

Pearl Meyer

The Compensation Planning Survey

2020 Prospectus



Why Participate?

The Compensation Planning Survey provides valuable data regarding compensation increase budgets, salary structure adjustments, and promotional increase budgets. This complimentary survey helps answer relevant compensation questions, such as:

- What Percent of Firms are Planning a 2020 Compensation Increase Program?
- What is the Average Percent of Employees that are Targeted to Receive a Compensation Increase?

Compensation Increase Budgets

Refers to a budget that deals with any increase that increases employees' fixed (based) compensation. Some components of such compensation increases may include:

- Merit
- Promotion
- Adjustment
- Performance

Salary Structure Adjustments

Refers to the amount by which salary control points are adjusted to bring them in line with current market levels.

Promotional Increase Budgets

Refers to the portion of a compensation increase budget that is set aside for promotional increases.

Data Points Reported

In the Compensation Planning Survey, average and percentile data are provided for the three components to the left. Data is also broken out by the following employee groups:

- Non-Exempt
- Exempt
- Management
- Executive

Why Participate?

Compensation Planning Survey Results are Highly Customizable

Participants in this survey are eligible to run unlimited Custom Peer Group Reports (CPGR) on the data collected. This gives the Compensation Planning Survey great flexibility and allows clients to view data that pertains to a Peer Group of companies of particular interest. CPGR's allow participants to run custom cuts of the data based on revenue or industry.

Revenue

- Below \$100M
- \$100M to < \$300M
- \$300M to < \$1B
- \$1B to < \$3B
- \$3B to < \$10B
- \$10B to < \$20B
- \$30B and Above

Industry

- Consumer Services and Products
- Finance, Insurance
- Government, Defense, NFP
- Health Care, Pharm, Bio
- Industrials, Utilities
- Construction & Engineering
- Software, Consulting, Services
- Technology Hardware & Equipment

When ordering a CPGR you can also filter by company name, in addition to revenue and industry group. This allows you to create a cut of the data for a specific peer group you are interested in. The only restriction regarding CPGRs is that we require you include at least 10 companies in any order you place.

International Data

The Compensation Planning Survey also collects a measure of international data as well. For the 60 countries below, data is collected regarding:

- The Percent Adjustment to Base Compensation Expected in 2020

Countries

Australia	Hong Kong	Poland
Austria	Iceland	Portugal
Bahrain	India	Puerto Rico
Belgium	Indonesia	Qatar
Bermuda	Ireland	Romania
Brazil	Israel	Russian Federation
Canada	Italy	Saudi Arabia
People's Republic of China	Japan	Singapore
Chile	Korea	South Africa
Colombia	Kuwait	Spain
Costa Rica	Luxembourg	Sri Lanka
Czech Republic	Malaysia	Sweden
Denmark	Mexico	Switzerland
Dominican Republic	Netherlands	Taiwan
Egypt	New Zealand	Thailand
El Salvador	Norway	Ukraine
Finland	Pakistan	United Arab Emirates
France	Panama	United Kingdom
Germany	Peru	Venezuela
Greece	Philippines	Vietnam

Sample Data

The picture below displays the general format of how data is reported in the Compensation Planning Survey.

2019 Compensation Planning Survey Report									
Projected 2019 U.S. Promotional Increase Budgets									
	All Firms	Consumer Services and Products	Finance, Insurance	Government, Defense, NFP	Health Care, Pharm, Bio	Industrials, Utilities	Construction & Engineering	Software, Consulting, Services	Technology Hardware & Equipment
Number of Respondents	251	17	64	38	12	37	29	31	23
Percent of Firms setting specific portion aside for promotional increases	20.4%	23.5%	28.3%	48.6%	45.5%	18.8%	7.4%	34.5%	31.8%
Non-Exempt Promotional Increase Budget									
Average	1.5%		3.3%	0.8%				0.8%	2.3%
25th Ptile	0.5%		1.0%	0.5%				0.3%	0.5%
50th Ptile	0.5%		1.5%	0.6%				0.5%	0.5%
75th Ptile	1.2%		6.0%	1.0%				0.5%	3.0%
# Responses	47	2	10	15	3	3	1	8	5
Exempt Promotional Increase Budget									
Average	1.5%		3.4%	0.8%				0.8%	2.3%
25th Ptile	0.5%		1.0%	0.5%				0.3%	0.5%
50th Ptile	0.5%		1.5%	0.6%				0.5%	0.5%
75th Ptile	1.2%		7.0%	1.0%				0.5%	3.0%
# Responses	47	2	10	15	3	3	1	8	5
Management Promotional Increase Budget									
Average	1.6%		3.4%	0.8%				0.8%	2.3%
25th Ptile	0.5%		1.0%	0.5%				0.3%	0.5%
50th Ptile	0.5%		1.5%	0.7%				0.5%	0.5%
75th Ptile	1.2%		7.0%	1.0%				0.5%	3.0%
# Responses	46	2	10	14	3	3	1	8	5
Executive Promotional Increase Budget									
Average	1.8%		3.7%	0.8%				0.8%	
25th Ptile	0.5%		1.0%	0.5%				0.4%	
50th Ptile	0.9%		2.0%	0.6%				0.5%	
75th Ptile	1.5%		5.0%	1.0%				0.5%	
# Responses	38	2	9	12	1	3	1	7	3
All Groups Combined Promotional Increase Budget									
Average	1.4%		3.1%	0.7%		0.8%		0.8%	2.3%
25th Ptile	0.5%		1.0%	0.5%		0.5%		0.3%	0.5%
50th Ptile	0.5%		1.0%	0.6%		0.6%		0.5%	0.5%
75th Ptile	1.0%		6.0%	1.0%		1.0%		0.5%	3.0%
# Responses	53	2	10	16	4	6	2	8	5

