



2016 AAIV COMPENSATION SURVEY

HISTORY

The American Association of Industry Veterinarians (AAIV) has been conducting compensation surveys since 1976. Over the years, the format and frequency has been adjusted in order to accommodate market and organizational needs, changes and interests. Data was collected between 12/2016 and 5/2017.

METHODOLOGY

The survey was promoted through the AAIV website, social media channels, and via member promotion to veterinarians, via their own Linked In pages, and other industry communication methodologies. The data instrument was developed and data was collected anonymously via Survey Monkey. Once collected, data was reviewed for appropriate inclusions. Three respondents who indicated they were exclusively in private practice, who did not indicate they had a DVM degree or did not answer any questions at all in the survey were removed from the analysis. The responses from the remaining 111 respondents are included in this final report.

Due to major changes in the survey instrument, it is difficult to directly compare the past two years' data to that of previous years, however, where possible, we have done so and listed the caveats in associated footnotes.

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HIGHLIGHTS

A total of 111 respondents were included in the results presented. Of those, 58% (64) were female and 42% (47) were male. It appears that the average salary has decreased over the past decade, with this year's mean at \$141,524 versus \$146,323 in 2015. Prior to 2015, however, the AAIIV compensation studies did not split out base salary versus bonus clearly, therefore it is difficult to compare the numbers directly. Moving forward, these two compensation numbers will continue to be tracked independently.

The majority of respondents reported to be working full time (92.8%). The majority of respondents had worked in clinical practice during their career, with only 10.8% reporting never having done so. Respondents were relatively evenly split between having worked in full-time clinical practice for 5 or fewer years (28.8%), 6-10 years (30.6%) or 11 or more years (29.7%)

Approximately one-third of respondents (34.2%) reported traveling 6 or fewer days/month (or not at all). Another 27.0% indicated that they travel 7-12 days per month.

Male respondents reported a higher average salary (\$152,521) than female respondents (\$133,324). The gap however appears to be shrinking with the difference decreasing from \$23,129 in 2015 to \$19,197 in 2016. Increasing the total number of survey respondents, especially in the younger age groups in future surveys will help to provide better detail on this trend.

Three quarters of respondents who provided salary data indicated that they do have a cash bonus program. This ranged from \$2,640 to \$200,000 with a mean of \$29,413 and a median of \$28,000 annually. The gender disparity continued with the bonus opportunity as men reported a mean of \$32,430.91 available to them while women reported a mean of \$26,703.10.

Over 87% of respondents reported that their organization had a 401K program, and of those, 90.9% indicated that they had a matching program for their 401K. The most common match was 5%. The mean was 4.81%.

As a percentage of those that responded, the majority, 57%, were very or extremely satisfied with their job. This represents 53% of the total survey respondents. It appears that male respondents were more satisfied with their jobs than female respondents with 71% of males vs. 47% of females reporting that they were extremely or very satisfied. More than 2/3 of respondents who worked out of a home office (71.1%) were Extremely or Very satisfied versus only 48.5% who worked out of a corporate office.

Work-Life balance appeared to be a general challenge for respondents with 39.6% reporting it was moderately easy versus only 14.4% reporting it was Extremely or Very easy and 21.6% reporting it was only slightly easy.

AVERAGE SALARY SUMMARY

Previous Study Data retrieved from 2015 AAIV Compensation Report.

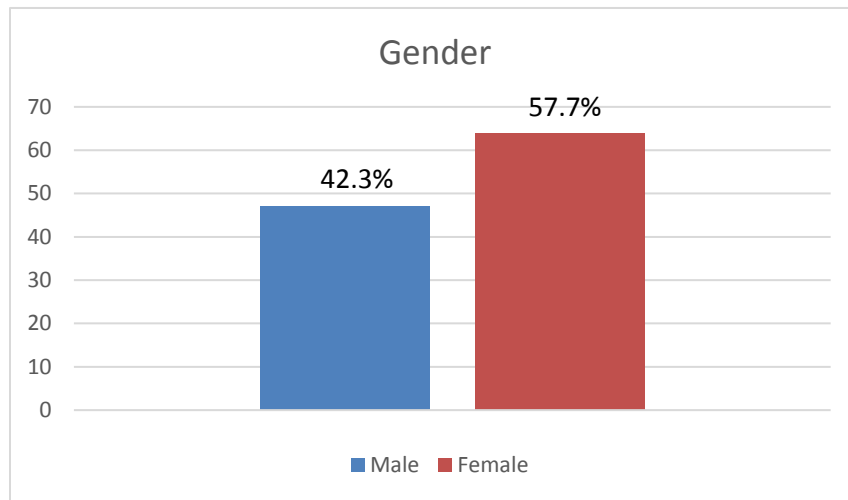
YEAR	AVG SALARY
1976	\$31,722
1978	\$36,036
1980	\$43,599
1982	\$50,981
1984	\$57,720
1987	\$67,576
1989	\$78,529
1991	\$79,009
1993	\$78,735
1995	\$89,899
1997	\$105,664
1999	\$106,294
2001	\$111,945
2003	\$120,176
2005	\$115,504
2007	\$129,169
2008	\$135,491
2009	\$171,535
2010	\$146,116
2011	\$152,365
2015	\$146,323
2016	\$141,524

DEMOGRAPHICS

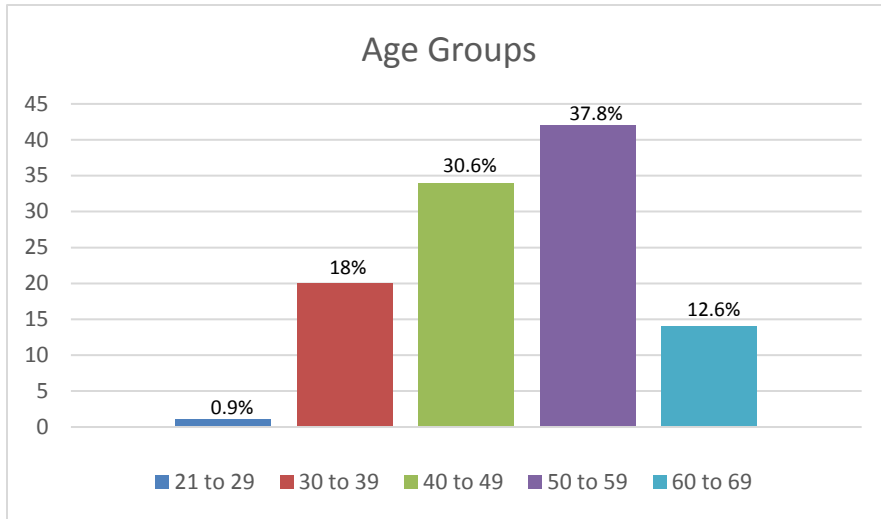
Gender and Age

Responses were relatively evenly split between male and female with 51.1% male and 48.9% female respondents. Respondents tended to be older rather than younger with the largest group (37.0%) in the 50-59 age range. The female respondents tended to be a little younger than the male respondents with 53.4% of female respondents aged 49 and under and only 38.3% of male respondents in that cohort.

<u>Male or Female?</u>	<u>Number</u>	<u>Percent</u>
Male	47	42.3 %
Female	64	57.7 %
Total	111	100.0 %



<u>What is your age?</u>	<u>Number</u>	<u>Percent</u>
21-29	1	0.9 %
30-39	20	18.0 %
40-49	34	30.6 %
50-59	42	37.8 %
60-69	14	12.6 %
Total	111	100.0 %



Breakdown of Age by Gender

Number
Row %
Col %
Total %

	Male	Female	Totals
2=21-29	0 0.0% 0.0% 0.0%	1 100.0% 1.6% 0.9%	1 0.9%
3=30-39	5 25.0% 10.6% 4.5%	15 75.0% 23.4% 13.5%	20 18.0%
4=40-49	16 47.1% 34.0% 14.4%	18 52.9% 28.1% 16.2%	34 30.6%
5=50-59	18 42.9% 38.3% 16.2%	24 57.1% 37.5% 21.6%	42 37.8%
6=60-69	8 57.1% 17.0% 7.2%	6 42.9% 9.4% 5.4%	14 12.6%
Totals	47 42.3%	64 57.7%	111 100.0%

Education

There was a wide range of veterinary graduation years represented ranging from 1971 through 2015. The mean year was 1995, and the median year was 1997, which means the average respondent has been practicing veterinary medicine for 21 years. In fact, 36% of respondents had been in veterinary medicine for 26 years or more.

