maintaining satisfactory employee and labor management relations Responsibilities include labor contract negotiations and establishment and coordination of management's policies regarding labor/union affairs	X
B	AHR116-EX	Top Equal Employment Opportunity Executive	Has primary responsibility for designing, developing, implementing, and monitoring effective affirmative action programs within the organization in compliance with government legislation and corporate goals	X
B	AHR125-EX	Top Talent Management Executive	Has primary responsibility for the organization's workforce planning Defines the organization's talent needs based upon current and future business objectives Assesses talent supply (internally and externally), defines critical gaps and develops integrated talent strategies to close the gaps May be responsible for performance management, employee development and succession planning	X
B	AHR130-EX	Top Training and Development Executive	Has primary responsibility for designing, developing and implementing training activities to meet the organization's job requirements Designs and implements programs that adequately supply the organization with trained executives	X
B	AHR140-EX	Top Employment/Recruitment Executive	Has primary responsibility for designing, developing and implementing external recruitment and/or internal transfer programs to satisfy the organization's total staffing requirements	X
B	AHR150-EX	Top Human Resources Information Systems Executive	Has primary responsibility for the human resource information systems (HRIS) Develops, implements and maintains human resource information systems and related policies and procedures designed to obtain, record and process employee information Interfaces with payroll and information systems to continuously review and modify the human resource system to provide accurate and timely information Identifies trends in HRIS and software developments	X
F	AHS	Environmental Health and Safety	Designs, develops, implements and oversees the organization's environmental health and safety programs and procedures to safeguard employees and surrounding communities and to ensure that all facilities are in compliance with regulations.	X
B	AHS000-EX	Top Environmental Health and Safety Executive	Has primary responsibility for designing, developing and implementing programs and policies that provide and maintain healthful and safe working conditions in compliance with environmental health and safety guidelines/regulations and other legal enactments and standards established by senior management Develops and implements programs in order to abate, control or eliminate environmental health and safety risks	X
B	AHS050-EX	Top Safety Executive	Has primary responsibility for establishing programs and policies that provide and maintain safe working conditions on the organization's premises in compliance with applicable guidelines/regulations (e.g., Occupational Safety and Health Association [OSHA] in the United States) and other legal enactments as well as standards established by senior management	X
F	AIC	Information Technology	Responsible for both the design, development and implementation of short- and long-term solutions to information technology (IT) needs through new and existing applications, systems architecture, network systems and applications infrastructure and the management of the IT infrastructure within an organization.	X
B	AIC000-EX	Chief Information Officer	Establishes the strategic direction of the organization's information technology resources Identifies changes in computer and systems technology and communicates these changes to senior management Provides support to information users and determines information needs throughout the organization Identifies systems software and hardware necessary for the successful integration of information systems Coordinates through subordinate staff the operations of the technology functions on a day-to-day basis	X

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B	AIC002-EX	Top Information Technology Executive	Directs the information technology functions on a day-to-day basis Provides direction and control of activities such as systems design and analysis, applications and systems programming, database management, network systems, telecommunications and data processing operations Establishes computer operations control policies and procedures and designates priorities for computer operations and applications development work	X
B	AIC010-EX	Top Information Security Executive	Has primary responsibility for developing strategies used in the protection of the organization's information systems from unauthorized access and use Develops information security policies and procedures Evaluates and recommends hardware and software to provide the appropriate level of protection for data, software and hardware	X
B	AIC035-EX	Top Technology Platforms Executive	Has primary responsibility for developing and integrating the organization's core technological platforms and is not focused on the maintenance of internal systems Responsibilities include technology standards, technology convergence, technology migration and/or new product development May be responsible for promoting the technological vision of the organization among industrial partners	X
F	AID	IT Development	Designs, develops, modifies, adapts and implements short- and long-term solutions to information technology (IT) needs through new and existing applications, systems architecture, network systems and applications infrastructure. Reviews system requirements and business processes; codes, tests, debugs and implements software solutions.	X
