Issues shaping the compensation landscape:

- Rising talent mobility
- Aggressive competition for high-performing talent
- Attraction and retention risks for key talent
- CEO pay ratio requirement
- Fair Labor Standards Act changes
- Pay equity

2017 CSR General Industry Compensation Survey - U.S.
About us

Willis Towers Watson Data Services provides powerful, integrated solutions that take the complexity out of pay and benefit planning, so you can develop competitive compensation plans that attract and keep the best talent without hurting your bottom line. With robust, globally consistent data, industry expertise and intuitive technology, we help you make strategic pay decisions to unlock your organization’s growth potential.

Our suite of offerings is designed to address your compensation challenges:

- **Compensation surveys**: Detailed salary data for all industries and 120 countries, covering executives and employees at all levels — including data on more than 15 million employees worldwide
- **Policies and practices surveys**: An in-depth look at prevailing trends in compensation, long-term incentive programs and employee benefit plans
- **Research and publications**: Broad coverage of employment terms and conditions, benefit design practices, salary budget trends, starting salaries and geographic pay differentials
- **Custom compensation and benefit surveys**: Tailored surveys designed to address your organization’s specific goals and objectives
- **Willis Towers Watson HR Software**: Willis Towers Watson offers the only HR Software products built on more than 100 years of experience solving the most complex HR issues for the world’s largest companies
Prepare your organization to meet the challenges of compensation planning. Act now.

Salaries are one of your company's biggest expenditures. Maximize your investment with access to current and comprehensive market pay data. Participate in our 2017 CSR General Industry Compensation Survey - U.S. and receive the reliable information you need to build an effective reward strategy for your entire organization.

Participation is now open for our 2017 CSR General Industry Compensation Survey - U.S. (All Employees Excluding Top Management). Submit all of your compensation data for employees at one time. This streamlined approach makes it as easy as 1-2-3.

The 2017 survey includes four new functions:

- Data analytics/Business intelligence and data science
- Business operations analysis
- Research science
- Client service delivery management

Also, it covers 22 new disciplines. For more details, refer to the survey submission material.

Participation materials for the CSR General Industry Top Management Compensation Survey - U.S. will be available in early March.

Don't wait! Participation is easy:

1. Access the Participation Center tab at wtwdataservices.com to download survey submission material.
2. Complete the data submission workbook.
3. Submit your data and order the individual reports or a reports package (best value).

Why participate?

- You receive the results at rates that are more than 50% lower than nonparticipant rates.
- You ensure your organization's data are represented in our robust database.
- You'll have access to an easy-to-use snapshot of total cash compensation for benchmark positions and specific job levels.
Top-to-bottom coverage of nearly every position in your organization

<table>
<thead>
<tr>
<th>Six reports by job level – across all relevant job functions</th>
<th>Eight reports by job function – across all relevant job levels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>Accounting and Finance</td>
</tr>
<tr>
<td>Top Management Comp Calculator</td>
<td>Call Center and Customer Service</td>
</tr>
<tr>
<td>Supervisory and Middle Management</td>
<td>Engineering, Design and Technical Specialty</td>
</tr>
<tr>
<td>Supervisory and Middle Management Comp Calculator</td>
<td>Human Resources</td>
</tr>
<tr>
<td>Professional (Administrative and Sales)</td>
<td>Information Technology</td>
</tr>
<tr>
<td>Professional (Technical and Operations)</td>
<td>Logistics and Supply Chain Management</td>
</tr>
<tr>
<td>Technical Support and Production</td>
<td>Marketing and Communications</td>
</tr>
<tr>
<td>Office and Business Support</td>
<td>Sales</td>
</tr>
</tbody>
</table>

The complete CSR General Industry Reports Package - U.S. consists of six job-level reports, eight job-function reports and two comp calculators.

2017 CSR general industry reports pricing

Individual reports are $990 for participants and $1,990 for nonparticipants, with the exception of our top management report, which is $1,400 for participants and $2,400 for nonparticipants. Order the individual reports or the Reports Package (best value); however, you must submit data to the appropriate career bands and functions applicable to that survey report to receive the participant rate.