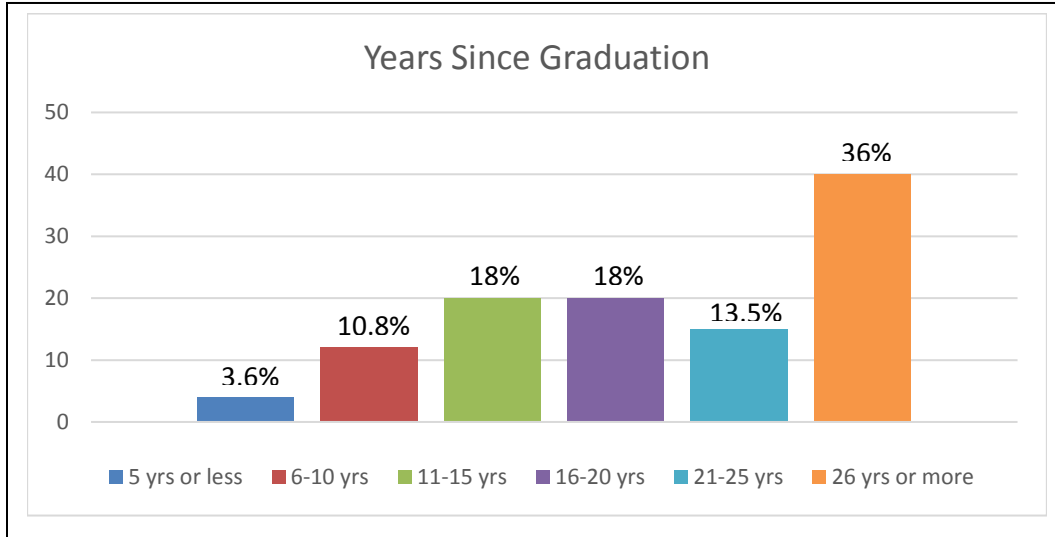
The majority of respondents, 51.4% reported having some sort of additional training or degree (Master's, PhD or Specialty)

<u>What year did you graduate from Veterinary School?</u>	<u>Number</u>	<u>Percent</u>
1971	1	0.9 %
1977	1	0.9 %
1978	2	1.8 %
1979	1	0.9 %
1980	5	4.5 %
1982	1	0.9 %
1983	4	3.6 %
1984	2	1.8 %
1985	7	6.3 %
1986	2	1.8 %
1987	4	3.6 %
1988	3	2.7 %
1989	1	0.9 %
1990	5	4.5 %
1991	1	0.9 %
1992	3	2.7 %
1993	4	3.6 %
1994	1	0.9 %
1995	3	2.7 %
1996	4	3.6 %
1997	5	4.5 %
1998	6	5.4 %
1999	3	2.7 %
2000	3	2.7 %
2001	3	2.7 %
2002	7	6.3 %
2003	4	3.6 %
2004	4	3.6 %
2005	3	2.7 %
2006	2	1.8 %
2007	1	0.9 %
2008	3	2.7 %
2009	3	2.7 %
2010	3	2.7 %
2011	2	1.8 %
2012	1	0.9 %
2013	1	0.9 %
2014	1	0.9 %
2015	1	0.9 %
Total	111	100.0 %

Mean = 1995

Median = 1997

What year did you graduate from Veterinary School?	Number	Percent
5 YEARS OR LESS	4	3.6 %
6-10 YEARS	12	10.8 %
11-15 YEARS	20	18.0 %
16-20 YEARS	20	18.0 %
21-25 YEARS	15	13.5 %
26 YEARS OR MORE	40	36.0 %
Total	111	100.0 %



Yrs Since Graduation

	Male	Female	Total
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What year did you graduate from Veterinary School?

5 YEARS OR LESS	0 0.0%	4 6.3%	4 3.6%
6-10 YEARS	4 8.5%	8 12.5%	12 10.8%
11-15 YEARS	7 14.9%	13 20.3%	20 18.0%
16-20 YEARS	8 17.0%	12 18.8%	20 18.0%
21-25 YEARS	8 17.0%	7 10.9%	15 13.5%
26 YEARS OR MORE	20 42.6%	20 31.3%	40 36.0%
Total	47 42.3%	64 57.7%	111 100.0%

<u>From which school did you receive your Veterinary degree?</u>	<u>Number</u>	<u>Percent</u>
Other (please specify)	11	9.8 %
Iowa State University	9	7.6 %
Kansas State University	8	6.5 %
University of Pennsylvania	7	5.4 %
Auburn University	6	4.3 %
Michigan State University	6	4.3 %
Purdue University	6	2.2 %
The Ohio State University	5	3.3 %
University of Illinois	5	6.5 %
Colorado State University	4	3.3 %
Louisiana State University	4	2.2 %
Ross University	4	3.3 %
University of Florida	4	5.4 %
University of Tennessee	4	2.2 %
Mississippi State University	3	2.2 %
North Carolina State University	3	2.2 %
Texas A&M University	3	3.3 %
The University of Minnesota	3	5.4 %
University of Georgia	3	2.2 %
University of Missouri	3	2.2 %
Cornell University	2	3.3 %
Oklahoma State University	2	1.1 %
Tufts University	2	2.2 %
University of California-Davis	2	2.2 %
Washington State University	2	2.2 %
Total	92	100.0 %

Other College of Veterinary Medicine (please specify)

University of the Philippines (x2)
 Sydney
 Ontario Veterinary College
 University of Liverpool
 University of Queensland
 University College Dublin (x2)
 Timisoara, Romania (College of Veterinary Medicine)
 Ludwig-Maximilians-University Munich, Germany
 UDCA

Board Certified	Number	Percent
Board Certified	17	15.3 %
Board Eligible	2	2.6 %
MBA	14	18.2 %
PhD	7	9.1 %
MPH	3	3.9 %
Other Master's	29	37.7 %
Other Professional	5	6.5 %
Total	77	100.0 %

Number of Cases = 111

Number of Responses = 77

Number Of Cases With At Least One Response = 57

Response Percent = 51.4 %

Advanced Degrees listed

Pharmacology

Dairy Genetics (x2)

Virology

ABVP (x2)

JD (x2)

DACVPM

Medical Informatics

MS in Biology (x3)

ABVP-Food Animal; Theriogenology

Small Animal Internship

ACPV, MAM

Feline Medicine

ACPV (American College of Poultry Veterinarians)

Swine Production Medicine

MS in Toxicology

Clinical Science

MS (Veterinary Medical Science); ACVIM (SAIM)

Genetics

Livestock production management (swine emphasis)

Surgery and Medicine

Histology and Embryology

MS in Animal Science

Integrative Pathobiology

Immunoparasitology

MS in Physiology (x2)

Ag Economics

MS in Parasitology (x2)

Large Animal Internal Medicine

ACVD

Master of Science - Veterinary Medicine

DABVP Canine and Feline

American College of Poultry Veterinarians, MS in Poultry Science and Avian Medicine

ABVP (canine/feline) & ACVPM and MS in Veterinary Microbiology

Geography

Missouri and Kansas had the largest contingent of respondents with 9% and 8.1%, respectively, likely due to the number of Animal Health companies in the local area. New Jersey had 8.1%, and Texas had 5.4%. When grouped geographically based on US Census regions, the Midwest (32.4%) and South (30.6%) had the largest number of residents.(1)

<u>In what state or U.S. Territory do you live?</u>	<u>Number</u>	<u>Percent</u>
Arizona	5	4.5 %
California	3	2.7 %
Colorado	3	2.7 %
District of Columbia (DC)	1	0.9 %
Florida	5	4.5 %
Georgia	3	2.7 %
Illinois	3	2.7 %
Indiana	4	3.6 %
Iowa	1	0.9 %
Kansas	9	8.1 %
Kentucky	2	1.8 %
Louisiana	2	1.8 %
Maine	1	0.9 %
Maryland	1	0.9 %
Massachusetts	2	1.8 %
Michigan	2	1.8 %
Minnesota	4	3.6 %
Mississippi	1	0.9 %
Missouri	10	9.0 %
New Hampshire	1	0.9 %
New Jersey	9	8.1 %
New York	5	4.5 %
North Carolina	5	4.5 %
Ohio	1	0.9 %
Other (please specify)	5	4.5 %
Pennsylvania	5	4.5 %
South Carolina	3	2.7 %
South Dakota	2	1.8 %
Tennessee	3	2.7 %
Texas	6	5.4 %
Utah	1	0.9 %
Virginia	2	1.8 %
Washington	1	0.9 %
Total	111	100.0 %

