

2022 Cross-Industry Compensation & Benefits Survey

Job Descriptions

Executives	
President/Chief Executive Officer	Accountable for the continuing viability of the company and ensures same through the timely development and implementation of effective business strategies and plans. The incumbent may also be an Owner and/or serve on the Board of Directors.
Chief Operating Officer/Executive Vice President/General Manager	Accountable for achieving operating and strategic objectives, ensuring effective operations of the company on a day-to-day basis, supervising and directing top management, developing reports and plans, and analyzing business problems and successes to optimize future operations.
Chief Financial Officer/Top Financial Officer	Responsible for directing an organization's overall financial policies. Directs and administers all financial activities for the organization including cash flow management, financial planning, strategic planning, company investment, property purchases and leasing, all purchasing and general fiduciary and tax matters. Designs, coordinates, and interprets a wide variety of accounting and statistical data and reports.
Chief Marketing Officer/Top Sales or Marketing Officer	Accountable for the development and implementation of sales and marketing strategies, selection and retention of sales and marketing staff, supervision of advertising, guidance and direction of direct sales activities, and all reporting and controls which are generated for tracking and performance review purposes.
Chief Technology Officer/Chief Information Officer	Manages the evaluation, implementation, and support activity for the company's internal and external automated information processing systems and services, including all software, hardware, and related equipment. Determines and evaluates the company's current and future technology, communications, and information needs. Acquires equipment, software systems, and computer supplies to support the company's business activities.
Chief Human Resources Officer/Top Human Resources Executive	Responsible for developing and executing a company's human resources policies, objectives, and initiatives. Accountable for employment, training, compensation, benefits, employee relations, and other employee related activities. Ensures compliance with governmental labor laws. Establishes overall direction and strategic initiatives and reports HR needs to the executive management team.
General & Administrative	
Accountant	Maintains company's accounting records. Prepares financial operating statements, verifies footings, verifies audit data, completes daily posting activities to the general ledger, prepares vouchers. Prepares daily/weekly/monthly accounting reports, and monitors accrual reports. Responsible for general ledger accounting, including reconciling balance sheets, preparing financial statements, and processing accounts payable and receivable. May performs data analysis, budgeting, and forecasting for the company.
AR/Credit Manager	Responsible for the collection of payments from the company's customers. Manages activities such as sending follow-up inquiries, past due negotiations, tracking receipts and referring accounts to collection agencies. Prepares daily/weekly/monthly accounts receivable reports, and status of accounts reports.
Accounting Clerk	Performs a variety of routine calculating, posting, and verifying tasks. Processes invoices, collections, and check requests. Generates weekly check runs and reports. Receives and posts monthly payments, reconciles accounts, and responds to customer inquiries as necessary. Maintains accounts receivable files, as well as accounts receivable closing procedures.
Controller	Accountable for cash management; general, cost and tax accounting; financial control, reporting and analysis; accounting data processing and personnel activities; planning and other responsibilities related to the financial function in the business. Responsible for establishing and maintaining accounting principles, practices, procedures, and initiatives. Often reports to the CFO, VP of Finance, or Treasurer.
Human Resources Manager	Responsible for managing the personnel function within the company including the administration of personnel records, compliance with laws and regulations concerning personnel, training, interviewing, etc.
Office Manager	Accountable for managing the personnel necessary to provide adequate clerical support to the company, ordering office supplies and equipment, and reviewing office systems to ensure smooth operations.
Office/Clerical Personnel	Responsible for performing clerical work including filing, scheduling appointments, typing documents/correspondence, mail processing, answering the telephone, keying data, and other duties as assigned.
Purchasing/Procurement Manager	Responsible for sourcing equipment, materials, goods and services, and working with vendors. Develops purchasing strategies and tracks product pricing and availability. Negotiates with vendors, develops delivery schedules, and monitors delinquent arrivals from purchase orders.
Purchasing Agent/Buyer	Negotiates vendor prices and terms based on budget and schedules delivery based on schedule requirements. Adheres to purchasing policies, processes and procedures. Resolves issues related to inventory return, replacement, and credit arrangement.
Training Coordinator	Plans, coordinates and directs training. Communicates with managers to identify training needs and mapping out development plans for teams and individuals.

2022 Cross-Industry Compensation & Benefits Survey

Sales and Marketing	
Director of Sales	Accountable for sales, advertising and marketing of the products as well as supervising the sales team. Directs and oversees a company's sales policies, objectives, and initiatives. Sets short- and long-term strategies and evaluates effectiveness of current programs. Recommends product or service enhancements to improve customer satisfaction and sales potential.
National Accounts Manager	Responsible for building and maintaining strong relationships with national or key accounts. Grows business and promotes the organization to meet strategic business objectives. Supervises and supports regional managers. Coordinates with appropriate personnel to suggest enhancements that will drive customer satisfaction, increase product influence and broaden sales channels.
Sales Manager	Responsible for planning and directing the activities of the sales organization. Accountable for increasing sales/profitability through effective management of supervision of sales staff, development of sales goals, and coordination with advertising management.
Showroom Manager	Responsible for making sure the showroom attracts clients and encourages them to buy. Work activities will include budgeting, staff coordination, showroom appearance, and positioning merchandise.
Sales Assistant	Supports the sales department. Responsible for assisting in the sales, distribution, and promotion of specified company products to accounts in assigned area.
Counter Salesperson	Assists customers with orders. Answers questions about products, pricing, availability, and terms. Strives to maximize sales and achieve customer satisfaction.
Customer Service Representative	Interacts with customers to provide information in response to inquiries about products and services and to handle and resolve complaints.
Advertising/Marketing Manager	Accountable for developing and implementing effective advertising and marketing programs to contribute to increasing sales/profits.
Operations/Warehouse	
Operations/Warehouse Manager	Responsible for the overall management of the operations department, which includes warehouse activities, personnel safety, asset management, inventory management, delivery and product management services. Ensures a high level of customer satisfaction while maintaining a profitable business operation through effective management of field personnel.
Inventory Manager	Accountable for forecasting, procurement, inventory control, warehouse product rotation, picking areas, product control, and safeguarding of inventory.
Warehouse Supervisor	Oversees day-to-day warehousing activities. Maintains inventory and supplies by receiving, storing, and delivering items; securing warehouse; and managing staff.
Warehouse Employee	Accountable for assisting the warehouse manager with the storage and shipment of product inventory in the warehouse facility (staff that receives, returns, fills, and/or loads).
Driver/Delivery Personnel	Responsible for the timely delivery of goods.
Freight Manager	Oversees transportation of products between the suppliers and the distributor.
Transportation/Traffic Manager	Develops and maintains transportation and distribution procedures to maximize delivery efficiency. Selects appropriate delivery methods to minimize delivery costs and maximize customer satisfaction. Manages a staff of delivery related personnel.
Service/Fleet Manager	This position is accountable for supervising all activities related to the service, repair, and maintenance of vehicles and/or equipment.
Quality Assurance Manager	Responsible for the design and implementation of policies and procedures to ensure that the company's quality assurance standards are met. Oversees testing of processes and products. Performs a variety of tasks and leads the work of others.
Safety Manager	Ensure company personnel complies with health and safety laws. Establishes policies that will create and maintain a safe workplace. Assesses risk and conducts training for accident prevention.
Information Technology	
IT/MIS Manager	Develops systems and strategies regarding data processing and programming for the company. May be responsible for managing the information systems, managing information technology, overseeing computer systems, and keeping data secure.
IT Clerk	Runs computer programs, processes data, and generates reports using the company computer system.
Database Administrator (DBA)	Responsible for administering and maintain company databases and data warehouses. Designs, builds, and implements databases based on company needs. Monitors database performance and capacity and corrects any issues.
Network/Systems Administrator	Installs and configures hardware, software, applications, and networks. Monitors network and system performance and troubleshoots issues. Makes necessary updates and ensures security of the IT infrastructure.
Data Analyst	Interprets data, analyzes output using statistical procedures, and provides reports of the findings. Compiles information from multiple sources and cleans the data to make it usable. Identifies trends and patterns within the data set.
Data Scientist	Supports business decisions by utilizing advanced data mining/data analysis techniques. May be involved in development/implementation of models, algorithms, and simulations to identify data driven insights for the business.