Best value

Consider our best value: 2017 CSR General Industry Reports Package - U.S. With detailed compensation data for every level and function in your organization, you’re equipped to design and deliver a competitive compensation plan for your entire organization. You’ll receive 14 reports, plus two regression-based analysis tools: the 2017 Top Management Comp Calculator and the 2017 Supervisory and Middle Management Comp Calculator. The Reports Package is $4,750 for participants and $10,750 for nonparticipants (a savings of over 65% when purchasing the package).

Included in our all-employees (excluding top management) reports:
- Salaries
- Midpoints
- Awards made from bonus and other variable pay
- Total cash compensation
- Long-term incentive eligibility (new for 2017)
- Overtime eligibility (new for 2017)

Included in our top management report:
- Salaries
- Actual and target bonus awards
- Total cash compensation
- Long-term incentive accounting values for all executives
- Total direct compensation

Data are segmented by:
- Geographic area
- Industry classification
- Organization size

Key dates

Participation materials available
- CSR General Industry Survey - U.S. (All Employees Excluding Top Management): early January
- CSR General Industry Top Management Compensation Survey - U.S.: early March

Data submission deadlines
Mid-February and early April

Results available
Late May to mid-September

Have questions? We’re here to help!

We’re hosting a 2017 CSR General Industry Compensation Survey Launch and Participation Webinar on February 2, 2017. Register via our Upcoming Events page at wtwdataservices.com, or contact our Client Care team at +1 800 645 5771 or wtwusdata@willistowerswatson.com. A recording of the webinar will be available for download after the event.
Highlights from our 2016 reports

65% of participants overlap in participation across six job-level reports

Over 600 Report Package participants

889,023 incumbents (lines of data)

368 positions reported, a 3.1% increase from 2015

Highest bonus awards by industry were paid to supervisors and managers in the banking and finance sector who earned $100,000 or more.

Bonuses averaged 17.7% of salary.

<table>
<thead>
<tr>
<th>CSR General Industry Compensation Reports - U.S. by job level</th>
<th>Employees</th>
<th>Participating organizations</th>
<th>Geographic areas</th>
<th>Industry classifications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>8,923</td>
<td>427</td>
<td>92</td>
<td>65</td>
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<tr>
<td>Supervisory and Middle Management</td>
<td>138,177</td>
<td>535</td>
<td>228</td>
<td>82</td>
</tr>
<tr>
<td>Professional (Administrative and Sales)</td>
<td>147,486</td>
<td>537</td>
<td>222</td>
<td>86</td>
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<tr>
<td>Professional (Technical and Operations)</td>
<td>125,043</td>
<td>528</td>
<td>209</td>
<td>85</td>
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<tr>
<td>Technical Support and Production</td>
<td>221,727</td>
<td>512</td>
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</tr>
<tr>
<td>Office and Business Support</td>
<td>247,667</td>
<td>531</td>
<td>312</td>
<td>73</td>
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<table>
<thead>
<tr>
<th>CSR General Industry Compensation Reports - U.S. by job function</th>
<th>Employees</th>
<th>Participating organizations</th>
<th>Geographic areas</th>
<th>Industry classifications</th>
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</thead>
<tbody>
<tr>
<td>Accounting and Finance</td>
<td>63,481</td>
<td>577</td>
<td>175</td>
<td>84</td>
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<tr>
<td>Call Center and Customer Service</td>
<td>115,639</td>
<td>409</td>
<td>253</td>
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<tr>
<td>Engineering, Design and Technical Specialty</td>
<td>118,134</td>
<td>525</td>
<td>208</td>
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</tr>
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<td>Human Resources</td>
<td>38,690</td>
<td>564</td>
<td>192</td>
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</tr>
<tr>
<td>Information Technology</td>
<td>82,417</td>
<td>559</td>
<td>188</td>
<td>82</td>
</tr>
<tr>
<td>Logistics and Supply Chain Management</td>
<td>107,778</td>
<td>462</td>
<td>312</td>
<td>66</td>
</tr>
<tr>
<td>Marketing and Communications</td>
<td>28,358</td>
<td>523</td>
<td>147</td>
<td>72</td>
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<tr>
<td>Sales</td>
<td>50,283</td>
<td>367</td>
<td>201</td>
<td>41</td>
</tr>
</tbody>
</table>

Need decision-quality data now?
To receive immediate access to data, call our Client Care team at +1 800 645 5771.