B	AID010-EX	Top Applications Development Executive	Has primary responsibility for the organization's applications programming and systems analysis activities Oversees analysis and preparation of systems feasibility studies, design of new computer systems and programs, and revision of existing computer systems and programs Directs coding, testing, installation and maintenance of all business and scientific applications programs Develops systems design standards and quality control standards for programmers	X
B	AID015-EX	Top E-commerce Technology Executive	Has primary responsibility for designing, developing, implementing and maintaining the organization's e-commerce systems, including web interfaces and related internal databases and systems Identifies changes in e-commerce and related systems technology, communicates these changes to senior management, and helps develop overall e-commerce strategy to meet the organization's needs and goals	X
B	AID100-EX	Top Enterprise Resource Planning Executive	Has primary responsibility for directing and coordinating all enterprise resource planning (ERP) business management systems to integrate all facets of the business, including planning, manufacturing, sales and marketing Reviews and evaluates project feasibility studies based on management's requirements and priorities and implements the installation and operation of ERP systems Typically manages the implementation of more widely accepted software applications such as SAP and Oracle	X
F	AIT	IT Administration	Manages the Information Technology (IT) infrastructure within an organization, including the physical network (e.g., LANs/WANs, servers, terminals) as well as server applications and software (e.g., PeopleSoft, Oracle). Configures, installs, maintains and upgrades server applications and hardware.	X
B	AIT005-EX	Top Technology Infrastructure Executive	Has primary responsibility for the strategic and operational direction of the organization's technological infrastructure, including planning, design, implementation and maintenance Assures the seamless interface across different systems and the effective operations of LANs/WANs, mainframe and minicomputer platforms	X
B	AIT035-EX	Top Telecommunications Executive	Has primary responsibility for designing, implementing and maintaining the organization's voice and data communications networks Ensures that the installed systems are operating effectively and that proposed systems will meet the organization's needs in the future Collaborates with systems software programmers and may provide some direction in the installation and maintenance of the telecommunications network software	X
F	ALG	Legal	Provides legal advice and services on issues concerning the rights, obligations and privileges of the organization. Represents the organization to customers, suppliers, competitors and government agencies. Provides resolution of business or technical issues by identifying legal solutions and recommending a course of action. Examines legal data to determine advisability of defending or prosecuting lawsuits.	X
B	ALG000-EX	Top Legal Executive	Serves as chief legal adviser and counsels management on the legal implications of all organization activities and problems Provides legal services as required in legal proceedings Keeps abreast of legislative and administrative regulatory developments Obtains the services of outside counsel as required to complement available internal legal resources	X
B	ALG003-EX	Associate General Counsel	Serves as a senior legal adviser that is assigned responsibility for a major area of the legal department or a geographic or functional area Counsels management on the legal implications of the area's activities and problems Ensures the legal activities of the area meet the current and future needs of the organization Typically manages a group of attorneys	X
B	ALG005-EX	Corporate/Company Secretary	Has primary responsibility for preparing and maintaining official corporate notices, records and actions of the Board of Directors and ensuring compliance with statutory reporting requirements Arranges Board of Directors meetings, provides minutes of these meetings and communicates with stockholders with regard to general corporate policy and annual meetings May be responsible for monitoring and developing procedures set in place by the Board of Directors/executive team regarding corporate governance, following developments affecting corporate governance and making recommendations to the Board on development of best practices	X
B	ALG020-EX	Top Employment Law Counsel	Provides advice and counsel on legal matters concerning labor and employment Oversees labor and employment litigation and Equal Employment Opportunity compliance	X
F	AMJ	Sales, Marketing and Business Development	Responsible for marketing, sales, customer service and business development to promote and support the organization's products. Works to improve an organization's market position and achieve financial growth.	X
B	AMJ000-EX	Top Sales and Marketing Executive	Has primary responsibility for the design, development and implementation of marketing and sales programs for the organization's products and services Plans, directs and coordinates the efforts of marketing and sales towards the accomplishment of objectives Maintains and constantly improves the organization's competitive position Ensures maximum sales volume at minimum cost	X
F	AMK	Marketing	Markets the organization's products, brands and/or services. Designs, develops and implements communication programs to advertise the organization's products/brands/services using media (e.g., print, broadcast, digital), events and sales promotions. Develops and evaluates pricing strategies and structures. Designs and maintains websites to promote and sell the organization's products through the Internet.	X