2022 Cross-Industry Compensation & Benefits Survey

Location/Branch Specific Positions	
Branch Manager	Directs and coordinates activities of the branch to obtain optimum efficiency and economy of operations and maximize profits by directing staffing, training and performance evaluations for all branch operations, managing primary maintenance schedules for fleet, overseeing warehouse/distribution center, coordinating sales distribution by establishing sales territories, quotas and goals, analyzing sales statistics to promoting sales, reviewing market analysis to determine customer needs, volume potential, price schedules and discount rates in order to accommodate the goals of the branch, analyzing and controlling expenditures for budgetary requirements, and recommending or approving budgets and expenditures for the branch. This position may also include training employees, planning, assigning and directing work, appraising performances, rewarding and disciplining employees, addressing complaints and resolving problems.
Outside Salesperson	Responsible for generating sales with new and prospective clients. Makes personal sales calls and maintains relationships with clients. Researches accounts and generates sales leads. Manages sales of products and services and researches sales competition. Produces sales forecasts and assists clients with any questions or problems.
Inside Salesperson	Assists customers with orders and focuses on customer acquisition. Identifies customer needs and offers solutions and support. Usually located within a branch location.



2022 Cross-Industry Compensation & Benefits Survey

Deadline for Submitting Form: March 1, 2022

Please note, although it is not required to answer every question, it is encouraged that you answer as many of the questions that are applicable to your firm.

Your data will be treated in the strictest confidence by Industry Insights, Inc., an outside, third party that specializes in such studies. Please provide the information below, so that Industry Insights can notify you of the report release. We advise that you provide a direct email account, rather than a general address (For example, please provide jsmith@abc.com, rather than info@abc.com). Your email addresses will not be used for any other purpose.

You may submit your completed survey via directly uploading it to Industry Insights' secure server or email:

Upload: <https://CompensationBenchmarking.com/upload>

Email: comp@industryinsights.com

If you need help or have questions, please contact:

Industry Insights, Inc.

614.389.2100

comp@industryinsights.com

Company Name	<input type="text"/>	Address	<input type="text"/>
City	<input type="text"/>	State/Province	Select State/Province
Country	Select Country		

Person to whom report should be sent:

Name	<input type="text"/>
Title	<input type="text"/>
Email	<input type="text"/>

Person to be contacted with questions:

Name	<input type="text"/>
Title	<input type="text"/>
Email	<input type="text"/>

Association Membership

To which of the following associations is your organization a member?

- AED (Associated Equipment Distributors)
- ASA (American Supply Association)
- CDA (Convenience Distribution Association (formerly AWMA))
- CTDA (Ceramic Tile Distributors Association)
- FPDA (The FPDA Motion & Control Network)
- GAWDA (Gases and Welding Distributors Association)
- HARDI (Heating, Air-conditioning and Refrigeration Distributors International)
- HDA (Healthcare Distribution Alliance)
- IAPD (International Association of Plastics Distribution)
- IFDA (International Foodservice Distributors Association)
- ISA (Industrial Supply Association)
- MHEDA (Material Handling Equipment Distributors Association)
- MSCI (Metals Service Center Institute)
- NAED (National Association of Electronic Distributors)
- NAFCD (North American Association of Floor Covering Distributors)
- NAHAD (The Association for Hose & Accessories Distribution)
- NAW (National Association of Wholesaler-Distributors)
- NAWLA (North American Wholesale Lumber Association)
- NBMDA (North American Building Material Distribution Association)
- NBWA (National Beer Wholesalers' Association, Inc.)
- NFDA (National Fastener Distributors Association)
- NPTA (NPTA Alliance)
- PEI (The Petroleum Equipment Institute)
- PIDA (Pet Industry Distributors Association)
- PTDA (Power Transmission Distributors Association)
- STAFDA (Specialty Tools & Fasteners Distributors Association)
- United Fresh (United Fresh Produce Association)
- WF&FSA (Wholesale Florist & Florist Supplier Association)
- WMA (World Millwork Alliance)
- Other national associations:

Please tell us about your company (all locations, including headquarters)

1.	Primary product (highest shipment dollar volume) that your company distributes? (e.g., motors, packaged food, apparel)	<input style="width: 95%;" type="text"/>
2.	Public or Private? <input type="radio"/> Public <input type="radio"/> Private	
3.	Business Type? <input type="radio"/> C-Corp <input type="radio"/> S-Corp <input type="radio"/> LLC <input type="radio"/> Other	<input style="width: 100px;" type="text"/>
4.	Territory Served? <input type="radio"/> Local <input type="radio"/> Regional <input type="radio"/> National <input type="radio"/> International/Global	
5.	Number of stand-alone locations? (including headquarters and distribution facilities – exclude showrooms)	# <input style="width: 100px;" type="text"/>
5b.	Number of showrooms?	# <input style="width: 100px;" type="text"/>
6.	Zip/Postal code of headquarters location?	<input style="width: 100px;" type="text"/>
7.	Total company annual sales volume (or shipment volume) in 2020 and 2021?	2020 \$ <input style="width: 100px;" type="text"/> 2021 \$ <input style="width: 100px;" type="text"/>
8.	Seasonality of business? <input type="radio"/> Very Seasonal <input type="radio"/> Somewhat Seasonal <input type="radio"/> Not Seasonal	
9.	Total Employees - expressed in Full-Time Equivalents (FTEs) (all locations) <small>Each salaried or hourly full-time employee (any employee who consistently works 35-40 hours per week) is counted as 1 FTE. To convert part-time employees to FTEs, determine the total hours worked by all part-time employees and divide by 2,080 hours.</small>	<input style="width: 100px;" type="text"/>
10.	Union representation (throughout your entire company)?	



