2017-2018
Annual Salary Budget Planning Survey

July 2017
2017-2018 Annual Salary Budget Planning Survey

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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:

Compensation Resources, Inc.
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Upper Saddle River, NJ 07458
www.compensationresources.com

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>28.4%</td>
</tr>
<tr>
<td>Privately-Held</td>
<td>34.5%</td>
</tr>
<tr>
<td>Not-for-Profit</td>
<td>37.1%</td>
</tr>
<tr>
<td>Total # Participants</td>
<td><strong>232</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>3.0%</td>
</tr>
<tr>
<td>Utilities</td>
<td>4.7%</td>
</tr>
<tr>
<td>Construction</td>
<td>0.9%</td>
</tr>
<tr>
<td>Manufacturing, Durable Goods</td>
<td>10.3%</td>
</tr>
<tr>
<td>Manufacturing, Nondurable Goods</td>
<td>9.1%</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>1.3%</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>1.3%</td>
</tr>
<tr>
<td>Transportation / Warehousing</td>
<td>3.0%</td>
</tr>
<tr>
<td>Publishing, Media, and Telecommunications</td>
<td>3.9%</td>
</tr>
<tr>
<td>Finance, Insurance, and Real Estate</td>
<td>13.8%</td>
</tr>
<tr>
<td>Services (including Business &amp; Professional)</td>
<td>12.1%</td>
</tr>
<tr>
<td>Biotechnology &amp; Pharmaceutical</td>
<td>3.9%</td>
</tr>
<tr>
<td>Educational</td>
<td>4.7%</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>17.2%</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>0.4%</td>
</tr>
<tr>
<td>Public Administration</td>
<td>1.7%</td>
</tr>
<tr>
<td>Other</td>
<td>8.6%</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>9.1%</td>
</tr>
<tr>
<td>$10.0 million - $49.9 million</td>
<td>18.1%</td>
</tr>
<tr>
<td>$50.0 million - $99.9 million</td>
<td>5.2%</td>
</tr>
<tr>
<td>$100.0 million - $499.9 million</td>
<td>15.5%</td>
</tr>
<tr>
<td>$500.0 million - $999.9 million</td>
<td>9.5%</td>
</tr>
<tr>
<td>More than $1 billion</td>
<td>22.7%</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>ALL PARTICIPANTS</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>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>
</tbody>
</table>

<table>
<thead>
<tr>
<th>BY COMPANY TYPE</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>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>
2017-2018 Annual Salary Budget Planning Survey

Prevalence of a formal Compensation Philosophy

- Yes (68.0%)
- No (32.0%)

Percentile
- 54.7%
- 53.8%
- 51.8%
- 50.9%
- 50.9%
- 50.4%
- 50.6%

Reported Target Market Positioning

<table>
<thead>
<tr>
<th>Position Level</th>
<th>Percentile</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO/President</td>
<td>54.7%</td>
</tr>
<tr>
<td>Executives and Officers</td>
<td>53.8%</td>
</tr>
<tr>
<td>Sr. Managers and Directors</td>
<td>51.8%</td>
</tr>
<tr>
<td>Managers</td>
<td>50.9%</td>
</tr>
<tr>
<td>Exempt Salaried</td>
<td>50.9%</td>
</tr>
<tr>
<td>Non-Exempt Salaried</td>
<td>50.4%</td>
</tr>
<tr>
<td>Hourly</td>
<td>50.6%</td>
</tr>
</tbody>
</table>
VII. Survey Participants

