

**2018-2019
Annual Salary Budget
Planning Survey Report**

July 2018



*Delivering high value and creative compensation strategies
that attract, retain, focus, and motivate employees*

www.compensationresources.com

2018-2019 Annual Salary Budget Planning Survey

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 and Board Compensation
- Base Pay Management
- Sales Compensation
- Pay-for-Performance and Incentive Compensation
- Performance Management Programs
- Expert Witness Services

For more information on our services, please contact:

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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.

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I. Participant Demographics

Company Type	
Type	Percentage
Publicly-Traded	29.5%
Privately-Held	30.9%
Not-for-Profit	39.6%
Total # Participants	207

Revenue	
Revenue Category	Percentage
Less than \$9.9 million	11.6%
\$10.0 million - \$49.9 million	15.0%
\$50.0 million - \$99.9 million	8.7%
\$100.0 million - \$499.9 million	15.0%
\$500.0 million - \$999.9 million	10.1%
More than \$1 billion	39.6%

Industry	
Industry Descriptor	Percentage
Agriculture, Forestry, Fishing and Mining	1.0%
Utilities	6.3%
Construction	1.0%
Manufacturing, Durable Goods	9.7%
Manufacturing, Nondurable Goods	7.7%
Wholesale Trade	1.4%
Retail Trade	1.0%
Transportation / Warehousing	1.9%
Publishing, Media, and Telecommunications	3.4%
Finance, Insurance, and Real Estate	16.9%
Services (including Business & Professional)	7.2%
Biotechnology & Pharmaceutical	1.4%
Educational	2.9%
Health Care and Social Assistance	11.6%
Accommodation and Food Services	0.5%
Public Administration	1.9%
Other	24.2%

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II. 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%.

ALL PARTICIPANTS	Executive		Management		Exempt Salaried		Non-Exempt Salaried		Hourly/Production	
	Actual 2018	Projected 2019	Actual 2018	Projected 2019	Actual 2018	Projected 2019	Actual 2018	Projected 2019	Actual 2018	Projected 2019
	All with Zeros									
All without Zeros										

BY COMPANY TYPE	Executive		Management		Exempt Salaried		Non-Exempt Salaried		Hourly/Production	
	Actual 2018	Projected 2019	Actual 2018	Projected 2019	Actual 2018	Projected 2019	Actual 2018	Projected 2019	Actual 2018	Projected 2019
All with Zeros										
All without Zeros										

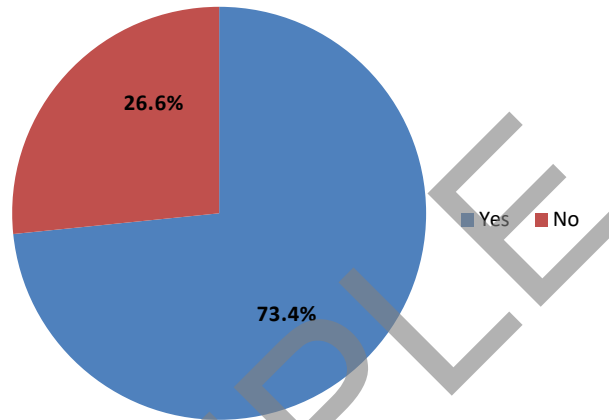
Publicly-Traded with Zeros										
Publicly-Traded without Zeros										

Privately-Held with Zeros										
Privately-Held without Zeros										

Not-for-Profit with Zeros										
Not-for-Profit without Zeros										

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Prevalence of a formal Compensation Philosophy



Reported Target Market Positioning

Position Level	Percentile
CEO/President	55.8%
Executives and Officers	54.1%
Sr. Managers and Directors	53.0%
Managers	51.7%
Exempt Salaried	51.4%
Non-Exempt Salaried	51.8%
Hourly	51.3%