2022 Cross-Industry Compensation & Benefits Survey

Deadline for Submitting Form: March 1, 2022

version 2022.1

-
- No workers Some workers All workers

Deadline for Submitting Form: March 1, 2022

11. Which of the following is a major concern/issue of your company? (Select up to 5)

<input type="checkbox"/> Absenteeism	<input type="checkbox"/> Government regulations
<input type="checkbox"/> Alcohol/drug use violations	<input type="checkbox"/> Increased operating costs
<input type="checkbox"/> Client satisfaction	<input type="checkbox"/> Lack of skilled workers
<input type="checkbox"/> Costs of healthcare	<input type="checkbox"/> Maintaining profit levels
<input type="checkbox"/> Customers going out of business	<input type="checkbox"/> Manufacturer relations
<input type="checkbox"/> Ecommerce	<input type="checkbox"/> Manufacturers moving offshore
<input type="checkbox"/> Economic uncertainty	<input type="checkbox"/> Manufacturers selling direct
<input type="checkbox"/> Employee morale	<input type="checkbox"/> Price competition
<input type="checkbox"/> Employee performance/quality	<input type="checkbox"/> Retaining employees
<input type="checkbox"/> Employee safety	<input type="checkbox"/> Tax policies
<input type="checkbox"/> Environmental impacts	<input type="checkbox"/> Other <input style="width: 100px; height: 15px;" type="text"/>
<input type="checkbox"/> Finding qualified employees	<input type="checkbox"/> None of these
<input type="checkbox"/> Foreign competition	

12. How have the following changed for your business, and what are your expectations?

	Over the last 3 years?	Expectations for the next 3 years?
Revenue	<input type="text" value="Please Select from List"/>	<input type="text" value="Please Select from List"/>
Profits	<input type="text" value="Please Select from List"/>	<input type="text" value="Please Select from List"/>
Number of employees	<input type="text" value="Please Select from List"/>	<input type="text" value="Please Select from List"/>
Strength of competitors	<input type="text" value="Please Select from List"/>	<input type="text" value="Please Select from List"/>
Spending on marketing/advertising	<input type="text" value="Please Select from List"/>	<input type="text" value="Please Select from List"/>
Spending on technology	<input type="text" value="Please Select from List"/>	<input type="text" value="Please Select from List"/>



2022 Cross-Industry Compensation & Benefits Survey

Deadline for Submitting Form: March 1, 2022

Recruiting & Retention				
1.	Employee turnover rates	2021 Total Turnover Rate*	2021 Quit Rate**	
		Executive/senior management positions	<input type="text"/> %	<input type="text"/> %
		Management positions	<input type="text"/> %	<input type="text"/> %
		Non-management positions	<input type="text"/> %	<input type="text"/> %
<p>* Total # of separations in 2021 ÷ average # of employees for 2021 (total separations include quits, layoffs and discharges, and other separations)</p> <p>** Total # of quits (voluntary separations) in 2021 ÷ average # of employees for 2021</p>				
2.	Average time to fill these positions (in days):	Executive/senior management positions	<input type="text"/> days	
		Management positions	<input type="text"/> days	
		Non-management positions	<input type="text"/> days	
3.	What benefits/compensation is your company using to attract and retain employees? (Check all that apply)			
	<input type="checkbox"/> Above market salaries <input type="checkbox"/> Added medical benefits <input type="checkbox"/> Added vacation days/PTO <input type="checkbox"/> Flexible work schedule <input type="checkbox"/> Telecommuting <input type="checkbox"/> Incentive compensation <input type="checkbox"/> Mentoring program <input type="checkbox"/> Profit sharing <input type="checkbox"/> Tuition reimbursement	<input type="checkbox"/> Retention bonus; If so, what is the average percentage of the base salary? <input type="text"/> % <input type="checkbox"/> Signing bonus; If so, what is the average percentage of the base salary? <input type="text"/> % <input type="checkbox"/> Childcare services/reimbursement <input type="checkbox"/> Stock options <input type="checkbox"/> Fuel allowance <input type="checkbox"/> Other <input type="text"/> <input type="checkbox"/> We are doing nothing to attract or retain employees		
3b.	If telecommuting is available, do you have a formal telecommuting (work from home) policy?	<input type="radio"/> Yes	<input type="radio"/> No	
4.	What methods does your company use to successfully fill open positions? (Check all that apply)			
	<input type="checkbox"/> Cold-calling <input type="checkbox"/> Direct mail <input type="checkbox"/> Email <input type="checkbox"/> Former Employee <input type="checkbox"/> Internal Trainees <input type="checkbox"/> Internal Transfers/Promotions (Non-intern/trainee) <input type="checkbox"/> Internet Job Boards <input type="checkbox"/> Job Fairs: In-person	<input type="checkbox"/> Job Fairs: Virtual <input type="checkbox"/> Journal advertisements <input type="checkbox"/> Virtual Events <input type="checkbox"/> Organization Website <input type="checkbox"/> Referrals <input type="checkbox"/> Internship programs <input type="checkbox"/> Social Media <input type="checkbox"/> Other <input type="text"/>		
4b.	If referrals are utilized, do you pay the employee who referred?	<input type="radio"/> Yes	<input type="radio"/> No	
4c.	If you pay, how much?	\$	<input type="text"/>	
5.	Base salary adjustments made in 2021 and anticipated for 2022:	2021	Anticipated 2022	
		Executive employees	<input type="text"/> %	<input type="text"/> %
		Full-time employees (manager)	<input type="text"/> %	<input type="text"/> %
		Full-time employees (non-manager)	<input type="text"/> %	<input type="text"/> %
		Part-time employees	<input type="text"/> %	<input type="text"/> %
6.	Frequency of salary review and adjustments? (Check all that apply)			
	<input type="checkbox"/> Annual <input type="checkbox"/> Semiannual <input type="checkbox"/> Quarterly <input type="checkbox"/> Other <input type="text"/>			