First-time purchasers: Call today for special pricing.
Our methodology

Our survey methodology builds on our collective experience in serving clients for more than 60 years. Our approach provides a consistent process for mapping jobs to external market data and integrates executive benchmarks, functions/disciplines and career levels.

Our consistent survey methodology reflects our extensive knowledge and experience in job leveling and job architecture, as well as our understanding of how cross-industry and industry-specific jobs are structured and evolve as industries change. This ensures accurate and meaningful comparisons of data across all countries and regions of the globe.

Executive jobs: a benchmark approach

Our approach to executive jobs integrates executive benchmark descriptions with critical measures, such as revenue, full-time equivalent (FTE) employees and geographic scope. Benchmark job matching at the executive and senior management levels allows you to differentiate between corporate and business unit responsibilities.

Sample executive benchmark: top compensation and benefits executive

- This position has primary responsibility for designing, developing and implementing the organization’s benefit and compensation programs (e.g., executive compensation, salary, hourly, sales incentives).
- At the corporate level, this position emphasizes design/development; at the noncorporate level, the emphasis is on administration unless the organization is highly decentralized.

Middle management, professional and support jobs: a two-step leveling approach

Our methodology for nonexecutive jobs uses functions (job families) and disciplines (areas of specialization) combined with career levels to replace traditional survey benchmark jobs. You match your jobs to the functions and disciplines, and then assign the career bands/levels that represent the type and level of competency within the function/discipline.

Your job match

The combinations of disciplines and career bands/levels are easily identified in the labor market and enhance your ability to:

- Create linkages among the market, how people are paid and how their careers advance in an organization
- Improve the matching process for diverse and unique jobs
- Capture more data per discipline and career level
- Consistently view market data across functions, geographic areas and lines of business

Example

Step 1: Match your organization’s jobs to functions and disciplines

<table>
<thead>
<tr>
<th>Functions</th>
<th>Accounting</th>
<th>Human resources</th>
<th>IT development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disciplines</td>
<td>Accounts payable</td>
<td>Benefits</td>
<td>Application development</td>
</tr>
<tr>
<td></td>
<td>General accounting</td>
<td>Compensation</td>
<td>Business systems analysis</td>
</tr>
<tr>
<td></td>
<td>Payroll</td>
<td>Recruitment</td>
<td>IT architecture (systems design)</td>
</tr>
</tbody>
</table>
In North America, nonexecutive job hierarchies or internal structures are aligned with survey career levels and matched to functions and disciplines. Within the six nonexecutive career bands, there are four to six career levels that span six to 10 global grades.*

The following General Alignment Map provides an overview of how career bands, career levels and global grades are aligned.

### Step 2: Assign career bands/levels

<table>
<thead>
<tr>
<th>Function: AHR Human Resources, Discipline: AHR060 Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step 1: Match to a function and a discipline</td>
</tr>
</tbody>
</table>
| in North America, global grades are used to measure the relative internal values of all jobs in an organization and align them to quantifiable differences in market pay. Global grades are not collected in North America. References to global grades in survey materials are presented for the benefit of global participants and Global Grading System clients.

<table>
<thead>
<tr>
<th>Step 2: Assign a career band and a career level</th>
</tr>
</thead>
<tbody>
<tr>
<td>has in-depth knowledge in own discipline and basic knowledge of related disciplines</td>
</tr>
<tr>
<td>solves complex problems; takes a new perspective on existing solutions</td>
</tr>
<tr>
<td>works independently; receives minimal guidance</td>
</tr>
<tr>
<td>acts as a resource for colleagues with less experience</td>
</tr>
<tr>
<td>may represent the level at which career may stabilize for many years or even until retirement</td>
</tr>
</tbody>
</table>

*In regions outside North America, global grades are used to measure the relative internal values of all jobs in an organization and align them to quantifiable differences in market pay. Global grades are not collected in North America. References to global grades in survey materials are presented for the benefit of global participants and Global Grading System clients.
### Online data delivery

Survey results support your compensation planning objectives and enable you to:

- Access total-sample published reports
- Search for jobs by keyword and review job descriptions
- Age data and customize currencies displayed
- View, download and print presentation-ready results