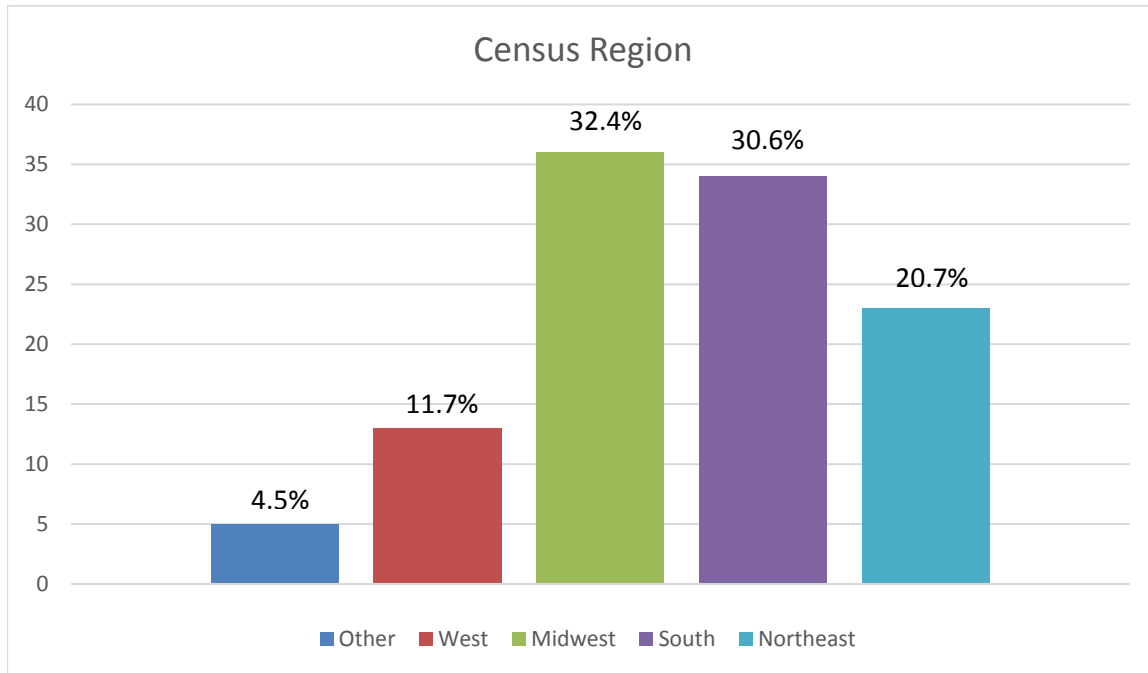
Other (please specify)

Germany

Ontario, Canada (x2)

Other country (x2)

Census Region	Number	Percent
Other	5	4.5 %
West	13	11.7 %
Midwest	36	32.4 %
South	34	30.6 %
Northeast	23	20.7 %
Total	111	100.0 %



- (1) Previous AAIV surveys used a larger list of geographic regions, but due to the generally small number of total responses in these surveys, the data groups become too small for evaluation. The US Census regions will allow for comparison with other data, including those from other industries, over time as it is a standardized grouping system.

Organizational Memberships

Over 3/4 of respondents reported being active AVMA members (85.6%). Overall, 98.0% of respondents reported belonging to at least one of the organizations listed. Female respondents appeared more likely (29.7%) than males (19.1%) to belong to their local VMA. Additionally, 85.0% or more of each age group belonged to AVMA, while the 30 to 39-year-old cohort appeared more likely than other age groups to belong to their State VMA.

Which of the following organizations are you a paying member of (please check all that apply)?

	Number	Percent (of 111)
AVMA	95	85.6 %
State VMA	60	54.1 %
Local VMA	28	25.2 %
AAIV	59	53.2 %
Total	242	

Number of Cases = 111

Number of Responses = 242

Average Number Of Responses Per Case = 2.2

Number Of Cases With At Least One Response = 100

Response Percent = 90.1 %

<u>Membership</u>	Male	Female	Total
AVMA	42 89.4%	53 82.8%	95 85.6%
State VMA	28 59.6%	32 50.0%	60 54.1%
Local VMA	9 19.1%	19 29.7%	28 25.2%
AAIV	25 53.2%	34 53.1%	59 53.2%
Total	47 42.3%	64 57.7%	111 100.0%

What is your age?

	21-29	30-39	40-49	50-59	60-69	Total
<u>Membership (col %)</u>						
AVMA	1 100.0%	17 85.0%	29 85.3%	36 85.7%	12 85.7%	95 85.6%
State VMA	0 0%	13 65.0%	21 61.8%	21 50.0%	5 35.7%	60 54.1%
Local VMA	0 0%	6 30.0%	6 17.6%	13 31.0%	3 21.4%	28 25.2%
AAIV	0 0%	11 55.0%	14 41.2%	27 64.3%	7 50.0%	59 53.2%
Total	1 0.9%	20 18.0%	34 30.6%	42 37.8%	14 12.6%	111 100.0%

Census Region

	West	Midwest	South	Northeast	Other	Total
<u>Membership (col %)</u>						
AVMA	10 76.9%	33 91.7%	28 82.4%	22 95.7%	2 40.0%	95 85.6%
State VMA	9 69.2%	17 47.2%	23 67.6%	11 47.8%	0 0.0%	60 54.1%
Local VMA	6 46.2%	11 30.6%	7 20.6%	4 17.4%	0 0.0%	28 25.2%
AAIV	6 46.2%	21 58.3%	21 61.8%	9 39.1%	2 40.0%	59 53.2%
Total	13 11.7%	36 32.4%	34 30.6%	23 20.7%	5 4.5%	111 100.0%

EMPLOYMENT

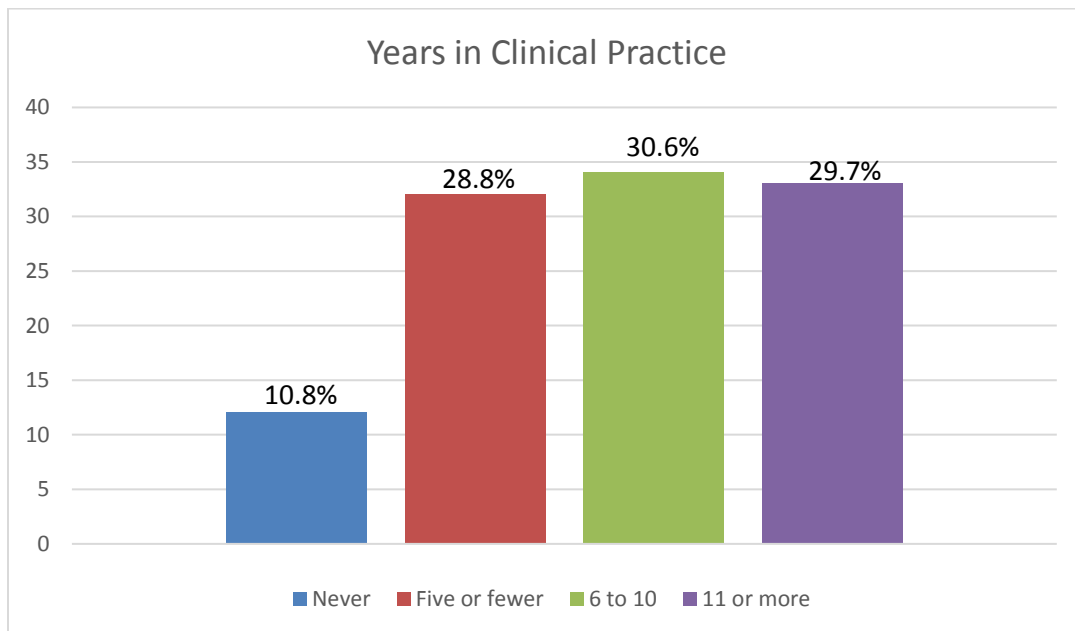
Employment status

The majority of respondents reported to be working full time (92.8%). The majority of respondents had worked in clinical practice during their career, with only 10.8% reporting never having done so. Respondents were relatively evenly split between having worked in full-time clinical practice for 5 or fewer years (28.8%), 6-10 years (30.6%) or 11 or more years (29.7%)

Which of the following categories best describes your employment status?	Number	Percent
Employed, working full-time	103	92.8 %
Employed, working part-time	4	3.6 %
Not employed, looking for work	2	1.8 %
Not employed, NOT looking for work	1	0.9 %
Retired	1	0.9 %
Disabled, not able to work	0	0.0 %
Total	111	100.0 %

If you worked in full-time clinical practice during part of your career, for how many years did you do so?

	Number	Percent
I have never worked in full-time clinical practice	12	10.8 %
Five or fewer years	32	28.8 %
6-10 years	34	30.6 %
11 or more years	33	29.7 %
Total	111	100.0 %



Employment Type

The majority of respondents (82.0%) reported that they were employed in the veterinary industry. Of those, the majority (86.7%) reported that their employer's primary focus area was veterinary pharmaceuticals. The majority of respondents (53.2%) reported working in Field Technical Services.