2022 Cross-Industry Compensation & Benefits Survey

Deadline for Submitting Form: March 1, 2022

COVID-19 Impact	
1.	<p>Did your organization utilize any of the following COVID relief programs as part of the CARES ACT? (Check all that apply)</p> <p><input type="checkbox"/> Paycheck Protection Program (PPP) <input type="checkbox"/> We did not utilize any CARES ACT Funds</p> <p><input type="checkbox"/> Employee Retention Credit (ERC)</p>
2.	<p>Which of these actions, if any, has your company implemented in 2021 as a direct result of the COVID-19 pandemic? (Check all that apply)</p> <p><input type="checkbox"/> Mandatory sick leave/vacation days (paid) <input type="checkbox"/> Changed work schedule/shift</p> <p><input type="checkbox"/> Mandatory sick leave/vacation days (unpaid) <input type="checkbox"/> Flexible work scheduling</p> <p><input type="checkbox"/> Allowed additional vacation rollover <input type="checkbox"/> Moved to remote work either permanently or temporarily (25% or more of staff)</p> <p><input type="checkbox"/> Paid out unused vacation <input type="checkbox"/> Temporary hiring freeze</p> <p><input type="checkbox"/> Reduced total work hours <input type="checkbox"/> Other <input type="text"/></p> <p><input type="checkbox"/> Increased total work hours <input type="checkbox"/> No changes due to COVID-19</p>
3.	<p>What percentage of your workforce <i>could</i> perform some or all of their job requirements remotely? <input type="text"/> %</p>
4.	<p>What percentage of your workforce <i>currently</i> performs some or all of their job requirements remotely? <input type="text"/> %</p>
5.	<p>Of your employees that work remotely, what percentage work:</p> <p style="text-align: right;">Full-time remote <input type="text"/> %</p> <p style="text-align: right;">Part-time remote (Hybrid) <input type="text"/> %</p> <p style="text-align: right;">Total 100.0%</p>
6.	<p>Are you paying a stipend to remote employees for home office related expenses (i.e. internet, phones, etc.)? <input type="radio"/> Yes <input type="radio"/> No</p>
6b.	<p>If yes, on average, how much annually per employee? \$ <input type="text"/></p>
7.	<p>Is COVID-19 vaccination mandated at your company? <input type="radio"/> Yes <input type="radio"/> No</p>
7b.	<p>If yes, does this include the third booster shot? <input type="radio"/> Yes <input type="radio"/> No</p>
8.	<p>Is your company offering an incentive to employees to receive their vaccination? <input type="radio"/> Yes <input type="radio"/> No</p>
8b.	<p>If yes, what type of incentives? (Check all that apply)</p> <p><input type="checkbox"/> Paid Time Off <input type="checkbox"/> Monetary Incentive <input type="checkbox"/> Other <input type="text"/></p>
9.	<p>Does the cost of healthcare coverage vary based upon vaccination status? <input type="radio"/> Yes <input type="radio"/> No</p> <p>If yes, please describe: <input type="text"/></p>
10.	<p>Does your company have different COVID-19 leave policies based upon vaccination status? <input type="radio"/> Yes <input type="radio"/> No</p> <p>If yes, please describe: <input type="text"/></p>

2022 Cross-Industry Compensation & Benefits Survey

Deadline for Submitting Form: March 1, 2022

Executive Compensation and Benefits

2021 Executive Compensation

Report each top executive in the most appropriate position. If an executive has multiple roles, use the single most applicable position. Do not report individuals employed less than one year.

Please focus on the job function rather than the title level; the top executive in your company may have a different title, such as Vice President or Director. Refer to the enclosed position description as a guide for employee functions and classifications. If you do not employ a person for the particular position listed, please leave blank and skip to the next position. NOTE: If the same person fulfills more than one of the following functions, place the person under their primary function and leave secondary function(s) blank. Please enter all dollar compensation figures as full figures, rather than abbreviations (e.g., "85,000" not "85K")

Canadian firms, please report in Canadian Dollars.

	Chief Executive Officer/President	Chief Operating Officer/Executive Vice President/General Manager	Chief Financial Officer/Top Financial Officer	Chief Marketing Officer/Top Sales or Marketing Officer	Chief Technology Officer/Chief Information Officer	Chief Human Relations Officer (CHRO)
Years in industry	#	#	#	#	#	#
Years with the company	#	#	#	#	#	#
Highest level of education	<input type="radio"/> High school <input type="radio"/> Some college <input type="radio"/> Bachelor's deg. <input type="radio"/> Master's deg <input type="radio"/> Ph.D	<input type="radio"/> High school <input type="radio"/> Some college <input type="radio"/> Bachelor's deg. <input type="radio"/> Master's deg <input type="radio"/> Ph.D	<input type="radio"/> High school <input type="radio"/> Some college <input type="radio"/> Bachelor's deg. <input type="radio"/> Master's deg <input type="radio"/> Ph.D	<input type="radio"/> High school <input type="radio"/> Some college <input type="radio"/> Bachelor's deg. <input type="radio"/> Master's deg <input type="radio"/> Ph.D	<input type="radio"/> High school <input type="radio"/> Some college <input type="radio"/> Bachelor's deg. <input type="radio"/> Master's deg <input type="radio"/> Ph.D	<input type="radio"/> High school <input type="radio"/> Some college <input type="radio"/> Bachelor's deg. <input type="radio"/> Master's deg <input type="radio"/> Ph.D
Percent of equity owned	%	%	%	%	%	%
Base salary	\$	\$	\$	\$	\$	\$
Bonus/incentives/commissions	\$	\$	\$	\$	\$	\$
Total Compensation	\$	\$	\$	\$	\$	\$
Change in total compensation	%	%	%	%	%	%
	CEO	COO	CFO	CMO	CTO	CHRO

Executive Benefits/Perquisites in Addition to Standard Company Offerings (Please check all benefits/perquisites that apply to each position)

Not Eligible for additional Benefits/Perquisites	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Annual physical exam	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cell Phone	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Club memberships	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Company car & expenses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Deferred compensation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
First class air travel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low or no-interest loans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Matching gifts/charity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal financial planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tax return preparation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal legal services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stock options	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supplemental life insurance*	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supplemental medical insurance*	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supplemental retirement plans*	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use of corporate aircraft	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*Beyond customary company-wide benefits

Is an executive bonus program used? Yes No

If yes, which of the following are used as a basis to allocate executive bonuses? (check all that apply)

- | | |
|--|--|
| <input type="checkbox"/> Discretionary | <input type="checkbox"/> Percentage of profit |
| <input type="checkbox"/> Percentage of sales | <input type="checkbox"/> Achievement of profit goals |
| <input type="checkbox"/> Achievement of sales or operating goals | <input type="checkbox"/> Return on equity/assets/sales |

Compensation By Job Function for Full-time Employees

Please focus on the job function rather than job title. Employees in your company may have different titles but perform similar roles as to what is described in the job descriptions. Refer to the enclosed position description as a guide for employee functions and classifications. If applicable, provide an average annual base salary and additional cash compensation for **full-time employees only**. Additional cash compensation includes commission/incentive pay and bonuses. Do not include deferred compensation. We recognize at some companies employees perform multiple duties. In such cases, choose the position that best reflects their “primary” duties.

Note: Information for Branch Manager and Outside/Inside Sales Representatives will be requested later in the survey.

