

2016 Employee Compensation Report

Volume 1

An analysis of 2015 compensation practices

Confidentially Prepared by Profit Planning Group

Contents

Introduction	1
Summary of Executive Compensation	2
Summary of Employee Compensation	4
Executives	6
Employees	8
FPDA Positions	10
Practices	10
Branch Manager & Inside Sales Staff	11
Outside Sales Staff	12
Medical Benefits	14
Medical Plans	15
HDHP & Other Benefits	16
Time Off, Retirement & Other Programs	17

Prepared for

Fluid Power Distributors Association P.O. Box 1420 Cherry Hill, NJ 08034 856 424 8998 v 856 424 9248 f Prepared by

Profit Planning Group www.profitplanninggroup.com

Introduction

This report presents the results of Profit Planning Group's 2016 Employee Compensation Study of the Distribution Industry. This study analyzes 2015 compensation data submitted by 958 contributing firms at over 6,000 locations. FPDA co-sponsored this study along with 28 other distribution organizations. 33 firms were members of FPDA.

The complete results are presented in two documents. Combined, they provide the most complete source of information available about compensation and benefit practices for distribution industries.

Volume 1: FPDA Detailed Report

The detailed report presents the analysis of participating FPDA firms. Where appropriate, FPDA results are compared with the results of all participants.

This report provides information about both executive and employee compensation including salaries, bonuses, commissions and perks. It also includes details about fringe benefits such as health insurance, retirement programs, and employee time off.

Volume 2: Industry Report

The industry report presents the analysis of all participating firms. Firms were categorized into over 20 sales volumes and over 100 geographic areas.

Understanding the Numbers

Both of these reports present median results. The median is the middle value in the sorted list of all values reported for an item. Compared to the average or mean, the median is not influenced by extreme values and therefore best represents a typical firm.

Sections presenting ranges for wages and compensation describe the middle range of results. The middle range spans the half of all responses that lie between the 25th to the 75th percentiles.

Note that bonus figures include overtime, commissions, bonuses, and incentives.

Throughout the report, n/a designates results that are not available due to insufficient data.

	Typical	Typical	Sales	Sales	Sales
	U.S.	FPDA	Under \$10	\$10-\$50	Over \$50
	<u>Dist.</u>	<u>Dist.</u>	<u>Million</u>	Million	<u>Million</u>
Typical Participant Profile					
Number of Firms Reporting	927	33	7	16	10
Sales Typical Firm Sales Typical Branch Sales	31,000,000	30,865,382	4,812,650	20,599,972	91,742,266
	7,218,431	5,517,876	4,653,000	2,820,463	7,599,620
Employees Number of Employees (FTE) Employee Turnover Rate (%)	66.3	56.0	11.5	49.5	193.0
	15	9	5	10	16
Operations (% of firms) Local Regional National International	24	9	29	6	0
	55	76	43	88	80
	14	6	14	0	10
	7	9	14	6	10
Ownership (% of firms) Private Company Public Company	97	94	100	100	80
	3	6	0	0	20
Organization (% of firms) Sole Proprietorship Partnership S Corporation C Corporation Limited Liability Corp. (LLC) Limited Liability Partnership (LLP)	1 1 54 31 11	0 0 61 27 12 0	0 0 57 43 0	0 0 75 13 13	0 0 40 40 20 0

Summary of Executive Compensation

The Typical FPDA Firm				20 065 202
Typical Firm Sales Number of Employees				
,				
FPDA CEO Profile				
Base Salary				
Total Compensation				
Bonus (% of salary)				
Age				
Years with Company% of Equity Owned				
Company Founder (% of CEOs)				
FPDA Executive Bonus				72
Firms With Executive Bonus Plan (% Executive Bonus Structure (% of firms)	of firms)			13
Discretionary				63
Achievement of Sales Goals				
Achievement of Profit Goals				
Percentage of Sales				
Percentage of Profit				
Return on Equity/Assets/Sales				13
FPDA Executive Benefi	ts & Perks	(% of firms)		
	<u>CEO</u>	<u>COO</u>	<u>CFO</u>	<u>CMO</u>
Company Car & Expenses	63	65	56	83
Supplemental Life Insurance*	44	43	19	33
Supplemental Medical Insurance*	25 53	30 39	6 13	17
Tax Return Preparation	38	39 26	6	0 33
Club Dues & Expenses Personal Tax & Financial Planning	47	35	13	0
Annual Physical Examination	19	22	19	33
Low or No-interest Loans	9	4	6	0
Supplemental Retirement Benefits*	16	4	0	0
Deferred Compensation	13	9	13	0
First Class Air Travel	6	4	0	17
Use of Corporate Aircraft	3	4	0	0
*Beyond customary company-wide benefits				

Summary of Executive Compensation

	Base	Total		of Total Comp.	Bonus
Componentian	<u>Salary</u>	<u>Compensation</u>	25th Percentile	75th Percentile	% of Salary
Compensation					
Typical U.S. Distributor					
CEO/President	175,000	240,988	155,770	389,321	47
COO/VP#2 Officer	134,851	180,000	123,001	256,561	35
CMO (Chief Marketing Officer)	126,000	160,945	117,000	215,982	29 33
CFO (Chief Financial Officer)	122,000	153,000	103,940	225,439	33
Typical FPDA Distributor	100 101	040.777	404.740	054.004	
CEO/President	190,484	246,777	194,742	351,331	55
COO/VP/#2 Officer	131,889	185,000	141,549	225,950	38
CMO (Chief Marketing Officer)	112,003 120,253	183,609	95,250 111,150	194,500 192,132	17 46
CFO (Chief Financial Officer)	120,200	154,424	111,150	192,132	40
	Typical	Typical			
	U.S.	FPDA			
5 5 1 4 1 1	<u>Dist.</u>	<u>Dist.</u>			
Pay Relationships Comp. as a % of CEO comp. excluding benefits and perks					
CEO/President	100	100			
COO/VP/#2 Officer	79	72			
CMO (Chief Marketing Officer)	54	68			
CFO (Chief Financial Officer)	58	59			
	Typical	Typical			
	U.S.	FPDA			
5	<u>Dist.</u>	<u>Dist.</u>			
Bonus					
Firms With Executive Bonus Plan (% of firms)	72	73			
Executive Bonus Structure (% of firms)					
Discretionary	69	63			
Achievement of Sales or Operating Goals	42	25			
Achievement of Profit Goals	53	50			
Percentage of Sales	13	8			
Percentage of Profit	39 15	38 13			
Return on Equity/Assets/Sales	15	13			

Summary of Employee Compensation

	Base Salary	Total Compensation	Middle Range 25 th Percentile	of Total Comp. 75 th Percentile	Bonus % of Salary
Typical U.S. Distributor					
Branch Manager	66,525	79,566	60,114	114,291	18
Outside Sales					
Senior Sales Consultant	46,195	96,152	70,000	138,544	78
Typical Outside Salesperson	47,143	77,620	60,879	100,276	52
Beginning Outside Salesperson	43,108	58,475	48,000	71,920	28
Inside Sales					
Typical Inside Salesperson	43,909	52,236	43,993	61,509	16
Beginning Inside Salesperson	38,003	42,355	35,000	49,836	11
Sales & Service					
Sales Manager	84,000	110,000	85,000	145,094	26
Sales Assistant	42,557	47,843	38,341	60,000	11
Customer Service Rep	41,000	45,716	37,819	55,950	10
Counter Salesperson	37,386	42,000	35,661	48,000	11
Warehouse & Delivery					
Operations Manager	72,751	81,063	65,000	102,403	12
Warehouse Supervisor	46,000	50,000	43,000	58,526	8
Warehouse Employee	31,000	33,589	29,000	38,384	9
Driver/Delivery Personnel	34,000	37,456	31,675	45,654	10
Information Systems					
Chief Information Officer (CIO)	106,727	120,000	86,000	160,000	15
MIS/Data Processing Manager	79,620	83,613	65,000	104,929	10
Systems Administrator IT Clerk	60,000	64,000	51,800	76,056	6 7
	39,550	41,600	35,528	50,000	1
General & Administrative					
Purchasing Manager	68,800	75,000	61,667	95,029	10
Purchasing Agent/Buyer	47,000	50,000	42,000	59,502	7
Controller	83,200	91,500	74,924	123,373	12
Accountant/Bookkeeper	46,000	48,840	40,000	59,251	6
Credit Manager	58,709	62,995	51,380	77,000	8
Credit/Collections Clerk	36,000	38,937	34,000	45,000	7
Human Resources Manager	67,325	71,543	57,240	89,870	9
Office Manager	51,125	54,618	45,796	70,000	8
Office/Clerical Personnel	33,280	35,137	31,000	40,000	6