Which of the following best describes the entity you are primarily employed by?	Number	Percent
Human pharmaceuticals/devices	5	4.5 %
Contract research/testing	0	0.0 %
Government (Federal, State or Local)	1	0.9 %
Academic Institution	1	0.9 %
Association or non-profit organization	3	2.7 %
Corporate Veterinary Practice (VCA/Banfield/etc.)	0	0.0 %
Veterinary Industry (pharmaceuticals/food/consulting/etc)	91	82.0 %
<u>Other</u>	10	9.0 %
Total	111	100.0 %

Other

Diagnostics
Pharma (x2)
Retail pet specialty
Vet pharma
Consulting. Writing
Not currently employed. Previously employed in veterinary industry
Agricultural Supply Company
CRO

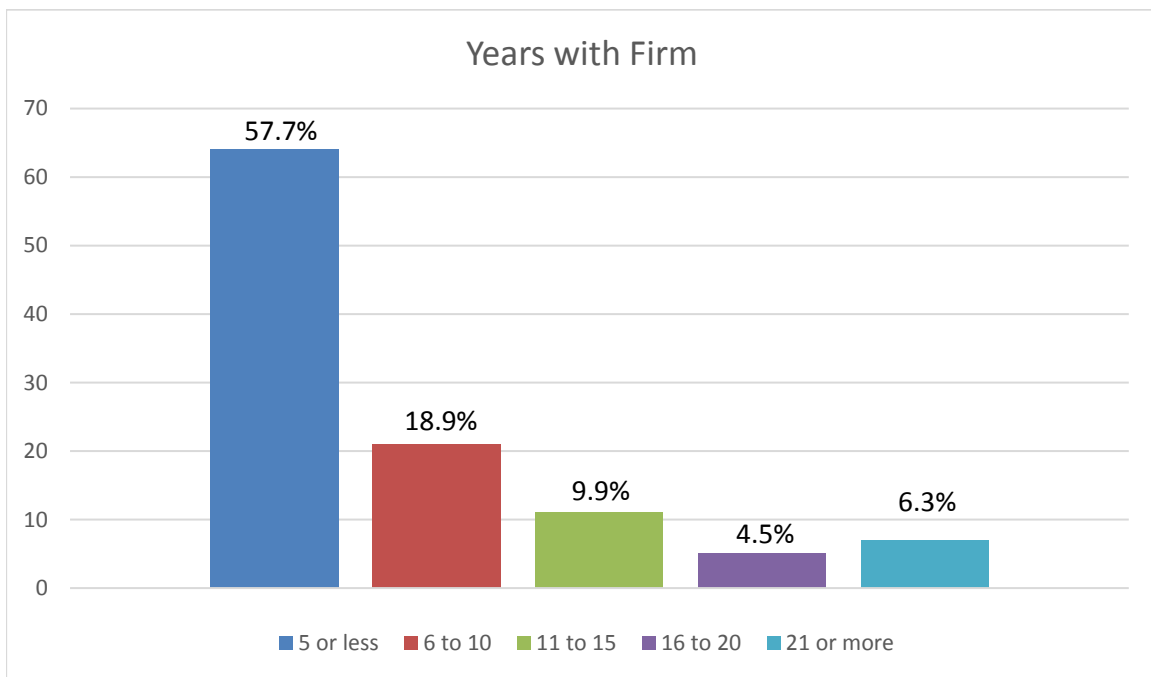
Which of the following areas is your employer's primary focus area?	Number	Percent
Veterinary pharmaceuticals	78	86.7 %
Veterinary nutrition	6	6.7 %
Veterinary supplements/nutraceuticals/supplies (non-pharmaceutical)	1	1.1 %
Medical devices/equipment	1	1.1 %
Veterinary laboratory services	1	1.1 %
Livestock production	0	0.0 %
Veterinary business services (finance/insurance/media/consulting/legal)	1	1.1 %
<u>Other</u>	2	2.2 %
Total	90	100.0 %

Employment Duration

The majority of respondents (57.7%) had been at their current firm for five or fewer years. Note that respondents were asked to count consecutive employment as follows: “Note: if your company has changed status such as been purchased or IPO'd, but you have remained, consider it as the same term of employment”.

<u>How many years have you been at your current firm?</u>	<u>Number</u>	<u>Percent</u>
5 or fewer	64	57.7 %
6-10 years	21	18.9 %
11-15 years	11	9.9 %
16-20 years	5	4.5 %
21 or more years	7	6.3 %
Total	108	97.3 %

Total Respondents = 111 (base for percentage)
Missing Cases = 3
Mean = 6.78
Median = 4.5



Employment location

The majority of respondents reported working out of a home office (68.5%). Of the 29.7% who indicated they worked out of a corporate headquarters or other company office location, 48.5% indicated that they worked almost exclusively out of that location while 51.5% indicated they were able to work at home between 1 and 3 days per week.

Which of the following best describes your primary work location?	Number	Percent
Home office	76	68.5 %
Corporate headquarters or other company office location	33	29.7 %
No response	2	1.8 %
Total	111	100.0 %

(If corporate HQ or company office)

Are you able to work at home occasionally and if so, approximately how often?

	Number	Percent
I work almost exclusively at the company office	16	48.5 %
I am able to work at home as often as one day per week	10	30.3 %
<u>I am able to work at home as often as 2-3 days per week</u>	7	21.2 %
Total	33	100.0 %

Employment Position

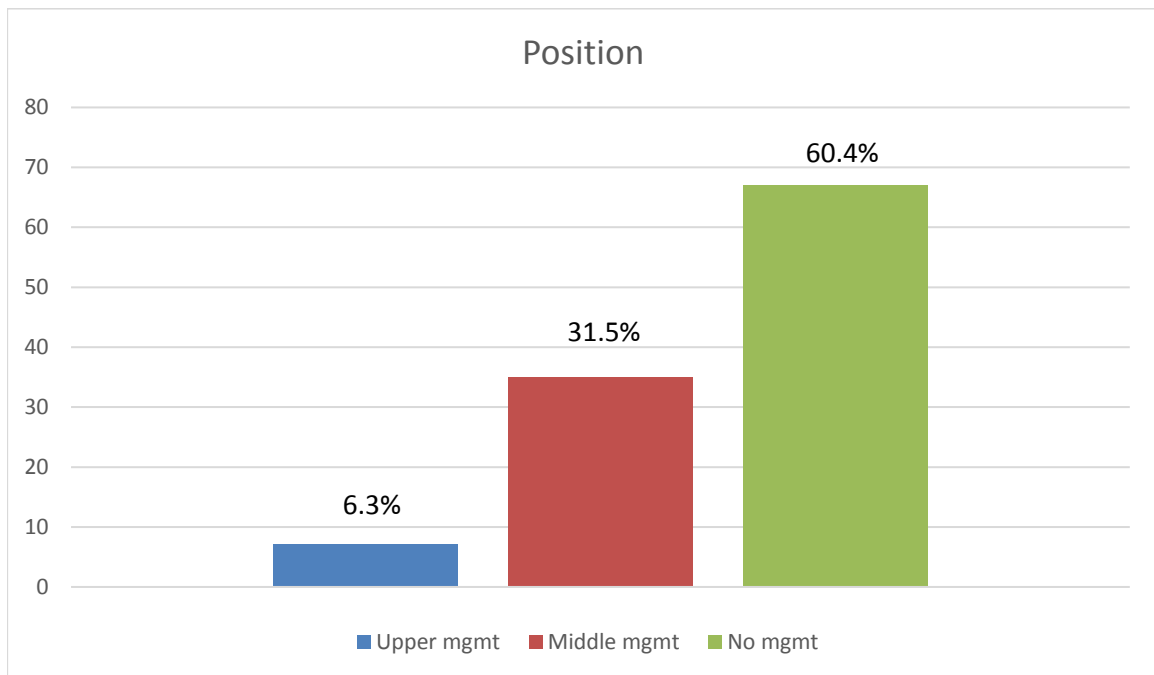
Respondents reported employment in a variety of job positions with the largest single group (53.2%) in field technical services. The majority of respondents had no responsibility to manage others (60.4%).