Convert hourly employees to annual base salary by multiplying hourly wage x 2,080.	Number of Full-Time Employees Reported by Position	Average 2021 Annual Base Salary	Average 2021 Annual Additional Cash Compensation* per Person
General & Administrative			
Accountant	#	\$	\$
AR/Credit Manager	#	\$	\$
Accounting Clerk	#	\$	\$
Controller	#	\$	\$
Human Resources Manager	#	\$	\$
Office Manager	#	\$	\$
Office/Clerical Personnel	#	\$	\$
Purchasing/Procurement Manager	#	\$	\$
Purchasing Agent/Buyer	#	\$	\$
Training Coordinator	#	\$	\$
Sales & Marketing			
<i>Note: Information for Outside/Inside Sales Representatives will be requested later in the survey.</i>			
Director of Sales	#	\$	\$
National Accounts Manager	#	\$	\$
Sales Manager	#	\$	\$
Showroom Manager	#	\$	\$
Sales Assistant	#	\$	\$
Counter Salesperson	#	\$	\$
Customer Service Representative	#	\$	\$
Advertising/Marketing Manager	#	\$	\$
Operations/Warehouse			
Operations/Warehouse Manager	#	\$	\$
Inventory Manager	#	\$	\$
Warehouse Supervisor—1st Shift	#	\$	\$
Warehouse Supervisor—2nd Shift	#	\$	\$
Warehouse Supervisor—3rd Shift	#	\$	\$
Warehouse Employee	#	\$	\$
Driver/Delivery Personnel	#	\$	\$
Freight Manager	#	\$	\$
Transportation/Traffic Manager	#	\$	\$
Service/Fleet Manager	#	\$	\$
Quality Assurance Manager	#	\$	\$
Safety Manager	#	\$	\$
Information Technology			
IT/MIS Manager	#	\$	\$
IT Clerk	#	\$	\$
Database Administrator (DBA)	#	\$	\$
Network/Systems Administrator	#	\$	\$
Data Analyst	#	\$	\$
Data Scientist	#	\$	\$

Compensation By Job Function for Full-time Employees

Please focus on the job function rather than job title. Employees in your company may have different titles but perform similar roles as to what is described in the job descriptions. Refer to the enclosed position description as a guide for employee functions and classifications. If applicable, provide an average annual base salary and additional cash compensation for **full-time employees only**. Additional cash compensation includes commission/incentive pay and bonuses. Do not include deferred compensation. We recognize at some companies employees perform multiple duties. In such cases, choose the position that best reflects their "primary" duties.

Note: Information for Branch Manager and Outside/Inside Sales Representatives will be requested later in the survey.

Convert hourly employees to annual base salary by multiplying hourly wage x 2,080.	Number of Full-Time Employees Reported by Position	Average 2021 Annual Base Salary	Average 2021 Annual Additional Cash Compensation* per Person
Other Positions			
Parts Manager	#	\$	\$
Project Manager	#	\$	\$
Rental Manager	#	\$	\$
Service Manager	#	\$	\$
Used Equipment Manager	#	\$	\$
Aftermarket Sales Manager	#	\$	\$
Application Engineer	#	\$	\$
CAD Design Technician	#	\$	\$
Project Coordinator	#	\$	\$
Site Manager	#	\$	\$
Starting Fork Lift Mechanic	#	\$	\$
Top Fork Lift Mechanic	#	\$	\$
Service Technician	#	\$	\$
Installer	#	\$	\$
<i>Note: Information for Outside/Inside Sales Representatives will be requested later in the survey.</i>			

* Additional cash compensation includes commission/incentive pay and bonuses.



2022 Cross-Industry Compensation & Benefits Survey

Deadline for Submitting Form: March 1, 2022

Healthcare			
1.	Does your company provide medical insurance for:	Employees	Dependents
	Executive employees	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No
	Full-time employees	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No
	Part-time employees	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No
2.	What percentage of the insurance premium is paid by the company? Enter "0" if the plan is offered but the company pays no premium.	Employees	Dependents
	Executive employees	<input type="text"/> %	<input type="text"/> %
	Full-time employees	<input type="text"/> %	<input type="text"/> %
	Part-time employees	<input type="text"/> %	<input type="text"/> %
3.	What type(s) of medical plans are offered by your company? (Check all that apply)		
	<input type="checkbox"/> None	<input type="checkbox"/> POS (Point of Service)	
	<input type="checkbox"/> Canadian public health plan	<input type="checkbox"/> PPO (Preferred Provider Org.)	
	<input type="checkbox"/> High-deductible plan	<input type="checkbox"/> Self-insured (fully)	
	<input type="checkbox"/> HMO (Health Maintenance Organization)	<input type="checkbox"/> Self-insured (partially)	
	<input type="checkbox"/> HRA (Health Reimbursement Account)	<input type="checkbox"/> Traditional indemnity	
	<input type="checkbox"/> HSA (Health Savings Accounts)	<input type="checkbox"/> Other <input type="text"/>	
	<input type="checkbox"/> Opt-out of coverage		
4.	Does your company adjust or break down medical or dental family plan pricing to account for the number of dependents in the family?	<input type="radio"/> Yes	<input type="radio"/> No
5.	What was the total cost of your company's annual health care expenditures (total contribution for all healthcare plans) as a percentage of total annual payroll expense?	<input type="text"/>	%
6.	What was your company's total annual health care expenditures per employee (FTE)? (estimate if necessary)	\$	<input type="text"/>



2022 Cross-Industry Compensation & Benefits Survey

Deadline for Submitting Form: March 1, 2022

Retirement

1. a. **Does your company offer a retirement plan to employees?** Yes No

b. **If "yes," what types of plans are offered to employees? (Check all that apply)**

Defined Contribution Plan (a retirement plan in which a certain amount or percentage of money is set aside each year by a company for the benefit of the employee. There are restrictions as to when and how you can withdraw these funds without penalties.)

ESOP SIMPLE 401(k)
 Profit-sharing plan SIMPLE IRA
 401(k) salary deferral Other

Defined benefit pension plan (An employer-sponsored retirement plan where employee benefits are sorted out based on a formula using factors such as salary history and duration of employment. Investment risk and portfolio management are entirely under the control of the company. There are also restrictions on when and how you can withdraw these funds without penalties. Also known as "qualified benefit plan" or "non-qualified benefit plan".)