---

#### ALL ORGANIZATIONS

<table>
<thead>
<tr>
<th>Enrollment</th>
<th>Total U.S. * Yr. Employment</th>
<th>Annual Salary</th>
<th>Boundaries and Median</th>
<th>% of Boundaries</th>
<th>FIRE</th>
<th>Non-FIRE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 1,000</td>
<td>287,381</td>
<td>15.3</td>
<td>10.8</td>
<td>3.7</td>
<td>34</td>
<td>34</td>
</tr>
<tr>
<td>1,001 - 3,999</td>
<td>477,679</td>
<td>17.0</td>
<td>12.2</td>
<td>4.1</td>
<td>45</td>
<td>45</td>
</tr>
<tr>
<td>4,000 - 9,999</td>
<td>205,995</td>
<td>18.6</td>
<td>13.9</td>
<td>4.3</td>
<td>52</td>
<td>52</td>
</tr>
<tr>
<td>10,000 or more</td>
<td>105,999</td>
<td>21.6</td>
<td>16.7</td>
<td>4.9</td>
<td>67</td>
<td>67</td>
</tr>
</tbody>
</table>

#### All Organizations (Excluding Financial Services) - Total U.S. YR. Employment

<table>
<thead>
<tr>
<th>Enrollment</th>
<th>Total U.S. * Yr. Employment</th>
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<td>10,000 or more</td>
<td>105,999</td>
<td>21.6</td>
<td>16.7</td>
<td>4.9</td>
<td>67</td>
<td>67</td>
</tr>
</tbody>
</table>

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#### AIT IT Administration

For-Profit Organizations

```
<table>
<thead>
<tr>
<th>Company</th>
<th>Annual Salary</th>
<th>Boundaries and Median</th>
<th>% of Boundaries</th>
<th>FIRE</th>
<th>Non-FIRE</th>
</tr>
</thead>
<tbody>
<tr>
<td>AIT</td>
<td>35,000</td>
<td>10.0</td>
<td>7.0</td>
<td>3.0</td>
<td>3.0</td>
</tr>
<tr>
<td>B</td>
<td>20,000</td>
<td>15.0</td>
<td>12.0</td>
<td>4.0</td>
<td>4.0</td>
</tr>
<tr>
<td>C</td>
<td>5,000</td>
<td>20.0</td>
<td>17.0</td>
<td>5.0</td>
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<tr>
<td>D</td>
<td>1,000</td>
<td>25.0</td>
<td>22.0</td>
<td>6.0</td>
<td>6.0</td>
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</tbody>
</table>
```

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#### AFS000-EX Financial Controller

For-Profit Organizations

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<table>
<thead>
<tr>
<th>Company</th>
<th>Annual Salary</th>
<th>Boundaries and Median</th>
<th>% of Boundaries</th>
<th>FIRE</th>
<th>Non-FIRE</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>30,000</td>
<td>10.0</td>
<td>7.0</td>
<td>3.0</td>
<td>3.0</td>
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<tr>
<td>B</td>
<td>20,000</td>
<td>15.0</td>
<td>12.0</td>
<td>4.0</td>
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<tr>
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<td>5,000</td>
<td>20.0</td>
<td>17.0</td>
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<td>5.0</td>
</tr>
<tr>
<td>D</td>
<td>1,000</td>
<td>25.0</td>
<td>22.0</td>
<td>6.0</td>
<td>6.0</td>
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</table>
```

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#### AAS041 Secretarial/Administrative Assistant

For-Profit Organizations