Which of the following best describes your personal primary work function/department?	Number	Percent
Regulatory	12	10.8 %
Field Technical Services	59	53.2 %
Marketing/Sales	10	9.0 %
Business/Organizational Operations	4	3.6 %
Manufacturing/Supply	0	0.0 %
Financial/Accounting/HR	0	0.0 %
Research and Development	13	11.7 %
Other	11	9.9 %
N/R	2	1.8 %
Total	111	100.0 %

Other (please specify)

Global Medical
Veterinary Affairs and Business Development
Pharmacovigilance (x3)
Not currently employed; previously field tech services
Teaching
Chief of Staff
Technical Product Support
Education and research
In house technical services
Consulting. Writing

Which most closely matches your current position?	Number	Percent
Upper management (VP and above such as CEO, COO, etc.)	7	6.3 %
Middle management	35	31.5 %
Don't manage others	67	60.4 %
N/R	2	1.8 %
Total	111	100.0 %

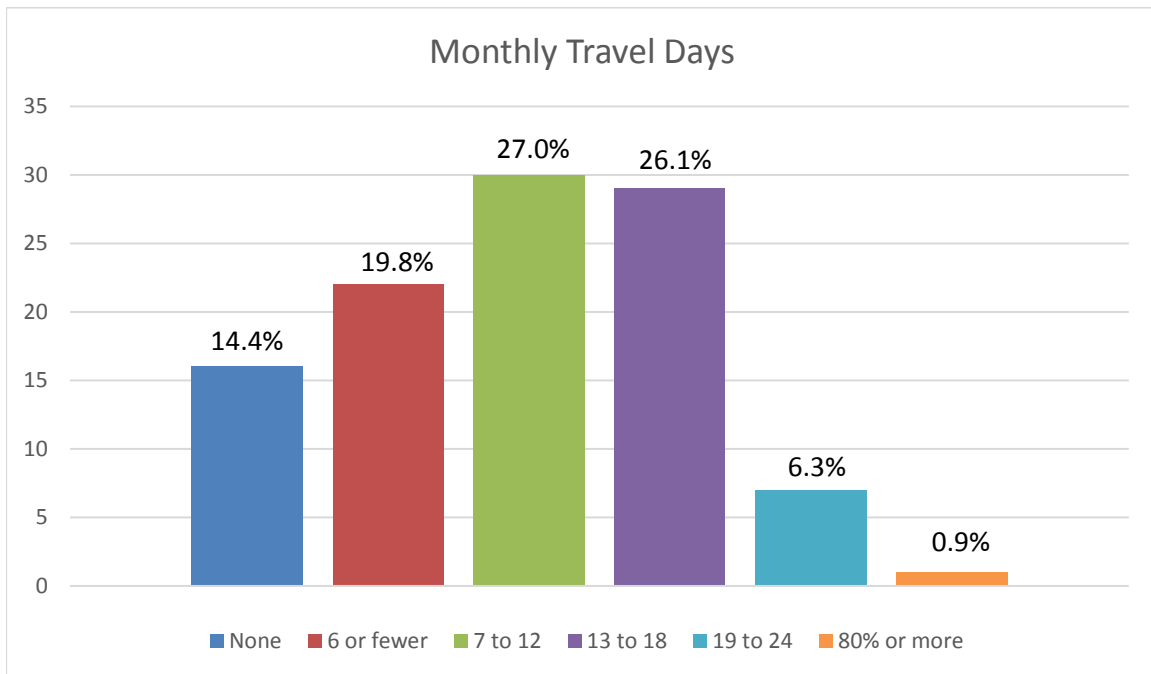


Travel for Work

Approximately one-third of respondents (34.2%) reported traveling 6 or fewer days/month (or not at all). Another 27.0% indicated that they travel 7-12 days per month.

If you travel out of town for work, on average, approximately how many nights per month do you spend away from home?

	Number	Percent
I do not travel for work	16	14.4 %
6 or fewer days/month	22	19.8 %
7-12 days/month	30	27.0 %
13-18 days/month	29	26.1 %
19 or 24 days/month	7	6.3 %
80% or more	1	0.9 %
N/R	6	5.4 %
Total	111	100.0 %



BENEFITS

401K Program

Over 87% of respondents reported that their firm had a 401K program, and of those, 90.9% indicated that they had a matching program for their 401K. The most common match was 5%. The mean was 4.81%.

<u>Does your company provide a 401K program?</u>	<u>Number</u>	<u>Percent</u>
Yes	97	87.4 %
No	5	4.5 %
Total	102	91.9 %

Missing Cases = 9

<u>Does your company provide a match for your 401K investment?</u>	<u>Number</u>	<u>Percent</u>
Yes	90	90.9 %
No	9	9.1 %
Total	99	100.0 %

What percentage investment does your company match

<u>in the 401K?</u>	<u>Number</u>	<u>Percent</u>
5.0	22	25.6 %
6.0	21	24.4 %
3.0	17	19.8 %
4.0	14	16.3 %
4.5	6	7.0 %
7.0	3	3.5 %
15.0	1	1.2 %
2.0	1	1.2 %
5.5	1	1.2 %
Total	86	100.0 %

Minimum = 2

Maximum = 15

Mean = 4.81

Median = 5

Other Benefits

90.1% of respondents answered this question. All of them reported having paid vacation. Overall, just under half of the 111 study respondents reported having other benefits including a Pension, Stock options, Paid Family leave and/or a company car. 88.0% of respondents reported some type of insurance coverage, with most indicating that their employer covered their health, dental, and life insurance and approximately 2/3 reporting coverage available for family/dependents.

Which of the following additional benefits does your company provide and subsidize? (check all that apply)

	Number	Percent
Paid vacation	100	90.1 %
On site child care	3	2.7 %
Pension	50	45.0 %
Stock options	51	45.9 %
Paid family leave	51	45.9 %
Company car	57	51.4 %
Other benefits	5	4.5 %
Total	317	

Number of Cases = 111

Number of Responses = 317

Average Number Of Responses Per Case = 2.9

Number Of Cases With At Least One Response = 100

Response Percent = 90.1 %

Which of the following insurance benefits does your company provide and subsidize? (check all that apply)

	Number	Percent
Health insurance for me	86	77.5 %
Health insurance for my family	80	72.1 %
Dental insurance for me	82	73.9 %
Dental insurance for my family	77	69.4 %
Life insurance for me	82	73.9 %
Life insurance for my family	43	38.7 %
Other insurance	68	61.3 %
No insurance provided	5	4.5 %
No response	8	7.2 %
Total	523	

Number of Cases = 111

Number of Responses = 523

Average Number Of Responses Per Case = 4.7

Number Of Cases With At Least One Response = 103

Response Percent = 92.8 %

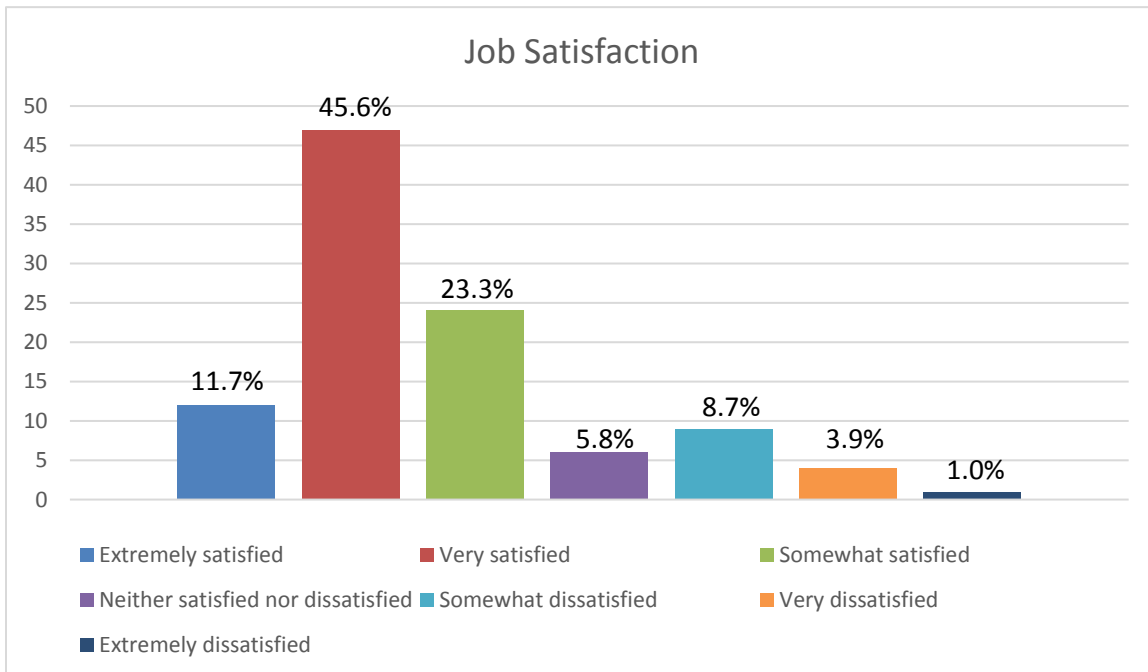
SATISFACTION

Job Satisfaction

92.8% of respondents answered this query. As a percentage of those that responded, the majority, 57%, were very or extremely satisfied with their job. This represents 53% of the total survey respondents. It appears that male respondents were more satisfied with their jobs than female respondents with 71% of males vs. 47% of females reporting that they were extremely or very satisfied. More than 2/3 of respondents who worked out of a home office (71.1%) were Extremely or Very satisfied versus only 48.5% who worked out of a corporate office.

