



Institute of **Packaging Professionals**

2012 Salary Survey

Developed in cooperation with:



Media Partner:



Market Research By:
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Palatine, Illinois 60067

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Introduction

This report provides an in-depth analysis of salary levels for packaging professionals working in all industries. The amount a person earns can be influenced by a wide variety of factors, including job function, education, experience and association membership. The product of a market research study, the information contained in this report is valuable to anyone concerned with salary levels among packaging professionals.

Method

The information provided in this report was generated in the following manner:

- A questionnaire was developed and posted to the IoPP website from January 11th – February 16th, 2012.
- Both IoPP members and non-members were encouraged to participate in this study.
- A total of 1,480 usable replies were received from IoPP members and non-members.

Results

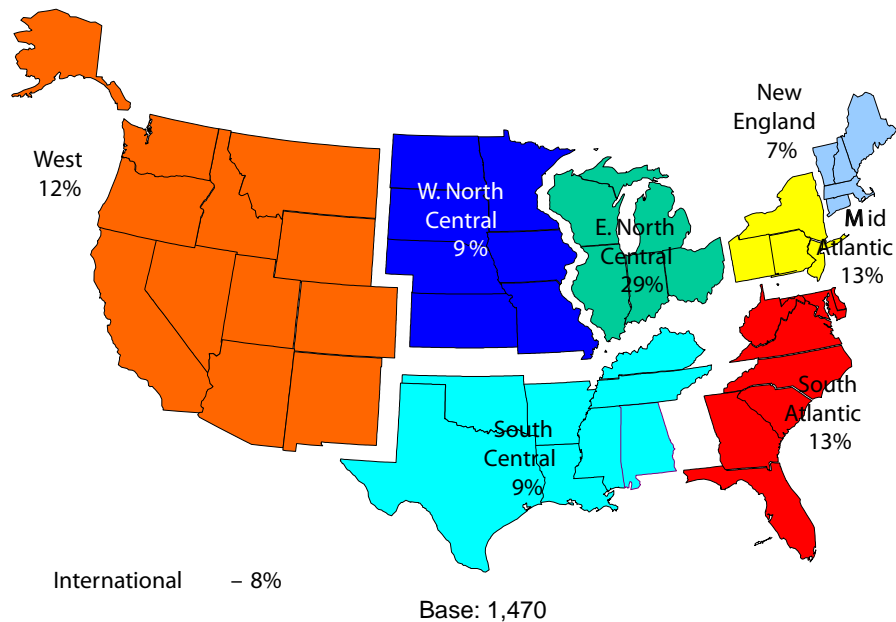
- A sample of 1,480 yields a margin of error of $\pm 2.5\%$ using a 95% level of certainty. However, the base of respondents varies from question to question as non-response and unqualified respondents may not be included in the results.
- Salary information contained in this report was cross-tabulated by the following parameters:
 - IoPP Membership
 - Geography
 - Gender
 - Age
 - Experience
 - Education
 - Packaging Certification
 - Job Function
- Specific margins of error associated with various sample sizes may vary widely and are presented in the table below.

| 1- α = 95% | n = | | | | | | | |
|-------------------|-------|------|------|------|------|------|------|------|
| p = | 50 | 100 | 250 | 400 | 600 | 800 | 1000 | 1480 |
| 10% or 90% | 8.3% | 5.9% | 3.7% | 2.9% | 2.4% | 2.1% | 1.9% | 1.5% |
| 20% or 80% | 11.1% | 7.8% | 5.0% | 3.9% | 3.2% | 2.8% | 2.5% | 2.0% |
| 30% or 70% | 12.7% | 9.0% | 5.7% | 4.5% | 3.7% | 3.2% | 2.8% | 2.3% |
| 40% or 60% | 13.6% | 9.6% | 6.1% | 4.8% | 3.9% | 3.4% | 3.0% | 2.5% |
| 50% | 13.9% | 9.8% | 6.2% | 4.9% | 4.0% | 3.5% | 3.1% | 2.5% |

SECTION I: RESPONDENT PROFILE

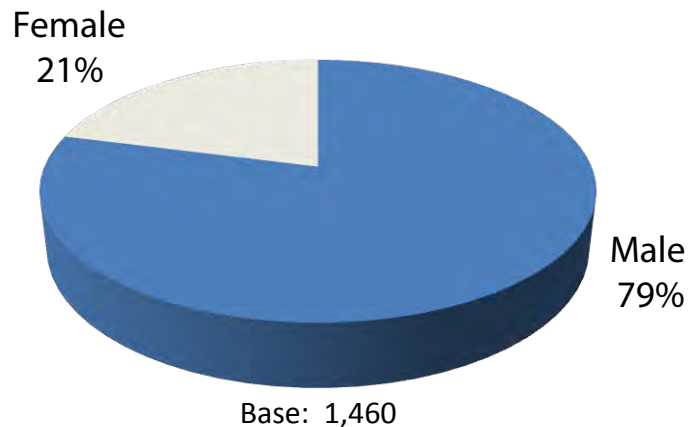
Location

38% of all respondents work in the North Central Regions, while 20% work in the Northeast which consists of the New England and Mid-Atlantic regions. Other areas are distributed proportionately.



Gender

79% of respondents are male, while 21% are female.



