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This survey has been prepared based on the responses received by Compensation Resources, Inc. Although CRI believes that the data provided by participants was reliable and representative of the practices within responding organizations, the survey results are provided for informational purpose only and without warranty of any kind. The results represented in this survey report should be considered in light of your organization’s mission, business plan, strategy, competitive position and the manner in which the information contained herein supports its direction. CRI recommends that this study be used in concert with additional sources of information in order to validate all results.
I. About Compensation Resources, Inc.

*Compensation Resources, Inc.* provides compensation and human resource consulting services to mid- and small-cap public companies, private, family-owned, and closely-held firms, as well as not-for-profit organizations. *CRI* specializes in executive compensation, sales compensation, pay-for-performance and incentive compensation, performance management programs, and expert witness services.

For more information on our services, please contact:

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310 Route 17 North
Upper Saddle River, NJ 07458
www.compensationresources.com

**Contact Information:**

Diana D. Neelman, CCP
Principal, Executive Vice President
(201) 934-0505 x105
ddn@compensationresources.com
## II. Participant Demographics

<table>
<thead>
<tr>
<th>Company Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Publicly-Traded</td>
<td>24.8%</td>
</tr>
<tr>
<td>Privately-Held</td>
<td>33.6%</td>
</tr>
<tr>
<td>Not-for-Profit</td>
<td>41.6%</td>
</tr>
<tr>
<td><strong>Total # Participants</strong></td>
<td><strong>262</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Industry Descriptor</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture, forestry, fishing and mining</td>
<td>1.5%</td>
</tr>
<tr>
<td>Utilities</td>
<td>5.3%</td>
</tr>
<tr>
<td>Construction</td>
<td>0.4%</td>
</tr>
<tr>
<td>Manufacturing, Durable Goods</td>
<td>8.0%</td>
</tr>
<tr>
<td>Manufacturing, Nondurable Goods</td>
<td>11.5%</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>1.1%</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>2.3%</td>
</tr>
<tr>
<td>Transportation / Warehousing</td>
<td>3.4%</td>
</tr>
<tr>
<td>Publishing, Media, and Telecommunications</td>
<td>3.4%</td>
</tr>
<tr>
<td>Finance, Insurance, and Real Estate</td>
<td>19.1%</td>
</tr>
<tr>
<td>Services (Including Business &amp; Professional)</td>
<td>13.4%</td>
</tr>
<tr>
<td>Biotechnology &amp; Pharmaceutical</td>
<td>2.3%</td>
</tr>
<tr>
<td>Educational</td>
<td>2.7%</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>21.8%</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>1.1%</td>
</tr>
<tr>
<td>Public Administration</td>
<td>1.9%</td>
</tr>
<tr>
<td>Other</td>
<td>0.8%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Revenue Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than $9.9 million</td>
<td>14.9%</td>
</tr>
<tr>
<td>$10.0 million - $49.9 million</td>
<td>16.8%</td>
</tr>
<tr>
<td>$50.0 million - $99.9 million</td>
<td>5.9%</td>
</tr>
<tr>
<td>$100.0 million - $499.9 million</td>
<td>16.5%</td>
</tr>
<tr>
<td>$500.0 million - $999.9 million</td>
<td>8.0%</td>
</tr>
<tr>
<td>More than $1 billion</td>
<td>18.5%</td>
</tr>
</tbody>
</table>
### III. General Compensation

**Reported average merit/salary increase percent budget for the time periods indicated**

With Zeros: represents all participant responses, including those that indicated 0%.

<table>
<thead>
<tr>
<th></th>
<th>Executive</th>
<th>Management</th>
<th>Exempt Salaried</th>
<th>Non-Exempt Salaried</th>
<th>Hourly/Production</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ALL PARTICIPANTS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All with Zeros</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All without Zeros</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>BY COMPANY TYPE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Publicly-Traded with Zeros</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Publicly-Traded without Zeros</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Privately-Held with Zeros</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Privately-Held without Zeros</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not-for-Profit with Zeros</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not-for-Profit without Zeros</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2016-2017 Annual Salary Budget Planning Survey

Prevalence of a formal Compensation Philosophy

- Yes (63.7%)
- No (36.3%)