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B	AMK000-EX	Top Marketing Executive	Has primary responsibility for plans designing, developing and implementing policies related to the organization's marketing activities Develops market objectives and strategies and monitors performance against goals Typically directs activities such as market research, brand/product management, advertising and promotion, and new product development	X
B	AMK020-EX	Top Marketing Communication Executive	Has primary responsibility for designing, developing and implementing marketing communication programs to promote the organization's products or services May involve use of sponsorship, events and sales promotions Uses media (e.g., print, broadcast, digital) where appropriate May have responsibility for development of advertising strategy	X
B	AMK025-EX	Top Advertising and Sales Promotion Executive	Has primary responsibility for designing, developing and implementing the organization's advertising campaigns using internal resources and/or advertising agencies Develops and implements promotion policies and programs	X
B	AMK040-EX	Top Marketing Research Executive	Has primary responsibility for managing a wide range of investigative studies to assess the organization's present and future market share position, effectiveness of current sales/marketing programs and feasibility of new products Provides research findings to marketing management to facilitate development of effective marketing plans and programs	X
B	AMK045-EX	Top Category Management Executive	Has primary responsibility for the profitability and growth of a product category (i.e., groups of similar or related products) Establishes the overall strategy, plan development, marketing and execution of category management activities to achieve annual volume and profit goals Works with the broader organization to leverage distribution channels which may cut across multiple brands and/or product categories	X
B	AMK050-EX	Top Product Management Executive	Has primary responsibility for planning, designing and implementing products or product extensions Manages an integrated product strategy at all stages of the product lifecycle and interfaces between various functions including engineering, research and development, supply chain, marketing and sales to ensure the success of the product in the market	X
B	AMK110-EX	Top Digital Marketing Executive	Develops marketing, merchandising and creative strategies to promote the organization's products and services through the Internet or other digital channels Establishes, maintains and updates the digital experience from the viewpoint of the customer Develops affiliated programs designed to increase exposure to and business from the target audience Establishes and manages the relationships with search engines and portal sites that are strategically aligned with digital marketing goals Manages the implementation of digital marketing programs and analyzes their effectiveness May be responsible for social media marketing	X
F	AMS	Customer Support/Operations	Provides new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints. Includes Call Center - Outbound, Call Center/Customer Service and e-Commerce Customer Service.	X
B	AMS000-EX	Top Customer Service/Operations Executive	Has primary responsibility for designing, developing and implementing the customer relations programs of the organization in order to maintain high levels of customer service and satisfaction Oversees and directs customer service operations to ensure that customer claims, inquires and complaints are handled fairly and effectively Establishes customer service policies and procedures, in accordance with any relevant regulations Typically has responsibility for all aspects of post-sales service and support, including contact/call center management	X
B	AMS010-EX	Top Customer Service Executive	Has primary responsibility for developing and implementing the customer relations programs of the organization in order to maintain high levels of customer service and satisfaction Oversees and directs customer service operations to ensure that customer claims, inquires and complaints are handled fairly and effectively Establishes customer service policies and procedures, in accordance with any relevant regulations	X
B	AMS020-EX	Top Customer Contact/Call Center Executive	Has primary responsibility for managing the operation of the organization's contact/call centers Ensures that responses to customer inquiries are completed on a timely basis to achieve service and quality standards	X
F	AMT	Technical Customer Support	Provides post-sale technical support services to customers, including installation, troubleshooting, problem resolution and maintenance. Responds to customer questions regarding operation and malfunctions. Advises customers on preventive maintenance and configuration adjustments to improve product performance and customer satisfaction.	X
B	AMT000-EX	Technical Customer Support Executive	Has primary responsibility for the delivery of one or more technical services for the organization's products Directs services that are typically funded by sales, including standard and escalated technical support, repairs and field service engineering	X
F	AOL	Manufacturing and Engineering	Responsible for the manufacturing and engineering aspects of production operations.	X
B	AOL000-EX	Top Manufacturing and Engineering Executive	Has primary responsibility for both the manufacturing and engineering aspects of production operations Responsible for all operations and logistics and is the most senior executive in the manufacturing/engineering hierarchy	X