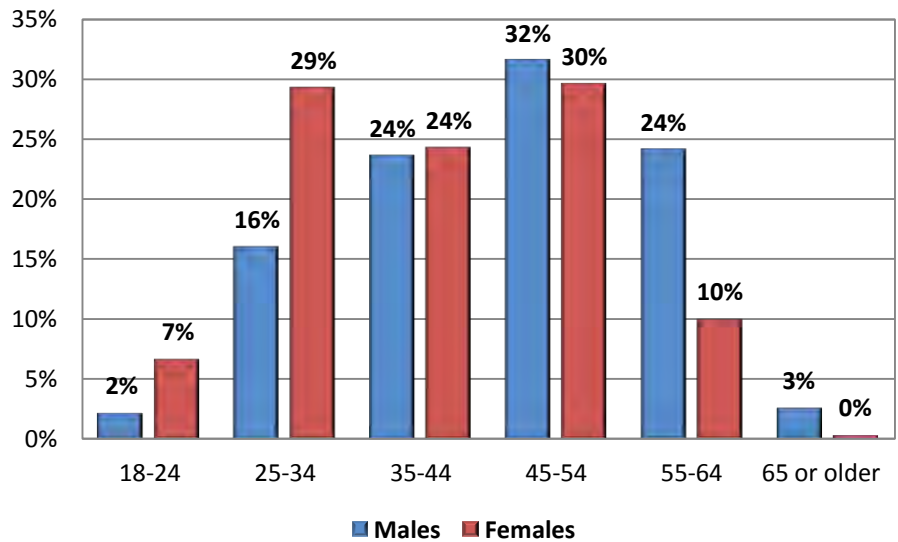
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SECTION I: RESPONDENT PROFILE

Age

The average respondent is 45 years old.

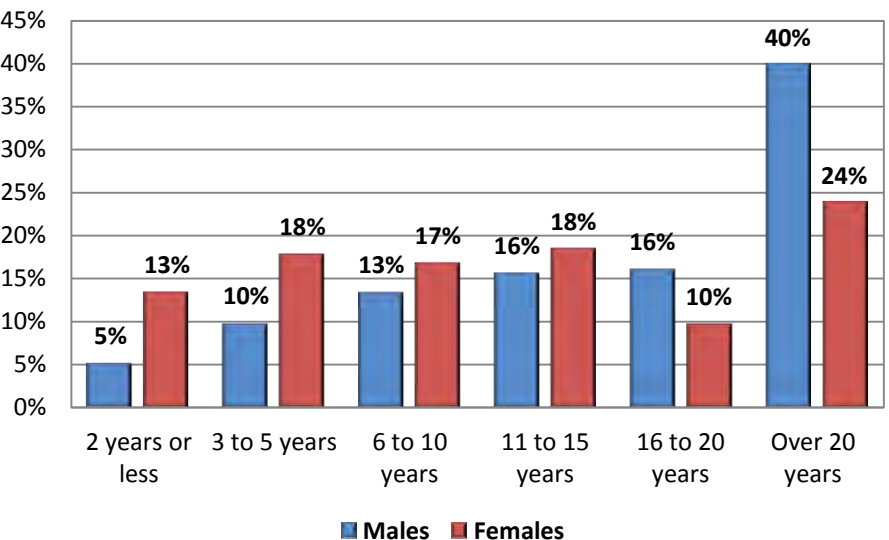
Male respondents are about 6 years older than female respondents (average ages of 46.3 years for males, 40.4 for females).



Experience

The average respondent has 14.7 years of experience in the packaging field.

As compared to their female counterparts, the average male has about 3 more years of experience, at 15.4 years, while the average female respondent has 11.7 years of experience.

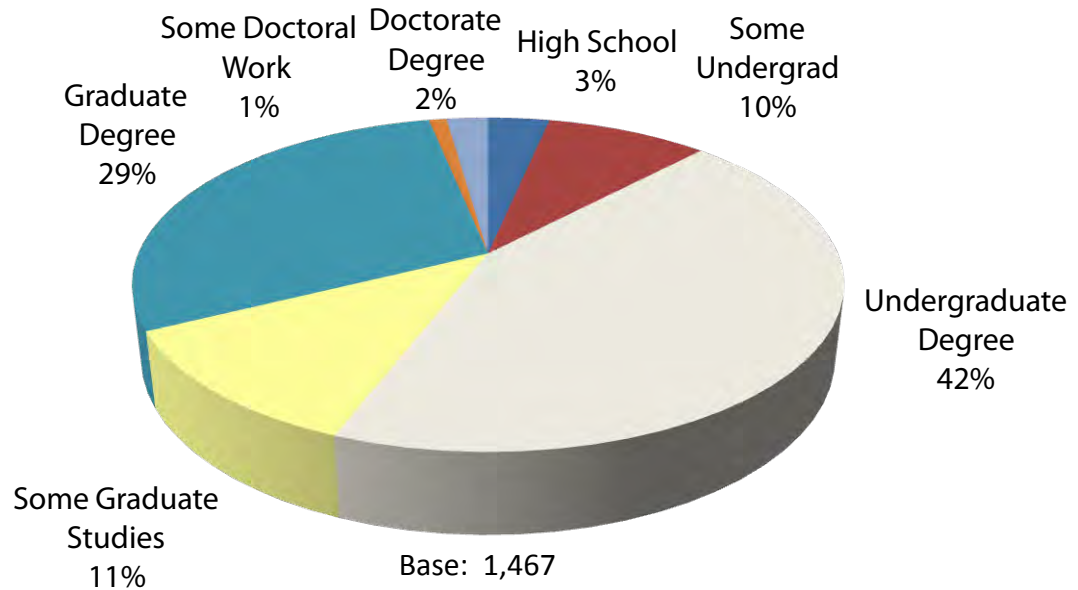


SECTION I: RESPONDENT PROFILE

Education

Over 85% of all respondents are college graduates.