2. **If a 401(k) is offered... Are employees automatically enrolled in the plan?** Yes No

3. a. **If 401(k) is offered... Does your company match employee contributions?** Yes No

b. **If "yes," what are the terms for matching? (Check all that apply)**

Term Offered?	Maximum % of Salary Matched	Salary
<input type="checkbox"/> 100% match	<input type="text"/>	%
<input type="checkbox"/> 50% match	<input type="text"/>	%
<input type="checkbox"/> Other matching Terms <input type="text"/>	<input type="text"/>	%

4. **What was the total cost of your company's annual gross retirement expenditure (total contribution for all retirement plans) as a percentage of total annual payroll expense?** %

Other Employee Benefits

1. **What other benefits does your company provide to its employees? (Check all that apply)**

<input type="checkbox"/> None	<input type="checkbox"/> Life insurance	<input type="checkbox"/> Retiree medical insurance coverage (FASB 106)
<input type="checkbox"/> AD&D insurance	<input type="checkbox"/> Long-term care insurance	<input type="checkbox"/> Short-term disability
<input type="checkbox"/> Auto/auto allowance	<input type="checkbox"/> Long-term disability	<input type="checkbox"/> Travel/accident insurance
<input type="checkbox"/> Club memberships	<input type="checkbox"/> Mail order drug plan	<input type="checkbox"/> Tuition reimbursement
<input type="checkbox"/> Dental plan	<input type="checkbox"/> Pre-tax section 125 plan (cafeteria)	<input type="checkbox"/> Vision plan
<input type="checkbox"/> Discounted financing/loans	<input type="checkbox"/> Tax preparation services	<input type="checkbox"/> Childcare services/reimbursement
<input type="checkbox"/> Flexible Spending Account (FSA)	<input type="checkbox"/> Corporate holiday party	<input type="checkbox"/> Wellness program
<input type="checkbox"/> Year-end/holiday gift	<input type="checkbox"/> Prescription drug plan	<input type="checkbox"/> Other <input type="text"/>
<input type="checkbox"/> Employee assistance program	<input type="checkbox"/> Professional dues	
<input type="checkbox"/> Flexible work schedule	<input type="checkbox"/> Cell phone allowance	
<input type="checkbox"/> Mental Health Services		

Paid Time Off (PTO), Vacation, Sick and Other Leave

1.	a.	Does your company use a PTO program (combining vacation and sick leave)?	<input type="radio"/> Yes <input type="radio"/> No	
	b.	If yes, after how many months is an employee eligible for PTO?	<input type="text"/>	mos.
2.		How many PTO days are given to employees with 5 years of service?	<input type="text"/>	days
3.	a.	Can unused PTO carry over to the next year?	<input type="radio"/> Yes <input type="radio"/> No	
	b.	If "yes," how many days?	<input type="text"/>	days
4.		Can employees receive compensation for unused PTO days?	<input type="radio"/> Yes <input type="radio"/> No	
5.		Does your company offer a PTO honor system (i.e. unlimited PTO)?	<input type="radio"/> Yes <input type="radio"/> No	
6.		Number of days of paid vacation per year? (Indicate "0" if none-do not leave blank)		
			Full-Time Employees	Part-Time Employees
		Less than 1 year on job	<input type="text"/> days	<input type="text"/> days
		1 year	<input type="text"/> days	<input type="text"/> days
		5 years	<input type="text"/> days	<input type="text"/> days
		10 years	<input type="text"/> days	<input type="text"/> days
7.	a.	Can unused vacation carry over to the next year?	<input type="radio"/> Yes <input type="radio"/> No	
	b.	If "yes," how many days?	<input type="text"/>	days
8.		Can employees receive compensation for unused vacation days?	<input type="radio"/> Yes <input type="radio"/> No	
9.		How many paid sick days are allowed per year?	Full-time employees	<input type="text"/> days
			Part-time employees	<input type="text"/> days
10.		Number of paid holidays per year?	<input type="text"/>	days
11.		For which of the following does your company offer paid time off? (check all that apply)		
	<input type="checkbox"/>	Parental leave (maternity/paternity, adoption leave)	<input type="checkbox"/>	Military leave
	<input type="checkbox"/>	Floating holidays	<input type="checkbox"/>	Other
	<input type="checkbox"/>	Jury duty	<input type="checkbox"/>	None
	<input type="checkbox"/>	Bereavement	<input type="text"/>	
12.		After how many years of service does vacation/PTO accrual max out?	<input type="text"/>	yrs.



2022 Cross-Industry Compensation & Benefits Survey

Deadline for Submitting Form: March 1, 2022

Salespeople and Sales Practices			
1.	Please indicate the percentage of sales from:	Outside salespeople	<input type="text"/> %
		Inside salespeople	<input type="text"/> %
	Other	<input type="text"/>	<input type="text"/> %
		Total (must equal 100%)	- %
2.	Do you have formal hiring processes in place for salespeople?	<input type="radio"/> Yes	<input type="radio"/> No
3.	Do you conduct aptitude/skill tests for new salesforce candidates?	<input type="radio"/> Yes	<input type="radio"/> No
4.	What capping mechanisms, if any, did you use to limit the amount of incentive pay earned for the year? (check all that apply)		
	<input type="checkbox"/> No cap and no decelerator	<input type="checkbox"/> "Decelerator" that slows earning increases	
	<input type="checkbox"/> Absolute cap on incentive earnings	<input type="checkbox"/> Other	<input type="text"/>
	<input type="checkbox"/> "Per deal" cap applied to each sale separately		
5.	When are commissions typically paid?		
	<input type="radio"/> When the order is booked	<input type="radio"/> When an order is paid	
	<input type="radio"/> When the order is invoiced	<input type="radio"/> When the revenue is recognized	
	<input type="radio"/> When the order is shipped	<input type="radio"/> Other	<input type="text"/>
6.	What methods are commonly used to determine commissions for outside salespeople? (check all that apply)		
	<input type="checkbox"/> Sales goals	<input type="checkbox"/> New service sales	
	<input type="checkbox"/> Profit goals	<input type="checkbox"/> Other	<input type="text"/>
	<input type="checkbox"/> New product sales		
7.	Most common method used to cover travel and entertainment expenses:		
	<input type="radio"/> All expenses reimbursed	<input type="radio"/> Per diem payment	
	<input type="radio"/> Compensation covers expenses	<input type="radio"/> Fixed monthly expense allowance	
	<input type="radio"/> Travel expenses only reimbursed	<input type="radio"/> Other	<input type="text"/>
8.	Outside salespeople are eligible for commissions on which of the following? (select all that apply)		
	<input type="checkbox"/> Prompt payment or other billing discounts	<input type="checkbox"/> Repair parts	<input type="checkbox"/> Finance plans
	<input type="checkbox"/> Service	<input type="checkbox"/> Accessories & tooling	<input type="checkbox"/> Collection of cancellation charges
9.	Most common method used to provide salespeople with automobiles:		
	<input type="radio"/> None	<input type="radio"/> Company-leased	<input type="radio"/> Company-owned
			<input type="radio"/> Employee-owned reimbursement
10.	If the method is employee-owned reimbursement, what basis is most commonly used?		
	<input type="radio"/> Mileage	<input type="radio"/> Gas & oil	<input type="radio"/> Monthly allowance
			<input type="radio"/> Other
			<input type="text"/>
11.	Most common method used to provide salespeople with cell phones:		
	<input type="radio"/> None	<input type="radio"/> Company-provided phone	<input type="radio"/> Monthly phone allowance
			<input type="radio"/> Other
			<input type="text"/>