F	AOM	Manufacturing/Operations	Oversees manufacturing and/or production operations, including assembly, machinery, processing and/or packaging. Sets production schedules based on product introduction, equipment efficiency, materials supply, staffing resources and volume required to meet demand and to ensure maximum production quantity and quality.	X
B	AOM000-EX	Top Manufacturing Executive	Has primary responsibility for the effective operation of the manufacturing function Formulates manufacturing policies; forecasts manpower and facilities requirements; maintains inventory controls; develops production time and quality standards as well as construction, manufacturing technology, safety and environmental aspects of the Manufacturing Function	X
B	AOM100-EX	Multi-Plant Manager	Has overall responsibility for a large or multi-plant manufacturing facility Directs all aspects of production activity at assigned plants to ensure that the desired quantities and quality of products are manufactured on schedule in a safe manner at minimum cost Plant Managers report to this position	X
B	AOM105-EX	Plant Manager	Has overall responsibility for a single manufacturing facility Directs all aspects of production activity at the assigned plant to ensure that the desired quantities and quality of products are manufactured on schedule in a safe manner at minimum cost May be responsible for Accounting, Human Resources and other staff functions	X

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F	APM	Project/Program Management	Plans, monitors and manages internal projects from initiation through completion. Secures required resources and uses formal processes and tools to manage resources, budgets, risks and changes. Manages projects to ensure on-time completion according to specifications and within budgeted costs. At the higher levels, incumbents manage large multifaceted projects; at lower levels, incumbents may be concerned with clearly identifiable elements or functions within a larger project. Typically incumbents matched to this function are working towards or have achieved certification in project management.	X
B	APM020-EX	Top Facilities Construction Project Management Executive	Has primary responsibility for directing the development of plans and designs for major construction or modernization projects Oversees architects, project managers, and external contractors to ensure compliance with design specifications, schedules and contractual commitments Directs and plans for the effective use of construction resources and project operating budget Represents the organization in matters associated with land development, planning commissions, city and county governing bodies, and miscellaneous associations	X
F	AQY	Quality Assurance Methods	Develops and implements programs to establish and maintain quality standards of existing products and services, as well as developing programs to focus employees on quality improvement. Develops policies, procedures and methods to check product, material, components and/or operational quality and improve same.	X
B	AQY000-EX	Top Total Quality Executive	Has primary responsibility for developing and implementing Total Quality programs that support the organization's strategic mission Develops programs and processes that promote continuous improvements to productivity, quality and customer satisfaction Evaluates effectiveness of quality programs and recommends methods to increase quality standards Communicates and provides training on quality concepts and programs	X
F	ARE	Real Estate and Facilities	Plans, controls and directs real estate activities such as site location and acquisition, right-of-way negotiation, building and land acquisition and disposition, space leasing, property management and maintenance of properties.	X
B	ARE000-EX	Top Property Management Executive	Has primary responsibility for planning and forecasting the organization's property portfolio Responsibilities include the selection, acquisition, lease, exchange or disposition of real estate to meet the organization's operating needs May be responsible for facilities management	X
B	ARE005-EX	Top Real Estate Development/Construction Executive	Has primary responsibility for the development, design and construction of the organization's facilities, including corporate headquarters, research and development centers, new branch offices/stores/locations and new plants Monitors all construction contractual arrangements and represents the organization in matters associated with real estate development and construction projects	X
B	ARE020-EX	Top Facilities Management Executive	Has primary responsibility for operating and maintaining the organization's office, commercial and production facilities	X
F	ARO	Research and Development	Has primary responsibility for both applied research/engineering development and (where it exists) basic fundamental, theoretical ("blue sky") research. Applied research responsibilities include research into specific applications such as improved quality of existing products, more cost-effective manufacturing processes, a new product line or a new area of business. Basic research includes the design of fundamental, theoretical ("blue sky") investigations that expand knowledge but do not specifically result in new products, new processes or new business areas.	X
B	ARO000-EX	Top Research and Development Executive	Has primary responsibility for basic theoretical and experimental scientific and technological investigation directed toward the acquisition of new knowledge Plans and directs the identification, evaluation and development of new scientific concepts and/or technologies to provide solutions to identified problems Plans and directs the identification, collection and evaluation of new product ideas or strategic product extensions to determine their potential to address customer needs and to achieve goals in revenue growth and market share Oversees the translation of research discoveries into usable and marketable products	X