44% have an undergraduate degree and nearly 30% have earned their master's degree. 2% Have earned a PhD.



A sample of 1,480 yields a margin of error of + 2.5% using a 95% level of certainty. However, the base of respondents varies from question to question as non-response and unqualified respondents may not be included in the results.

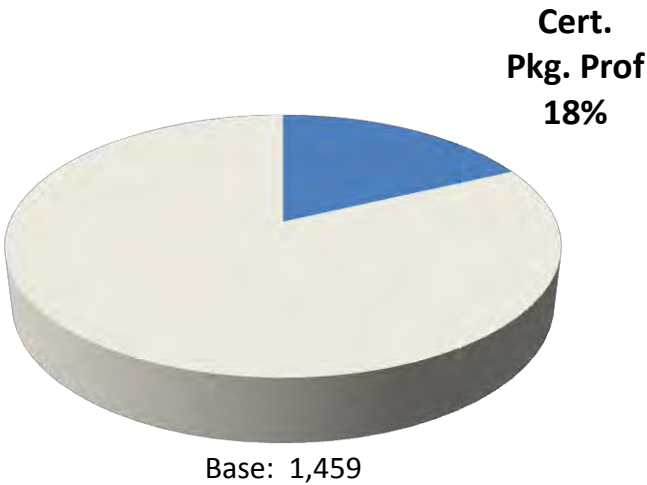
SECTION I: RESPONDENT PROFILE

Certification

Almost 20% of all respondents are Certified Packaging Professionals (CPP).

Engineers, consultants and those working in R&D or Structural Design are more likely to be CPP certified, while marketing/sales or purchasing professionals are less likely.

**Not a
CPP
82%**

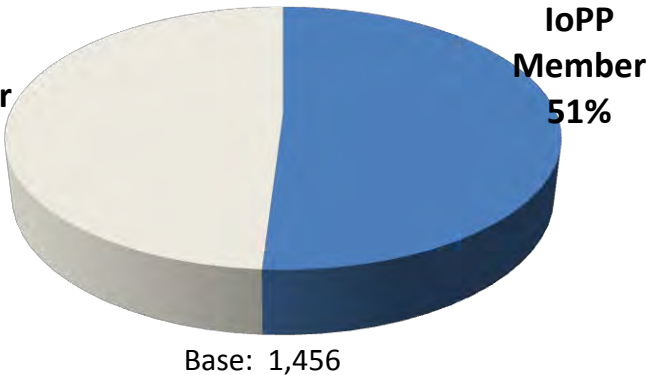


IoPP Membership

51% of all respondents report that they are a member of the IoPP. This represents a slight increase as compared to last year's study, when 44% reported membership in the IoPP. The portion of respondents that are members has increased two years in a row.

Respondents working for packaging end user organizations are more likely to be an IoPP member.