```
<table>
<thead>
<tr>
<th>Company</th>
<th>Annual Salary</th>
<th>Boundaries and Median</th>
<th>% of Boundaries</th>
<th>FIRE</th>
<th>Non-FIRE</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>30,000</td>
<td>10.0</td>
<td>7.0</td>
<td>3.0</td>
<td>3.0</td>
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<tr>
<td>B</td>
<td>20,000</td>
<td>15.0</td>
<td>12.0</td>
<td>4.0</td>
<td>4.0</td>
</tr>
<tr>
<td>C</td>
<td>5,000</td>
<td>20.0</td>
<td>17.0</td>
<td>5.0</td>
<td>5.0</td>
</tr>
<tr>
<td>D</td>
<td>1,000</td>
<td>25.0</td>
<td>22.0</td>
<td>6.0</td>
<td>6.0</td>
</tr>
</tbody>
</table>
```
Global compensation management is about striking the right balance. Willis Towers Watson Compensation Software helps global companies design, build and manage an effective compensation structure that places total compensation within the context of performance, market benchmarks and systemwide equity.

The Willis Towers Watson Difference

Imagine empowering managers to respond nimbly to the productivity and aspirations of employees while effortlessly complying with the philosophy, guidelines and budget of a global compensation system. That’s the Willis Towers Watson Difference.

Key features

- **Compensation data** — Gain perspective on compensation strategies and decisions with access to comprehensive data from every corner of the globe.
- **Compensation management** — Create a pay-for-performance culture that rewards the best employees and improves their engagement and retention.
- **Job leveling** — Determine the value of jobs across a global organization to achieve a balanced compensation structure and establish a foundation for effective talent management.
- **Compensation reporting and analytics** — Visualize compensation data from multiple dimensions to identify opportunities in the organization and in the labor market.
- **Total Rewards statements** — Demonstrate to candidates and employees the true market value of compensation packages in an intuitive digital statement.

Willis Towers Watson offers the only HR Software products built on more than 100 years of experience solving the most complex HR issues for the world’s largest companies.

For more information about our HR Software or a demo, please contact our Client Care team at +1 800 645 5771 or wtwusdata@willistowerswatson.com.
2016 CSR General Industry Compensation Survey - U.S. participants

AAA
AAA Life Insurance
AARP
Accident Fund Insurance
ACGME
Advanced Emissions Solutions
AECOM
Aera Energy
Aeronix
AFN
AgFirst
AgStar Financial Services
AIP Publishing
AIPSO
Air Products and Chemicals
Alamo Group
Allegiance Health
Allied Electronics
Alta Resources Corporation
Altria Group
Alyeska Pipeline Service
American Cancer Society
American Enterprise
American National Insurance
American Red Cross
American Traffic Solutions
American University
AmeriCold Logistics
Amica Mutual Insurance
Andersen Corporation
Animal Supply Company
Applied Research Associates
Arizona Supreme Court
Arkansas Children’s Hospital
Asahi Kasei Plastics NA, Inc.
ASCO - Valve
Association of American Medical Colleges
AT&T
Auto Club Group
Automobile Club of Southern California
Axiom Law
Bain & Company
Baker Engineering & Risk Consultants
Balta Group
Baylor Scott & White Health
BBA Aviation
Belin Health
Bemis Manufacturing Company
Beneficial Bank
BJC HealthCare
BlueCross & BlueShield Association
BlueCross BlueShield of Florida
BlueCross BlueShield of Louisiana
BlueCross BlueShield of Nebraska
BlueCross BlueShield of North Carolina
BlueCross BlueShield of South Carolina
BlueCross of Idaho
Bluegreen Corporation
BMW Manufacturing Corporation
Board of Pensions
Bodie-Noell Enterprises
Boise Cascade Company
Boy Scouts of America
Boyd Gaming
Bradley
Bridgepoint Education
Briggs & Stratton
Brookdale Senior Living
Brookhaven National Laboratory
Brotherhood Mutual Insurance
Bryant University
Build-A-Bear Workshop
Burgess & Niple
CACI International
Caelum Research Corporation
California Casualty Management
California Dental Association
Cambia Health Solutions
Camcraft
Capital Group Companies
Career Education
CareFirst BlueCross BlueShield
Caribou Coffee
CarMax
Carnegie Mellon University
Carolinas HealthCare System
Casey’s General Stores
Catholic Health Initiatives
CDM Smith
CDS Global
Celgard
CEMEX, Inc.
Centegra Health Systems
Centerra-SRS
CentraState Healthcare System
Centro
CEVA Logistics