Reported Target Market Positioning

<table>
<thead>
<tr>
<th>Position Level</th>
<th>Percentile</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO/President</td>
<td>56.7%</td>
</tr>
<tr>
<td>Executives and Officers</td>
<td>54.4%</td>
</tr>
<tr>
<td>Sr. Managers and Directors</td>
<td>54.1%</td>
</tr>
<tr>
<td>Managers</td>
<td>53.4%</td>
</tr>
<tr>
<td>Exempt Salaried</td>
<td>52.6%</td>
</tr>
<tr>
<td>Non-Exempt Salaried</td>
<td>52.7%</td>
</tr>
<tr>
<td>Hourly</td>
<td>52.3%</td>
</tr>
</tbody>
</table>
VII. Survey Participants

List contains only organizations that gave permission to publish their name

A. O. Smith Corporation
AbbVie Inc.
Advanced Polymer, Inc.
AgStar Financial Services
AIPSO
Alta Resources
American Family Insurance
American Intellectual Property Law Association
Ameritas Life Insurance Corp.
Amica Mutual Ins Co.
Amos Media Company
Anheuser-Busch Employees’ Credit Union
ANKOR Energy LLC
Apartment Life, Inc.
Armstrong Flooring, Inc.
Armstrong World Industries
Astron Solutions
Auto Club Group
Babcox and Wilcox
Barnabas Foundation
Barnes Group Inc.
Barry Callebaut
Biblica, Inc.
BIC Corporation
BNSF Logistics, Inc.
BNSF Railway Company
Boston Scientific
Brookhaven National Laboratory
Bunge
C. R. Bard, Inc.
CareFirst
Catholic Charities Corp.
Catskill Area Hospice and Palliative Care, Inc.
Central Arizona Project
Centre County Mutual Fire Insurance Company
CH2M
Chelan County PUD
Chicago Board Options Exchange (CBOE)
Christ Clinic/Christ Kitchen
Christian World Outreach
Citizens Property Insurance Corporation
CNS-Y12
Commonwealth of Virginia, Dept of Human Resource Management
ConAgra Foods, Inc.
Constellation
Corporate Office Properties Trust (COPT)

COUNTRY Financial
CST Brands, Inc.
Cubic Corporation
Dakota Electric Association
DCI
Dealertrack Technologies, Inc.
DeWey Electronics Corporation
Digi International
Dominion Resources, Inc.
DST Systems, Inc.
DTE Energy
Eagle Ranch
East-West Ministries International
Endo International, plc
Ensequence, Inc.
Fannie Mae
Father Flanagan’s Boys’ Home
Federal Reserve Bank of Richmond
Feed The Hunger Inc.
FHLB Cincinnati

CM Global
Free Methodist Church USA
Freepoint MCA Inc.
Freya Camp Academy
Gavin
Grande Cheese Company
Great American Insurance Group
Greater Orlando Aviation Authority
Gulf Coast Regional Blood Center
Hackensack University Medical Center
Harvard University
Henry Ford Health System
Hershey Entertainment & Resorts
Honeywell FM&T
Horizon House Inc.
Houghton International
HP Hood, LLC
Human Kinetics, Inc.
Ice Theatre of New York
Independence Blue Cross
Indiana University Health
Inova Health System
InterVarsity Christian Fellowship/USA
Jet Propulsion Laboratory
Johnson County Government

K. Hovnanian Companies
Kellogg Company
Kelley-Seybold Clinic
King County
Kim Companies
KIR Brands, Inc.
Laureate Education, Inc.
Level 3 Communications
LG Electronics USA, Inc.
LG E·KU Energy
Lifetime Healthcare Companies - Excellus BCBS
Lionheart Children’s Academy
M&I Bank Corporation
MAHLE Industrial Thermal Systems America, LP
MAIPF
Marshfield Clinic Health System
Massmutual
Mastermedia International
Mayo Clinic
Medical Mutual of Ohio
MedStar Health
Methodist LeBonheur Healthcare
Michigan Farm Bureau
MidwayUSA
Minneapolis Public Schools
Miracle Hill Ministries, Inc.
Molex, LLC
Motorists Insurance Group
Mutual of Omaha
NAF
National Funding
Nature’s Sunshine Products, Inc.
NewSong Church
NextEra Energy, Inc.
Niagara’s Choice FCU
NJ TRANSIT
North American Bancard
Novartis
NuStar Energy L.P.
NW Natural
ODL Inc.
Ohio Mutual Insurance Group
Ohio WillowWood
Omega Design Corporation
Omnitrans
One Mission Society