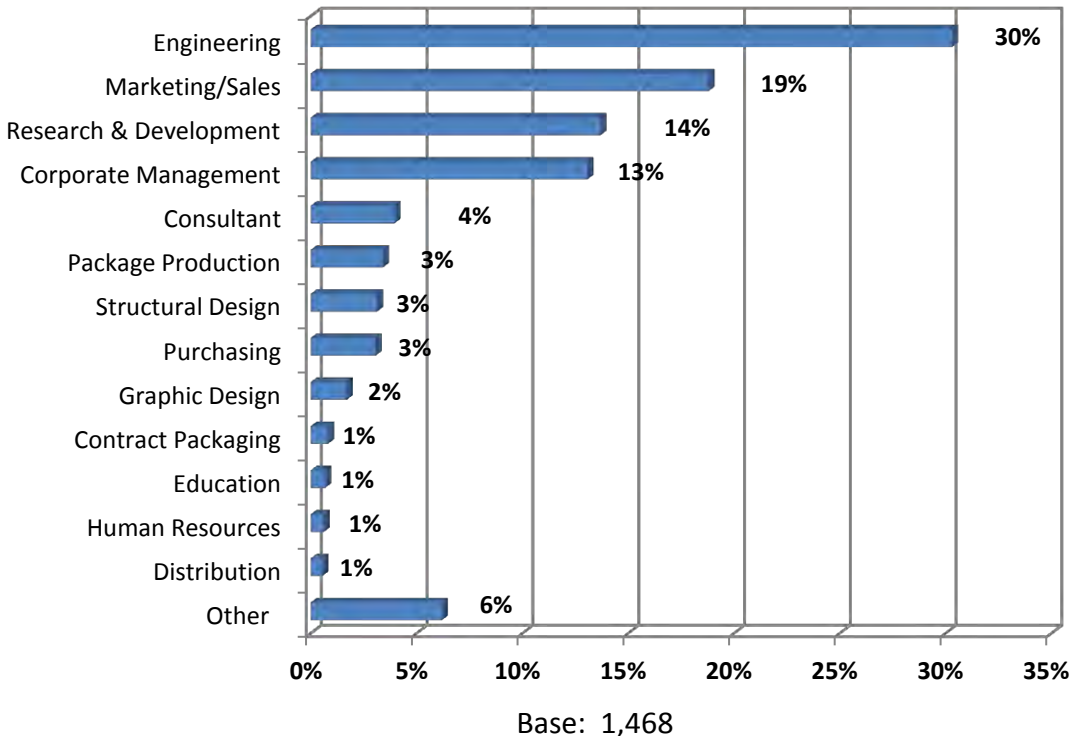
**Not a
Member
49%**



SECTION I: RESPONDENT PROFILE

Job Function

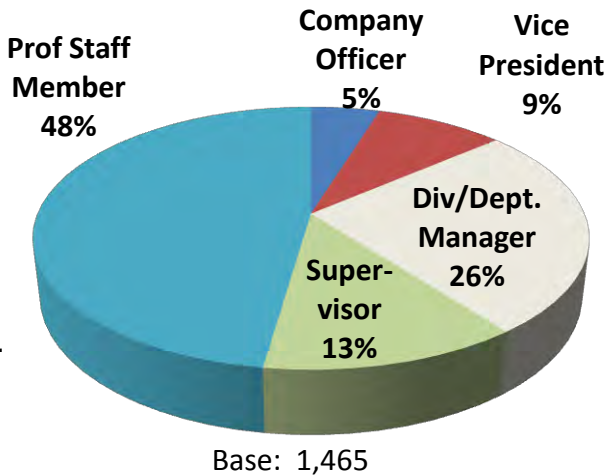
30% of all respondents work as engineers. Respondents who work for end users are more likely to be engineers than those who work for suppliers (46% vs. 13%).



Supervisory Authority

48% of all respondents are professional staff members with no supervisory authority.

Engineers and those working in R&D or Structural Design are more likely to be professional staff members than any other job function (63%, 55% & 65%, respectively).

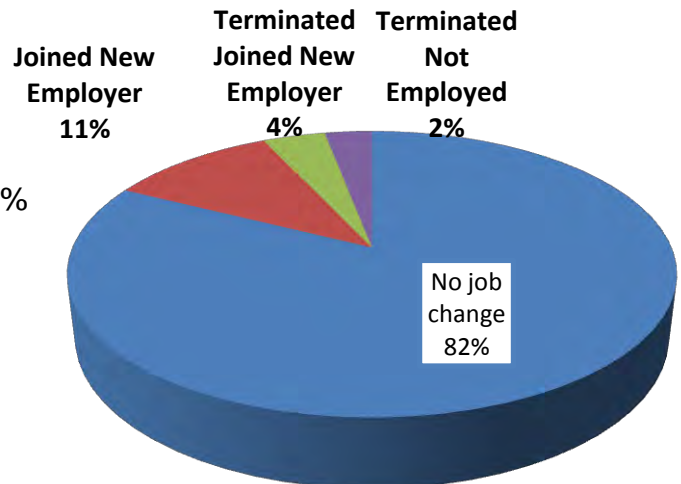


SECTION I: RESPONDENT PROFILE

Employment Status

82% of all respondents reported no job change in 2011, while 11% voluntarily changed jobs (up from 9% in 2010 and 6% in 2009). 6% were terminated at some point in 2010 and 2% of all respondents are still unemployed.

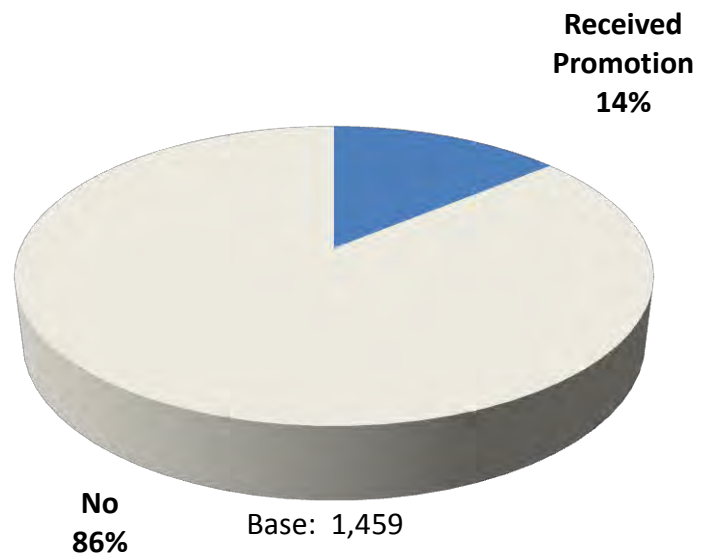
Overall, 88% of all respondents were employed all 12 months in 2011.



Base: 1,466

Promotions in 2011

14% of all respondents report that they received a promotion with their existing employer – up from 13% in 2010. Respondents with 3 to 5 years experience were most likely to receive a promotion -- 28% of this group received one.