Merit, Promotion and Structure Figures Exclude 0s

Key Survey Dates

The following dates are important to know for anyone that is interested in the upcoming year's survey:

- Survey Launch Date: Late August 2019
- Submission Due Date: October 18th, 2019
- CPGR Launch Date: TBD*
- Publication Date: Early January 2020

* The CPGR tool will be made available to participants once an appropriate amount of companies have completed the survey.

Who Participates?

2019 Participating Organizations

Ranged in revenue size from \$3 million to over \$150 billion, with an average revenue of \$7.2 billion. In total, two hundred and fifty-one (251) organizations participated in the 2019 survey.



Participating Companies

1st Capital Bank	Avidia Bank	Canandaigua National Bank & Trust
Accenture Ltd.	Bank of Marin	Canon U.S.A., Inc.
ADT Inc	Battelle Memorial Institute	Canyon State Credit Union
AECOM DCSA	Beca Group Ltd	Capgemini U.S.
AGC Electronics America	Bechtel Global Corporation	Capital Farm Credit
Agility Logistics - Defense & Government Services	Beneficial State Bank	Capital Health System, Inc.
Air Liquide	Biodesix	Carnegie Mellon Software Engineering Institute
Alion Science and Technology	BioScrip Inc.	Carter's, Inc.
Amega West Services	Black & Veatch Corporation	CDM Smith Inc.
American Family Insurance Group	Black Hills Corporation	CGI Technologies and Solutions, Inc.
American Institutes for Research	Black Knight Financial Services	Charles River Laboratories International, Inc.
American Systems Corporation	BMC Software, Inc.	Cherokee Nation Businesses, LLC
American University	BNSF Railway Company	City of Philadelphia Human Resources Department
ANSER	Booz Allen Hamilton Inc.	Clearwater Paper Corporation
Applied Research Laboratories - The University of Texas at Austin	Boy Scouts of America	Colas
ARCADIS U.S. Inc.	Brentwood Bank	Columbia Bank
Archrock, Inc.	Brookhaven National Laboratory	Comcast Corporation
Argonne National Laboratory	Bruker Corporation	Commencement Bank
ASM Research	Burlington Coat Factory	Community West Bank, NA
AT&T Inc.	Burns & McDonnell Engineering	Conduent
AutoZone, Inc.	BWXT	County of Albemarle
Avaya Inc.	CACI International, Inc.	Dana Incorporated

Participating Companies (Continued)

Darden Restaurants, Inc.	First United Bank & Trust Company	HomeStreet Bank
Day & Zimmermann	FIS Global	HP Enterprise Services
Dean Bank	Flatiron Health	HRL Laboratories, LLC
Dewberry	Flexco	Hypertherm, Inc.
Dominion Energy, Inc.	FlightSafety International, Inc.	IBM Corporation
Draper Laboratory	Fluor Marine Propulsion	Idaho National Laboratory
EAB Global	Flushing Savings Bank	IHI E&C
East Cambridge Savings Bank	Foth & Van Dyke, LLC	Intelsat US LLC
East West Bank	Framatome	International Paper Company
Eastern Bank	Fujitsu America, Inc.	Jack Henry & Associates, Inc.
Easthampton Savings Bank	Fulton Financial Corporation	Jacobs Engineering Group Inc.
Eaton Corporation	Gannett Fleming, Inc.	Jefferson Laboratory
Echostar – Hughes Network Systems	General Dynamics Mission Systems	Jet Propulsion Laboratory
Edwards Lifesciences	General Electric Company	Johns Hopkins University Applied Physics Laboratory
Ellucian, Inc.	Genesee Regional Bank	Kaiser Permanente
Emerson Process Management	Genpact	KBR, Inc.
Entegris, Inc.	Globalfoundries	Keysight Technologies
Enterprise Bank & Trust Company	Granite Construction Inc.	Kiewit Energy Group
Envision Physician Services	Green Diamond Resource Company	Lawrence Berkeley National Laboratory
Epcor Utilities Inc	Greenfield Cooperative Bank	Lawrence Livermore National Laboratory
Evans National Bank	Greif, Inc	Leidos
Farm Bureau Bank	Hanover Community Bank	Lexmark International, Inc.
Fermi National Accelerator Laboratory	HBM Holdings Company	Liberty Bank
Fidelity Investments	HDR, Inc.	Liberty Bank (CA)
First Bank New Jersey	Henderson Engineers	Lincoln Benefit Life
First Business Financial Services, Inc.	Heritage Bank of Nevada	Link-Belt Cranes
First Federal Savings & Loan Association of San Rafael	Herman Miller	Los Alamos National Laboratory
First Interstate Bank	HNTB Corporation	M. A. Mortenson Companies, Inc.