CH2M Hill Plateau
Chelan County Public Utility District
Chicago Transit Authority
Children’s Healthcare of Atlanta
Children’s Hospital & Clinics of Minnesota
Children’s Hospital & Medical Center
Children’s Mercy Hospital
Choice Hotels International
Chumash Employee Resource Center
Church of Jesus Christ of Latter-day Saints
Cincinnati Children’s Hospital Medical Center
Citizens Energy Group
City Colleges of Chicago
City of Atlanta
City of Fort Worth
City of Greensboro
City of Hope Medical Center
City of Houston
City of Las Vegas
City of Philadelphia
Clean Harbors
Cleco
CNL Financial Group
Coca-Cola Bottling
College of DuPage
Collin County
Colonial Pipeline Company
Colorado Springs Utilities
Colsa
Comcast Cable Communications
Community Coffee
Community Health Network
Community Preservation Corporation
Compass Minerals International
Compassion International
Compassion Minerals International
ConnectiCare Capital
Consumer Reports
Corix
Cornell University
Corporate One Federal Credit Union
Corrections Corporation of America
Cosmopolitan of Las Vegas
Cox Enterprises
CPS Energy
Crate & Barrel
Crestron Electronics
Crowley Maritime Corporation
CTI BioPharma
CUNA Mutual Group
Dart Container
Dartmouth Hitchcock Medical Center
Dassault Falcon Jet Corporation
Dayco Products
Daymon Worldwide
Decurion
Delaware North
DENSO International
Department of Administrative Services
DePaul University
Doctors Company
Duke Realty
Dwyer Instruments
Dycom Industries
E.A. Sween Company
Education Management
Edward Jones
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<th>Company Name</th>
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<td>Emory University</td>
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<tr>
<td>Employers Association</td>
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<tr>
<td>Employers Mutual Casualty Company</td>
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<td>Ernst &amp; Young</td>
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<td>Health First, Inc.</td>
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<td>Hi-Crush Proppants</td>
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<td>High Industries, Inc.</td>
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<td>Kum &amp; Go LC</td>
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<td>L.L. Bean</td>
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<td>Leggett and Platt</td>
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<td>Malco Products, Inc.</td>
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<td>Maricopa Integrated Health System</td>
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2016 CSR General Industry Compensation Survey - U.S. participants

Master Lock/Waterloo
MasterBrand Cabinets, Inc.
Matrix Service
MAXX Properties
Mayo Clinic
McDonald’s
Medical College of Wisconsin
Medical Group Management Association
Medline Industries
Memorial Hermann Healthcare System
Mercy Housing, Inc.
Methodist Hospital System
MFS Investment Management
MGM Resorts International
Miami Children's Hospital
Michael Baker
Michels Corporation
Mine Safety Appliances
Minneapolis School District
Minnesota Management & Budget
Mission Support Alliance
Missouri Department of Conservation
Missouri Department of Transportation
Mitsubishi International
MMG Insurance Company
Moen
Molina Healthcare
Mondelez
MoneyGram
Montana-Dakota Utilities
Mortgage Guaranty Insurance
Motorsport Aftermarket Group
Mountain America
MTS Systems
MultiPlan
Munters
Mutual of Omaha
MV Transportation
National Academies
National Futures Association
National Louis University
National Rural Electric Cooperative Association
Nationwide Children's Hospital
Nature's Sunshine Products
Navicent Health
Navy Exchange Enterprise
NCCI Holdings
NCI Building Systems
Nebraska Medical Center
Nebraska Public Power District
Nordam Group
Nordson Corporation
Nordstrom
North Carolina Office of State Human Resources
Northeast Illinois Railroad Corporation
Northern Arizona University
NOW Foods
NYU Langone Medical Center
Oakland University
Ochsner Health System
Oerlikon Fairfield
Oglethorpe Power
Ohio Public Employees Retirement System
Old Dominion Electric
Omron Healthcare
One Call Care Management
ONE Gas
Option Care
Options Clearing Corporation
Orlando Health
Papa John’s
Parkview Health
Pattonair
Paychex
Paylocity
Peabody Energy
Pella Corporation
Penske Truck Leasing