Summary of Employee Compensation

Page Page		Base	Total		of Total Comp.	Bonus
Branch Manager	Typical FPDA Distributor	<u>Salary</u>	<u>Compensation</u>	25th Percentile	75 th Percentile	<u>% of Salary</u>
Senior Sales Consultant 45,000 145,486 118,374 170,500 130 Typical Outside Salesperson 49,000 90,000 70,028 127,340 93 Beginning Outside Salesperson 51,000 69,514 54,983 78,875 65 Inside Sales Typical Inside Salesperson 43,000 51,000 45,517 58,840 14 Beginning Inside Salesperson 39,000 45,634 41,167 58,840 14 Sales Assitant 40,056 43,750 37,691 54,000 9 Customer Service Rep 44,350 49,237 42,000 55,000 6 Counter Salesperson 36,430 38,000 31,500 46,000 11 Warehouse Abelivery Use Postrations Manager 67,950 83,850 73,027 109,474 12 Warehouse Supervisor 49,494 54,500 46,498 71,000 4 Warehouse Employee 32,800 34,625 31,573 38,980 8	• •	68,995	85,000	64,900	128,000	16
Senior Sales Consultant 45,000 145,486 118,374 170,500 130 Typical Outside Salesperson 49,000 90,000 70,028 127,340 93 Beginning Outside Salesperson 51,000 69,514 54,983 78,875 65 Inside Sales Typical Inside Salesperson 43,000 51,000 45,517 58,840 14 Beginning Inside Salesperson 39,000 45,634 41,167 58,840 14 Sales Assitant 40,056 43,750 37,691 54,000 9 Customer Service Rep 44,350 49,237 42,000 55,000 6 Counter Salesperson 36,430 38,000 31,500 46,000 11 Warehouse Abelivery Use Postrations Manager 67,950 83,850 73,027 109,474 12 Warehouse Supervisor 49,494 54,500 46,498 71,000 4 Warehouse Employee 32,800 34,625 31,573 38,980 8	Outside Sales					
Beginning Outside Salesperson 51,000 69,514 54,983 78,875 65 Inside Sales Inside Salesperson 43,000 51,000 45,517 58,840 14 Seption Inside Salesperson 39,000 45,634 41,167 48,000 14 Sales Manager 99,500 135,038 120,000 176,751 38 Sales Manager 99,500 135,038 120,000 176,751 38 Sales Manager 99,500 43,750 37,691 54,000 9 Customer Service Rep 44,350 49,237 42,000 55,000 6 Customer Salesperson 36,430 38,000 31,500 46,000 9 Warehouse Supervisor 49,444 54,500 46,498 71,000 4 Warehouse Supervisor 49,494 54,500 46,498 71,000 4 Warehouse Employee 32,800 34,625 31,573 38,980 8		45,000	145,486	118,374	170,500	130
Inside Sales	Typical Outside Salesperson	49,000	90,000	70,028	127,340	93
Typical Inside Salesperson	Beginning Outside Salesperson	51,000	69,514	54,983	78,875	65
Beginning Inside Salesperson 39,000 45,634 41,167 48,000 14 Sales & Service Sales Manager 99,500 135,038 120,000 176,751 38 Sales Assistant 40,056 43,750 37,691 54,000 9 Customer Service Rep 44,350 49,237 42,000 55,000 6 Counter Salesperson 36,430 38,000 31,500 45,000 11 Warehouse & Belivery Operations Manager 67,950 83,850 73,027 109,474 12 Warehouse Supervisor 49,494 54,500 46,498 71,000 4 Warehouse Employee 32,800 34,625 31,573 38,980 8 Driver/Delivery Personnel 36,614 36,614 32,843 40,659 n/a Information Systems Chief Information Officer 122,750 172,182 132,125 197,485 17 MIS/Data Processing Manager 90,113 96,000 81,902<						
Sales & Service Sales Manager 99,500 135,038 120,000 176,751 38 Sales Assistant 40,056 43,750 37,691 54,000 9 Customer Service Rep 44,350 49,237 42,000 55,000 6 Counter Salesperson 36,430 38,000 31,500 46,000 11 Warehouse & Delivery Operations Manager 67,950 83,850 73,027 109,474 12 Warehouse Supervisor 49,494 54,500 46,498 71,000 4 Warehouse Employee 32,800 34,625 31,573 38,980 8 Driver/Delivery Personnel 36,614 36,614 32,843 40,659 n/a Information Officer 122,750 172,182 132,125 197,485 17 Mis/Data Processing Manager 90,113 96,000 81,902 101,964 6 Systems Administrative Purchasing Manager 68,000 69,500 60,622 101,180		,		•	'	
Sales Manager 99,500 135,038 120,000 176,751 38 Sales Assistant 40,056 43,750 37,691 54,000 9 Customer Service Rep 44,350 49,237 42,000 55,000 6 Counter Salesperson 36,430 38,000 31,500 46,000 11 Warehouse & Delivery Operations Manager 67,950 83,850 73,027 109,474 12 Warehouse Employee 32,800 34,625 31,573 38,980 8 Driver/Delivery Personnel 36,614 36,614 32,843 40,659 n/a Information Systems Chief Information Officer 122,750 172,182 132,125 197,485 17 Mis/Data Processing Manager 90,113 96,000 81,902 101,964 6 Systems Administrator 62,500 64,791 58,202 92,690 7 IT Clerk 43,340 43,985 42,625 64,144 5	Beginning Inside Salesperson	39,000	45,634	41,167	48,000	14
Sales Assistant 40,056 43,750 37,691 54,000 9 Customer Service Rep 44,350 49,237 42,000 55,000 6 Counter Salesperson 36,430 38,000 31,500 46,000 11 Warehouse & Delivery Operations Manager 67,950 83,850 73,027 109,474 12 Warehouse Employee 32,800 34,625 31,573 38,980 8 Warehouse Employee 32,800 34,625 31,573 38,980 8 Information Systems Chief Information Officer 122,750 172,182 132,125 197,485 17 MIS/Data Processing Manager 90,113 96,000 81,902 101,964 6 Systems Administrator 62,500 64,791 58,202 92,690 7 IT Clerk 43,340 43,985 42,625 64,144 5 General & Administrative Purchasing Manager 86,000 69,500 80,622						
Customer Service Rep Counter Salesperson 44,350 36,430 49,237 38,000 42,000 31,500 55,000 46,000 6 11 Warehouse & Delivery Vertical Salesperson 67,950 49,494 54,500 54,500 46,498 46,498 71,000 71,000 4 Warehouse Supervisor 49,494 49,494 54,500 54,500 46,498 31,573 71,000 38,980 8 Driver/Delivery Personnel 36,614 36,614 32,843 40,659 n/a Information Systems Vertical Systems Administrator To 122,750 172,182 132,125 197,485 17 MIS/Data Processing Manager 90,113 96,000 81,902 92,690 7 Mis/Data Processing Manager 62,500 64,791 58,202 92,690 7 IT Clerk 43,340 43,385 42,625 64,144 5 General & Administrative Purchasing Manager 68,000 69,500 60,622 101,180 13 Purchasing Manager 68,000 69,500 39,441 52,886 5		•				
Counter Salesperson 36,430 38,000 31,500 46,000 11 Warehouse & Delivery						
Warehouse & Delivery Operations Manager 67,950 83,850 73,027 109,474 12 Warehouse Supervisor 49,494 54,500 46,498 71,000 4 Warehouse Employee 32,800 34,625 31,573 38,980 8 Driver/Delivery Personnel 36,614 36,614 32,843 40,659 n/a Information Systems Chief Information Officer 122,750 172,182 132,125 197,485 17 MIS/Data Processing Manager 90,113 96,000 81,902 101,964 6 Systems Administrator 62,500 64,791 58,202 92,690 7 IT Clerk 43,340 43,985 42,625 64,144 5 General & Administrative Purchasing Manager 68,000 69,500 60,622 101,180 13 Purchasing Manager 68,000 9,500 39,441 52,886 5 Controller 87,000 91,281 76,750 </td <td>• • • • • • • • • • • • • • • • • • •</td> <td></td> <td></td> <td></td> <td></td> <td></td>	• • • • • • • • • • • • • • • • • • •					
Operations Manager 67,950 83,850 73,027 109,474 12 Warehouse Supervisor 49,494 54,500 46,488 71,000 4 Warehouse Employee 32,800 34,625 31,573 38,980 8 Driver/Delivery Personnel 36,614 36,614 32,843 40,659 n/a Information Systems Chief Information Officer 122,750 172,182 132,125 197,485 17 MIS/Data Processing Manager 90,113 96,000 81,902 101,964 6 Systems Administrator 62,500 64,791 58,202 92,690 7 IT Clerk 43,340 43,985 42,625 64,144 5 General & Administrative Purchasing Manager 68,000 69,500 60,622 101,180 13 Purchasing Manager 88,000 91,281 76,750 128,000 9 Controller 87,000 91,281 76,750 128,000 9	Counter Salesperson	36,430	38,000	31,500	46,000	11
Warehouse Supervisor 49,494 54,500 46,498 71,000 4 Warehouse Employee 32,800 34,625 31,573 38,880 8 Driver/Delivery Personnel 36,614 36,614 32,843 40,659 n/a Information Systems Chief Information Officer 122,750 172,182 132,125 197,485 17 MIS/Data Processing Manager 90,113 96,000 81,902 101,964 6 Systems Administrator 62,500 64,791 58,202 92,690 7 IT Clerk 43,340 43,985 42,625 64,144 5 General & Administrative Purchasing Manager 68,000 69,500 60,622 101,180 13 Purchasing Agent/Buyer 41,912 45,050 39,441 52,886 5 Controller 87,000 91,281 76,750 128,000 9 Accountant/Bookkeeper 43,593 45,806 36,075 53,627 4		07.050	00.050	70.007	400 474	40
Warehouse Employee 32,800 34,625 31,573 38,980 8 Driver/Delivery Personnel 36,614 36,614 32,843 40,659 n/a Information Systems Information Officer 122,750 172,182 132,125 197,485 17 MIS/Data Processing Manager 90,113 96,000 81,902 101,964 6 Systems Administrator 62,500 64,791 58,202 92,690 7 IT Clerk 43,340 43,985 42,625 64,144 5 General & Administrative Purchasing Manager 68,000 69,500 60,622 101,180 13 Purchasing Agent/Buyer 41,912 45,050 39,441 52,886 5 Controller 87,000 91,281 76,750 128,000 9 Accountant/Bookkeeper 43,593 45,806 36,075 53,627 4 Credit Manager 67,000 67,264 51,785 95,020 9 Credit/Collecti						
Driver/Delivery Personnel 36,614 36,614 32,843 40,659 n/a Information Systems Chief Information Officer 122,750 172,182 132,125 197,485 17 MIS/Data Processing Manager 90,113 96,000 81,902 101,964 6 Systems Administrator 62,500 64,791 58,202 92,690 7 IT Clerk 43,340 43,985 42,625 64,144 5 General & Administrative Purchasing Manager 68,000 69,500 60,622 101,180 13 Purchasing Agent/Buyer 41,912 45,050 39,441 52,886 5 Controller 87,000 91,281 76,750 128,000 9 Accountant/Bookkeeper 43,593 45,806 36,075 53,627 4 Credit Manager 67,000 67,264 51,785 95,020 9 Credit Manager 60,000 67,000 55,073 111,020 7 Office Manager <td< td=""><td></td><td></td><td></td><td></td><td></td><td></td></td<>						
Information Systems						
Chief Information Officer 122,750 172,182 132,125 197,485 17 MIS/Data Processing Manager 90,113 96,000 81,902 101,964 6 Systems Administrator 62,500 64,791 58,202 92,690 7 IT Clerk 43,340 43,985 42,625 64,144 5 General & Administrative Purchasing Manager 68,000 69,500 60,622 101,180 13 Purchasing Agent/Buyer 41,912 45,050 39,441 52,886 5 Controller 87,000 91,281 76,750 128,000 9 Accountant/Bookkeeper 43,593 45,806 36,075 53,627 4 Credit Manager 67,000 67,264 51,785 95,020 9 Credit/Collections Clerk 38,200 43,254 34,135 46,681 12 Human Resources Manager 60,000 67,000 55,073 111,020 7 Office/Clerical Personnel 35,104	•	30,014	30,014	32,043	40,009	II/a
MIS/Data Processing Manager 90,113 96,000 81,902 101,964 6 Systems Administrator 62,500 64,791 58,202 92,690 7 IT Clerk 43,340 43,985 42,625 64,144 5 General & Administrative Purchasing Manager 68,000 69,500 60,622 101,180 13 Purchasing Agent/Buyer 41,912 45,050 39,441 52,886 5 Controller 87,000 91,281 76,750 128,000 9 Accountant/Bookkeeper 43,593 45,806 36,075 53,627 4 Credit Manager 67,000 67,264 51,785 95,020 9 Credit/Collections Clerk 38,200 43,254 34,135 46,681 12 Human Resources Manager 60,000 67,000 55,073 111,020 7 Office/Clerical Personnel 35,104 37,167 33,340 41,100 6 FPDA Positions		100 750	170 100	120 105	107 105	17
Systems Administrator 62,500 64,791 58,202 92,690 7 IT Clerk 43,340 43,985 42,625 64,144 5 General & Administrative Purchasing Manager 68,000 69,500 60,622 101,180 13 Purchasing Agent/Buyer 41,912 45,050 39,441 52,886 5 Controller 87,000 91,281 76,750 128,000 9 Accountant/Bookkeeper 43,593 45,806 36,075 53,627 4 Credit Manager 67,000 67,264 51,785 95,020 9 Credit/Collections Clerk 38,200 43,254 34,135 46,681 12 Human Resources Manager 73,005 80,000 67,005 116,691 13 Office Manager 60,000 67,000 55,073 111,020 7 Office/Clerical Personnel 35,104 37,167 33,340 41,100 6 FPDA Positions Inside S		•	,	,		
General & Administrative 43,340 43,985 42,625 64,144 5 General & Administrative Furchasing Manager 68,000 69,500 60,622 101,180 13 Purchasing Agent/Buyer 41,912 45,050 39,441 52,886 5 Controller 87,000 91,281 76,750 128,000 9 Accountant/Bookkeeper 43,593 45,806 36,075 53,627 4 Credit Manager 67,000 67,264 51,785 95,020 9 Credit/Collections Clerk 38,200 43,254 34,135 46,681 12 Human Resources Manager 60,000 67,000 55,073 111,020 7 Office Manager 60,000 67,000 55,073 111,020 7 Office/Clerical Personnel 35,104 37,167 33,340 41,100 6 FPDA Positions Inside Sales Manager 65,204 75,000 65,897 95,000 32 Applications Engineer <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>						
General & Administrative Purchasing Manager 68,000 69,500 60,622 101,180 13 Purchasing Agent/Buyer 41,912 45,050 39,441 52,886 5 Controller 87,000 91,281 76,750 128,000 9 Accountant/Bookkeeper 43,593 45,806 36,075 53,627 4 Credit Manager 67,000 67,264 51,785 95,020 9 Credit/Collections Clerk 38,200 43,254 34,135 46,681 12 Human Resources Manager 73,005 80,000 67,005 116,691 13 Office Manager 60,000 67,000 55,073 111,020 7 Office/Clerical Personnel 35,104 37,167 33,340 41,100 6 FPDA Positions Inside Sales Manager 65,204 75,000 65,897 95,000 32 Applications Engineer 72,360 76,400 67,562 100,110 7						
Purchasing Manager 68,000 69,500 60,622 101,180 13 Purchasing Agent/Buyer 41,912 45,050 39,441 52,886 5 Controller 87,000 91,281 76,750 128,000 9 Accountant/Bookkeeper 43,593 45,806 36,075 53,627 4 Credit Manager 67,000 67,264 51,785 95,020 9 Credit/Collections Clerk 38,200 43,254 34,135 46,681 12 Human Resources Manager 73,005 80,000 67,005 116,691 13 Office Manager 60,000 67,000 55,073 111,020 7 Office/Clerical Personnel 35,104 37,167 33,340 41,100 6 FPDA Positions Inside Sales Manager 65,204 75,000 65,897 95,000 32 Applications Engineer 72,360 76,400 67,562 100,110 7 Power Unit Designer 67,534 72,266		,	,	,	.,	
Purchasing Agent/Buyer 41,912 45,050 39,441 52,886 5 Controller 87,000 91,281 76,750 128,000 9 Accountant/Bookkeeper 43,593 45,806 36,075 53,627 4 Credit Manager 67,000 67,264 51,785 95,020 9 Credit/Collections Clerk 38,200 43,254 34,135 46,681 12 Human Resources Manager 73,005 80,000 67,005 116,691 13 Office Manager 60,000 67,000 55,073 111,020 7 Office/Clerical Personnel 35,104 37,167 33,340 41,100 6 FPDA Positions Inside Sales Manager 65,204 75,000 65,897 95,000 32 Applications Engineer 72,360 76,400 67,562 100,110 7 Power Unit Designer 67,534 72,266 67,134 96,000 5 Power Unit Technician 52,667 55,90		68 000	69 500	60 622	101 180	13
Controller 87,000 91,281 76,750 128,000 9 Accountant/Bookkeeper 43,593 45,806 36,075 53,627 4 Credit Manager 67,000 67,264 51,785 95,020 9 Credit/Collections Clerk 38,200 43,254 34,135 46,681 12 Human Resources Manager 73,005 80,000 67,005 116,691 13 Office Manager 60,000 67,000 55,073 111,020 7 Office/Clerical Personnel 35,104 37,167 33,340 41,100 6 FPDA Positions Inside Sales Manager 65,204 75,000 65,897 95,000 32 Applications Engineer 72,360 76,400 67,562 100,110 7 Power Unit Designer 67,534 72,266 67,134 96,000 5 Power Unit Technician 52,667 55,900 48,091 68,066 7		,				
Accountant/Bookkeeper 43,593 45,806 36,075 53,627 4 Credit Manager 67,000 67,264 51,785 95,020 9 Credit/Collections Clerk 38,200 43,254 34,135 46,681 12 Human Resources Manager 73,005 80,000 67,005 116,691 13 Office Manager 60,000 67,000 55,073 111,020 7 Office/Clerical Personnel 35,104 37,167 33,340 41,100 6 FPDA Positions Inside Sales Manager 65,204 75,000 65,897 95,000 32 Applications Engineer 72,360 76,400 67,562 100,110 7 Power Unit Designer 67,534 72,266 67,134 96,000 5 Power Unit Technician 52,667 55,900 48,091 68,066 7	• • •					
Credit Manager 67,000 67,264 51,785 95,020 9 Credit/Collections Clerk 38,200 43,254 34,135 46,681 12 Human Resources Manager 73,005 80,000 67,005 116,691 13 Office Manager 60,000 67,000 55,073 111,020 7 Office/Clerical Personnel 35,104 37,167 33,340 41,100 6 FPDA Positions Inside Sales Manager 65,204 75,000 65,897 95,000 32 Applications Engineer 72,360 76,400 67,562 100,110 7 Power Unit Designer 67,534 72,266 67,134 96,000 5 Power Unit Technician 52,667 55,900 48,091 68,066 7		,				
Credit/Collections Clerk 38,200 43,254 34,135 46,681 12 Human Resources Manager 73,005 80,000 67,005 116,691 13 Office Manager 60,000 67,000 55,073 111,020 7 Office/Clerical Personnel 35,104 37,167 33,340 41,100 6 FPDA Positions Inside Sales Manager 65,204 75,000 65,897 95,000 32 Applications Engineer 72,360 76,400 67,562 100,110 7 Power Unit Designer 67,534 72,266 67,134 96,000 5 Power Unit Technician 52,667 55,900 48,091 68,066 7	·	67.000				9
Human Resources Manager 73,005 80,000 67,005 116,691 13 Office Manager 60,000 67,000 55,073 111,020 7 Office/Clerical Personnel 35,104 37,167 33,340 41,100 6 FPDA Positions Inside Sales Manager 65,204 75,000 65,897 95,000 32 Applications Engineer 72,360 76,400 67,562 100,110 7 Power Unit Designer 67,534 72,266 67,134 96,000 5 Power Unit Technician 52,667 55,900 48,091 68,066 7			,			
Office Manager 60,000 67,000 55,073 111,020 7 Office/Clerical Personnel 35,104 37,167 33,340 41,100 6 FPDA Positions Inside Sales Manager 65,204 75,000 65,897 95,000 32 Applications Engineer 72,360 76,400 67,562 100,110 7 Power Unit Designer 67,534 72,266 67,134 96,000 5 Power Unit Technician 52,667 55,900 48,091 68,066 7	Human Resources Manager					13
Office/Clerical Personnel 35,104 37,167 33,340 41,100 6 FPDA Positions Inside Sales Manager 65,204 75,000 65,897 95,000 32 Applications Engineer 72,360 76,400 67,562 100,110 7 Power Unit Designer 67,534 72,266 67,134 96,000 5 Power Unit Technician 52,667 55,900 48,091 68,066 7	_		67.000			7
Inside Sales Manager 65,204 75,000 65,897 95,000 32 Applications Engineer 72,360 76,400 67,562 100,110 7 Power Unit Designer 67,534 72,266 67,134 96,000 5 Power Unit Technician 52,667 55,900 48,091 68,066 7		,			,	
Inside Sales Manager 65,204 75,000 65,897 95,000 32 Applications Engineer 72,360 76,400 67,562 100,110 7 Power Unit Designer 67,534 72,266 67,134 96,000 5 Power Unit Technician 52,667 55,900 48,091 68,066 7	FPDA Positions					
Applications Engineer 72,360 76,400 67,562 100,110 7 Power Unit Designer 67,534 72,266 67,134 96,000 5 Power Unit Technician 52,667 55,900 48,091 68,066 7		65,204	75,000	65,897	95,000	32
Power Unit Technician 52,667 55,900 48,091 68,066 7		72,360	76,400	67,562	100,110	
Power Unit Assembler 42,026 43,984 40,347 50,550 4						
	Power Unit Assembler	42,026	43,984	40,347	50,550	4