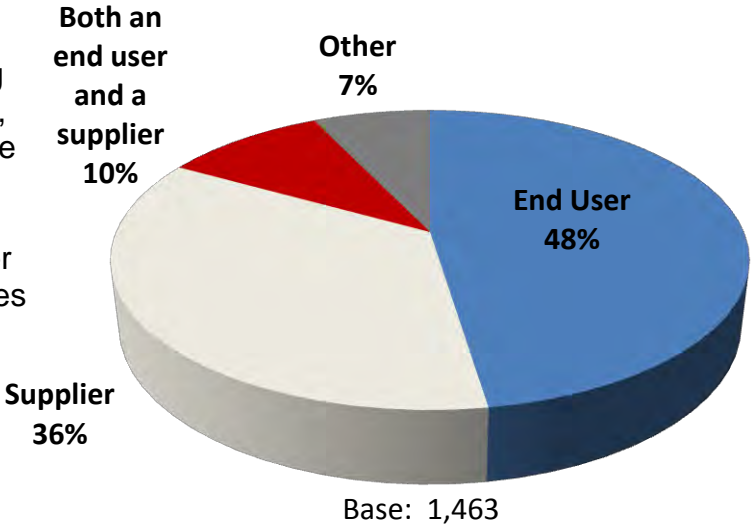
Base: 1,459

SECTION II: COMPANY DEMOGRAPHICS

Type of Company

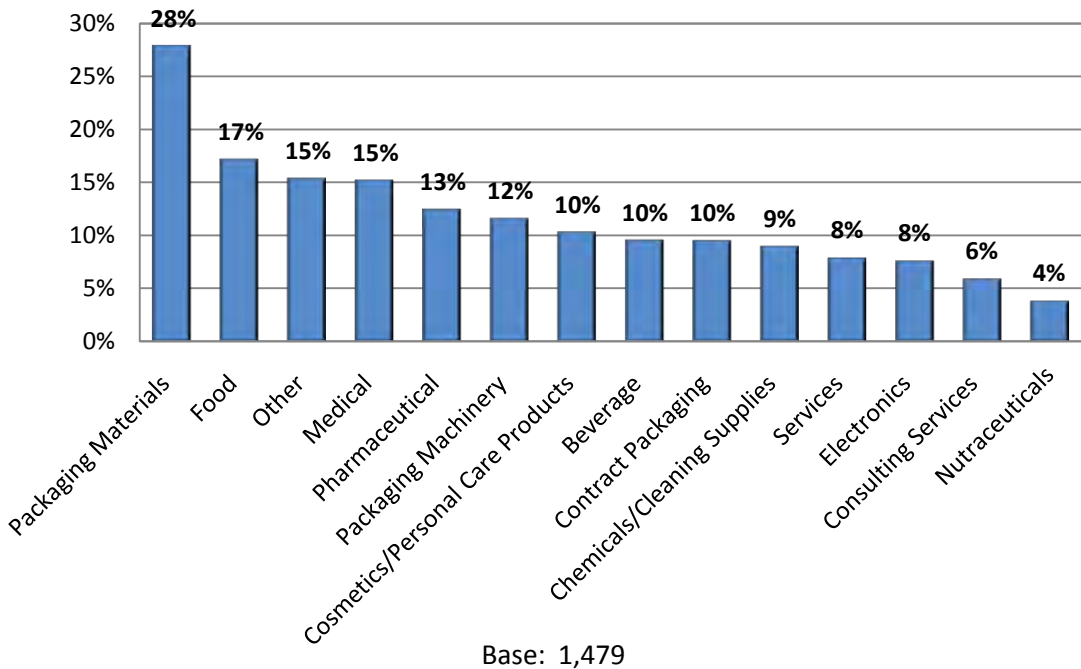
48% work for end users of packaging machinery, materials and/or services, while 36% work for a supplier of these products.

End user firms tend to be much larger than supplier firms (weighted averages of 22,890 and 7,253 employees, respectively).



Industry/Products

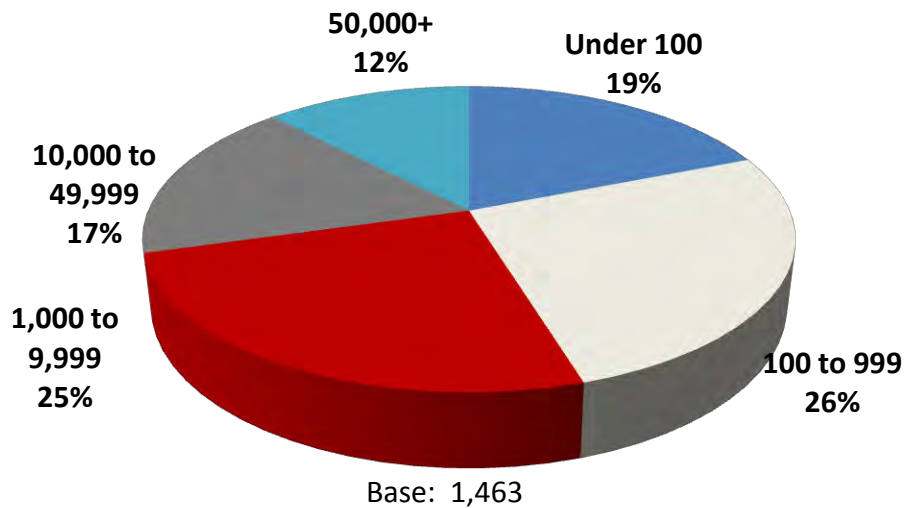
28% of all respondents report their company sells packaging materials, while 17% work in the food industry. Results vary widely by whether a respondent's company is an end user or supplier.



SECTION II: COMPANY DEMOGRAPHICS

Company Size (employees)

Respondents work for companies of all sizes. The average respondent works in a company of 15,563 employees. A respondent's supervisory authority is correlated to company size. Company officers and managers tend to work in smaller companies than professional staff members.

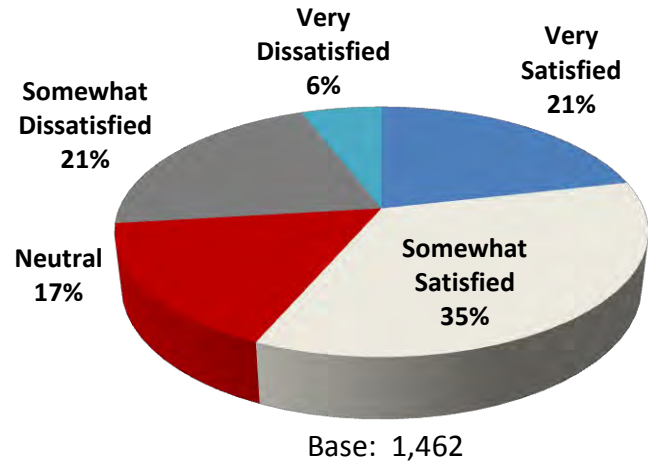


SECTION III: CAREER SATISFACTION

Satisfaction With Wages

56% of all respondents report that they are very or somewhat satisfied with their current wages.