Pentagon Federal Credit Union
Pharmavite
Ping
PM
PMA Companies
Port Authority of Allegheny County
Port of Portland
Port of Seattle
Preformed Line Products
Princeton University
Project Management Institute
Property Casualty Insurers Association of America
QBE the Americas
QTI Human Resources
Quanta Services
Questar
Radio One
RAND Corporation
Raymond James Financial
REA Magnet Wire Company, Inc.
Red Wing Shoes
Regency Centers
Regions Financial
Reiter Affiliated Companies
Rentokil Initial
Rexnord Corporation
Rice University
Rich Products
Rite Aid
Rite-Hite
Riverside Research Institute
RLI Insurance Company
Robert Bosch
Robertshaw Controls
Rockwell Collins
RTC
Rust-Oleum
S & D Coffee, Inc.
S&C Electric
Sacramento Municipal Utility District
Sage Publications
Saint-Gobain
Sakura
Salk Institute
Sally Beauty
Salt Lake County
Samuel Roberts Noble Foundation
San Manuel Band of Mission Indians
Sargent & Lundy
Sazerac Company
SCANA
Schaeffler Technologies
Schenck, S.C.
Schneider National
Schwan Food
Scientific Research Corporation
Seaman Corporation
Secura Insurance
Securus Technologies, Inc.
SEMCO Energy
Sentara Healthcare
Sentry Insurance
Serco
Shands HealthCare
Sidley Austin
Siemens
Silberline Manufacturing Company
Simpson Housing
Sitel
Smead Manufacturing
SMSC Gaming Enterprise
South Adams County Water & Sanitation District
South Jersey Gas
Southeastern Freight Lines
Southeastern Grocers
Southern Company Services
Southern Farm Bureau Life
Space Telescope Science Institute
SpartanNash
Spectrum Health - Grand Rapids Hospitals
2016 CSR General Industry Compensation Survey - U.S. participants

Sprint
SSM Health Care St. Louis
St. Louis County Government
Stamp’ Up!
Standard Steel
Star Tribune
State Corporation Commission
State of Arizona
State of Oregon
State Teachers Retirement System of Ohio
Steelcase
Stericycle, Inc.
StormontVail Healthcare
Subaru of Indiana Automotive, Inc.
Sulzer Pumps US
Sunbelt Rentals
Susser Holdings
Swagelok
Swarovski International
Taubman Centers
TaylorMade-adidas Golf Company
TDS Telecom
Tech Data
Tenet Healthcare Corporation
Tennessee Valley Authority
Terumo BCT
Texas Children's Hospital
Therma Tru
TIMET
TJX Companies
TKS Industrial Company
TLR
T-Mobile USA
Treasure Island Resort & Casino
Tribune Media
Tribune Publishing
TriCore, Inc.
Trinity Consultants, Inc.
Trinity Health
True Value Company
Trugreen
Tufts Health Plan
Turner Broadcasting
TÜV Rheinland

University of Georgia
University of Houston
University of Iowa
University of Kansas Hospital
University of Louisville
University of Maryland
University of Maryland Faculty Physicians
University of Miami
University of Michigan
University of Missouri System
University of North Carolina Hospitals
University of Notre Dame
University of Pittsburgh Medical Center
University of Richmond
University of Rochester
University of South Florida
University of Southern California
University of St. Thomas
University of Texas at Austin
University of Texas Health Science Center at Houston
University of Texas Health Science Center at San Antonio
University of Texas Southwestern Medical Center
University of Vermont Medical Center
University of Virginia
University of Wisconsin Hospital and Clinics
University of Wisconsin Medical Foundation
UPS
Utah Transit Authority

Valero Energy
VCU Health Systems
Veolia Environmental Services North America
Verizon
Virginia Department of Transportation
Virginia Mason Medical Center
Visa
Volvo Group North America

Waddell & Reed Financial
Wake Forest University
Walgreens
Washington River Protection Solution
Washington University in St. Louis
Water & Air Research, Inc.
Wayne Farms
Wayne Fueling Systems
Wayne Memorial Hospital
Wellmark BlueCross BlueShield
Wells Enterprises
West Virginia University
West Virginia University Hospitals, Inc.

Western Southern Financial Group
Westfield Group
Whataburger
Wheaton Franciscan Healthcare
William Rainey Harper College
Williams Companies
WilmerHale
Windstream Communications
Winebow Group
Winpak Portion Packaging Limited
Wisconsin Physicians Service Insurance
Wolverine Pipe Line Company
World Vision International
WorldVents
Worthington Industries
Wycliffe Bible Translators, Inc.
Xtek, Inc.
YMCA of the USA
Zeon Chemicals LP
Zimmer Biomet
Participate in the 2017 CSR General Industry Compensation Survey - U.S. and access detailed, decision-quality data to reward talent wisely and keep your budget on track.