Participating Companies (Continued)

Macy's, Inc.	Oak Ridge National Laboratory UT-Battelle, LLC	Sargent & Lundy, LLC
Main Street Bank	O'Brien & Gere	Sasol North America, Inc.
ManTech International Corporation	Opportunity Bank of Montana	Savannah River National Laboratory
MasterCard Incorporated	PACCAR Inc	SBM Offshore USA, Inc.
Matrix Service Company	Pacific Mercantile Bank	Seneca Sawmill Company
McDermott, Inc.	Pacific Northwest National Laboratory	Sharp Electronics Corporation
Merchants Insurance Group	Packaging Corporation of America	Siemens Corporation
Michael Baker International	PAE	SNC-Lavalin Inc.
Middlesex Savings Bank	Panduit Corp.	Southwest Research Institute
Mission Support and Test Services, LLC	Parsons Corporation	Space Dynamics Laboratory
Mission Valley Bank	PCL Constructors Inc.	Stanford University
MIT Lincoln Laboratory	Pegasus TSI, Inc.	Summit Bank (OR)
MODEC International, Inc.	Peraton	SVB Financial Group
Molina Healthcare, Inc.	Philip Morris International Inc.	TCOM, L.P.
Mutual of Omaha Bank	Plumas Bank	Terracon Consultants, Inc.
National Radio Astronomy Observatory	Port Blakely Companies	The Austin Company
National Renewable Energy Lab	Prologis	The Bank of Princeton
National Rural Electric Cooperative Association	Prometic Life Sciences Inc.	The Boeing Company
ND Paper	Prudential Bank & Trust, FSB	The Hershey Company
NEC Corporation of America	RAND Corporation	The MathWorks, Inc.
New York Community Bancorp, Inc.	Rayonier, Inc.	The MITRE Corporation
Newpark Resources	Red Hat, Inc.	The TJX Companies, Inc.
Nintendo of America, Inc.	Roche Diagnostics Corporation	The Washington Trust Company
Noblis, Inc.	S & B Engineers & Constructors, Ltd.	Timber Products Company
Norbord Inc.	Saipem America	Tri Counties Bank, Inc.
North Shore Bank	Salt River Project	Tyson Foods Inc
Norway Savings Bank	Samsung Engineering America Inc.	Union First Market Bankshares Corporation
Novo Nordisk	Sandia National Laboratories	Unisys Corporation

Participating Companies (Continued)

United Natural Foods, Inc.	Walpole Co-operative Bank	WorleyParsons Corp.
Unity Bank	Washington Trust Bank	Wright Express Corp
University Corporation for Atmospheric Research (UCAR)	Webster Five Cents Savings Bank	WSP
University of Michigan	West Fraser Timber Company, Ltd.	Xerox Corporation
Vector Security	Weyco Group, Inc	Yampa Valley Bank
VHB	Winchester Co-operative Bank	

How Can I Participate?

Work with a Dedicated Survey Account Manager

You will be assigned a dedicated account manager who will be available to walk you through the survey process and answer any questions you may have. Our account managers have several years of survey experience, ensuring you the highest level of data quality and integrity.

Your survey account manager will email you a link to the submission materials, your log-in credentials, and instructions on how to complete the survey.

- To contact us by email: survey@pearlmeyer.com or daniel.besser@pearlmeyer.com
- To contact us by phone: ask for the survey group from our general number 508-460-9600 or call Daniel Besser, Survey Manager, at 508-630-1517



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About Pearl Meyer

(www.pearlmeyer.com)

Pearl Meyer is the leading advisor to boards and senior management on the alignment of compensation with organizational and leadership strategies, making pay programs a powerful catalyst for value creation and competitive advantage. Our survey team provides organizations with accurate, on-point information supporting effective business decisions. Pearl Meyer's global clients stand at the forefront of their industries and range from emerging high-growth, not-for-profit, and private companies to the Fortune 500 and FTSE 350. The firm has offices in New York, Atlanta, Boston, Charlotte, Chicago, Houston, London, and Los Angeles.

About Pearl Meyer's Survey Suite

(www.pearlmeyer.com/salary-surveys)

At Pearl Meyer we specialize in salary surveys in a wide range of industries including high technology, engineering and construction, banking and many more. Each survey provides the most comprehensive perspective on total compensation for the broadest groups of positions available. Combined, the surveys paint a complete picture of total compensation, giving you the only data resource you need to establish and manage your employee pay and reward strategy.



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