Executives

	Typical U.S. <u>Dist.</u>	Typical FPDA Dist.	Sales Under \$10 <u>Million</u>	Sales \$10-\$50 <u>Million</u>	Sales Over \$50 <u>Million</u>
CEO/President					
Salary	175,000	190,484	104,280	190,484	251,344
Total Compensation	240,988	246,777	223,000	246,777	400,000
Change from Previous Year (%)	0	Ó	4	1	0
Bonus (% of salary)	47	55	112	36	78
Bonus Paid (% of firms)	79	75	100	75	63
Age	58	56	56	58	51
Years with Company	29	27	27	28	21
% of Equity Owned	50	47	100	50	18
Company Founder (% of firms)	24	19	29	19	11
Company i ounder (% or limis)	24	19	29	19	11
CEO Benefits & Perks (% of firms)					
Company Car & Expenses	82	63	71	63	56
Supplemental Life Insurance*	55	44	29	56	33
Supplemental Medical Insurance*	26	25	29	25	22
Tax Return Preparation	51	53	71	50	44
Club Dues & Expenses	31	38	14	56	22
Personal Tax & Financial Planning	40	47	43	56	33
Annual Physical Examination	21	19	29	19	11
Low or No-interest Loans	12	9	0	13	11
Supplemental Retirement Benefits*	14	16	14	13	22
Deferred Compensation	16	13	43	0	11
First Class Air Travel	14	6	0	6	11
Use of Corporate Aircraft	4	3	0	0	11
*Beyond customary company-wide benefits					
	Typical	Typical	Sales	Sales	Sales
	Ü.S.	FPDA	Under \$10	\$10-\$50	Over \$50
0000 10 10 011					
COO/VP/#2 Officer	U.S. <u>Dist.</u>	FPDA <u>Dist.</u>	Under \$10 <u>Million</u>	\$10-\$50 <u>Million</u>	Over \$50 <u>Million</u>
Salary	Ü.S. <u>Dist.</u> 134,851	FPDA <u>Dist.</u> 131,889	Under \$10 <u>Million</u> n/a	\$10-\$50 Million 136,700	Over \$50 <u>Million</u> 162,000
Salary Total Compensation	U.S. <u>Dist.</u> 134,851 180,000	FPDA <u>Dist.</u> 131,889 185,000	Under \$10 <u>Million</u> n/a 112,909	\$10-\$50 Million 136,700 185,511	Over \$50 <u>Million</u> 162,000 220,000
Salary Total Compensation Change from Previous Year (%)	U.S. <u>Dist.</u> 134,851 180,000 3	FPDA <u>Dist.</u> 131,889 185,000 3	Under \$10 <u>Million</u> n/a 112,909 10	\$10-\$50 Million 136,700 185,511 0	Over \$50 <u>Million</u> 162,000 220,000 4
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary)	U.S. <u>Dist.</u> 134,851 180,000 3 35	FPDA <u>Dist.</u> 131,889 185,000 3 38	Under \$10 <u>Million</u> n/a 112,909 10 n/a	\$10-\$50 <u>Million</u> 136,700 185,511 0 38	Over \$50 <u>Million</u> 162,000 220,000 4 50
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms)	U.S. <u>Dist.</u> 134,851 180,000 3 35 85	131,889 185,000 3 38 90	Under \$10 <u>Million</u> n/a 112,909 10 n/a n/a	\$10-\$50 <u>Million</u> 136,700 185,511 0 38 90	Over \$50 <u>Million</u> 162,000 220,000 4 50 86
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms) Age	U.S. <u>Dist.</u> 134,851 180,000 3 35 85 54	131,889 185,000 3 38 90 52	n/a n/a 112,909 10 n/a n/a 53	\$10-\$50 <u>Million</u> 136,700 185,511 0 38 90 48	Over \$50 <u>Million</u> 162,000 220,000 4 50 86 53
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms) Age Years with Company	U.S. <u>Dist.</u> 134,851 180,000 3 35 85 54 20	FPDA <u>Dist.</u> 131,889 185,000 3 38 90 52 15	n/a 112,909 10 n/a n/a 53	\$10-\$50 Million 136,700 185,511 0 38 90 48 15	Over \$50 <u>Million</u> 162,000 220,000 4 50 86 53 31
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms) Age Years with Company % of Equity Owned	U.S. <u>Dist.</u> 134,851 180,000 3 35 85 54 20 1	FPDA Dist. 131,889 185,000 3 38 90 52 15 0	n/a 112,909 10 n/a n/a 53 13 0	\$10-\$50 <u>Million</u> 136,700 185,511 0 38 90 48 15 0	Over \$50 <u>Million</u> 162,000 220,000 4 50 86 53 31 0
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms) Age Years with Company	U.S. <u>Dist.</u> 134,851 180,000 3 35 85 54 20	FPDA <u>Dist.</u> 131,889 185,000 3 38 90 52 15	n/a 112,909 10 n/a n/a 53	\$10-\$50 Million 136,700 185,511 0 38 90 48 15	Over \$50 <u>Million</u> 162,000 220,000 4 50 86 53 31
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms) Age Years with Company % of Equity Owned Company Founder (% of firms)	U.S. <u>Dist.</u> 134,851 180,000 3 35 85 54 20 1	FPDA Dist. 131,889 185,000 3 38 90 52 15 0	n/a 112,909 10 n/a n/a 53 13 0	\$10-\$50 <u>Million</u> 136,700 185,511 0 38 90 48 15 0	Over \$50 <u>Million</u> 162,000 220,000 4 50 86 53 31 0
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms) Age Years with Company % of Equity Owned Company Founder (% of firms) COO/VP Benefits & Perks (% of firms)	U.S. Dist. 134,851 180,000 3 35 85 54 20 1	FPDA Dist. 131,889 185,000 3 38 90 52 15 0 17	n/a 112,909 10 n/a n/a 13 0 20	\$10-\$50 Million 136,700 185,511 0 38 90 48 15 0 27	Over \$50 <u>Million</u> 162,000 220,000 4 50 86 53 31 0 0
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms) Age Years with Company % of Equity Owned Company Founder (% of firms) COO/VP Benefits & Perks (% of firms) Company Car & Expenses	U.S. <u>Dist.</u> 134,851 180,000 3 35 85 54 20 1 9	FPDA Dist. 131,889 185,000 3 38 90 52 15 0 17	n/a 112,909 10 n/a n/a 13 0 20	\$10-\$50 Million 136,700 185,511 0 38 90 48 15 0 27	Over \$50 Million 162,000 220,000 4 50 86 53 31 0 0
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms) Age Years with Company % of Equity Owned Company Founder (% of firms) COO/VP Benefits & Perks (% of firms) Company Car & Expenses Supplemental Life Insurance*	U.S. <u>Dist.</u> 134,851 180,000 3 35 85 54 20 1 9	FPDA Dist. 131,889 185,000 3 38 90 52 15 0 17	Under \$10 <u>Million</u> n/a 112,909 10 n/a n/a 53 13 0 20	\$10-\$50 Million 136,700 185,511 0 38 90 48 15 0 27	Over \$50 Million 162,000 220,000 4 50 86 53 31 0 0
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms) Age Years with Company % of Equity Owned Company Founder (% of firms) COO/VP Benefits & Perks (% of firms) Company Car & Expenses Supplemental Life Insurance* Supplemental Medical Insurance*	U.S. <u>Dist.</u> 134,851 180,000 3 35 85 54 20 1 9	FPDA Dist. 131,889 185,000 3 38 90 52 15 0 17	Under \$10 <u>Million</u> n/a 112,909 10 n/a n/a 53 13 0 20 80 40 60	\$10-\$50 <u>Million</u> 136,700 185,511 0 38 90 48 15 0 27	Over \$50 Million 162,000 220,000 4 50 86 53 31 0 0
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms) Age Years with Company % of Equity Owned Company Founder (% of firms) COO/VP Benefits & Perks (% of firms) Company Car & Expenses Supplemental Life Insurance* Supplemental Medical Insurance* Tax Return Preparation	U.S. <u>Dist.</u> 134,851 180,000 3 35 85 54 20 1 9	FPDA Dist. 131,889 185,000 3 38 90 52 15 0 17	Under \$10	\$10-\$50 Million 136,700 185,511 0 38 90 48 15 0 27	Over \$50
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms) Age Years with Company % of Equity Owned Company Founder (% of firms) COO/VP Benefits & Perks (% of firms) Company Car & Expenses Supplemental Life Insurance* Supplemental Medical Insurance* Tax Return Preparation Club Dues & Expenses	U.S. <u>Dist.</u> 134,851 180,000 3 35 85 54 20 1 9	FPDA Dist. 131,889 185,000 3 38 90 52 15 0 17	Under \$10	\$10-\$50 Million 136,700 185,511 0 38 90 48 15 0 27 45 55 36 27 18	Over \$50
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms) Age Years with Company % of Equity Owned Company Founder (% of firms) COO/VP Benefits & Perks (% of firms) Company Car & Expenses Supplemental Life Insurance* Supplemental Medical Insurance* Tax Return Preparation Club Dues & Expenses Personal Tax & Financial Planning	U.S. <u>Dist.</u> 134,851 180,000 3 35 85 54 20 1 9 73 45 22 33 21 25	FPDA Dist. 131,889 185,000 3 38 90 52 15 0 17	Under \$10	\$10-\$50 Million 136,700 185,511 0 38 90 48 15 0 27 45 55 36 27 18 27	Over \$50
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms) Age Years with Company % of Equity Owned Company Founder (% of firms) COO/VP Benefits & Perks (% of firms) Company Car & Expenses Supplemental Life Insurance* Supplemental Medical Insurance* Tax Return Preparation Club Dues & Expenses Personal Tax & Financial Planning Annual Physical Examination	134,851 180,000 3 35 85 54 20 1 9	FPDA Dist. 131,889 185,000 3 38 90 52 15 0 17	Under \$10	\$10-\$50 Million 136,700 185,511 0 38 90 48 15 0 27 45 55 36 27 18 27 9	Over \$50
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms) Age Years with Company % of Equity Owned Company Founder (% of firms) COO/VP Benefits & Perks (% of firms) Company Car & Expenses Supplemental Life Insurance* Supplemental Medical Insurance* Tax Return Preparation Club Dues & Expenses Personal Tax & Financial Planning Annual Physical Examination Low or No-interest Loans	U.S. <u>Dist.</u> 134,851 180,000 3 35 85 54 20 1 9 73 45 22 33 21 25 19 8	FPDA Dist. 131,889 185,000 3 38 90 52 15 0 17 65 43 30 39 26 35 22 4	Under \$10 Million n/a 112,909 10 n/a n/a 53 13 0 20 80 40 60 80 40 60 40 20	\$10-\$50 Million 136,700 185,511 0 38 90 48 15 0 27 45 55 36 27 18 27 9 0	Over \$50
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms) Age Years with Company % of Equity Owned Company Founder (% of firms) COO/VP Benefits & Perks (% of firms) Company Car & Expenses Supplemental Life Insurance* Supplemental Medical Insurance* Tax Return Preparation Club Dues & Expenses Personal Tax & Financial Planning Annual Physical Examination Low or No-interest Loans Supplemental Retirement Benefits*	134,851 180,000 3 35 85 54 20 1 9	FPDA Dist. 131,889 185,000 3 38 90 52 15 0 17 65 43 30 39 26 35 22 4 4	Under \$10 Million n/a 112,909 10 n/a n/a 53 13 0 20 80 40 60 80 40 60 40 20 0	\$10-\$50 Million 136,700 185,511 0 38 90 48 15 0 27 45 55 36 27 18 27 9 0 9	Over \$50
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms) Age Years with Company % of Equity Owned Company Founder (% of firms) COO/VP Benefits & Perks (% of firms) Company Car & Expenses Supplemental Life Insurance* Supplemental Medical Insurance* Tax Return Preparation Club Dues & Expenses Personal Tax & Financial Planning Annual Physical Examination Low or No-interest Loans Supplemental Retirement Benefits* Deferred Compensation	73 45 22 33 45 22 33 21 25 19 8	FPDA Dist. 131,889 185,000 3 38 90 52 15 0 17 65 43 30 39 26 35 22 4 4 9	Under \$10 Million n/a 112,909 10 n/a n/a 53 13 0 20 80 40 60 80 40 60 40 20 0 20	\$10-\$50 Million 136,700 185,511 0 38 90 48 15 0 27 45 55 36 27 18 27 9 0 9 0	Over \$50
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms) Age Years with Company % of Equity Owned Company Founder (% of firms) COO/VP Benefits & Perks (% of firms) Company Car & Expenses Supplemental Life Insurance* Supplemental Medical Insurance* Tax Return Preparation Club Dues & Expenses Personal Tax & Financial Planning Annual Physical Examination Low or No-interest Loans Supplemental Retirement Benefits* Deferred Compensation First Class Air Travel	73 45 22 33 45 22 33 21 25 19 8 13 15 7	FPDA Dist. 131,889 185,000 3 38 90 52 15 0 17 65 43 30 39 26 35 22 4 4 9 4	Under \$10	\$10-\$50 Million 136,700 185,511 0 38 90 48 15 0 27 45 55 36 27 18 27 9 0 9 0 0	Over \$50
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms) Age Years with Company % of Equity Owned Company Founder (% of firms) COO/VP Benefits & Perks (% of firms) Company Car & Expenses Supplemental Life Insurance* Supplemental Medical Insurance* Tax Return Preparation Club Dues & Expenses Personal Tax & Financial Planning Annual Physical Examination Low or No-interest Loans Supplemental Retirement Benefits* Deferred Compensation	73 45 22 33 45 22 33 21 25 19 8	FPDA Dist. 131,889 185,000 3 38 90 52 15 0 17 65 43 30 39 26 35 22 4 4 9	Under \$10 Million n/a 112,909 10 n/a n/a 53 13 0 20 80 40 60 80 40 60 40 20 0 20	\$10-\$50 Million 136,700 185,511 0 38 90 48 15 0 27 45 55 36 27 18 27 9 0 9 0	Over \$50