F	ASC	Supply Chain and Logistics	Performs supply chain and logistics functions, which may include, but are not limited to, material procurement, production planning, inventory control, outsourcing, vendor selection and distribution. Creates integrated processes among internal functions such as operations, purchasing and logistics, and outside suppliers. Focuses resources on continuous improvement of the movement of materials through various production processes and establishes key performance metrics and benchmarks relating to supply chain planning/forecasting to measure actual performance against goals on a regular basis. Promotes alignment by understanding and communicating customer needs and requirements throughout the organization.	X
B	ASC000-EX	Top Supply Chain Executive	Has primary responsibility for developing and executing supply chain strategies and capabilities Establishes and manages cross-functional, cross-regional and cross-business unit teams to design and implement end-to-end supply chain capabilities and strategies based on business plans and objectives, new product introduction or business opportunities Coordinates supply, manufacturing and delivery systems to ensure the optimization of customer service, low inventories, low cost, superior quality, reduced cycle times and order delivery	X
B	ASC005-EX	Top Materials Procurement and Logistics Executive	Has primary responsibility for developing and implementing the production planning and control, purchasing and distribution activities of the organization Develops policies for the purchase of raw materials, supplies, equipment and services Oversees warehousing and distribution activities from the purchase of raw materials to the finished product	X
B	ASC030-EX	Top Logistics Executive	Has primary responsibility for developing the logistics and distribution strategy of the company to ensure needs of customers are met within cost and working capital standards Plans, directs, controls, coordinates and evaluates logistics management policies in all or several of the following areas: distribution, inventory management, warehousing and transportation May be involved with production planning, procurement and customer service on a limited basis	X
B	ASC050-EX	Top Transportation Executive	Has primary responsibility for developing and implementing cost-effective systems for the transportation and distribution of the organization's raw materials, goods-in-process and finished products Provides guidance on internal transportation policies to ensure an integrated distribution system Assures the timely and efficient distribution of materials in order to attain maximum sales potential	X
B	ASC051-EX	Top Distribution Executive	Has primary responsibility for directing the distribution activities of the organization Plans and directs the distribution of raw materials and finished goods inventories Assures the timely and efficient distribution of materials in order to attain maximum sales potential	X
B	ASC060-EX	Top Procurement/Purchasing Executive	Has primary responsibility for designing and implementing the policies that control the organization's procurement/purchase of raw materials, supplies, equipment and services Manages relationships/partnerships with key suppliers	X

Benchmark/ Discipline/ Function	Code	Title	Description	GI CSR TOP US
F	AZE	Engineering	Performs engineering work in operations, production, construction or maintenance environments. Designs and scales up manufacturing processes, instruments and equipment and tests manufactured products to maintain quality. Plans, designs and estimates time and cost and oversees construction and maintenance of structures, facilities, systems and components. Analyzes and develops solutions to engineering problems related to manufacturing equipment and systems or the causes of component failures. Develops and applies engineering standards and procedures and provides advice on issues within the engineering field.	X
B	AZE000-EX	Top Engineering Executive	Has primary responsibility for the engineering aspects of the organization's operations Responsibilities typically include facilities planning, process engineering, maintenance and application of automation and advanced technology, and engineering work relating to new product development	X
B	AZE030-EX	Top Quality Control Executive	Has primary responsibility for all aspects of quality control programs in the manufacturing process Develops methods to check the quality of new products and improve the quality of existing products Monitors procedures already in operation to maintain quality standards of existing products and develops innovative programs to focus employees on improving product quality	X
F	AZT	Technical Specialty/Skilled Trade	Provides technical support to engineers and scientists in areas such as production, operations, maintenance, safety, testing, process improvement or product development. Uses schematics, diagrams, written and verbal descriptions or defined plans to perform testing and troubleshooting on electronic or mechanical components, equipment or systems. Gathers, maintains, formats, compiles and manipulates technical data using established formulae and procedures and performs detailed mathematical calculations.	X
B	AZT005-EX	Top Maintenance Executive	Has primary responsibility for developing and implementing the maintenance policies of the organization's manufacturing facilities aimed at improving equipment availability, capability and yield	X