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VI. Survey Participants

List contains only organizations that gave permission to publish their name

1st Source Bank	Chelan County PUD	Hackensack Meridian Health
A. O. Smith	Christian Family Care	Hanesbrands Inc.
Abilities United	Citizens Property Insurance Corporation	Harvard University HHR Compensation
Adventist Health System	Coca Cola Beverages Florida	Herman Miller Inc.
Ameritas	Compeer Financial	Holy Name Medical Center
Amica Mutual Insurance Co	Coriant	Honeywell FM&T
Anheuser Busch Employees' Credit Union	COUNTRY Financial	Independence Blue Cross
Aquinas Consulting	Decatur Utilities	Indiana University Health
Armstrong Flooring, Inc.	Digi International	Innophos
Armstrong World Industries	Distilled Spirits Council	Integrated Health Partners
Associated Bank	Dominion Energy, Inc.	Interface Performance Materials. Inc.
Astron Solutions	DTE Energy	Intermountain Healthcare
Avis Budget Group, Inc.	Duke University	Jet Propulsion Laboratory
Bank of Hawaii	Eastman Chemical Company	JTI
Battelle Memorial Institute	Endo International plc	K. Hovnanian
Bible League International	Energy Northwest	Kellogg
Biblica, Inc.	Ethan Allen Global Inc.	L Brands
BNSF Railway Company	Farm Credit Bank of Texas	LAMMICO
Boston College	Father Flanagan's Boys' Home	Laureate Education Inc.
Brotherhood Mutual Insurance Company	Federal Reserve Bank of Richmond	Lawrence Livermore National Laboratory
California Arbor Care	Findley	LCEC
California Casualty Management Company	First Baptist Church Lees Summit	Mack-Cali Realty
CareFirst BlueCross BlueShield	Florida Blue	Macy's Inc.
Catholic Charities Corporation	Freeport McMoRan Inc.	MAHLE Industrial Thermal Systems America
CBS	Givaudan	Marsh & McLennan Companies
CenterPoint Energy Inc.	Grande Cheese Company	Marwood Nursing & Rehab
CETPA	Gulf Coast Regional Blood Center	MassMutual

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Mayo Clinic
Medical Mutual of Ohio
Mercy Ships
Michigan Automobile Insurance Placement Facility
Mission Hills Church
Mission India
MKS Instruments
Molnlycke Health Care
Motorists Insurance Group
NAF
National Grid
National Office of the Evangelical Presbyterian Church
National Tube Supply
NuStar Energy L.P.
NW Natural
Omnitrans
Orbit Irrigation
Oriental
OrthogenRx, Inc.
Oxford University Press
Pacific Life Insurance
Paycor
Pine Belt Communications, Inc
Population Council
Port of Seattle
Premier Health
Prince George's County Memorial Library System
Prudential
RAND Corporation
Red Hat, Inc.
Regeneron Pharmaceuticals
Reliant Mission

Rio Tinto
Sechan Electronics, Inc.
Sherwin-Williams Company
Southern Company
Southwest Gas Corporation
Southwest Research Institute
Stanley Consultants, Inc.
Steelcase Inc.
Subway, Franchise World Headquarters
TDS Telecom
Telling the Truth
Terracon Consultants, Inc.
Terumo BCT, Inc.
The Aerospace Corporation
The Christ Hospital
The Christian and Missionary Alliance
The Estee Lauder Companies
The J. Paul Getty Trust
The Lubrizol Corporation
The National Academies of Sciences, Engineering,
and Medicine
The Nature's Bounty Co.
The New York Academy of Medicine
The Progressive Corporation
ThedaCare
Trellis Company
UF Health - Shands Hospital
Umass Memorial
University of Minnesota-Twin Cities
UPMC Pinnacle
Utica National Insurance Group
Vanderbilt University Medical Center
Vantage West Credit Union

Verizon
Vermont Mutual Insurance Group
VSP Global
White Castle System, Inc.
YMCA of Greater Rochester
Zebra Technologies Corp