Executives

	Typical U.S. <u>Dist.</u>	Typical FPDA <u>Dist.</u>	Sales Under \$10 <u>Million</u>	Sales \$10-\$50 <u>Million</u>	Sales Over \$50 <u>Million</u>
CFO (Chief Financial Officer)					
Salary	122,000	120,253	n/a	113,406	162,500
Total Compensation	153,000	154,424	n/a	115,500	196,754
Change from Previous Year (%)	3	0	0	3	2
Bonus (% of salary)	33	46	n/a	n/a	51
Bonus Paid (% of firms)	84	57	n/a	40	67
Age	54	59	53	63	49
Years with Company	14	13	11	23	20
% of Equity Owned	0	0	0	5	0
Company Founder (% of firms)	4	7	n/a	20	0
CFO Benefits & Perks (% of firms)					
Company Car & Expenses	41	56	75	33	67
Supplemental Life Insurance*	32	19	25	17	17
Supplemental Medical Insurance*	15	6	25	0	0
Tax Return Preparation	17	13	0	17	17
Club Dues & Expenses	8	6	25	0	0
Personal Tax & Financial Planning	12	13	0	33	0
Annual Physical Examination	16	19	50	0	17
Low or No-interest Loans	6	6	0	0	17
Supplemental Retirement Benefits*	11	0	0	0	0
Deferred Compensation	16	13	25	0	17
First Class Air Travel	5	0	0	0	0
Use of Corporate Aircraft	3	0	0	0	0
*Beyond customary company-wide benefits					
	Typical	Typical	Sales	Sales	Sales
	U.S.	FPDA	Under \$10	\$10-\$50	Over \$50
	U.S. <u>Dist.</u>	FPDA <u>Dist.</u>	Under \$10 <u>Million</u>	\$10-\$50 <u>Million</u>	Over \$50 <u>Million</u>
CMO (Chief Marketing Officer)	<u>Dist.</u>	<u>Dist.</u>	Million	Million	<u>Million</u>
Salary	<u>Dist.</u> 126,000	<u>Dist.</u> 112,003	Million n/a	Million n/a	Million n/a
Salary Total Compensation	<u>Dist.</u> 126,000 160,945	<u>Dist.</u> 112,003 183,609	Million n/a n/a	Million n/a n/a	Million n/a n/a
Salary Total Compensation Change from Previous Year (%)	<u>Dist.</u> 126,000 160,945 3	<u>Dist.</u> 112,003 183,609 3	Million n/a n/a n/a	Million n/a n/a n/a	Million n/a n/a n/a
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary)	<u>Dist.</u> 126,000 160,945 3 29	<u>Dist.</u> 112,003 183,609 3 17	Million n/a n/a n/a n/a	Million n/a n/a n/a n/a	Million n/a n/a n/a n/a
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms)	<u>Dist.</u> 126,000 160,945 3 29 88	<u>Dist.</u> 112,003 183,609 3 17 83	Million n/a n/a n/a n/a n/a	Million n/a n/a n/a n/a n/a	Million n/a n/a n/a n/a n/a
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms) Age	Dist. 126,000 160,945 3 29 88 50	Dist. 112,003 183,609 3 17 83 40	Million n/a n/a n/a n/a n/a n/a	Million n/a n/a n/a n/a n/a n/a	Million n/a n/a n/a n/a n/a n/a
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms) Age Years with Company	Dist. 126,000 160,945 3 29 88 50 15	Dist. 112,003 183,609 3 17 83 40 20	Million n/a n/a n/a n/a n/a n/a n/a n/a	Million n/a n/a n/a n/a n/a n/a	Million n/a n/a n/a n/a n/a n/a
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms) Age Years with Company % of Equity Owned	Dist. 126,000 160,945 3 29 88 50 15	Dist. 112,003 183,609 3 17 83 40	Million n/a n/a n/a n/a n/a n/a n/a n/a n/a n	Million n/a n/a n/a n/a n/a n/a n/a n/a n/a	Million n/a n/a n/a n/a n/a n/a n/a
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms) Age Years with Company	Dist. 126,000 160,945 3 29 88 50 15	Dist. 112,003 183,609 3 17 83 40 20	Million n/a n/a n/a n/a n/a n/a n/a n/a	Million n/a n/a n/a n/a n/a n/a	Million n/a n/a n/a n/a n/a n/a
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms) Age Years with Company % of Equity Owned Company Founder (% of firms) CMO Benefits & Perks (% of firms)	Dist. 126,000 160,945 3 29 88 50 15 0 4	Dist. 112,003 183,609 3 17 83 40 20 0	Million n/a n/a n/a n/a n/a n/a n/a n/a n/a n	Million n/a n/a n/a n/a n/a n/a n/a n/a n/a n	Million n/a n/a n/a n/a n/a n/a n/a
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms) Age Years with Company % of Equity Owned Company Founder (% of firms) CMO Benefits & Perks (% of firms) Company Car & Expenses	Dist. 126,000 160,945 3 29 88 50 15 0 4	Dist. 112,003 183,609 3 17 83 40 20 0	Million n/a n/a n/a n/a n/a n/a n/a n/a n/a n	Million n/a n/a n/a n/a n/a n/a n/a n/a n/a n	Million n/a n/a n/a n/a n/a n/a n/a n
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms) Age Years with Company % of Equity Owned Company Founder (% of firms) CMO Benefits & Perks (% of firms) Company Car & Expenses Supplemental Life Insurance*	Dist. 126,000 160,945 3 29 88 50 15 0 4	Dist. 112,003 183,609 3 17 83 40 20 0 0	Million n/a n/a n/a n/a n/a n/a n/a n/a n/a n	Million n/a n/a n/a n/a n/a n/a n/a n/a n/a n	Million n/a n/a n/a n/a n/a n/a n/a n
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms) Age Years with Company % of Equity Owned Company Founder (% of firms) CMO Benefits & Perks (% of firms) Company Car & Expenses Supplemental Life Insurance* Supplemental Medical Insurance*	Dist. 126,000 160,945 3 29 88 50 15 0 4	Dist. 112,003 183,609 3 17 83 40 20 0 0 83 33 17	Million n/a n/a n/a n/a n/a n/a n/a n/a n/a n	Million n/a n/a n/a n/a n/a n/a n/a n/a n/a n	Million n/a n/a n/a n/a n/a n/a n/a n/a n/a n
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms) Age Years with Company % of Equity Owned Company Founder (% of firms) CMO Benefits & Perks (% of firms) Company Car & Expenses Supplemental Life Insurance*	Dist. 126,000 160,945 3 29 88 50 15 0 4	Dist. 112,003 183,609 3 17 83 40 20 0 0 83 33 17 0	Million n/a n/a n/a n/a n/a n/a n/a n/a n/a n	Million n/a n/a n/a n/a n/a n/a n/a n/a n/a n	Million n/a n/a n/a n/a n/a n/a n/a n
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms) Age Years with Company % of Equity Owned Company Founder (% of firms) CMO Benefits & Perks (% of firms) Company Car & Expenses Supplemental Life Insurance* Supplemental Medical Insurance* Tax Return Preparation Club Dues & Expenses	Dist. 126,000 160,945 3 29 88 50 15 0 4 65 35 13 17 12	Dist. 112,003 183,609 3 17 83 40 20 0 0 83 33 17 0 33	Million n/a n/a n/a n/a n/a n/a n/a n/a n/a n	Million n/a n/a n/a n/a n/a n/a n/a n/a n/a n	Million n/a n/a n/a n/a n/a n/a n/a n/a n/a n
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms) Age Years with Company % of Equity Owned Company Founder (% of firms) CMO Benefits & Perks (% of firms) Company Car & Expenses Supplemental Life Insurance* Supplemental Medical Insurance* Tax Return Preparation	Dist. 126,000 160,945 3 29 88 50 15 0 4 65 35 13 17 12 14	Dist. 112,003 183,609 3 17 83 40 20 0 0 83 33 17 0 33 0	Million n/a n/a n/a n/a n/a n/a n/a n/a n/a n	Million n/a n/a n/a n/a n/a n/a n/a n/a n/a n	Million n/a n/a n/a n/a n/a n/a n/a n/a n/a n
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms) Age Years with Company % of Equity Owned Company Founder (% of firms) CMO Benefits & Perks (% of firms) Company Car & Expenses Supplemental Life Insurance* Supplemental Medical Insurance* Tax Return Preparation Club Dues & Expenses	Dist. 126,000 160,945 3 29 88 50 15 0 4 65 35 13 17 12	Dist. 112,003 183,609 3 17 83 40 20 0 0 83 33 17 0 33	Million n/a n/a n/a n/a n/a n/a n/a n/a n/a n	Million n/a n/a n/a n/a n/a n/a n/a n/a n/a n	Million n/a n/a n/a n/a n/a n/a n/a n/a n/a n
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms) Age Years with Company % of Equity Owned Company Founder (% of firms) CMO Benefits & Perks (% of firms) Company Car & Expenses Supplemental Life Insurance* Supplemental Medical Insurance* Tax Return Preparation Club Dues & Expenses Personal Tax & Financial Planning Annual Physical Examination Low or No-interest Loans	Dist. 126,000 160,945 3 29 88 50 15 0 4 65 35 13 17 12 14 18 6	Dist. 112,003 183,609 3 17 83 40 20 0 0 83 33 17 0 33 0	Million n/a n/a n/a n/a n/a n/a n/a n/a n/a n	Million n/a n/a n/a n/a n/a n/a n/a n/a n/a n	Million n/a n/a n/a n/a n/a n/a n/a n/a n/a n
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms) Age Years with Company % of Equity Owned Company Founder (% of firms) CMO Benefits & Perks (% of firms) Company Car & Expenses Supplemental Life Insurance* Supplemental Medical Insurance* Tax Return Preparation Club Dues & Expenses Personal Tax & Financial Planning Annual Physical Examination	Dist. 126,000 160,945 3 29 88 50 15 0 4 65 35 13 17 12 14 18	Dist. 112,003 183,609 3 17 83 40 20 0 0 83 33 17 0 33 0 33	Million n/a n/a n/a n/a n/a n/a n/a n/a n/a n	Million n/a n/a n/a n/a n/a n/a n/a n/a n/a n	Million n/a n/a n/a n/a n/a n/a n/a n/a n/a n
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms) Age Years with Company % of Equity Owned Company Founder (% of firms) CMO Benefits & Perks (% of firms) Company Car & Expenses Supplemental Life Insurance* Supplemental Medical Insurance* Tax Return Preparation Club Dues & Expenses Personal Tax & Financial Planning Annual Physical Examination Low or No-interest Loans	Dist. 126,000 160,945 3 29 88 50 15 0 4 65 35 13 17 12 14 18 6	Dist. 112,003 183,609 3 17 83 40 20 0 0 83 33 17 0 33 0 33 0	Million n/a n/a n/a n/a n/a n/a n/a n/a n/a n	Million n/a n/a n/a n/a n/a n/a n/a n/a n/a n	Million n/a n/a n/a n/a n/a n/a n/a n/a n/a n
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms) Age Years with Company % of Equity Owned Company Founder (% of firms) CMO Benefits & Perks (% of firms) Company Car & Expenses Supplemental Life Insurance* Supplemental Medical Insurance* Tax Return Preparation Club Dues & Expenses Personal Tax & Financial Planning Annual Physical Examination Low or No-interest Loans Supplemental Retirement Benefits*	Dist. 126,000 160,945 3 29 88 50 15 0 4 65 35 13 17 12 14 18 6 10	Dist. 112,003 183,609 3 17 83 40 20 0 0 83 33 17 0 33 0 33 0 0	Million n/a n/a n/a n/a n/a n/a n/a n/a n/a n	Million n/a n/a n/a n/a n/a n/a n/a n/a n/a n	Million n/a n/a n/a n/a n/a n/a n/a n
Salary Total Compensation Change from Previous Year (%) Bonus (% of salary) Bonus Paid (% of firms) Age Years with Company % of Equity Owned Company Founder (% of firms) CMO Benefits & Perks (% of firms) Company Car & Expenses Supplemental Life Insurance* Supplemental Medical Insurance* Tax Return Preparation Club Dues & Expenses Personal Tax & Financial Planning Annual Physical Examination Low or No-interest Loans Supplemental Retirement Benefits* Deferred Compensation	Dist. 126,000 160,945 3 29 88 50 15 0 4 65 35 13 17 12 14 18 6 10 18	Dist. 112,003 183,609 3 17 83 40 20 0 0 83 33 17 0 33 0 33 0 0 0	Million n/a n/a n/a n/a n/a n/a n/a n/a n/a n	Million n/a n/a n/a n/a n/a n/a n/a n/a n/a n	Million n/a n/a n/a n/a n/a n/a n/a n

Employees

	Typical U.S. <u>Dist.</u>	Typical FPDA Dist.	Sales Under \$10 Million	Sales \$10-\$50 Million	Sales Over \$50 Million
Employees	<u> </u>	<u> </u>	<u></u>	<u></u>	<u></u>
Sales Manager					
Salary	84,000	99,500	n/a	115,000	92,500
Total Compensation	110,000	135,038	n/a	135,519	138,500
Bonus (% of salary)	26	38	n/a	39	34
Bonus Paid (% of firms)	89	89	n/a	80	100
Sales Assistant					
Salary	42,557	40,056	n/a	40,000	n/a
Total Compensation	47,843	43,750	n/a	42,500	n/a
Bonus (% of salary)	11	9	n/a	7	n/a
Bonus Paid (% of firms)	74	64	n/a	57	n/a
Customer Service Rep					
Salary	41,000	44,350	40,686	45,000	52,022
Total Compensation	45,716	49,237	43,500	47,924	55,000
Bonus (% of salary)	10	6	n/a	4	9
Bonus Paid (% of firms)	78	78	75	83	71
Counter Salesperson					
Salary	37,386	36,430	n/a	44,452	35,000
Total Compensation	42,000	38,000	n/a	45,226	36,200
Bonus (% of salary)	11	11	n/a	18	6
Bonus Paid (% of firms)	78	73	n/a	67	80
Operations Manager					
Salary	72,751	67,950	n/a	71,351	62,747
Total Compensation	81,063	83,850	n/a	75,351	94,200
Bonus (% of salary)	12	12	n/a	9	29
Bonus Paid (% of firms)	80	92	n/a	83	100
Warehouse Supervisor					
Salary	46,000	49,494	n/a	50,960	50,082
Total Compensation	50,000	54,500	n/a	55,913	53,935
Bonus (% of salary)	8	4	n/a	4	5
Bonus Paid (% of firms)	75	83	n/a	82	89
Warehouse Employee					
Salary	31,000	32,800	30,625	33,698	30,271
Total Compensation	33,589	34,625	30,625	34,750	35,000
Bonus (% of salary)	9	8	n/a	8	5
Bonus Paid (% of firms)	71	67	33	73	78
Driver/Delivery Personnel					
Salary	34,000	36,614	n/a	38,949	32,580
Total Compensation	37,456	36,614	n/a	n/a	33,271
Bonus (% of salary)	10	n/a	n/a	n/a	n/a
Bonus Paid (% of firms)	70	43	n/a	n/a	50
Chief Information Officer (CIO)					
Salary	106,727	122,750	n/a	n/a	138,000
Total Compensation	120,000	172,182	n/a	n/a	183,990
Bonus (% of salary)	15	17	n/a	n/a	17
Bonus Paid (% of firms)	81	100	n/a	n/a	100
MIS/Data Processing Manager					
Salary	79,620	90,113	n/a	86,151	93,562
Total Compensation	83,613	96,000	n/a	86,852	97,700
Bonus (% of salary)	10	6	n/a	n/a	8
Bonus Paid (% of firms)	78	70	n/a	50	83
Systems Administrator					
Salary	60,000	62,500	n/a	58,828	75,002
Total Compensation	64,000	64,791	n/a	n/a	88,000
Bonus (% of salary)					
Bonus Paid (% of firms)	6 73	7 75	n/a n/a	n/a n/a	8 78