Overall, are you satisfied with your job, neither satisfied nor dissatisfied with it, or dissatisfied with it?	Number	Percent
Extremely satisfied	12	11.7 %
Very satisfied	47	45.6 %
Somewhat satisfied	24	23.3 %
Neither satisfied nor dissatisfied	6	5.8 %
Somewhat dissatisfied	9	8.7 %
Very dissatisfied	4	3.9 %
Extremely dissatisfied	1	1.0 %
Total	103	100.0 %

Missing Cases = 8
Response Percent = 92.8 %



	Male	Female	Totals
	1	2	
1=Extremely satisfied	7 15.6%	5 8.6%	12 11.7%
2=Very satisfied	25 55.6%	22 37.9%	47 45.6%
3=Somewhat satisfied	6 13.3%	18 31.0%	24 23.3%
4=Neither satisfied nor dissatisfi...	4 8.9%	2 3.4%	6 5.8%
5=Somewhat dissatisfied	1 2.2%	8 13.8%	9 8.7%
6=Very dissatisfied	2 4.4%	2 3.4%	4 3.9%
7=Extremely dissatisfied	0 0.0%	1 1.7%	1 1.0%
Totals	45 43.7%	58 56.3%	103 100.0%

	21-29	30-39	40-49	50-59	60-69	Totals
1=Extremely satisfied	0 0.0%	2 11.8%	2 6.5%	6 14.6%	2 15.4%	12 11.7%
2=Very satisfied	1 100.0%	8 47.1%	18 58.1%	17 41.5%	3 23.1%	47 45.6%
3=Somewhat satisfied	0 0.0%	3 17.6%	7 22.6%	8 19.5%	6 46.2%	24 23.3%
4=Neither satisfied nor dissatisfi...	0 0.0%	0 0.0%	3 9.7%	2 4.9%	1 7.7%	6 5.8%
5=Somewhat dissatisfied	0 0.0%	3 17.6%	1 3.2%	4 9.8%	1 7.7%	9 8.7%
6=Very dissatisfied	0 0.0%	1 5.9%	0 0.0%	3 7.3%	0 0.0%	4 3.9%
7=Extremely dissatisfied	0 0.0%	0 0.0%	0 0.0%	1 2.4%	0 0.0%	1 1.0%
Totals	1 1.0%	17 16.5%	31 30.1%	41 39.8%	13 12.6%	103 100.0%

Number
Col %

	Other	West 1	Midwest 2	South 3	Northeast 4	Totals
1=Extremely satisfied	0 0.0%	4 36.4%	1 2.8%	5 16.1%	2 9.5%	12 11.7%
2=Very satisfied	3 75.0%	6 54.5%	18 50.0%	10 32.3%	10 47.6%	47 45.6%
3=Somewhat satisfied	0 0.0%	1 9.1%	8 22.2%	9 29.0%	6 28.6%	24 23.3%
4=Neither satisfied nor dissatisfi...	1 25.0%	0 0.0%	2 5.6%	3 9.7%	0 0.0%	6 5.8%
5=Somewhat dissatisfied	0 0.0%	0 0.0%	6 16.7%	3 9.7%	0 0.0%	9 8.7%
6=Very dissatisfied	0 0.0%	0 0.0%	0 0.0%	1 3.2%	3 14.3%	4 3.9%
7=Extremely dissatisfied	0 0.0%	0 0.0%	1 2.8%	0 0.0%	0 0.0%	1 1.0%
Totals	4 3.9%	11 10.7%	36 35.0%	31 30.1%	21 20.4%	103 100.0%

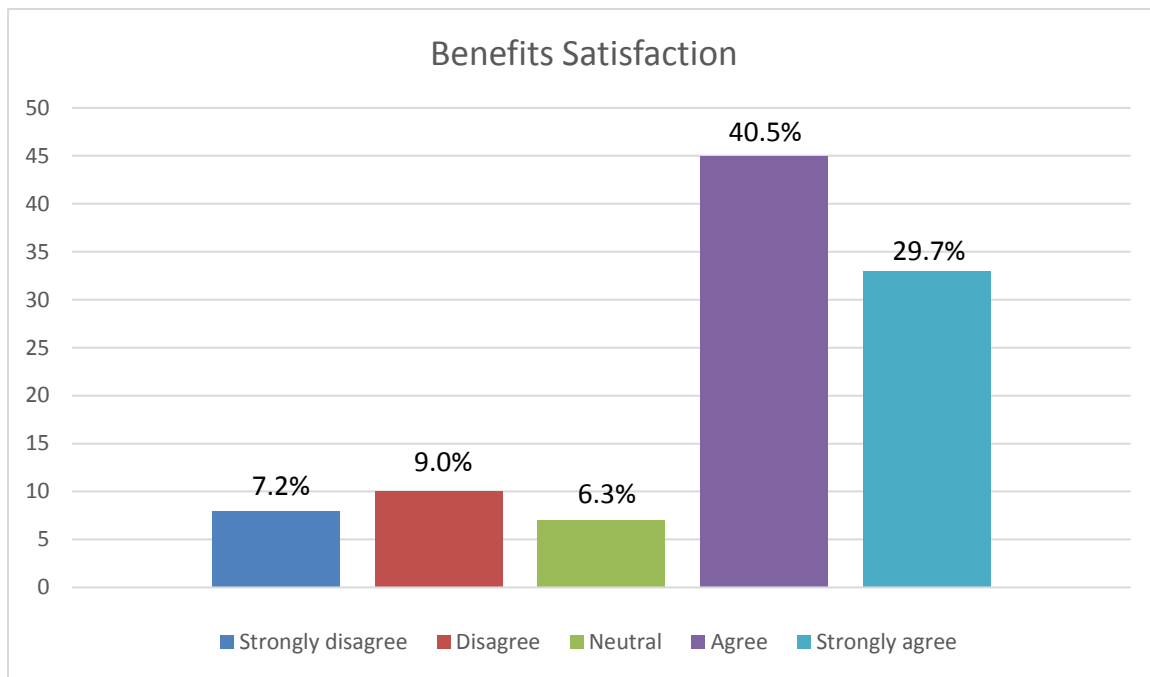
N=109

	Home office	Corporate HQ or other company office.	Total
Extremely satisfied	10 13.2%	2 6.1%	12 11.0%
Very satisfied	33 43.4%	14 42.4%	47 43.1%
Somewhat satisfied	18 23.7%	6 18.2%	24 22.0%
Neither satisfied nor dissatisfied	4 5.3%	2 6.1%	6 5.5%
Somewhat dissatisfied	6 7.9%	3 9.1%	9 8.3%
Very dissatisfied	2 2.6%	2 6.1%	4 3.7%
Extremely dissatisfied	1 1.3%	0 0.0%	1 0.9%
N/R	2 2.6%	4 12.1%	6 5.5%
Total	76 69.7%	33 30.3%	109 100.0%

Benefits Satisfaction

The majority of respondents were satisfied with their total benefits package, although only 29.7% indicated that they strongly agreed with this statement.

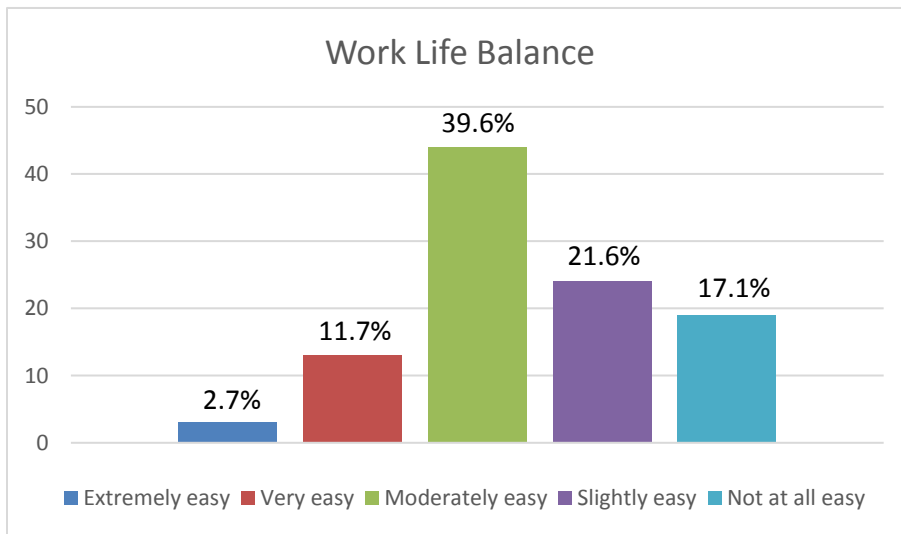
<u>I am satisfied with my total benefits package.</u>	<u>Number</u>	<u>Percent</u>
Strongly disagree	8	7.2 %
Disagree	10	9.0 %
Neutral/neither agree nor disagree	7	6.3 %
Agree	45	40.5 %
Strongly agree	33	29.7 %
N/R	8	7.2 %
<hr/>		
Total	111	100.0 %



Work-Life Balance

Just under 1/6 of respondents indicated it was extremely or very easy to balance their work and personal lives in their current position (14.4%). However, another 39.6% indicated that it was moderately easy, leaving just over 1/3 (38.7%) indicating that it was not easy to do so.

