



Compensation
Resources

**2019-2020 Annual Salary
Budget Planning Survey
July 2019
Data Effective April 1, 2019**



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

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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. Participant Demographics

Company Type	
Type	Percentage
Publicly-Traded	31.0%
Privately-Held	29.2%
Not-for-Profit	39.8%
Total # Participants	113

Revenue	
Revenue Category	Percentage
Less than \$9.9 million	10.6%
\$10.0 million - \$49.9 million	7.1%
\$50.0 million - \$99.9 million	8.0%
\$100.0 million - \$499.9 million	12.4%
\$500.0 million - \$999.9 million	11.5%
More than \$1 billion	50.4%

Industry	
Industry Descriptor	Percentage
Agriculture, Forestry, Fishing and Mining	0.9%
Utilities	7.1%
Construction	0.9%
Manufacturing, Durable Goods	8.0%
Manufacturing, Nondurable Goods	9.7%
Wholesale Trade	0.9%
Retail Trade	1.8%
Transportation / Warehousing	1.7%
Publishing, Media, and Telecommunications	1.7%
Finance, Insurance, and Real Estate	21.2%
Services (including Business & Professional)	15.0%
Biotechnology & Pharmaceutical	1.8%
Educational	2.7%
Health Care and Social Assistance	11.5%
Accommodation and Food Services	0.9%
Public Administration	1.8%
Other	12.4%



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%.

BY COMPANY TYPE	Executive		Management		Exempt Salaried		Non-Exempt Salaried		Hourly/Production	
	Actual 2019	Projected 2020	Actual 2019	Projected 2020	Actual 2019	Projected 2020	Actual 2019	Projected 2020	Actual 2019	Projected 2020
All with Zeros										
All without Zeros										

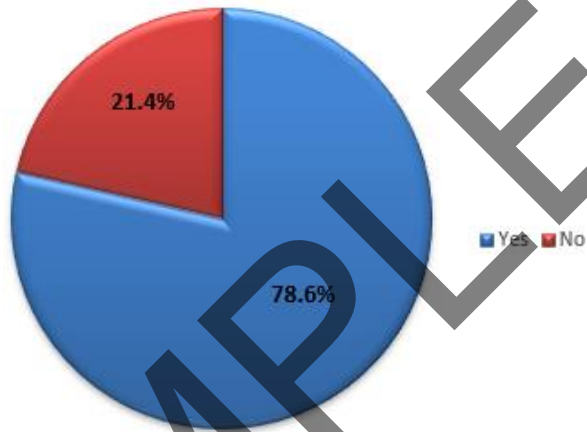
BY COMPANY TYPE	Executive		Management		Exempt Salaried		Non-Exempt Salaried		Hourly/Production	
	Actual 2019	Projected 2020	Actual 2019	Projected 2020	Actual 2019	Projected 2020	Actual 2019	Projected 2020	Actual 2019	Projected 2020
Publicly-Traded with Zeros										
Publicly-Traded without Zeros										

Privately-Held with Zeros										
Privately-Held without Zeros										

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



Prevalence of a formal Compensation Philosophy



Reported Target Market Positioning

Position Level	Percentile
CEO/President	53.8%
Executives and Officers	54.3%
Sr. Managers and Directors	53.2%
Managers	53.1%
Exempt Salaried	52.7%
Non-Exempt Salaried	53.3%
Hourly	52.5%

VI. Survey Participants

List contains only organizations that gave permission to publish their name.

A. O. Smith Corp	Genesis Health System	Omnitrans
Amica Mutual Insurance Company	Georgia System Operations	Open Doors International
Arizona Public Service	Hackensack Meridian Health	Owens Illinois
Armstrong World Industries	Harvard University HHR Compensation	Pacific Life
Avis Budget Group, Inc.	ICW Group	Plant with Purpose
Boston College	Independence Blue Cross	Population Council
Bright Hope	Intermountain Healthcare	Port of Seattle
Brookhaven National Laboratory	J. Paul Getty Trust	Premier Health
Brotherhood Mutual Insurance Company	John Crane	Progressive Corporation
California Casualty Management Company	K. Hovnanian	Prudential
Care & Share Thrift Shoppes	Kellogg Company	RAND Corporation
Chelan County PUD	La Terra Fina	Red Hat Inc.
Christian World Outreach	Lancer Corporation	Reliant Mission
Compeer Financial	Laureate Education, Inc.	Schreiber Foods
Delta Dental of NJ, Inc.	Marsh & McLennan Companies	Signature Bank
DTE Energy	Mayo Clinic	Sirius International Insurance Group, LTD
Endo International plc	McGuireWoods LLP	South Jersey Federal Credit Union
Ethan Allen Global Inc.	Medical Mutual of Ohio	Southwest Research Institute
Exelon Corporation	MidAtlantic Employers Association	Subway FWH, LLC
Faith Church	Mission Aviation Fellowship	TDS Telecom
Farm Credit Bank of Texas	Modern Language Association of America	The Christ Hospital Health Network
Father Flanagan's Boys' Town	Molnlycke Health Care	The David J. Joseph Company
Findley	Munich Re America	The Estee Lauder Companies
Florida Blue	National Grid	The Lubrizol Corporation
FM Global	Noblis	The National Academies of Sciences, Engineering, and Medicine
Freeport-McMoRan Inc.	Novartis Services, Inc.	The Nature's Bounty Co.
Garmin International, Inc.	NuStar Energy	The Port Authority of New York and New Jersey



The Providence Mutual Fire Insurance Company
The Salvation Army
Think Mutual Bank
Thresholds
United Launch Alliance
UPMC Pinnacle
Verizon
VSP Global
Wisconsin Municipal Mutual Insurance Company
Zebra Technologies Corp.

SAMPLE