Employees

Employees		Typical U.S. <u>Dist.</u>	Typical FPDA <u>Dist.</u>	Sales Under \$10 Million	Sales \$10-\$50 Million	Sales Over \$50 Million
T Clerk	Employees	<u> </u>	<u> </u>			
Salary 39,550 43,340 n/a n/a 41,600 Total Compensation 41,600 43,985 n/a n/a 44,290 Bonus (% of salary) 65 63 n/a n/a 80 Purchasing Manager Salary 68,800 68,800 n/a 68,800 73,807 Total Compensation 75,000 69,500 n/a 68,825 86,825 Bonus (% of salary) 10 13 n/a 7 13 Bonus (% of salary) 10 13 n/a 7 13 Bonus (% of salary) 47,000 41,912 n/a 42,410 42,550 Total Compensation 50,000 45,050 n/a 42,410 42,550 Total Compensation 50,000 45,050 n/a 42,410 42,550 Total Compensation 91,500 91,281 n/a 82,203 91,281 Bonus (% of salary) 83,200 87,000 n/a 86,662 87,000 <	IT Clerk					
Total Compensation		39.550	43.340	n/a	n/a	41.600
Bonus (% of saleny) 7 5 n/a n/a 4 Bonus Paid (% of firms) 65 63 n/a n/a 80 Purchasing Manager 88.00 68.000 n/a 68.000 78.000 Salary 68.800 68.000 n/a 69.261 86.825 Bonus (% of salery) 10 13 n/a 7 13 Bonus Paid (% of firms) 75 73 n/a 7 13 Bonus Paid (% of firms) 70 5 n/a 42,410 42,550 Bonus Paid (% of firms) 70 5 n/a 3 6 Bonus Paid (% of firms) 73 63 n/a 42,000 47,550 Bonus Paid (% of firms) 70 7 5 n/a 3 6 Bonus Paid (% of firms) 91,500 91,281 n/a 87,203 91,580 Bonus Paid (% of firms) 79 76 n/a 8 6 6 4 n/a 8						
Bonus Paid (% of fress) 65 63 n/a n/a 80 Purchasing Manager Salary 68,800 68,000 n/a 68,000 73,607 Total Compensation 75,000 69,500 n/a 69,261 86,825 Bonus (% of salary) 10 13 n/a 70 80 Purchasing Agent/Buyer Salary 47,000 41,912 n/a 42,410 42,550 Solary Sagen/Buyer 47,000 45,550 n/a 44,000 47,550 Solary Salary 77 5 n/a 42,410 42,550 Donus Paid (% of firms) 73 63 n/a 42,410 42,550 Salary 77 5 n/a 16 70 Salary Salary 83,200 87,000 n/a 86,062 87,000 Total Compensation 91,500 91,281 n/a 87,203 91,886 Bonus Paid (% of firms) 79 7	•					
Purchasing Manager		65				
Salary 68,800 68,000 n/a 68,000 73,807 Total Compensation 75,000 69,500 n/a 69,261 86,825 Bonus Paid (% of firms) 75 73 n/a 70 80 Purchasing Agent/Buyer 80 75 73 n/a 42,410 42,550 Total Compensation 50,000 45,050 n/a 44,000 47,550 Bonus (% of salany) 7 5 n/a 3 6 Bonus Paid (% of firms) 73 63 n/a 62 70 Controller 83,200 87,000 n/a 86,062 87,000 Salary 83,200 87,000 n/a 86,062 87,000 Total Compensation 91,500 91,281 n/a 87,203 91,586 Bonus (% of salany) 12 9 n/a 8 9 1/a 80 67 Accountant/Bookkeeps 46,000 43,593 45,600 40,718 50,335						
Total Compensation 75,000 69,500 n/a 69,261 86,825 Bonus (% of salary) 10 13 n/a 7 13 Bonus Paid (% of firms) 75 73 n/a 70 80 Purchasing Agent/Buyer Salary 47,000 41,912 n/a 42,410 42,550 Donus (% of salary) 7 5 n/a 3 6 Bonus (% of firms) 73 63 n/a 62 70 Controller Salary 83,200 87,000 n/a 87,003 91,586 Bonus (% of salary) 12 9 n/a 87,003 91,586 Bonus (% of salary) 12 9 n/a 87,003 91,586 Bonus (% of salary) 46,000 43,593 45,600 40,718 50,335 Total Compensation 48,840 45,806 48,356 41,453 51,750 Bonus Paid (% of firms) 6 4 n/a<		68.800	68.000	n/a	68.000	73.607
Bonus (% of salany) 10 13 n/a 7 13 Bonus Paid (% of firms) 75 73 n/a 70 80 Purchasing Agent/Buyer Salary 47,000 41,912 n/a 42,410 42,550 Total Compensation 50,000 45,050 n/a 44,000 47,550 Bonus Paid (% of firms) 73 63 n/a 62 70 Controller Salary 83,200 87,000 n/a 86,062 87,000 Salary 83,200 87,000 n/a 86,062 87,000 Total Compensation 91,500 91,281 n/a 87,203 91,586 Bonus Paid (% of firms) 79 76 n/a 83 67 Accountant/Bookkeeper 30 45,600 43,593 45,600 40,718 50,335 Salary 46,000 43,593 45,600 40,718 50,355 Total Compensation 48,840 45,806 48,356 41,445 <th< td=""><td></td><td></td><td></td><td></td><td></td><td></td></th<>						
Bonus Paid (% of firms) 75 73 n/a 70 80 Purchasing Agent/Buyer 47,000 41,912 n/a 42,410 42,550 Salary 47,000 45,050 n/a 44,000 47,550 Bonus Paid (% of firms) 73 63 n/a 3 6 Bonus Paid (% of firms) 73 63 n/a 62 70 Controller Total Compensation 91,500 91,281 n/a 87,203 91,586 Bonus (% of salary) 12 9 n/a 9 14 Bonus (% of salary) 12 9 n/a 9 14 Bonus Paid (% of firms) 79 76 n/a 83 67 Accountant/Bookkeeper Salary 46,000 43,593 45,600 40,718 50,335 Total Compensation 48,840 45,806 48,356 41,453 51,750 Bonus (% of salary) 6 4 n/a n/a 2 5 <						
Purchasing Agent/Buyer						
Salary 47,000 41,912 n/a 42,410 42,550 Total Compensation 50,000 45,050 n/a 44,000 47,550 Bonus Paid (% of firms) 73 63 n/a 62 70 Controller Salary 83,200 87,000 n/a 86,062 87,000 Total Compensation 91,500 91,281 n/a 87,203 91,586 Bonus (% of salary) 12 9 n/a 9 14 Bonus Paid (% of firms) 79 76 n/a 8 6 Accountant/Bookkeeper Salary 46,000 43,593 45,600 40,718 50,335 Total Compensation 48,840 45,806 48,356 41,453 51,750 Bonus (% of salary) 6 4 n/a 2 5 Bonus Paid (% of firms) 62,995 67,264 n/a n/a 9,200 Credit Manager 30,000 38,200 n/a n/a 14						
Total Compensation 50,000 45,050 n/a 44,000 47,550 Bonus (% of salary) 73 63 n/a 62 70 Controller Salary 83,200 87,000 n/a 86,062 87,000 Total Compensation 91,500 91,281 n/a 87,203 91,508 Bonus Paid (% of firms) 79 76 n/a 83 67 Accountant/Bookkeeper Salary 46,000 43,593 45,600 40,718 50,335 Total Compensation 48,840 48,806 43,356 41,453 51,750 Bonus Paid (% of firms) 68 65 50 88 50 Credit Manager 58,709 67,000 n/a n/a 92,000 Salary 58,709 67,264 n/a n/a 92,000 Total Compensation 62,995 67,264 n/a n/a 10 Bonus Paid (% of firms) 100 100 n/a 39,000 38,200 <td></td> <td>47.000</td> <td>41.912</td> <td>n/a</td> <td>42.410</td> <td>42,550</td>		47.000	41.912	n/a	42.410	42,550
Bonus (% of salary) 7 5 n/a 3 6 Bonus Paid (% of firms) 73 63 n/a 62 70 Controller Controller Texas (% of salary) 83,200 87,000 n/a 86,062 87,000 Total Compensation 91,500 91,281 n/a 87,203 91,586 Bonus (% of salary) 12 9 n/a 83 67 Accountant/Bookkeeper 8 79 76 n/a 83 67 Salary 46,000 43,593 45,600 40,718 50,335 75 Bonus (% of salary) 6 4 n/a 2 5 5 5 8 5 75 8 5 75 8 8 5 5 8 5 5 8 5 5 75 77,000 77,000 77,000 77,000 77,000 70 70 70 70 70 70 70 70 70						
Bonus Paid (% of firms) 73 63 n/a 62 70 Controller Salary 83.200 87,000 n/a 86,062 87,000 Total Compensation 91,500 91,281 n/a 87,203 91,586 Bonus (% of salary) 12 9 n/a 9 14 Bonus Paid (% of firms) 79 76 n/a 83 67 Accountant/Bookkeeper 83 45,600 40,718 50,335 50,335 70d 45,600 40,718 50,335 70d	•					
Controller Salary 83,200 87,000 n/a 86,062 87,000 Total Compensation 91,500 91,281 n/a 87,203 91,586 Bonus (% of salary) 12 9 n/a 9 14 Bonus Paid (% of firms) 79 76 n/a 83 67 Accountant/Bookkeeper Salary 46,000 43,593 45,600 40,718 50,335 Total Compensation 48,840 45,806 48,356 41,453 51,750 Bonus (% of salary) 6 4 n/a 2 5 Bonus Paid (% of firms) 68 65 50 88 50 Credit Manager Salary 58,709 67,000 n/a 55,750 77,000 Salary 58,709 67,000 n/a n/a n/a 14 Bonus (% of salary) 8 9 n/a n/a 14 Bonus (% of salary) 36,000 38,200 n/a <t< td=""><td></td><td>73</td><td></td><td></td><td></td><td></td></t<>		73				
Salary 83,200 87,000 n/a 86,062 87,000 Total Compensation 91,500 91,281 n/a 87,203 91,586 Bonus (% of salary) 12 9 n/a 9 14 Bonus Paid (% of firms) 79 76 n/a 83 67 Accountant/Bookkeeper Salary 46,000 43,593 45,600 40,718 50,335 Total Compensation 48,840 45,806 48,356 41,453 51,750 Bonus (% of salary) 6 4 n/a 2 5 Bonus Paid (% of firms) 68 65 50 88 50 Credit Manager Salary 58,709 67,000 n/a 55,750 77,000 Total Compensation 62,995 67,264 n/a n/a 10 Bonus (% of salary) 8 9 n/a n/a 10 Credit/Collections Clerk Salary 36,000 38,200 n/a 39,000 38,200	,					
Total Compensation 91,500 91,281 n/a 87,203 91,586 Bonus (% of salary) 12 9 n/a 9 14 Bonus Paid (% of firms) 79 76 n/a 9 14 Bonus Paid (% of firms) 79 76 n/a 9 14 Accountant/Bookkeeper 3lary 46,000 43,593 45,600 40,718 50,335 Total Compensation 48,840 45,806 48,356 41,453 51,750 Bonus Paid (% of firms) 68 65 50 88 50 Credit Manager 58,709 67,000 n/a 55,750 77,000 Total Compensation 62,995 67,264 n/a n/a 14 Bonus (% of salary) 8 9 n/a n/a 100 Credit Collections Clerk 58,200 n/a 39,000 38,200 Salary 36,000 38,200 n/a 41,474 44,200 Bonus (% of salary) <t< td=""><td></td><td>83.200</td><td>87.000</td><td>n/a</td><td>86.062</td><td>87.000</td></t<>		83.200	87.000	n/a	86.062	87.000
Bonus (% of salary) 12 9 n/a 9 14 Bonus Paid (% of firms) 79 76 n/a 83 67 Accountant/Bookkeeper Salary 46,000 43,593 45,600 40,718 50,335 Total Compensation 48,840 45,806 48,356 41,453 51,750 Bonus Paid (% of firms) 6 4 n/a 2 5 Bonus Paid (% of firms) 68 65 50 88 50 Credit Manager Salary 58,709 67,000 n/a 55,750 77,000 Salary 58,709 67,264 n/a n/a 1/a 14 Bonus Paid (% of firms) 100 100 n/a n/a 14 Bonus Paid (% of firms) 36,000 38,200 n/a n/a 14 Bonus Paid (% of firms) 100 100 n/a 39,000 38,200 Total Compensation 38,937 43,254 n/a 41,474 44,200	•					
Bonus Paid (% of firms) 79 76 n/a 83 67 Accountant/Bookkeeper Salary 46,000 43,593 45,600 40,718 50,335 Total Compensation 48,840 45,806 48,356 41,453 51,750 Bonus (% of salary) 6 4 n/a 2 5 Bonus Paid (% of firms) 68 65 50 88 50 Credit Manager S8,709 67,000 n/a 55,750 77,000 Total Compensation 62,995 67,264 n/a n/a 14 Bonus Paid (% of firms) 100 100 n/a n/a 14 Bonus Paid (% of firms) 36,000 38,200 n/a n/a 10 Credit/Collections Clerk Salary 36,000 38,200 n/a 39,000 38,200 Total Compensation 38,937 43,254 n/a 41,474 44,200 Bonus (% of salary) 7 12 n/a 30 100	· · · · · · · · · · · · · · · · · · ·					
Accountant/Bookkeeper Salary 46,000 43,593 45,600 40,718 50,335 Total Compensation 48,840 45,806 48,356 41,453 51,750 Bonus (% of salary) 6 4 n/a 2 5 Bonus Paid (% of firms) 68 65 50 88 50 Credit Manager S8,709 67,000 n/a 55,750 77,000 Total Compensation 62,995 67,264 n/a n/a 92,000 Bonus (% of salary) 8 9 n/a n/a 100 Credit/Collections Clerk Salary 36,000 38,200 n/a 39,000 38,200 Total Compensation 38,937 43,254 n/a 41,474 44,200 Bonus (% of salary) 7 12 n/a 8 14 Bonus (% of firms) 100 100 n/a 100 100 Human Resources Manager 67,325 73,005 n/a 62,010 <td></td> <td></td> <td></td> <td></td> <td>83</td> <td></td>					83	
Salary 46,000 43,593 45,600 40,718 50,335 Total Compensation 48,840 45,806 48,356 41,453 51,750 Bonus (% of salary) 6 4 n/a 2 5 Bonus Paid (% of firms) 68 65 50 88 50 Credit Manager Salary 58,709 67,000 n/a 55,750 77,000 Total Compensation 62,995 67,264 n/a n/a 92,000 Bonus (% of salary) 8 9 n/a n/a 10 Bonus (% of firms) 100 100 n/a n/a 10 Credit/Collections Clerk Salary 36,000 38,200 n/a 39,000 38,200 Total Compensation 38,937 43,254 n/a 41,474 44,200 Bonus (% of salary) 7 12 n/a 8 14 Bonus (% of salary) 8 73,005 n/a 62,0						
Total Compensation 48,840 45,806 48,356 41,453 51,750 Bonus (% of salary) 6 4 n/a 2 5 Bonus Paid (% of firms) 68 65 50 88 50 Credit Manager Salary 58,709 67,000 n/a 55,750 77,000 Total Compensation 62,995 67,264 n/a n/a 92,000 Bonus (% of salary) 8 9 n/a n/a 10 Bonus Paid (% of firms) 100 100 n/a n/a 10 Credit/Collections Clerk Salary 36,000 38,200 n/a 39,000 38,200 Total Compensation 38,937 43,254 n/a 41,474 44,200 Bonus (% of salary) 7 12 n/a 8 14 Bonus (% of firms) 100 100 n/a 100 100 Human Resources Manager Salary 73,005 n/a 62,010 75,000 <td>_</td> <td>46.000</td> <td>43.593</td> <td>45.600</td> <td>40.718</td> <td>50.335</td>	_	46.000	43.593	45.600	40.718	50.335