How easy is it to balance your work life and personal life where you work?	Number	Percent
Extremely easy	3	2.7 %
Very easy	13	11.7 %
Moderately easy	44	39.6 %
Slightly easy	24	21.6 %
Not at all easy	19	17.1 %
N/R	8	7.2 %
Total	111	100.0 %



	Male	Female	Total
<u>How easy is it to balance your work life and personal life where you work?</u>			
Extremely easy	1 2.1%	2 3.1%	3 2.7%
Very easy	6 12.8%	7 10.9%	13 11.7%
Moderately easy	18 38.3%	26 40.6%	44 39.6%
Slightly easy	10 21.3%	14 21.9%	24 21.6%
Not at all easy	10 21.3%	9 14.1%	19 17.1%
N/R	2 4.3%	6 9.4%	8 7.2%
Total	47 42.3%	64 57.7%	111 100.0%

						Total	
	21-29	30-39	40-49	50-59	60-69		
<u>How easy is it to balance your work life and personal life where you work?</u>							
Extremely easy		0 0.0%	2 10.0%	0 0.0%	1 2.4%	0 0.0%	3 2.7%
Very easy		1 100.0%	0 0.0%	3 8.8%	9 21.4%	0 0.0%	13 11.7%
Moderately easy		0 0.0%	7 35.0%	13 38.2%	17 40.5%	7 50.0%	44 39.6%
Slightly easy		0 0.0%	4 20.0%	9 26.5%	8 19.0%	3 21.4%	24 21.6%
Not at all easy		0 0.0%	4 20.0%	6 17.6%	6 14.3%	3 21.4%	19 17.1%
N/R		0 0.0%	3 15.0%	3 8.8%	1 2.4%	1 7.1%	8 7.2%
Total		1 0.9%	20 18.0%	34 30.6%	42 37.8%	14 12.6%	111 100.0%

	Home office	Corporate HQ or other company office.	Total
<u>How easy is it to balance your work life and personal life where you work?</u>			
Extremely easy	3 4.1%	0 0.0%	3 2.9%
Very easy	8 10.8%	5 17.2%	13 12.6%
Moderately easy	32 43.2%	12 41.4%	44 42.7%
Slightly easy	17 23.0%	7 24.1%	24 23.3%
Not at all easy	14 18.9%	5 17.2%	19 18.4%
Total	74 71.8%	29 28.2%	103 100.0%

COMPENSATION

Salary

The mean annual base salary reported was \$141,524 and the median was \$136,000. This represented a salary range from \$70,000 to \$295,000 annually.

<u>SALARY LEVEL</u>	<u>Number</u>	<u>Percent</u>
No Response	8	7.2 %
LESS THAN \$75,000	2	1.8 %
\$75,000-\$99,999	5	4.5 %
\$100,000-\$124,999	21	18.9 %
\$125,000-\$149,999	42	37.8 %
\$150,000-\$174,999	22	19.8 %
\$175,000-\$199,999	3	2.7 %
\$200,000-\$224,999	5	4.5 %
\$225,000 OR MORE	3	2.7 %
Total	111	100.0 %

Missing Cases = 8
Response Percent = 92.8%

What is your annual base salary?

Minimum = 70000

Maximum = 295000

Mean = 141524.20

Median = 136000

Valid Cases = 103
Missing Cases = 8
Response Percent = 92.8%

Salary

Male respondents reported significantly higher incomes overall than female respondents with a mean of \$152,521 versus \$133,324, a difference of \$19,197. This represents a 12.6% lower annual salary for women than men in this study.

Male respondents

What is your annual base salary?

Minimum = 75000

Maximum = 295000

Mean = 152520.50

Median = 147000

Valid Cases =44

Missing Cases =3

Response Percent = 93.6%

Female respondents

What is your annual base salary?

Minimum = 70000

Maximum = 225000

Mean = 133323.50

Median = 131000

Valid Cases =59

Missing Cases =5

Response Percent = 92.2%

Salary by Gender and Age

The gender disparity continued across all age groups except the youngest, but there was only one woman in that group, making comparison difficult. Women made 10.3% less in the 30-39 age group, 1.4% less in the 40-49 group, 19.2% less in the 50-59 group, and 24.2% less in the 60-69 group.

Male respondents

What is your annual base salary?

	Mean	SD	N	Pct.
For Entire Sample (Missing = 3)	152520.50	36660.29	44	100.0%

What is your age?

2=21-29	0.00	0.00	0	0.0%
3=30-39	145500.00	24034.70	4	9.1%
4=40-49	137780.00	23008.95	15	34.1%
5=50-59	171894.10	47827.72	17	38.6%
6=60-69	142500.00	14172.41	8	18.2%

Female respondents

What is your annual base salary?

	Mean	SD	N	Pct.
For Entire Sample (Missing = 5)	133323.50	29679.47	59	100.0%

What is your age?

2=21-29	125000.00	0.00	1	1.7%
3=30-39	130560.60	24147.52	13	22.0%
4=40-49	135817.60	24011.77	17	28.8%
5=50-59	138891.30	35977.42	23	39.0%
6=60-69	108080.00	10532.16	5	8.5%

	Male	Female	Total
<u>SALARY LEVEL</u>			
LESS THAN \$75,000	0 0.0%	2 3.1%	2 1.8%
\$75,000-\$99,999	1 2.1%	4 6.3%	5 4.5%
\$100,000-\$124,999	6 12.8%	15 23.4%	21 18.9%
\$125,000-\$149,999	17 36.2%	25 39.1%	42 37.8%
\$150,000-\$174,999	14 29.8%	8 12.5%	22 19.8%
\$175,000-\$199,999	1 2.1%	2 3.1%	3 2.7%
\$200,000-\$224,999	3 6.4%	2 3.1%	5 4.5%
\$225,000 OR MORE	2 4.3%	1 1.6%	3 2.7%
N/R	3 6.4%	5 7.8%	8 7.2%
Total	47 42.3%	64 57.7%	111 100.0%

N=111

	What is your age?						Total
	21-29	30-39	40-49	50-59	60-69	70 or older	
<u>SALARY LEVEL</u>							
LESS THAN \$75,000	0 0.0%	1 5.0%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	2 1.8%
\$75,000-\$99,999	0 0.0%	0 0.0%	2 5.9%	3 7.1%	0 0.0%	0 0.0%	5 4.5%
\$100,000-\$124,999	0 0.0%	4 20.0%	8 23.5%	6 14.3%	3 21.4%	0 0.0%	21 18.9%
\$125,000-\$149,999	1 100.0%	7 35.0%	14 41.2%	13 31.0%	7 50.0%	0 0.0%	42 37.8%
\$150,000-\$174,999	0 0.0%	5 25.0%	6 17.6%	9 21.4%	2 14.3%	0 0.0%	22 19.8%
\$175,000-\$199,999	0 0.0%	0 0.0%	2 5.9%	1 2.4%	0 0.0%	0 0.0%	3 2.7%
\$200,000-\$224,999	0 0.0%	0 0.0%	0 0.0%	5 11.9%	0 0.0%	0 0.0%	5 4.5%
\$225,000 OR MORE	0 0.0%	0 0.0%	0 0.0%	3 7.1%	0 0.0%	0 0.0%	3 2.7%
N/R	0 0.0%	3 15.0%	2 5.9%	2 4.8%	1 7.1%	0 0.0%	8 7.2%
Total	1 0.9%	20 18.0%	34 30.6%	42 37.8%	14 12.6%	0 0.0%	111 100.0%

N=111

	Census Region					Total
	West	Midwest	South	Northeast	Other	
<u>SALARY LEVEL</u>						
LESS THAN \$75,000	0 0.0%	2 5.6%	0 0.0%	0 0.0%	0 0.0%	2 1.8%
\$75,000-\$99,999	0 0.0%	3 8.3%	1 2.9%	0 0.0%	1 20.0%	5 4.5%
\$100,000-\$124,999	2 15.4%	8 22.2%	4 11.8%	7 30.4%	0 0.0%	21 18.9%
\$125,000-\$149,999	6 46.2%	13 36.1%	15 44.1%	7 30.4%	1 20.0%	42 37.8%
\$150,000-\$174,999	2 15.4%	5 13.9%	11 32.4%	4 17.4%	0 0.0%	22 19.8%
\$175,000-\$199,999	0 0.0%	1 2.8%	1 2.9%	0 0.0%	1 20.0%	3 2.7%
\$200,000-\$224,999	0 0.0%	2 5.6%	1 2.9%	2 8.7%	0 0.0%	5 4.5%
\$225,000 OR MORE	1 7.7%	0 0.0%	0 0.0%	1 4.3%	1 20.0%	3 2.7%
N/R	2 15.4%	2 5.6%	1 2.9%	2 8.7%	1 20.0%	8 7.2%
Total	13 11.7%	36 32.4%	34 30.6%	23 20.7%	5 4.5%	111 100.0%