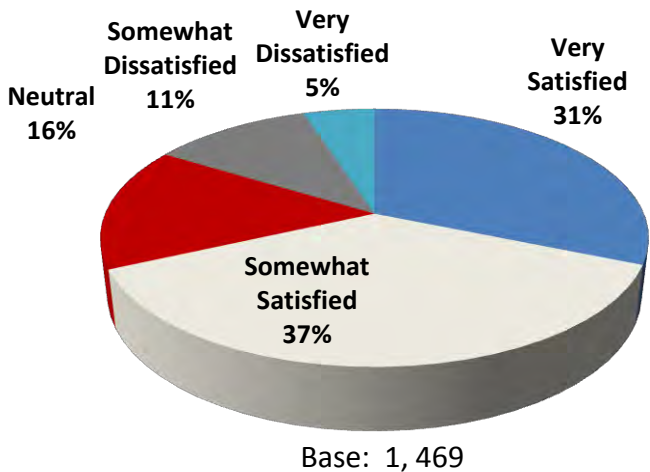
Respondents who work for an end user company tend to be more satisfied than those who work for a supplier (62% vs. 51%).



Satisfaction With Benefits

68% of respondents are very or somewhat satisfied with the benefits they receive from their employer.

In general, respondents from smaller companies tend to be less satisfied with their benefits. In companies with less than 10 employees, only 37% of respondents are very or somewhat satisfied with their benefits.

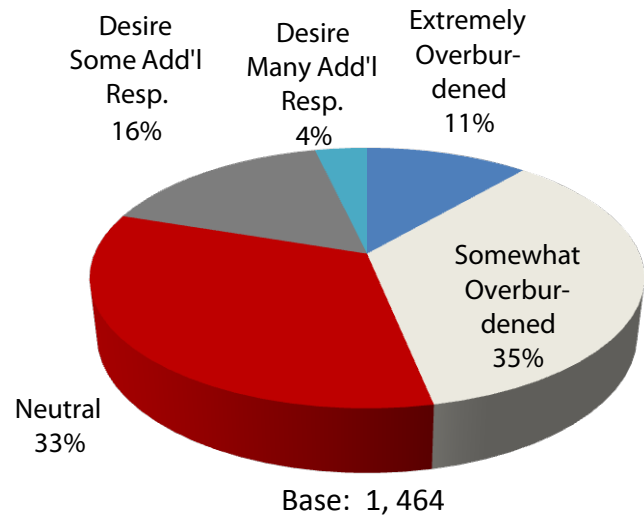


SECTION III: CAREER SATISFACTION

Satisfaction With Current Duties

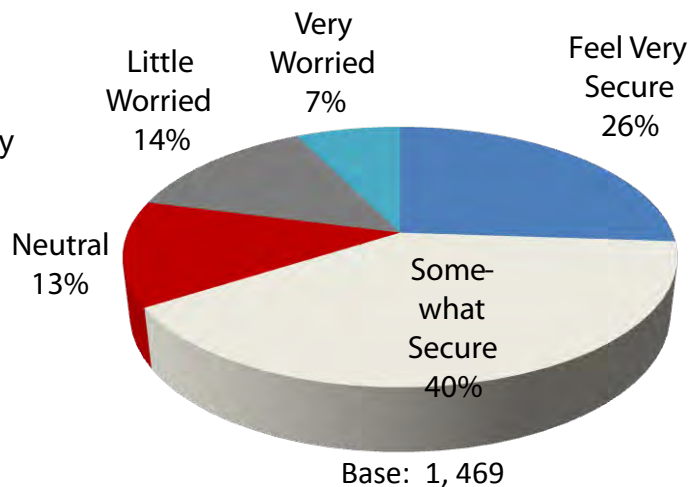
46% of all respondents feel they are extremely or somewhat overburdened at work, given their job duties.

Overburdened individuals outnumber those who desire additional responsibilities by a margin of greater than 2 to 1.



Satisfaction with Job Security

About two-thirds of all respondents are very or somewhat secure with their job, while over 20% are worried.

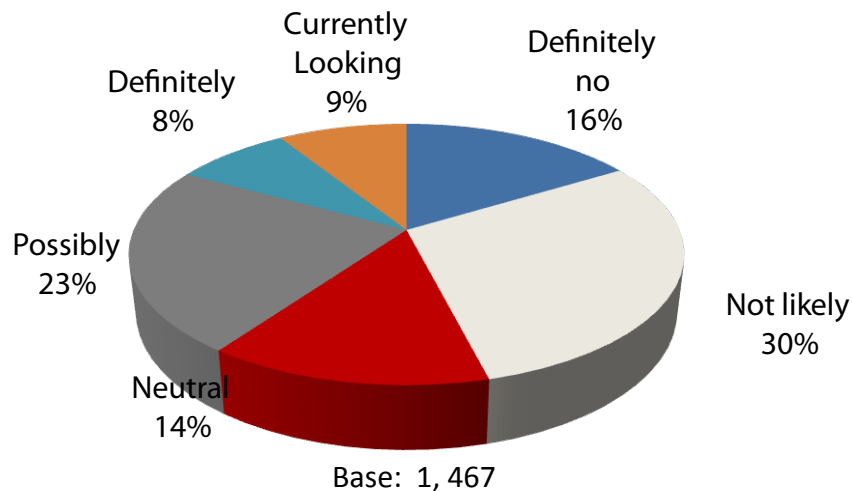


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SECTION III: CAREER SATISFACTION