Bonus (% of salary) 6 4 n/a 2 5 Bonus Paid (% of firms) 68 65 50 88 50 Credit Manager S 67 60 n/a 55,750 77,000 Salary 58,709 67,264 n/a n/a 92,000 Bonus (% of salary) 8 9 n/a n/a 14 Bonus Paid (% of firms) 100 100 n/a n/a 100 Credit/Collections Clerk Salary 36,000 38,200 n/a 39,000 38,200 Total Compensation 38,937 43,254 n/a 41,474 44,200 Bonus (% of salary) 7 12 n/a 8 14 Bonus (% of firms) 100 100 n/a 62,010 75,000 Human Resources Manager 67,325 73,005 n/a 62,010 75,000 Salary 67,325 73,005 n/a 62,010 75,000 Donus (% of salary) </td <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>						
Bonus Paid (% of firms) 68 65 50 88 50 Credit Manager Salary 58,709 67,000 n/a 55,750 77,000 Total Compensation 62,995 67,264 n/a n/a 92,000 Bonus (% of salary) 8 9 n/a n/a 100 Bonus Paid (% of firms) 100 100 n/a 39,000 38,200 Credit/Collections Clerk Salary 36,000 38,200 n/a 39,000 38,200 Total Compensation 38,937 43,254 n/a 41,474 44,200 Bonus (% of salary) 7 12 n/a 8 14 Bonus Paid (% of firms) 100 100 n/a 100 100 Human Resources Manager 67,325 73,005 n/a 62,010 75,000 Total Compensation 71,543 80,000 n/a 71,005 80,000 Bonus (% of salary) 9 13 n/a n/a						_
Credit Manager Salary 58,709 67,000 n/a 55,750 77,000 Total Compensation 62,995 67,264 n/a n/a 92,000 Bonus (% of salary) 8 9 n/a n/a 14 Bonus Paid (% of firms) 100 100 n/a n/a 100 Credit/Collections Clerk Salary 36,000 38,200 n/a 39,000 38,200 Total Compensation 38,937 43,254 n/a 41,474 44,200 Bonus (% of salary) 7 12 n/a 8 14 Bonus Paid (% of firms) 100 100 n/a 100 100 Human Resources Manager 67,325 73,005 n/a 62,010 75,000 Total Compensation 71,543 80,000 n/a 71,005 80,000 Bonus (% of salary) 9 13 n/a n/a 13 Bonus (% of firms) 100 100 n/a 50		68	65		88	
Salary 58,709 67,000 n/a 55,750 77,000 Total Compensation 62,995 67,264 n/a n/a 92,000 Bonus (% of salary) 8 9 n/a n/a 14 Bonus Paid (% of firms) 100 100 n/a n/a 100 Credit/Collections Clerk Salary 36,000 38,200 n/a 39,000 38,200 Total Compensation 38,937 43,254 n/a 41,474 44,200 Bonus (% of salary) 7 12 n/a 8 14 Bonus Paid (% of firms) 100 100 n/a 100 100 Human Resources Manager Salary 67,325 73,005 n/a 62,010 75,000 Total Compensation 71,543 80,000 n/a 71,005 80,000 Bonus (% of salary) 9 13 n/a n/a 13 Bonus (% of firms) 100 100 n/a						
Total Compensation 62,995 67,264 n/a n/a 92,000 Bonus (% of salary) 8 9 n/a n/a 14 Bonus Paid (% of firms) 100 100 n/a n/a 100 Credit/Collections Clerk 36,000 38,200 n/a 39,000 38,200 Total Compensation 38,937 43,254 n/a 41,474 44,200 Bonus (% of salary) 7 12 n/a 8 14 Bonus Paid (% of firms) 100 100 n/a 100 100 Human Resources Manager 5alary 67,325 73,005 n/a 62,010 75,000 Total Compensation 71,543 80,000 n/a 71,005 80,000 Bonus (% of salary) 9 13 n/a n/a 13 Bonus (% of firms) 100 100 n/a 50 100 Office Manager 51,125 60,000 n/a 59,000 n/a Salary <td></td> <td>58.709</td> <td>67.000</td> <td>n/a</td> <td>55.750</td> <td>77.000</td>		58.709	67.000	n/a	55.750	77.000
Bonus (% of salary) 8 9 n/a n/a 14 Bonus Paid (% of firms) 100 100 n/a n/a 100 Credit/Collections Clerk 36,000 38,200 n/a 39,000 38,200 Total Compensation 38,937 43,254 n/a 41,474 44,200 Bonus (% of salary) 7 12 n/a 8 14 Bonus Paid (% of firms) 100 100 n/a 100 100 Human Resources Manager 67,325 73,005 n/a 62,010 75,000 Total Compensation 71,543 80,000 n/a 71,005 80,000 Bonus (% of salary) 9 13 n/a n/a 13 Bonus Paid (% of firms) 100 100 n/a 50 100 Office Manager 51,125 60,000 n/a 59,000 n/a Salary 51,618 67,000 n/a 62,000 n/a Bonus (% of salary) 8 </td <td>•</td> <td></td> <td></td> <td></td> <td></td> <td></td>	•					
Bonus Paid (% of firms) 100 100 n/a n/a 100 Credit/Collections Clerk Salary 36,000 38,200 n/a 39,000 38,200 Total Compensation 38,937 43,254 n/a 41,474 44,200 Bonus (% of salary) 7 12 n/a 8 14 Bonus Paid (% of firms) 100 100 n/a 100 100 Human Resources Manager 8 73,005 n/a 62,010 75,000 Total Compensation 71,543 80,000 n/a 71,005 80,000 Bonus (% of salary) 9 13 n/a n/a 13 Bonus Paid (% of firms) 100 100 n/a 50 100 Office Manager 51,125 60,000 n/a 59,000 n/a Salary 51,125 60,000 n/a 62,000 n/a Total Compensation 54,618 67,000 n/a 62,000 n/a	•					
Credit/Collections Clerk Salary 36,000 38,200 n/a 39,000 38,200 Total Compensation 38,937 43,254 n/a 41,474 44,200 Bonus (% of salary) 7 12 n/a 8 14 Bonus Paid (% of firms) 100 100 n/a 100 100 Human Resources Manager Salary 67,325 73,005 n/a 62,010 75,000 Total Compensation 71,543 80,000 n/a 71,005 80,000 Bonus (% of salary) 9 13 n/a n/a 13 Bonus Paid (% of firms) 100 100 n/a 50 100 Office Manager Salary 51,125 60,000 n/a 59,000 n/a Total Compensation 54,618 67,000 n/a 62,000 n/a Bonus (% of salary) 8 7 n/a 7 n/a Bonus (% of salary)		100	100			
Salary 36,000 38,200 n/a 39,000 38,200 Total Compensation 38,937 43,254 n/a 41,474 44,200 Bonus (% of salary) 7 12 n/a 8 14 Bonus Paid (% of firms) 100 100 n/a 100 100 Human Resources Manager Salary 67,325 73,005 n/a 62,010 75,000 Total Compensation 71,543 80,000 n/a 71,005 80,000 Bonus (% of salary) 9 13 n/a n/a 13 Bonus Paid (% of firms) 100 100 n/a 50 100 Office Manager Salary 51,125 60,000 n/a 59,000 n/a Total Compensation 54,618 67,000 n/a 62,000 n/a Bonus (% of salary) 8 7 n/a 7 n/a Bonus (% of firms) 72 100 n/a 100<						
Total Compensation 38,937 43,254 n/a 41,474 44,200 Bonus (% of salary) 7 12 n/a 8 14 Bonus Paid (% of firms) 100 100 n/a 100 100 Human Resources Manager Salary 67,325 73,005 n/a 62,010 75,000 Total Compensation 71,543 80,000 n/a 71,005 80,000 Bonus (% of salary) 9 13 n/a n/a 13 Bonus Paid (% of firms) 100 100 n/a 50 100 Office Manager Salary 51,125 60,000 n/a 59,000 n/a Total Compensation 54,618 67,000 n/a 62,000 n/a Bonus (% of salary) 8 7 n/a 7 n/a Bonus Paid (% of firms) 72 100 n/a 100 n/a Office/Clerical Personnel Salary		36.000	38.200	n/a	39.000	38,200
Bonus (% of salary) 7 12 n/a 8 14 Bonus Paid (% of firms) 100 100 n/a 100 100 Human Resources Manager Salary 67,325 73,005 n/a 62,010 75,000 Total Compensation 71,543 80,000 n/a 71,005 80,000 Bonus (% of salary) 9 13 n/a n/a 13 Bonus Paid (% of firms) 100 100 n/a 50 100 Office Manager Salary 51,125 60,000 n/a 59,000 n/a Total Compensation 54,618 67,000 n/a 62,000 n/a Bonus (% of salary) 8 7 n/a 7 n/a Bonus Paid (% of firms) 72 100 n/a 35,306 36,500 Office/Clerical Personnel 33,280 35,104 n/a 35,306 36,500 Total Compensation 35,137 37,167 n						
Bonus Paid (% of firms) 100 100 n/a 100 100 Human Resources Manager Salary 67,325 73,005 n/a 62,010 75,000 Total Compensation 71,543 80,000 n/a 71,005 80,000 Bonus (% of salary) 9 13 n/a n/a 13 Bonus Paid (% of firms) 100 100 n/a 50 100 Office Manager Salary 51,125 60,000 n/a 59,000 n/a Total Compensation 54,618 67,000 n/a 62,000 n/a Bonus (% of salary) 8 7 n/a 7 n/a Bonus Paid (% of firms) 72 100 n/a 100 n/a Office/Clerical Personnel Salary 33,280 35,104 n/a 35,306 36,500 Total Compensation 35,137 37,167 n/a 37,625 40,825 Bonus (% of salary) 6						
Human Resources Manager Salary 67,325 73,005 n/a 62,010 75,000 Total Compensation 71,543 80,000 n/a 71,005 80,000 Bonus (% of salary) 9 13 n/a n/a 13 Bonus Paid (% of firms) 100 100 n/a 50 100 Office Manager Salary 51,125 60,000 n/a 59,000 n/a Total Compensation 54,618 67,000 n/a 62,000 n/a Bonus (% of salary) 8 7 n/a 7 n/a Bonus Paid (% of firms) 72 100 n/a 100 n/a Office/Clerical Personnel Salary 33,280 35,104 n/a 35,306 36,500 Total Compensation 35,137 37,167 n/a 37,625 40,825 Bonus (% of salary) 6 6 n/a 5 11						
Salary 67,325 73,005 n/a 62,010 75,000 Total Compensation 71,543 80,000 n/a 71,005 80,000 Bonus (% of salary) 9 13 n/a n/a 13 Bonus Paid (% of firms) 100 100 n/a 50 100 Office Manager Salary 51,125 60,000 n/a 59,000 n/a Total Compensation 54,618 67,000 n/a 62,000 n/a Bonus (% of salary) 8 7 n/a 7 n/a Bonus Paid (% of firms) 72 100 n/a 100 n/a Office/Clerical Personnel Salary 33,280 35,104 n/a 35,306 36,500 Total Compensation 35,137 37,167 n/a 37,625 40,825 Bonus (% of salary) 6 6 n/a 5 11						
Total Compensation 71,543 80,000 n/a 71,005 80,000 Bonus (% of salary) 9 13 n/a n/a 13 Bonus Paid (% of firms) 100 100 n/a 50 100 Office Manager Salary 51,125 60,000 n/a 59,000 n/a Total Compensation 54,618 67,000 n/a 62,000 n/a Bonus (% of salary) 8 7 n/a 7 n/a Bonus Paid (% of firms) 72 100 n/a 100 n/a Office/Clerical Personnel Salary 33,280 35,104 n/a 35,306 36,500 Total Compensation 35,137 37,167 n/a 37,625 40,825 Bonus (% of salary) 6 6 n/a 5 11		67,325	73,005	n/a	62,010	75,000
Bonus (% of salary) 9 13 n/a n/a 13 Bonus Paid (% of firms) 100 100 n/a 50 100 Office Manager Salary 51,125 60,000 n/a 59,000 n/a Total Compensation 54,618 67,000 n/a 62,000 n/a Bonus (% of salary) 8 7 n/a 7 n/a Bonus Paid (% of firms) 72 100 n/a 100 n/a Office/Clerical Personnel Salary 33,280 35,104 n/a 35,306 36,500 Total Compensation 35,137 37,167 n/a 37,625 40,825 Bonus (% of salary) 6 6 n/a 5 11						,
Bonus Paid (% of firms) 100 100 n/a 50 100 Office Manager Salary 51,125 60,000 n/a 59,000 n/a Total Compensation 54,618 67,000 n/a 62,000 n/a Bonus (% of salary) 8 7 n/a 7 n/a Bonus Paid (% of firms) 72 100 n/a 100 n/a Office/Clerical Personnel Salary 33,280 35,104 n/a 35,306 36,500 Total Compensation 35,137 37,167 n/a 37,625 40,825 Bonus (% of salary) 6 6 n/a 5 11						
Office Manager Salary 51,125 60,000 n/a 59,000 n/a Total Compensation 54,618 67,000 n/a 62,000 n/a Bonus (% of salary) 8 7 n/a 7 n/a Bonus Paid (% of firms) 72 100 n/a 100 n/a Office/Clerical Personnel Salary 33,280 35,104 n/a 35,306 36,500 Total Compensation 35,137 37,167 n/a 37,625 40,825 Bonus (% of salary) 6 6 n/a 5 11		100	100	n/a	50	100
Salary 51,125 60,000 n/a 59,000 n/a Total Compensation 54,618 67,000 n/a 62,000 n/a Bonus (% of salary) 8 7 n/a 7 n/a Bonus Paid (% of firms) 72 100 n/a 100 n/a Office/Clerical Personnel Salary 33,280 35,104 n/a 35,306 36,500 Total Compensation 35,137 37,167 n/a 37,625 40,825 Bonus (% of salary) 6 6 n/a 5 11						
Total Compensation 54,618 67,000 n/a 62,000 n/a Bonus (% of salary) 8 7 n/a 7 n/a Bonus Paid (% of firms) 72 100 n/a 100 n/a Office/Clerical Personnel Salary 33,280 35,104 n/a 35,306 36,500 Total Compensation 35,137 37,167 n/a 37,625 40,825 Bonus (% of salary) 6 6 n/a 5 11		51.125	60.000	n/a	59.000	n/a
Bonus (% of salary) 8 7 n/a 7 n/a Bonus Paid (% of firms) 72 100 n/a 100 n/a Office/Clerical Personnel Salary 33,280 35,104 n/a 35,306 36,500 Total Compensation 35,137 37,167 n/a 37,625 40,825 Bonus (% of salary) 6 6 n/a 5 11						
Bonus Paid (% of firms) 72 100 n/a 100 n/a Office/Clerical Personnel Salary 33,280 35,104 n/a 35,306 36,500 Total Compensation 35,137 37,167 n/a 37,625 40,825 Bonus (% of salary) 6 6 n/a 5 11	· · · · · · · · · · · · · · · · · · ·					
Office/Clerical Personnel Salary 33,280 35,104 n/a 35,306 36,500 Total Compensation 35,137 37,167 n/a 37,625 40,825 Bonus (% of salary) 6 6 n/a 5 11		72	100		100	
Salary 33,280 35,104 n/a 35,306 36,500 Total Compensation 35,137 37,167 n/a 37,625 40,825 Bonus (% of salary) 6 6 n/a 5 11						
Total Compensation 35,137 37,167 n/a 37,625 40,825 Bonus (% of salary) 6 6 n/a 5 11		33,280	35,104	n/a	35,306	36,500
Bonus (% of salary) 6 6 n/a 5 11	•					
	•	_			· _	
		67	57		60	