2022 Cross-Industry Compensation & Benefits Survey

Deadline for Submitting Form: March 1, 2022

Sales Employees

1. Sales Compensation by Product Line

Report compensation for only ONE TYPICAL FULL-TIME employee in each position. Leave an item blank if it does not apply. Do not include fringe benefits. Report annualized W-2 (T-4) wages prior to employee deductions. If a position is filled with part-timers only, report the compensation one employee would receive if they were full-time

		Lift Truck Equipment Salesperson	General Line Equipment Salesperson	Product Sales Support	Engineered Products Salesperson	Inside Salesperson	
Years with the firm in this position	yrs.						yrs.
Either base salary (no draw)	\$						\$
OR draw only (no base salary)	\$						\$
Commissions on billings	\$						\$
Commissions on gross profit	\$						\$
Other Bonuses	\$						\$
Total cash compensation	\$	-	-	-	-	-	\$
Total annual sales per salesperson	\$						\$
Average order size	\$						\$
Average gross margin % on sales	%						%
Average number of sales calls per week	#						#

Previous

Next

	Location 1	Location 2	Location 3	Location 4	Location 5
Location Information					
Zip/Postal code					
Location name (or identifier)					
2021 Sales volume/shipment volume	\$	\$	\$	\$	\$
Number of employees at location (FTEs)	#	#	#	#	#
Branch Manager					
Years in industry (if available)	#	#	#	#	#
Years in position	#	#	#	#	#
Base salary	\$	\$	\$	\$	\$
Commissions, incentive pay, and bonus	\$	\$	\$	\$	\$
Eligible for bonus/incentives (indicate with an "X")	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
Basis for determining bonus/incentive: (indicate all that apply with an "X")	<input type="checkbox"/> Discretionary <input type="checkbox"/> Sales <input type="checkbox"/> Gross Margins <input type="checkbox"/> Profitability <input type="checkbox"/> Return on capital <input type="checkbox"/> Other	<input type="checkbox"/> Discretionary <input type="checkbox"/> Sales <input type="checkbox"/> Gross Margins <input type="checkbox"/> Profitability <input type="checkbox"/> Return on capital <input type="checkbox"/> Other	<input type="checkbox"/> Discretionary <input type="checkbox"/> Sales <input type="checkbox"/> Gross Margins <input type="checkbox"/> Profitability <input type="checkbox"/> Return on capital <input type="checkbox"/> Other	<input type="checkbox"/> Discretionary <input type="checkbox"/> Sales <input type="checkbox"/> Gross Margins <input type="checkbox"/> Profitability <input type="checkbox"/> Return on capital <input type="checkbox"/> Other	<input type="checkbox"/> Discretionary <input type="checkbox"/> Sales <input type="checkbox"/> Gross Margins <input type="checkbox"/> Profitability <input type="checkbox"/> Return on capital <input type="checkbox"/> Other
Salespeople					
Entry-Level (less than 2 years of experience)					
	Outside Sales	Inside Sales	Outside Sales	Inside Sales	Outside Sales
Average years in position?	#	#	#	#	#
Number of full-time employees	#	#	#	#	#
Base salary	\$	\$	\$	\$	\$
Commissions	\$	\$	\$	\$	\$
Bonus and all other cash compensation	\$	\$	\$	\$	\$
Mid-Level (2 to 10 years of experience)					
	Outside Sales	Inside Sales	Outside Sales	Inside Sales	Outside Sales
Average years in position?	#	#	#	#	#
Number of full-time employees	#	#	#	#	#
Base salary	\$	\$	\$	\$	\$
Commissions	\$	\$	\$	\$	\$
Bonus and all other cash compensation	\$	\$	\$	\$	\$
Senior-Level (More than 10 years of experience)					
	Outside Sales	Inside Sales	Outside Sales	Inside Sales	Outside Sales
Average years in position?	#	#	#	#	#
Number of full-time employees	#	#	#	#	#
Base salary	\$	\$	\$	\$	\$
Commissions	\$	\$	\$	\$	\$
Bonus and all other cash compensation	\$	\$	\$	\$	\$

Sales Practices		Location 1		Location 2		Location 3		Location 4		Location 5		
Does your salesforce have quotas? (indicate with an "X")	Outside Sales	Yes	Inside Sales	Yes	Inside Sales	Yes	Inside Sales	Yes	Inside Sales	Yes	Inside Sales	
	No	No	No	No	No	No	No	No	No	No	No	
If yes, at what operational level are quotas set? (indicate all that apply with an "X")	Outside Sales	Company	Inside Sales	Company	Outside Sales	Company	Inside Sales	Company	Outside Sales	Company	Inside Sales	Company
	Location	Location	Location	Location	Location	Location	Location	Location	Location	Location	Location	Location
	Department	Department	Department	Department	Department	Department	Department	Department	Department	Department	Department	Department
	Team	Team	Team	Team	Team	Team	Team	Team	Team	Team	Team	Team
	Individual	Individual	Individual	Individual	Individual	Individual	Individual	Individual	Individual	Individual	Individual	Individual
Please indicate the <u>most common</u> compensation method for your salespeople: (indicate with an "X" - <u>check only one</u>)	Outside Sales	Salary only	Inside Sales	Salary only	Outside Sales	Salary plus bonus or contest awards	Inside Sales	Salary plus bonus or contest awards	Outside Sales	Salary plus commission	Inside Sales	Salary plus commission
	Salary plus bonus or contest awards	Salary plus commission	Salary, commission & bonus or contest awards	Salary, commission & bonus or contest awards	Commission only	Commission and bonus	Commission and bonus	Commission and bonus	Commission and bonus	Draw and commission	Draw and commission	Draw and commission
	Hourly wage	Hourly wage plus commission	Hourly wage plus commission	Hourly wage plus commission	Hourly wage plus commission or contest awards	Other	Other	Other	Other	Other	Other	Other
	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other
	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other
	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other
	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other
	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other
	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other
	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other
	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other
What is the <u>most common</u> method used to compensate salespeople? (indicate with an "X" - <u>check only one</u>)	Outside Sales	Flat rate based on dollar amount of sales	Inside Sales	Flat rate based on dollar amount of sales	Outside Sales	Variable rate based on dollar amount of sales	Inside Sales	Variable rate based on dollar amount of sales	Outside Sales	Flat rate based on gross profit on the sale	Inside Sales	Flat rate based on gross profit on the sale
	Variable rate based on dollar amount of sales	Variable rate based on gross profit on the sale	Variable rate based on gross profit on the sale	Variable rate based on gross profit on the sale	Varies by product sold	Varies by product sold	Varies by product sold	Varies by product sold	Other	Other	Other	Other
	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other
	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other
	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other
	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other	Other