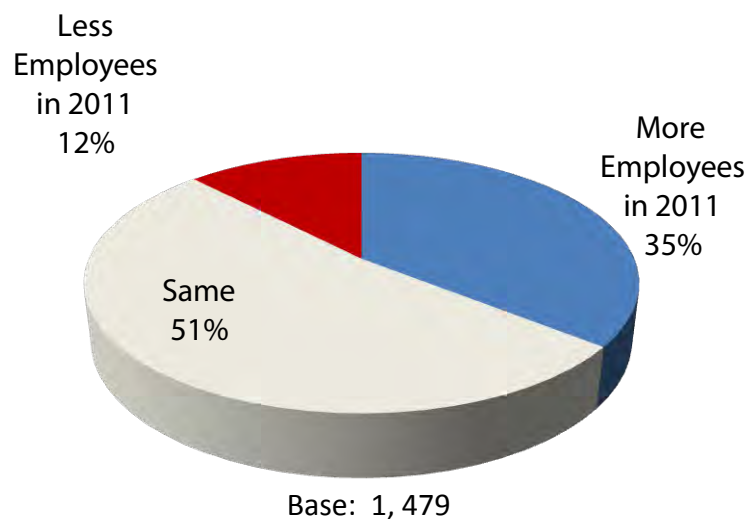
New Jobs in 2012

Respondents were asked to indicate the likelihood of actively seeking a new job in 2012. 17% have definite plans to search or are currently looking (up from 15% in 2011), while another 23% indicate it's a possibility (up from 21%).



Packaging Staff Increases in 2012

Respondents were asked to comment on their company's packaging departments in 2011. Those expecting an increase in staff outnumber those expecting a decrease by almost 3 to 1.



A sample of 1,480 yields a margin of error of + 2.5% using a 95% level of certainty. However, the base of respondents varies from question to question as non-response and unqualified respondents may not be included in the results.

SECTION IV: BENEFIT & COMPENSATION INFORMATION

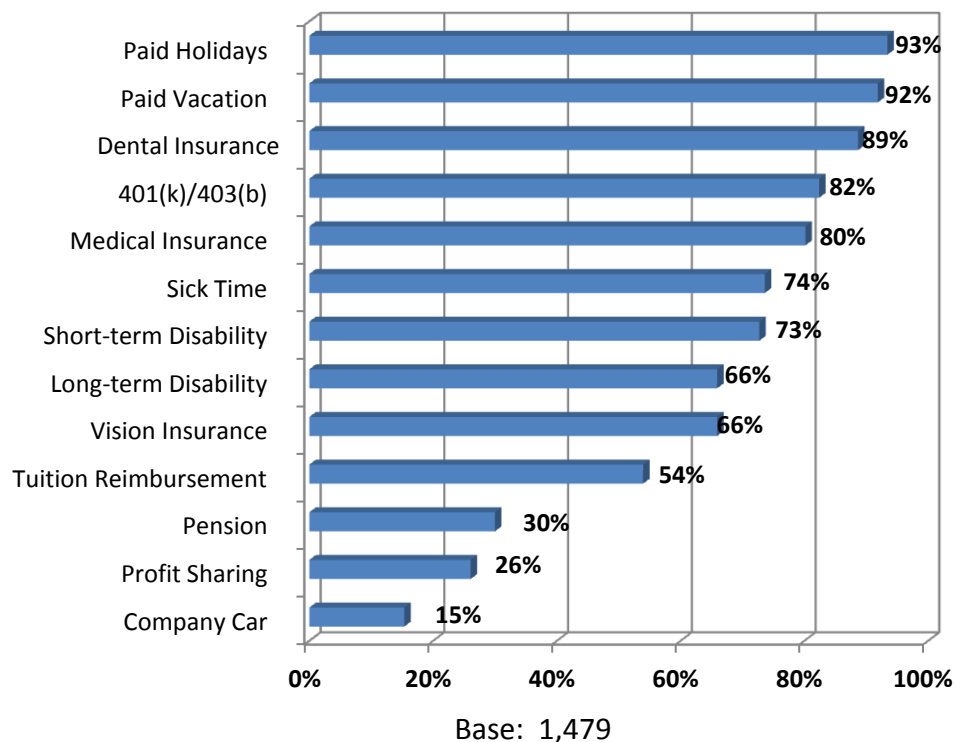
Company Benefits

A majority of respondents receive paid time off (vacation, holidays & sick time) as well as medical/dental/vision insurance and disability.

Over 80% have a 401(k)/403(b) plan available to them, while 30% also enjoy a pension.

Of the 13 benefits listed on the questionnaire, the average respondent receives 8.40 of them.

The benefits that employees receive vary the most by the size of company that they work for.



SECTION IV: BENEFIT & COMPENSATION INFORMATION

Total Compensation in 2011

In order to accurately measure industry compensation, several factors were taken into account:

- Respondents working in foreign countries were reported separately and not included in total results for compensation questions, as currency conversions (e.g. Canadian Dollars, British Pounds, etc) could not be taken into account.
- Compensation totals include only those respondents who worked full-time in the packaging field for all 12 months in 2011. Respondents who were employed only part of the year, or those who indicated they didn't work in the packaging field were excluded from compensation results.