Employees & Practices

	Typical U.S. <u>Dist.</u>	Typical FPDA <u>Dist.</u>	Sales Under \$10 <u>Million</u>	Sales \$10-\$50 <u>Million</u>	Sales Over \$50 <u>Million</u>
FPDA Positions					
Inside Sales Manager					
Salary	n/a	65,204	48,048	75,000	65,204
Total Compensation	n/a	75,000	65,726	86,887	75,500
Bonus (% of salary)	n/a	32	36	28	31
Bonus Paid (% of firms)	n/a	70	80	70	63
Applications Engineer	,	70.000	== 000	75.000	74.000
Salary	n/a	72,360	55,000	75,000	71,900
Total Compensation	n/a	76,400	60,335	78,640	76,500
Bonus (% of salary)	n/a n/a	7 77	7 80	8 75	10 78
Bonus Paid (% of firms) Power Unit Designer	II/a	7.7	00	75	70
Salary	n/a	67,534	n/a	65,000	81,598
Total Compensation	n/a	72,266	n/a	67,134	89,348
Bonus (% of salary)	n/a	5	n/a	n/a	2
Bonus Paid (% of firms)	n/a	69	n/a	50	100
Power Unit Technician	11/4	00	1174	00	100
Salary	n/a	52,667	n/a	53,679	52,334
Total Compensation	n/a	55,900	n/a	56,089	55,900
Bonus (% of salary)	n/a	7	n/a	5	9
Bonus Paid (% of firms)	n/a	75	n/a	80	75
Power Unit Assembler					
Salary	n/a	42,026	n/a	42,484	41,500
Total Compensation	n/a	43,984	n/a	44,392	46,000
Bonus (% of salary)	n/a	4	n/a	4	4
Bonus Paid (% of firms)	n/a	53	n/a	63	57
	Typical U.S.	Typical FPDA <u>Dist.</u>	Sales Under \$10 Million	Sales \$10-\$50 Million	Sales Over \$50 Million
			IVIIIIION	IVIIIIIOII	
Practices	<u>Dist.</u>	Dist.	<u></u>		<u>IMILITOTI</u>
Practices	<u>Dist.</u>	<u>Dist.</u>	<u></u>		<u>MIIIIOII</u>
Employee Raises (% of firms)					
Employee Raises (% of firms) Cost of Living Adjustment (COLA)	34	29	43	20	33
Employee Raises (% of firms) Cost of Living Adjustment (COLA) Annual Merit Raise	34 61	29 68	43 71	20 53	33 89
Employee Raises (% of firms) Cost of Living Adjustment (COLA) Annual Merit Raise Lump Sum	34 61 15	29 68 13	43 71 14	20 53 7	33 89 22
Employee Raises (% of firms) Cost of Living Adjustment (COLA) Annual Merit Raise Lump Sum Variable Pay Plan	34 61 15 50	29 68 13 52	43 71 14 29	20 53 7 47	33 89 22 78
Employee Raises (% of firms) Cost of Living Adjustment (COLA) Annual Merit Raise Lump Sum Variable Pay Plan No Raises	34 61 15 50 8	29 68 13 52 16	43 71 14 29 14	20 53 7 47 13	33 89 22 78 22
Employee Raises (% of firms) Cost of Living Adjustment (COLA) Annual Merit Raise Lump Sum Variable Pay Plan No Raises No Set Policy for Raises	34 61 15 50 8 63	29 68 13 52 16 71	43 71 14 29 14 71	20 53 7 47 13 60	33 89 22 78 22 89
Employee Raises (% of firms) Cost of Living Adjustment (COLA) Annual Merit Raise Lump Sum Variable Pay Plan No Raises No Set Policy for Raises Employee Bonus Plan (% of firms)	34 61 15 50 8 63 94	29 68 13 52 16 71	43 71 14 29 14 71	20 53 7 47 13 60	33 89 22 78 22 89
Employee Raises (% of firms) Cost of Living Adjustment (COLA) Annual Merit Raise Lump Sum Variable Pay Plan No Raises No Set Policy for Raises Employee Bonus Plan (% of firms) Special Recognition Bonus	34 61 15 50 8 63 94 47	29 68 13 52 16 71 94 41	43 71 14 29 14 71 86 33	20 53 7 47 13 60 93 29	33 89 22 78 22 89 100 67
Employee Raises (% of firms) Cost of Living Adjustment (COLA) Annual Merit Raise Lump Sum Variable Pay Plan No Raises No Set Policy for Raises Employee Bonus Plan (% of firms) Special Recognition Bonus Achievement of Individual Goals	34 61 15 50 8 63 94 47 55	29 68 13 52 16 71 94 41 48	43 71 14 29 14 71 86 33 17	20 53 7 47 13 60 93 29 43	33 89 22 78 22 89 100 67 78
Employee Raises (% of firms) Cost of Living Adjustment (COLA) Annual Merit Raise Lump Sum Variable Pay Plan No Raises No Set Policy for Raises Employee Bonus Plan (% of firms) Special Recognition Bonus Achievement of Individual Goals Achievement of Firm/Dept. Goals	34 61 15 50 8 63 94 47 55 63	29 68 13 52 16 71 94 41 48 55	43 71 14 29 14 71 86 33 17	20 53 7 47 13 60 93 29 43 50	33 89 22 78 22 89 100 67 78 78
Employee Raises (% of firms) Cost of Living Adjustment (COLA) Annual Merit Raise Lump Sum Variable Pay Plan No Raises No Set Policy for Raises Employee Bonus Plan (% of firms) Special Recognition Bonus Achievement of Individual Goals Achievement of Firm/Dept. Goals Cash Profit Sharing	34 61 15 50 8 63 94 47 55 63 29	29 68 13 52 16 71 94 41 48 55 24	43 71 14 29 14 71 86 33 17 33	20 53 7 47 13 60 93 29 43 50 21	33 89 22 78 22 89 100 67 78 78 22
Employee Raises (% of firms) Cost of Living Adjustment (COLA) Annual Merit Raise Lump Sum Variable Pay Plan No Raises No Set Policy for Raises Employee Bonus Plan (% of firms) Special Recognition Bonus Achievement of Individual Goals Achievement of Firm/Dept. Goals Cash Profit Sharing CEO/Owner Discretion	34 61 15 50 8 63 94 47 55 63 29 73	29 68 13 52 16 71 94 41 48 55 24 59	43 71 14 29 14 71 86 33 17 33 33 50	20 53 7 47 13 60 93 29 43 50 21 57	33 89 22 78 22 89 100 67 78 78 22 67
Employee Raises (% of firms) Cost of Living Adjustment (COLA) Annual Merit Raise Lump Sum Variable Pay Plan No Raises No Set Policy for Raises Employee Bonus Plan (% of firms) Special Recognition Bonus Achievement of Individual Goals Achievement of Firm/Dept. Goals Cash Profit Sharing	34 61 15 50 8 63 94 47 55 63 29	29 68 13 52 16 71 94 41 48 55 24	43 71 14 29 14 71 86 33 17 33	20 53 7 47 13 60 93 29 43 50 21	33 89 22 78 22 89 100 67 78 78 22
Employee Raises (% of firms) Cost of Living Adjustment (COLA) Annual Merit Raise Lump Sum Variable Pay Plan No Raises No Set Policy for Raises Employee Bonus Plan (% of firms) Special Recognition Bonus Achievement of Individual Goals Achievement of Firm/Dept. Goals Cash Profit Sharing CEO/Owner Discretion	34 61 15 50 8 63 94 47 55 63 29 73	29 68 13 52 16 71 94 41 48 55 24 59	43 71 14 29 14 71 86 33 17 33 33 50	20 53 7 47 13 60 93 29 43 50 21 57	33 89 22 78 22 89 100 67 78 78 22 67
Employee Raises (% of firms) Cost of Living Adjustment (COLA) Annual Merit Raise Lump Sum Variable Pay Plan No Raises No Set Policy for Raises Employee Bonus Plan (% of firms) Special Recognition Bonus Achievement of Individual Goals Achievement of Firm/Dept. Goals Cash Profit Sharing CEO/Owner Discretion Retention Bonuses (% of firms)	34 61 15 50 8 63 94 47 55 63 29 73	29 68 13 52 16 71 94 41 48 55 24 59	43 71 14 29 14 71 86 33 17 33 33 50	20 53 7 47 13 60 93 29 43 50 21 57 0	33 89 22 78 22 89 100 67 78 78 22 67
Employee Raises (% of firms) Cost of Living Adjustment (COLA) Annual Merit Raise Lump Sum Variable Pay Plan No Raises No Set Policy for Raises Employee Bonus Plan (% of firms) Special Recognition Bonus Achievement of Individual Goals Achievement of Firm/Dept. Goals Cash Profit Sharing CEO/Owner Discretion Retention Bonuses (% of firms) Christmas & Year-End (% of firms)	34 61 15 50 8 63 94 47 55 63 29 73 9	29 68 13 52 16 71 94 41 48 55 24 59 3	43 71 14 29 14 71 86 33 17 33 33 50 0	20 53 7 47 13 60 93 29 43 50 21 57 0	33 89 22 78 22 89 100 67 78 78 22 67 11
Employee Raises (% of firms) Cost of Living Adjustment (COLA) Annual Merit Raise Lump Sum Variable Pay Plan No Raises No Set Policy for Raises Employee Bonus Plan (% of firms) Special Recognition Bonus Achievement of Individual Goals Achievement of Firm/Dept. Goals Cash Profit Sharing CEO/Owner Discretion Retention Bonuses (% of firms) Christmas & Year-End (% of firms) Cash Gift Party	34 61 15 50 8 63 94 47 55 63 29 73 9	29 68 13 52 16 71 94 41 48 55 24 59 3	43 71 14 29 14 71 86 33 17 33 33 50 0	20 53 7 47 13 60 93 29 43 50 21 57 0	33 89 22 78 22 89 100 67 78 78 22 67 11
Employee Raises (% of firms) Cost of Living Adjustment (COLA) Annual Merit Raise Lump Sum Variable Pay Plan No Raises No Set Policy for Raises Employee Bonus Plan (% of firms) Special Recognition Bonus Achievement of Individual Goals Achievement of Firm/Dept. Goals Cash Profit Sharing CEO/Owner Discretion Retention Bonuses (% of firms) Christmas & Year-End (% of firms) Cash Gift	34 61 15 50 8 63 94 47 55 63 29 73 9	29 68 13 52 16 71 94 41 48 55 24 59 3	43 71 14 29 14 71 86 33 17 33 33 50 0	20 53 7 47 13 60 93 29 43 50 21 57 0	33 89 22 78 22 89 100 67 78 78 22 67 11
Employee Raises (% of firms) Cost of Living Adjustment (COLA) Annual Merit Raise Lump Sum Variable Pay Plan No Raises No Set Policy for Raises Employee Bonus Plan (% of firms) Special Recognition Bonus Achievement of Individual Goals Achievement of Firm/Dept. Goals Cash Profit Sharing CEO/Owner Discretion Retention Bonuses (% of firms) Christmas & Year-End (% of firms) Cash Gift Party	34 61 15 50 8 63 94 47 55 63 29 73 9	29 68 13 52 16 71 94 41 48 55 24 59 3	43 71 14 29 14 71 86 33 17 33 33 50 0	20 53 7 47 13 60 93 29 43 50 21 57 0	33 89 22 78 22 89 100 67 78 78 22 67 11
Employee Raises (% of firms) Cost of Living Adjustment (COLA) Annual Merit Raise Lump Sum Variable Pay Plan No Raises No Set Policy for Raises Employee Bonus Plan (% of firms) Special Recognition Bonus Achievement of Individual Goals Achievement of Firm/Dept. Goals Cash Profit Sharing CEO/Owner Discretion Retention Bonuses (% of firms) Christmas & Year-End (% of firms) Cash Gift Party Year-End Bonus	34 61 15 50 8 63 94 47 55 63 29 73 9	29 68 13 52 16 71 94 41 48 55 24 59 3	43 71 14 29 14 71 86 33 17 33 33 50 0	20 53 7 47 13 60 93 29 43 50 21 57 0	33 89 22 78 22 89 100 67 78 78 22 67 11
Employee Raises (% of firms) Cost of Living Adjustment (COLA) Annual Merit Raise Lump Sum Variable Pay Plan No Raises No Set Policy for Raises Employee Bonus Plan (% of firms) Special Recognition Bonus Achievement of Individual Goals Achievement of Firm/Dept. Goals Cash Profit Sharing CEO/Owner Discretion Retention Bonuses (% of firms) Cash Gift Party Year-End Bonus Severance Program (% of firms)	34 61 15 50 8 63 94 47 55 63 29 73 9	29 68 13 52 16 71 94 41 48 55 24 59 3	43 71 14 29 14 71 86 33 17 33 33 50 0	20 53 7 47 13 60 93 29 43 50 21 57 0 25 31 88 44 21	33 89 22 78 22 89 100 67 78 78 22 67 11
Employee Raises (% of firms) Cost of Living Adjustment (COLA) Annual Merit Raise Lump Sum Variable Pay Plan No Raises No Set Policy for Raises Employee Bonus Plan (% of firms) Special Recognition Bonus Achievement of Individual Goals Achievement of Firm/Dept. Goals Cash Profit Sharing CEO/Owner Discretion Retention Bonuses (% of firms) Christmas & Year-End (% of firms) Cash Gift Party Year-End Bonus Severance Program (% of firms) Service Requirement (years)	34 61 15 50 8 63 94 47 55 63 29 73 9 28 47 75 36 15	29 68 13 52 16 71 94 41 48 55 24 59 3 24 30 79 27 23 1	43 71 14 29 14 71 86 33 17 33 33 50 0 14 29 86 29 0 n/a	20 53 7 47 13 60 93 29 43 50 21 57 0 25 31 88 44 21 n/a	33 89 22 78 22 89 100 67 78 78 22 67 11 30 30 60 0 44 0

Branch Manager & Inside Sales Staff

	Typical U.S.	Typical FPDA Dist.	Sales Under \$10 Million	Sales \$10-\$50 Million	Sales Over \$50 Million
Branch Manager	<u>Dist.</u>	DISL.	WIIIIOII	WIIIIOII	WIIIIOII
Salary	66,525	68,995	n/a	63,200	84,658
Total Compensation	79,566	85,000	n/a	65,000	119,419
Bonus (% of salary)	18	16	n/a	9	25
Bonus Paid (% of firms)	87	76	n/a	70	80
Branch Mgr. Bonus Plan (% of firms)	92	79	n/a	68	86
Discretionary	43	49	n/a	42	55
Achievement of Sales Goals	37	30	n/a	27	30
Achievement of Gross Margin Goals	34	62	n/a	27	82
Achievement of Profit Goals	49	41	n/a	50	34
Percentage of Sales	13	7	n/a	0	11
Percentage of Gross Margin	13	23	n/a	38	14
Percentage of Profits	34	8	n/a	4	9
Return on Equity/Assets/Sales	13	15	n/a	0	25
	Typical	Typical	Sales	Sales	Sales
	U.S.	FPDA	Under \$10	\$10-\$50	Over \$50
	Dist.	Dist.	Million	Million	Million
Inside Sales	<u> </u>	<u>=</u>			<u></u>
Firms With Inside Sales Staff (% of firms)	80	93	86	86	98
Number of Inside Salespeople (per branch)	2	3	3	3	3
Average Length of Employment (years)	8	9	14	6	10
Typical Inside Salesperson					
Salary	43,909	43,000	45,000	46,500	43,000
Total Compensation	52,236	51,000	45,400	53,800	51,360
Bonus (% of salary)	16	14	n/a	6	14
Bonus Paid (% of firms)	88	82	40	59	95
Beginning Inside Salesperson					
Salary	38,003	39,000	n/a	39,065	38,992
Total Compensation	42,355	45,634	n/a	43,411	45,634
Bonus (% of salary)	11	14	n/a	7	14
Bonus Paid (% of firms)	78	79	n/a	56	92
Inside Sales Comp. Plans (% of firms)					
Straight Salary	6	5	60	8	0
Hourly	44	52	40	60	48
Salary & Commission	25	4	0	0	6
Salary & Bonus	17	39	0	29	47
Salary & Commission & Bonus	8	1	0	2	0
Other	1	0	0	0	0
~ v. v.	•	•	·	•	•

Outside Sales Staff

	Typical U.S. <u>Dist.</u>	Typical FPDA <u>Dist.</u>	Sales Under \$10 <u>Million</u>	Sales \$10-\$50 <u>Million</u>	Sales Over \$50 <u>Million</u>
Outside Sales	<u> </u>	<u> </u>	<u></u>	<u></u>	<u></u>
Outside Sales Staff					
Firms With Outside Sales Staff (% of firms)	97	100	100	100	100
Number of Outside Salespeople (per branch)	2	3	5	3	3
Average Length of Employment (years)	8	10	10	10	11
Senior Sales Consultant					
Salary	46,195	45,000	34,000	70,000	40,000
Total Compensation	96,152	145,486	86,295	126,986	157,743
Bonus (% of salary)	78	130	154	80	160
Bonus Paid (% of firms)	91	95	100	86	100
Typical Outside Salesperson					
Salary	47,143	49,000	38,000	54,750	46,750
Total Compensation	77,620	90,000	63,388	75,444	95,000
Bonus (% of salary)	52	93	98	50	93
Bonus Paid (% of firms)	91	87	100	67	95
Beginning Outside Salesperson					
Salary	43,108	51,000	n/a	50,000	54,500
Total Compensation	58,475	69,514	44,000	60,000	75,750
Bonus (% of salary)	28	65	n/a	21	65
Bonus Paid (% of firms)	78	68	n/a	59	74
Outside Sales Comp. Plans (% of firms)					
Straight Salary	2	0	0	0	0
Salary & Bonus	8	4	0	11	0
Salary & Commission	48	50	71	74	35
Salary & Commission & Bonus	14	7	14	2	9
Straight Commission	5	4	0	2	5
Commission & Bonus (no salary)	1	1	0	2	0
Commission & Draw (against commission)	21	35	14	11	51
Other	0	0	0	0	0
Commission Payment Plans (% of firms)					
Flat % of Sales	9	1	14	0	0
Escalating % of Sales	4	0	0	0	0
Flat Percentage of Gross Margin	48	66	57	54	74
Escalating % of Gross Margin	31	30	29	38	26
Other Payment Plan	8	3	0	9	0
Eligible for Comm. Payments (% of firms)					
Prompt Payment/Billing Discounts	23	5	57	5	1
Service	30	78	71	89	71
Repair Parts	40	79	86	93	71
Accessories/Tooling	50	76	71	86	70
Finance Plans	10	14	0	0	24
Cancellation Charges Collected	5	21	0	13	27
Commission Credited (% of firms)					
Order Booked	12	0	0	0	0
Order Shipped	16	8	0	23	0
Upon Billing	46	68	71	59	72
Payment Received	26	24	29	18	28

Outside Sales Staff

	Typical	Typical	Sales	Sales	Sales
	U.S.	FPDA	Under \$10	\$10-\$50	Over \$50
	<u>Dist.</u>	Dist.	Million	Million	Million
Outside Sales	<u> </u>				
Lowest Volume Salesperson Total Sales Gross Profit Contribution Gross Margin	984,345	599,566	367,000	553,405	707,528
	226,699	194,919	121,037	180,078	212,612
	23.0	32.5	33.0	32.5	30.0
Highest Volume Salesperson Total Sales Gross Profit Contribution Gross Margin	5,850,682	5,500,000	1,090,000	3,717,645	7,600,000
	1,223,309	1,530,650	314,356	1,065,849	1,900,000
	20.9	27.8	28.8	28.7	25.0
Employment & Comm. Policies (% of firms) Written Employment Contract Ceiling to Prevent Commission Windfalls Surpass Quota Before Commission Earned New Salespeople Paid On Backlog Charge Back for Bad Debt Backlog Paid Upon Termination	39	59	43	47	67
	19	14	0	9	19
	37	32	43	61	14
	27	49	43	46	51
	42	71	86	50	82
	35	6	29	9	2
Sales Contests Used (% of firms) Never Rarely Regularly	28	42	57	44	40
	40	54	43	46	60
	32	4	0	11	0
Sales Contest Prizes (% of firms) Cash Travel Merchandise Other	77	65	n/a	34	83
	42	33	n/a	66	17
	49	8	n/a	19	0
	29	20	n/a	28	16
Expense Reimbursement (% of firms) All Expenses Reimbursed Per Diem Payment Compensation Covers Expenses Travel Expenses Only Reimbursed Fixed Monthly Expense Allowance	80 1 5 9 5	91 0 1 9	100 0 0 0 0	98 0 2 0 0	86 0 0 14 0
Automobile Provisions (% of firms) None Company Leased Company Owned Employee Owned (reimbursed)	14	11	0	4	15
	22	30	0	25	35
	18	12	14	0	19
	46	48	86	72	31
Automobile Reimbursement (% of firms) Monthly Allowance Gas & Oil Mileage Mileage Reimbursement Rate (¢ per mile)	62	26	50	12	40
	2	0	0	0	0
	35	74	50	88	60
	52	58	n/a	n/a	n/a
Cell Phone Arrangements (% of firms) None Company Provided Employee Owned (reimbursed) Monthly Allowance Other	10	0	0	0	0
	71	83	71	82	84
	2	1	0	2	0
	15	17	29	16	16
	1	0	0	0	0