List contains only organizations that gave permission to publish their name

A. O. Smith Corp  
AFS Technologies  
Ag Growth International  
AgStar  
Alliance for a Healthier Generation  
Alta Resources  
Amicas Life Insurance Corp  
Amica Mutual Ins Co  
Anheuser-Busch  
Arizona Public Service  
Armstrong Flooring, Inc.  
Armstrong World Industries  
Astron Solutions  
Atlantic Community Bankers Bank  
Auto Club Group  
Avis Budget Group, Inc.  
 Battelle Memorial Institute  
Bible League International  
BNSF Railway Company  
Boehringer Laboratories  
Boston College  
Boston Scientific  
Branch Banking & Trust  
Brookhaven National Laboratory  
Brotherhood Mutual Insurance Company  
California Casualty Management Company  
CareFirst BCBS  
Central Arizona Project  
Chelan County PUD  
Christian Family Care  
Community Health Center of Southeast Kansas  
Conagra Brands (formerly ConAgra Foods)  
Consolidated Nuclear Security, LLC  
Corix Utilities  
Cornerstone Family Healthcare  
Digi International  
Dominion Resources, Inc.  
DTE Energy  
Duke University  
Eagle Ranch  
Endo International plc  
Entertainment One  
Environmental Defense Fund  
Ethan Allen Global Inc.  
Excellus BCBS  
Farm Credit Bank of Texas  
Father Flanagan’s Boys’ Home  
Federal Reserve Bank of Richmond  
Findlay Davies  
FIS  
Florida Blue  
Freeport-McMoRan Inc.  
Fuji Vegetable Oil, Inc.  
Givaudan  
Godiva Chocolatier, Inc.  
Grande Cheese Company  
Great American Insurance Group  
Gulf Coast Regional Blood Center  
H&M  
Hackensack Meridian Health  
Harvard University  
HonorHealth  
Houghton International  
HP Hood LLC  
Hyundai Capital America  
CW Group  
IBM  
Indiana University Health  
Interphase Performance Materials  
Interlink Community Services, Inc.  
Integriti Healthcare  
J. Paul Getty Trust  
J.B. Hunt Transport Services, Inc.  
Jet Propulsion Laboratory  
JTI Leaf Services (US) LLC  
Kellogg Company  
Kelsey-Seybold Clinic  
KNF Neuberger, Inc.  
Laureate Education Inc.  
Lawrence Livermore National Laboratory  
Level 3  
LFCS  
LG Electronics USA, Inc.  
Liberty Mutual  
Marsh & McLennan Companies  
Marshfield Clinic Health System  
Mayo Clinic  
Medical Mutual of Ohio  
MedStar Health  
Methodist LeBonheur Healthcare  
Michigan Automobile Insurance Placement Facility  
Minneapolis Public Schools  
Missions Door  
Mohlycke Health Care  
NAF  
Nature’s Sunshine Products, Inc.  
National Grid  
National Gypsum Company  
National Housing Compliance  
Neovasc Medical, Inc.  
Nielsen LLP  
NorthShore Health Centers  
Northwell Health  
Novartis  
NuStar Energy L.P.  
NW Natural  
Omnitrans  
Orbit Irrigation  
Oriental Bank  
Oxford University Press  
Pacific Life  
Pampered Chef  
Paycor  
PepsiCo Inc.  
Planned Parenthood Arizona, Inc.  
Population Council  
Port of Seattle  
Premier Health  
Prince George’s County Memorial Library System  
PRM Consulting, Inc.  
Property Casualty Insurers Association of America (PCI)  
Prudential  
RAND Corporation  
Red Hat Inc.  
Reliant Mission  
Rio Tinto  
Sanofi  
Schreiber Foods, Inc.  
Siteworkx, LLC  
Solvay, Inc.  
Southwest Gas Corporation  
Southwest Research Institute  
SRC, Inc.  
Stannah Stairlifts Inc.  
Steelcase Inc.  
Structure Tone, Inc.  
Subway Franchise World Headquarters, LLC.  
SUEZ North America
TDS Telecom
Terracon Consultants, Inc.
Terumo BCT
Texas Association of School Boards, Inc.
TG
The Christ Hospital Health Network
The Estee Lauder Companies
The Fontana Group, LLC
The Hershey Company
The Joint Commission
The Lubrizol Corporation
The National Academies of Science, Engineering, and Medicine
The Nature’s Bounty Co.
The Port Authority of NY & NJ
The Progressive Corporation
The Riverside Church of New York City
The Sherwin-Williams Company
ThedaCare, Inc.
Think Mutual Bank
TSRI - The Scripps Research Institute
UF Health Shands
UMass Memorial
Union Pacific
United Launch Alliance
University of Minnesota
University of Minnesota Physicians
University of Pennsylvania
UTMB
Vanderbilt University Medical Center
Verizon
Visiting Nurse Service of New York
VisitPITTSBURGH
Wakefern Food Corp.
Water Mission
West Corporation
White Castle System Inc.
Wilson Group
Young Life