F	CAM	Account/Relationship Management	Builds and maintains effective long-term relationships with a defined customer base to ensure a high level of satisfaction and increase revenues. Identifies, develops and typically closes new sales opportunities. Serves as the primary interface for all products and services, and creates demand for the organization's products and services by raising their profile with customers. Typically has a limited number of key/strategic accounts and maintains relationships with clients at the senior management or executive level.	X
B	CAM010-EX	National/Global Accounts Executive	Has primary responsibility for designing, developing and implementing a sales strategy for increasing sales and profits through one strategic account/customer or several large, complex national or global accounts/customers Calls on accounts, develops and coordinates sales presentations, and ensures adequate sales service	X
B	CAM020-EX	Global Account Management Executive	Has primary responsibility for managing the relationship with a single major, integrated global account/customer Interacts at the highest executive levels of the customer, focusing on the strategic impact of the relationship Develops integrated sales strategy for all product and service offerings May manage several National/Global Accounts Executives dedicated to specific products, services or geographic locations for the account May have profit-and-loss responsibility	X
F	CSA	Sales	Responsible for overall sales, including both direct and channel sales, to promote and support the organization's products. May also be responsible for customer service.	X
B	CSA001-EX	Top Sales Executive	Has primary responsibility for developing and implementing sales programs and directing the sales force to achieve volume objectives for the organization's products Tracks sales performance against objectives and informs management of results May manage relationships with major clients	X
F	CSC	Channel Sales	Maximizes revenues from sales of the organization's products and/or services through a base of reseller partners such as dealers, systems integrators, value-added resellers (VARs), distributors or retailers. Locates, evaluates and recruits potential channel partners. Supports partners throughout the sales process in all sales-oriented activities, such as marketing, advertising, sales promotions and training, to achieve revenue targets.	X
B	CSC000-EX	Top Channel Sales Executive	Has primary responsibility for the sales and distribution of products and achievement of specific revenue objectives through alternate channels (e.g., third-party sales) Develops and designs strategies and plans to support selling to indirect sales channels	X
F	CSD	Direct Sales	Closes direct sales of products and/or services in order to meet individual/team quotas and the organization's business objectives. Creates, monitors and revises lead generation plans to ensure a substantive sales opportunity pipeline. Typically, sales cycles are relatively short.	X
B	CSD005-EX	Regional Field Sales Executive	Under the direction of the Top Sales Executive or Top Sales and Marketing Executive, has primary responsibility for the organization's sales activities within a large geographic area Typically manages a sales force through district (branch) field sales managers May manage a sales organization made up of distributors, franchisees and/or other sales outlets appropriate for the organization's products In smaller companies, this may be the lowest level of sales management	X
F	CSG	Government Sales	Promotes and sells technical and/or nontechnical products and/or services and solutions directly to government entities or subcontractors. Develops new accounts and/or expands existing accounts within assigned agencies or geographic territories. Ensures that the organization's sales initiatives are fully compliant with government procurement procedures and guidelines.	X
B	CSG000-EX	Top Government Sales Executive	Has primary responsibility for directing and promoting sales of the organization's products and/or services to government agencies Typically, specializes in one segment of government (national or local)	X
F	CUS	Sales Support and Administration	Supports sales representatives and channel partners in administrative areas such as order processing, sales quotes, sales information management, product training and financing. Tracks transactions and prepares reports regarding information such as order status, sales results, leads, sales quotas and sales representative earnings.	X
B	CUS060-EX	Top Sales Operations Executive	Has primary responsibility for operational support of the field sales function Oversees analyses and reporting on sales data and communicates pricing Plans and implements communications to field sales staff on matters such as changes to sales plans, knowledge about customers and competitors, and pricing May plan and manage trade shows and sales meetings	X
F	CUT	Technical Sales Support	Provides technical knowledge, advice and support to sales representatives, resellers and customers during the sales process to resolve requests regarding product/service technical issues and to maximize the benefits derived from the organization's products and/or services.	X
B	CUT000-EX	Top Technical Sales Support Executive	Has primary responsibility for providing technical support services to the sales force and customers across all accounts Analyzes customer specifications, designs solutions and presents proposals May have "shadow" profit-and-loss responsibility Liaises closely with Top Sales Executive and Top Customer Service Executive	X