Medical Benefits

	Typical U.S. Dist.	Typical FPDA <u>Dist.</u>	Sales Under \$10 Million	Sales \$10-\$50 Million	Sales Over \$50 Million
Medical Benefits (% of firms)	<u>Dist.</u>	<u>Dist.</u>	<u>wiiiiOii</u>	<u>willion</u>	<u>willion</u>
Firms Offering Medical Benefits	98	100	100	100	100
Firms Offering a Cafeteria Plan	37	47	43	53	40
Firms Self-Insured (at least partially)	24	30	43	6	60
Affordable Care Act					
Premium Change Due To ACA (%)	4	0	8	0	0
	т	Ü	Ü	Ü	V
ACA Actions Taken (% of firms)		0	•		
Eliminate health insurance entirely	2	0	0	0	0
Convert to fixed pmts. to emps. to buy ins.	1	0	0	0	0
Restructure plans to avoid Cadillac tax	8	6	0	0	20
Limit hiring	6	3	14	0	0
Convert full-timers to part-time	2	0	0	0	0
ACA Actions Planned (next 12 months, % of firms)					
Eliminate health insurance entirely	0	3	14	0	0
Convert to fixed pmts. to emps. to buy ins.	1	0	0	0	0
Restructure plans to avoid Cadillac tax	3	3	0	0	10
Limit hiring	1	3	0	7	0
Convert full-timers to part-time	0	0	0	0	0
Wellness Program Offered (% of firms)	40	41	0	31	80
Have Participation Incentives	77	92	n/a	80	100
Incentives Include Premium Reductions	66	67	n/a	75	63
Incentives Provide HRA/HSA Funding	11	0	n/a	0	0
Health Plans Offered (% of firms)					
Traditional (indemnity)	11	9	0	13	10
HMO/EPO	23	12	14	13	10
POS (Point of Service)	10	3	0	6	0
PPO (Preferred Provider Organization)	67	73	71	63	90
HDHP (High Deductible Health Plan)	45	67	57	63	80
HMO & PPO	14	12	14	13	10
Traditional & PPO	3	3	0	0	10
POS & PPO	4	3	0	6	0
HMO & POS	3	0	0	0	0
Coverage Opt-Out Offered	48	52	100	31	50
Traditional Indemnity Details					
Firms Offering (%)	11	9	0	13	10
Employees Covered (%)	57	n/a	n/a	n/a	n/a
Premium; Single, Emp. Only (monthly \$)	454	n/a	n/a	n/a	n/a
Premium; Emp. + Family (monthly \$)	1,257	n/a	n/a	n/a	n/a
Employer Paid %; Single, Emp. Only	75	n/a	n/a	n/a	n/a
Employer Paid %; Emp. + Family	60	n/a	n/a	n/a	n/a
Deductible; Single, Emp. Only (annual \$)	1,000	n/a	n/a	n/a	n/a
Deductible; Emp. + Family (annual \$)	1,600	n/a	n/a	n/a	n/a
Needed To Meet Family Deducible (members)	2	n/a	n/a	n/a	n/a
Office Visit Co-pay (\$ per visit)	30	n/a	n/a	n/a	n/a
Generic Drug Co-pay (\$)	10	n/a	n/a	n/a	n/a
Preferred Drug Co-pay (\$)	30	n/a	n/a	n/a	n/a
Non-Perf. Drug Co-pay (\$)	50	n/a	n/a	n/a	n/a
Office Visit Co-Ins (%)	23	n/a	n/a	n/a	n/a
Generic Drug Co-Ins (%)	20	n/a	n/a	n/a	n/a
Preferred Drug Co-Ins (%)	25	n/a	n/a	n/a	n/a
Non-Perf. Drug Co-Ins (%)	48	n/a	n/a	n/a	n/a

Medical Plans

	Typical U.S. <u>Dist.</u>	Typical FPDA <u>Dist.</u>	Sales Under \$10 <u>Million</u>	Sales \$10-\$50 Million	Sales Over \$50 Million
HMO/EPO Details	<u>Dist.</u>	<u>Dist.</u>	<u>willion</u>	<u>willion</u>	<u>imilion</u>
Firms Offering (%)	23	12	14	13	10
Employees Covered (%)	50	n/a	n/a	n/a	n/a
Premium; Single, Emp. Only (monthly \$)	451	n/a	n/a	n/a	n/a
Premium; Emp. + Family (monthly \$)	1,315	n/a	n/a	n/a	n/a
Employer Paid %; Single, Emp. Only	74	n/a	n/a	n/a	n/a
Employer Paid %; Emp. + Family	60	n/a	n/a	n/a	n/a
Deductible; Single, Emp. Only (annual \$)	1,750	n/a	n/a	n/a	n/a
Deductible; Emp. + Family (annual \$)	2,450	n/a	n/a	n/a	n/a
Needed To Meet Family Deducible (members)	2,100	n/a	n/a	n/a	n/a
Office Visit Co-pay (\$ per visit)	28	n/a	n/a	n/a	n/a
Generic Drug Co-pay (\$)	10	n/a	n/a	n/a	n/a
Preferred Drug Co-pay (\$)	35	n/a	n/a	n/a	n/a
Non-Perf. Drug Co-pay (\$)	50	n/a	n/a	n/a	n/a
Office Visit Co-Ins (%)	80	n/a	n/a	n/a	n/a
Generic Drug Co-Ins (%)	80	n/a	n/a	n/a	n/a
Preferred Drug Co-Ins (%)	80	n/a	n/a	n/a	n/a
Non-Perf. Drug Co-Ins (%)	80	n/a	n/a	n/a	n/a
	00	11/a	11/4	11/a	11/4
POS Details		_	_	_	_
Firms Offering (%)	10	3	0	6	0
Employees Covered (%)	49	n/a	n/a	n/a	n/a
Premium; Single, Emp. Only (monthly \$)	456	n/a	n/a	n/a	n/a
Premium; Emp. + Family (monthly \$)	1,462	n/a	n/a	n/a	n/a
Employer Paid %; Single, Emp. Only	73	n/a	n/a	n/a	n/a
Employer Paid %; Emp. + Family	60	n/a	n/a	n/a	n/a
Deductible; Single, Emp. Only (annual \$)	2,000	n/a	n/a	n/a	n/a
Deductible; Emp. + Family (annual \$)	2,500	n/a	n/a	n/a	n/a
Needed To Meet Family Deducible (members)	2	n/a	n/a	n/a	n/a
Office Visit Co-pay (\$ per visit)	30	n/a	n/a	n/a	n/a
Generic Drug Co-pay (\$)	10	n/a	n/a	n/a	n/a
Preferred Drug Co-pay (\$)	38	n/a	n/a	n/a	n/a
Non-Perf. Drug Co-pay (\$)	60	n/a	n/a	n/a	n/a
Office Visit Co-Ins (%)	30	n/a	n/a	n/a	n/a
Generic Drug Co-Ins (%)	50	n/a	n/a	n/a	n/a
Preferred Drug Co-lns (%)	50	n/a	n/a	n/a	n/a
Non-Perf. Drug Co-Ins (%)	40	n/a	n/a	n/a	n/a
PPO Details					
Firms Offering (%)	67	73	71	63	90
Employees Covered (%)	66	40	33	75	35
Premium; Single, Emp. Only (monthly \$)	493	595	645	593	559
Premium; Emp. + Family (monthly \$)	1,440	1,597	n/a	1,527	1,694
Employer Paid %; Single, Emp. Only	75	72	60	75	72
Employer Paid %; Emp. + Family	63	60	n/a	60	63
Deductible; Single, Emp. Only (annual \$)	1,500	2,000	2,000	1,500	1,250
Deductible; Emp. + Family (annual \$)	2,000	3,750	n/a	3,000	3,750
Needed To Meet Family Deducible (members)	2	2	n/a	2	2
Office Visit Co-pay (\$ per visit)	25	30	n/a	30	25
Generic Drug Co-pay (\$)	10	10	n/a	10	10
Preferred Drug Co-pay (\$)	35	35	n/a	35	30
Non-Perf. Drug Co-pay (\$)	60	60	n/a	65	50
Office Visit Co-Ins (%)	50	50	n/a	60	48
Generic Drug Co-Ins (%)	80	n/a	n/a	n/a	n/a
Preferred Drug Co-Ins (%)	40	28	n/a	n/a	n/a
Non-Perf. Drug Co-Ins (%)	50	45	n/a	n/a	n/a
					3

HDHP & Other Benefits

	Typical U.S. <u>Dist.</u>	Typical FPDA <u>Dist.</u>	Sales Under \$10 Million	Sales \$10-\$50 Million	Sales Over \$50 <u>Million</u>
HDHP Details	Dist.	Dist.	<u>willion</u>	WIIIIOII	WIIIIOII
Firms Offering (%)	45	67	57	63	80
Employees Covered (%)	45	49	n/a	35	52
Premium; Single, Emp. Only (monthly \$)	413	475	n/a	447	493
Premium; Emp. + Family (monthly \$)	1,185	1,387	n/a	1,439	1,430
Employer Paid %; Single, Emp. Only	75	85	n/a	86	83
Employer Paid %; Emp. + Family	67	69	n/a	67	69
Deductible; Single, Emp. Only (annual \$)	2,600	3,000	n/a	3,090	2,500
Deductible; Emp. + Family (annual \$)	5,000	6,000	n/a	6,175	5,000
Needed To Meet Family Deducible (members)	2	2	n/a	2	2
Office Visit Co-pay (\$ per visit)	28	33	n/a	n/a	n/a
Generic Drug Co-pay (\$)	10	10	n/a	10	n/a
Preferred Drug Co-pay (\$)	35	35	n/a	35	n/a
Non-Perf. Drug Co-pay (\$)	60	60	n/a	65	n/a
Office Visit Co-Ins (%)	70	65	n/a	n/a	55
Generic Drug Co-Ins (%)	30	65	n/a	n/a	n/a
Preferred Drug Co-Ins (%)	30	38	n/a	n/a	25
Non-Perf. Drug Co-Ins (%)	50	40	n/a	n/a	40
HDHP HRA & HSA Plans (% of HDHP firms)					
Offer HRA	26	19	n/a	30	13
Offer HSA	79	90	n/a	90	88
Fund HRA/HSA Plans	64	67	n/a	80	63
Family Funding Differs (% of funding firms)	71	93	n/a	88	100
Annual Funding If Not Different (annual \$)					
HRA Funding	2,200	n/a	n/a	n/a	n/a
HSA Funding	1,000	n/a	n/a	n/a	n/a
Annual Funding If Different (annual \$)					
HRA Funding For Singles	2,000	n/a	n/a	n/a	n/a
HRA Funding For Families	3,800	n/a	n/a	n/a	n/a
HSA Funding For Singles	520	555	n/a	500	555
HSA Funding For Families	1,300	1,110	n/a	1,000	1,110
Other Health Benefits (% of firms)					
Dental Plan	88	82	29	94	100
Vision/Optical Plan	68	61	0	63	100
Retiree Medical Insurance	6	3	0	6	0
Prescription Drug Plan	75	73	14	88	90
Mail Order Drug Plan	70	73	43	81	80
Group Term Life Insurance	84	88	57	94	100
Long-term Disability Insurance	73	79	29	88	100
Short-term Disability Insurance	71	70	14	75	100
Long-term Care Insurance	15	15	14	0	40
Employee Assistance Program	48	42	0	31	90
Flexible Spending Accounts (% of firms)					
Health Care	53	58	14	56	90
Dependent Care	48	55	14	50	90
Adoption Assistance	6	9	14	6	10
· · I. · · · · · · · · · · · · · · · · ·	•	•	• •	•	. •

Time Off, Retirement & Other Programs

·			•		
	Typical U.S. <u>Dist.</u>	Typical FPDA <u>Dist.</u>	Sales Under \$10 <u>Million</u>	Sales \$10-\$50 <u>Million</u>	Sales Over \$50 <u>Million</u>
	·		<u></u>	<u> </u>	·
Paid Time Off Program (% of firms)	46	39	43	50	20
PTO Includes Paid/Float Holidays (% of firms)	26	15	n/a	13	n/a
PTO Includes Vacation (% of firms)	91	100	n/a	100	n/a
Days Accrued (per yr. by a 5 year full-time emp.)	15	15	n/a	15	n/a
Accrual Top-Out Year (years of service)	13	11	n/a	13	n/a
Accrued Carryover Allowed (% of firms)	50	38	n/a	38	n/a
Maximum Accrual (days)	20	20	n/a	23	n/a
	90	90	n/a	45	
New Hire Wait Period (days)	90	90	II/a	45	n/a
Sick Leave (firms without PTO program)					
	100	100	n/o	100	100
Salaried Paid Sick Days (% of firms)			n/a		
Salaried Sick Days (days per year)	5	6	n/a	6	5
Hourly Paid Sick Days (% of firms)	100	100	n/a	100	100
Hourly Sick Days (days per year)	5	5	n/a	6	5
New Hire Wait Period (days)	90	90	n/a	90	30
New fille wall Period (days)	90	90	II/a	90	30
Holidays (if not included in a PTO)					
	7	0	7	0	9
Paid Fixed Holidays Allowed (annually)	7	8	7	8	
Paid Floating Holidays Allowed (annually)	0	0	1	0	0
Marchael and the same					
Vacation (if not included in a PTO)					
Days Accrued (per yr. by a 5 year full-time emp.)	10	15	10	15	15
Accrual Top-Out Year (years of service)	14	15	15	18	15
Accrued Carryover Allowed (% of firms)	39	35	25	25	50
Maximum Accrual (days)	20	20	18	18	20
New Hire Wait Period (days)	120	90	365	135	45
Other Deld Time Off (or co.)					
Other Paid Time Off (% of firms)					
Paid Parental Leave	17	18	14	6	40
Paid Jury Duty	79	97	86	100	100
Paid Military Duty	25	33	43	25	40
r aid William y Buty	20	00	10	20	10
Retirement Plans Offered (% of firms)	95	91	71	94	100
401(k)	91	90	80	87	100
				67	
Profit Sharing Plan	48	53	60		30
Payroll Deduction/SEP/SIMPLE IRA	14	10	20	13	0
Defined Benefit Plan	5	0	0	0	0
Money Purchase Plan	1	0	0	0	0
·		-	-	-	-
401(k) Plans					
Eligible Employees Enrolled (%)	77	85	69	84	88
Emps. Auto Enrolled (% of firms with 401k)	43	56	25	38	90
Traditional (% of firms with 401k)	77	85	75	85	89
Safe Harbor (% of firms with 401k)	32	15	0	23	11
SIMPLE (% of firms with 401k)	4	4	25	0	0
Provides For Roth Contribution	53	69	50	92	44
Catch-up Contributions Allowed	95	100	100	100	100
Firm Contributes (% of firms with 401k)	85	81	50	77	100
Firm Matching \$ Per Emp. \$	0.50	0.50	n/a	0.50	0.38
Matching Limit (% of pay)	5	4	n/a	4	6
Matching Limit \$ (annual)	10,600	9,975	n/a	n/a	n/a
Other Benefit Programs (% of firms)					
- · · · · · · · · · · · · · · · · · · ·	4	2	^	0	^
Child Care (allowance or facilities)	4	3	0	6	0
Flexible Work Scheduling	35	61	71	56	60
Educational Assistance	48	76	57	75	90
Pre-Retirement Counseling	21	27	14	13	60
Annual Computerized Benefits Statement	31	39	29	38	50
Smoking Restrictions In Workplace	89	79	57	88	80
Employee Policy Manual	90	88	71	94	90
1 7 7 7 11					