	Location 6	Location 7	Location 8	Location 9	Location 10
Location Information					
Zip/Postal code					
Location name (or identifier)					
2021 Sales volume/shipment volume	\$	\$	\$	\$	\$
Number of employees at location (FTEs)	#	#	#	#	#
Branch Manager					
Years in industry (if available)	#	#	#	#	#
Years in position	#	#	#	#	#
Base salary	\$	\$	\$	\$	\$
Commissions, incentive pay, and bonus	\$	\$	\$	\$	\$
Eligible for bonus/incentives (indicate with an "X")	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
Basis for determining bonus/incentive: (indicate all that apply with an "X")	<input type="checkbox"/> Discretionary <input type="checkbox"/> Sales <input type="checkbox"/> Gross Margins <input type="checkbox"/> Profitability <input type="checkbox"/> Return on capital <input type="checkbox"/> Other	<input type="checkbox"/> Discretionary <input type="checkbox"/> Sales <input type="checkbox"/> Gross Margins <input type="checkbox"/> Profitability <input type="checkbox"/> Return on capital <input type="checkbox"/> Other	<input type="checkbox"/> Discretionary <input type="checkbox"/> Sales <input type="checkbox"/> Gross Margins <input type="checkbox"/> Profitability <input type="checkbox"/> Return on capital <input type="checkbox"/> Other	<input type="checkbox"/> Discretionary <input type="checkbox"/> Sales <input type="checkbox"/> Gross Margins <input type="checkbox"/> Profitability <input type="checkbox"/> Return on capital <input type="checkbox"/> Other	<input type="checkbox"/> Discretionary <input type="checkbox"/> Sales <input type="checkbox"/> Gross Margins <input type="checkbox"/> Profitability <input type="checkbox"/> Return on capital <input type="checkbox"/> Other
Salespeople					
Entry-Level (less than 2 years of experience)					
Average years in position?	#	#	#	#	#
Number of full-time employees	#	#	#	#	#
Base salary	\$	\$	\$	\$	\$
Commissions	\$	\$	\$	\$	\$
Bonus and all other cash compensation	\$	\$	\$	\$	\$
Mid-Level (2 to 10 years of experience)					
Average years in position?	#	#	#	#	#
Number of full-time employees	#	#	#	#	#
Base salary	\$	\$	\$	\$	\$
Commissions	\$	\$	\$	\$	\$
Bonus and all other cash compensation	\$	\$	\$	\$	\$
Senior-Level (More than 10 years of experience)					
Average years in position?	#	#	#	#	#
Number of full-time employees	#	#	#	#	#
Base salary	\$	\$	\$	\$	\$
Commissions	\$	\$	\$	\$	\$
Bonus and all other cash compensation	\$	\$	\$	\$	\$

Sales Practices

Does your salesforce have quotas? (indicate with an "X")

Location 6

Outside Sales	Inside Sales
<input type="checkbox"/> Yes	<input type="checkbox"/> Yes
<input type="checkbox"/> No	<input type="checkbox"/> No

Outside Sales	Inside Sales
<input type="checkbox"/> Company	<input type="checkbox"/> Company
<input type="checkbox"/> Location	<input type="checkbox"/> Location
<input type="checkbox"/> Department	<input type="checkbox"/> Department
<input type="checkbox"/> Team	<input type="checkbox"/> Team
<input type="checkbox"/> Individual	<input type="checkbox"/> Individual

Please indicate the most common compensation method for your salespeople: (indicate with an "X" - **check only one**)

- Salary *only*
- Salary plus bonus or contest awards
- Salary plus commission
- Salary, commission & bonus or contest awards
- Commission *only*
- Commission and bonus
- Draw and commission
- Hourly wage
- Hourly wage plus commission
- Hourly wage plus bonus or contest awards
- Other

Outside Sales	Inside Sales
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

What is the most common method used to compensate salespeople? (indicate with an "X" - **check only one**)

- Flat rate based on dollar amount of sales
- Variable rate based on dollar amount of sales
- Flat rate based on gross profit on the sale
- Variable rate based on gross profit on the sale
- Varies by product sold
- Other

Outside Sales	Inside Sales
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

Location 7

Outside Sales	Inside Sales
<input type="checkbox"/> Yes	<input type="checkbox"/> Yes
<input type="checkbox"/> No	<input type="checkbox"/> No

Outside Sales	Inside Sales
<input type="checkbox"/> Company	<input type="checkbox"/> Company
<input type="checkbox"/> Location	<input type="checkbox"/> Location
<input type="checkbox"/> Department	<input type="checkbox"/> Department
<input type="checkbox"/> Team	<input type="checkbox"/> Team
<input type="checkbox"/> Individual	<input type="checkbox"/> Individual

Outside Sales	Inside Sales
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

Outside Sales	Inside Sales
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

Location 8

Outside Sales	Inside Sales
<input type="checkbox"/> Yes	<input type="checkbox"/> Yes
<input type="checkbox"/> No	<input type="checkbox"/> No

Outside Sales	Inside Sales
<input type="checkbox"/> Company	<input type="checkbox"/> Company
<input type="checkbox"/> Location	<input type="checkbox"/> Location
<input type="checkbox"/> Department	<input type="checkbox"/> Department
<input type="checkbox"/> Team	<input type="checkbox"/> Team
<input type="checkbox"/> Individual	<input type="checkbox"/> Individual

Outside Sales	Inside Sales
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

Outside Sales	Inside Sales
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

Location 9

Outside Sales	Inside Sales
<input type="checkbox"/> Yes	<input type="checkbox"/> Yes
<input type="checkbox"/> No	<input type="checkbox"/> No

Outside Sales	Inside Sales
<input type="checkbox"/> Company	<input type="checkbox"/> Company
<input type="checkbox"/> Location	<input type="checkbox"/> Location
<input type="checkbox"/> Department	<input type="checkbox"/> Department
<input type="checkbox"/> Team	<input type="checkbox"/> Team
<input type="checkbox"/> Individual	<input type="checkbox"/> Individual

Outside Sales	Inside Sales
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

Outside Sales	Inside Sales
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

Location 10

Outside Sales	Inside Sales
<input type="checkbox"/> Yes	<input type="checkbox"/> Yes
<input type="checkbox"/> No	<input type="checkbox"/> No

Outside Sales	Inside Sales
<input type="checkbox"/> Company	<input type="checkbox"/> Company
<input type="checkbox"/> Location	<input type="checkbox"/> Location
<input type="checkbox"/> Department	<input type="checkbox"/> Department
<input type="checkbox"/> Team	<input type="checkbox"/> Team
<input type="checkbox"/> Individual	<input type="checkbox"/> Individual

Outside Sales	Inside Sales
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

Outside Sales	Inside Sales
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>