N=103

I am satisfied with my total benefits package.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
<u>SALARY LEVEL</u>						
LESS THAN \$75,000	1 12.5%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	2 1.9%
\$75,000-\$99,999	1 12.5%	2 20.0%	1 14.3%	0 0.0%	0 0.0%	4 3.9%
\$100,000-\$124,999	2 25.0%	3 30.0%	2 28.6%	8 17.8%	6 18.2%	21 20.3%
\$125,000-\$149,999	2 25.0%	4 40.0%	2 28.6%	20 44.4%	14 42.4%	42 40.8%
\$150,000-\$174,999	1 12.5%	1 10.0%	0 0.0%	12 26.7%	8 24.2%	22 21.4%
\$175,000-\$199,999	0 0.0%	0 0.0%	1 14.3%	0 0.0%	2 6.1%	3 2.9%
\$200,000-\$224,999	1 12.5%	0 0.0%	0 0.0%	4 8.9%	0 0.0%	5 4.9%
\$225,000 OR MORE	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 9.1%	3 2.9%
N/R	0 0.0%	0 0.0%	0 0.0%	1 2.2%	0 0.0%	1 1.0%
Total	8 7.8%	10 9.7%	7 6.8%	45 43.7%	33 32.0%	103 100.0%

N=103

How easy is it to balance your work life and personal life
where you work?

	Extremely easy	Very easy	Moderately easy	Slightly easy	Not at all easy	Total
<u>SALARY LEVEL</u>						
LESS THAN \$75,000	0 0.0%	0 0.0%	2 4.5%	0 0.0%	0 0.0%	2 1.9%
\$75,000-\$99,999	0 0.0%	0 0.0%	3 6.8%	1 4.2%	0 0.0%	4 3.9%
\$100,000-\$124,999	1 33.3%	2 15.4%	6 13.6%	5 20.8%	7 36.8%	21 20.4%
\$125,000-\$149,999	2 66.7%	7 53.8%	18 40.9%	9 37.5%	6 31.6%	42 40.8%
\$150,000-\$174,999	0 0.0%	2 15.4%	10 22.7%	7 29.2%	3 15.8%	22 21.4%
\$175,000-\$199,999	0 0.0%	1 7.7%	1 2.3%	1 4.2%	0 0.0%	3 2.9%
\$200,000-\$224,999	0 0.0%	0 0.0%	3 6.8%	0 0.0%	2 10.5%	5 4.9%
\$225,000 OR MORE	0 0.0%	1 7.7%	1 2.3%	0 0.0%	1 5.3%	3 2.9%
N/R	0 0.0%	0 0.0%	0 0.0%	1 4.2%	0 0.0%	1 1.0%
Total	3 2.9%	13 12.6%	44 42.7%	24 23.3%	19 18.4%	103 100.0%

N=103

Overall, are you satisfied with your job, neither satisfied nor dissatisfied with it, or dissatisfied with it?

	Extremely satisfied	Very satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied...	Somewhat dissatisfied	Very dissatisfied	Extremely dissatisfied	Total
<u>SALARY LEVEL</u>								
LESS THAN \$75,000	0 0.0%	0 0.0%	1 4.2%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	2 1.9%
\$75,000-\$99,999	0 0.0%	1 2.1%	0 0.0%	1 16.7%	2 22.2%	0 0.0%	0 0.0%	4 3.9%
\$100,000-\$124,999	3 25.0%	8 17.0%	6 25.0%	1 16.7%	2 22.2%	1 25.0%	0 0.0%	21 20.4%
\$125,000-\$149,999	5 41.7%	19 40.4%	12 50.0%	2 33.3%	2 22.2%	2 50.0%	0 0.0%	42 40.8%
\$150,000-\$174,999	2 16.7%	12 25.5%	4 16.7%	1 16.7%	1 11.1%	1 25.0%	1 100.0%	22 21.4%
\$175,000-\$199,999	0 0.0%	3 6.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 2.9%
\$200,000-\$224,999	1 8.3%	2 4.3%	1 4.2%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	5 4.9%
\$225,000 OR MORE	1 8.3%	2 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 2.9%
N/R	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	1 1.0%
Total	12 11.7%	47 45.6%	24 23.3%	6 5.8%	9 8.7%	4 3.9%	1 1.0%	103 100.0%

N=105

If you travel out of town for work, on average, approximately how many nights per month do you spend away from home?

	I do not travel for work	6 or fewer days/month	7-12 days/month	13-18 days/month	19-24 days/month	80% or more	Total
<u>SALARY LEVEL</u>							
LESS THAN \$75,000	0 0.0%	2 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 1.9%
\$75,000-\$99,999	2 12.5%	1 4.5%	1 3.3%	1 3.4%	0 0.0%	0 0.0%	5 4.8%
\$100,000-\$124,999	5 31.3%	3 13.6%	5 16.7%	3 10.3%	4 57.1%	1 100.0%	21 20.0%
\$125,000-\$149,999	6 37.5%	9 40.9%	13 43.3%	13 44.8%	1 14.3%	0 0.0%	42 40.0%
\$150,000-\$174,999	0 0.0%	3 13.6%	8 26.7%	9 31.0%	2 28.6%	0 0.0%	22 21.0%
\$175,000-\$199,999	0 0.0%	1 4.5%	0 0.0%	2 6.8%	0 0.0%	0 0.0%	3 2.9%
\$200,000-\$224,999	0 0.0%	2 9.1%	3 10.0%	0 0.0%	0 0.0%	0 0.0%	5 4.8%
\$225,000 OR MORE	1 6.3%	1 4.5%	0 0.0%	1 3.4%	0 0.0%	0 0.0%	3 2.9%
N/R	2 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 1.9%
Total	16 15.2%	22 21.0%	30 28.6%	29 27.6%	7 6.7%	1 1.0%	105 100.0%

	Which most closely matches your current position?			Total
	Upper management (VP and above)	Middle management	Don't manage others	

SALARY LEVEL

LESS THAN \$75,000	0 0.0%	0 0.0%	2 3.0%	2 1.8%
\$75,000-\$99,999	0 0.0%	5 14.3%	0 0.0%	5 4.6%
\$100,000-\$124,999	0 0.0%	3 8.6%	18 26.9%	21 19.3%
\$125,000-\$149,999	2 28.6%	11 31.4%	29 43.3%	42 38.5%
\$150,000-\$174,999	0 0.0%	8 22.9%	14 20.9%	22 20.2%
\$175,000-\$199,999	2 28.6%	1 2.9%	0 0.0%	3 2.8%
\$200,000-\$224,999	1 14.3%	3 8.6%	1 1.5%	5 4.6%
\$225,000 OR MORE	2 28.6%	1 2.9%	0 0.0%	3 2.8%
N/R	0 0.0%	3 8.6%	3 4.5%	6 5.5%
Total	7 6.4%	35 32.1%	67 61.5%	109 100.0%

Bonus

Three quarters of respondents who provided salary data indicated that they do have a cash bonus program. This ranged from \$2,640 to \$200,000 with a mean of \$29,413 and a median of \$28,000 annually.

<u>Does your compensation include a bonus?</u>	<u>Number</u>	<u>Percent</u>
Yes	86	84.3 %
No	16	15.7 %
Total	102	100.0 %

Missing Cases = 9
Response Percent = 91.9 %

What is your target bonus amount (in dollars)?

Minimum = 2640
Maximum = 200000
Mean = 29413.03
Median = 28000

Valid Cases =93
Missing Cases =18
Response Percent = 83.8%

Bonus by gender

The gender disparity continued with the bonus opportunity as men reported a mean of \$32,430.91 available to them while women reported a mean of \$26,703.10.

Male respondents

What is your target bonus amount (in dollars)?

Minimum = 5000

Maximum = 200000

Mean = 32430.91

Median = 29300

Valid Cases =44

Missing Cases =3

Response Percent = 93.6%

Female respondents

What is your target bonus amount (in dollars)?

Minimum = 2640

Maximum = 78000

Mean = 26703.10

Median = 25000

Valid Cases =49

Missing Cases =15

Response Percent = 76.6%