In order to accurately capture compensation information, a total of 14 salary ranges were included on the original questionnaire. We have grouped them together for presentation purposes into 6 groups to display their earnings.

Overall, 64% of all respondents saw an increase in earnings during 2011, which is up from 62% in 2010. The average change in compensation among all respondents (including those with no change or a decrease) equals 1.05%. However, when compared to last year's results, salaries increased about 2.5%. Wages increased slightly from last year's survey. The average respondent reported earnings of \$107,439. In last year's study, the average respondent reported \$104,847 in earnings. The table below compares results from the past 3 studies. 61% of all respondents received a bonus as part of their compensation, about the same as last year's 62%. The average bonus comprised 10.5% of total compensation.

| Compensation Changes | 2009 | 2010 | 2011 |
|--|-----------|-----------|-----------|
| Increase | 43% | 62% | 64% |
| No Change | 38% | 28% | 28% |
| Decrease | 19% | 10% | 8% |
| Avg. Change in Compensation | 0.68% | 2.80% | 1.05% |
| Bonuses: | | | |
| Percent Receiving a Bonus: | 54% | 62% | 61% |
| Average Bonus (among those receiving one): | 10.30% | 10.60% | 10.49% |
| Percent Earning: | | | |
| Under \$50,000 | 10% | 8% | 6% |
| \$50,000 - \$69,999 | 19% | 16% | 15% |
| \$70,000 - \$99,999 | 30% | 31% | 31% |
| \$100,000 - \$149,999 | 27% | 29% | 33% |
| \$150,000 - \$199,999 | 10% | 11% | 10% |
| \$200,000 or more | 4% | 5% | 5% |
| Average Total Compensation: | \$101,470 | \$104,847 | \$107,439 |
| Base: | 2,324 | 1,761 | 1,304 |

SECTION IV: BENEFIT & COMPENSATION INFORMATION

Compensation By Age

Respondents' total compensation varies widely by age, ranging from an average of \$54,444 among those under 25 to \$124,306 among those 65 and over.

Younger respondents saw the biggest boost in compensation in 2011, while those 45 and older were more likely to receive a cut in pay.

| | Respondents by Age | | | | | | |
|--|--------------------|----------|----------|-----------|-----------|-----------|-------------|
| Compensation Changes in 2011 | Total | 18 to 24 | 25 to 34 | 35 to 44 | 45 to 54 | 55 to 64 | 65 or older |
| Increase | 64% | 49% | 74% | 68% | 64% | 54% | 55% |
| No Change | 28% | 51% | 23% | 25% | 25% | 36% | 29% |
| Decrease | 8% | 0% | 3% | 7% | 11% | 10% | 16% |
| Avg. Change in Compensation | 1.05% | 5.20% | 1.69% | 1.87% | 0.46% | -0.06% | -0.52% |
| Bonuses: | | | | | | | |
| Percent Receiving a Bonus: | 61% | 33% | 62% | 70% | 66% | 51% | 30% |
| Average Bonus (among those receiving one): | 10.49% | 4.53% | 8.00% | 10.51% | 11.39% | 12.08% | 9.89% |
| Percent Earning: | | | | | | | |
| Under \$50,000 | 6% | 22% | 10% | 7% | 4% | 5% | 11% |
| \$50,000 - \$69,999 | 15% | 78% | 32% | 11% | 10% | 7% | 6% |
| \$70,000 - \$99,999 | 31% | 0% | 44% | 32% | 28% | 24% | 11% |
| \$100,000 - \$149,999 | 33% | 0% | 12% | 38% | 36% | 43% | 50% |
| \$150,000 - \$199,999 | 10% | 0% | 2% | 9% | 15% | 14% | 6% |
| \$200,000 or more | 5% | 0% | 0% | 3% | 8% | 7% | 17% |
| Average Total Compensation in 2011: | \$107,439 | \$54,444 | \$78,105 | \$106,235 | \$119,435 | \$120,265 | \$124,306 |
| Base: | 1,304 | 18 | 248 | 324 | 420 | 274 | 18 |

SECTION IV: BENEFIT & COMPENSATION INFORMATION

Compensation By Experience

Experience is also a strong determinant in salary.

| Compensation Changes in 2011 | Total | Respondents by Experience | | | | | |
|--|-----------|---------------------------|-----------------|------------------|-------------------|-------------------|----------------------|
| | | 1-2 Yrs. Exp | 3-5 Yrs. Exp | 6-10 Yrs. Exp | 11-15 Yrs. Exp | 16-20 Yrs. Exp | Over 20 Yrs. Exp. |
| Increase | 64% | 54% | 72% | 72% | 64% | 69% | 59% |
| No Change | 28% | 44% | 27% | 22% | 28% | 21% | 29% |
| Decrease | 8% | 2% | 2% | 6% | 8% | 10% | 12% |
| Avg. Change in Compensation | 1.05% | 3.23% | 1.89% | 1.39% | 1.65% | 1.15% | -0.07% |
| Bonuses: | | | | | | | |
| Percent Receiving a Bonus: | 61% | 48% | 64% | 64% | 63% | 65% | 59% |
| Average Bonus (among those receiving one): | 10.49% | 7.85% | 7.75% | 9.24% | 10.28% | 11.47% | 12.03% |
| Percent Earning: | | | | | | | |
| Under \$50,000 | 6% | 12% | 14% | 9% | 5% | 6% | 3% |
| \$50,000 - \$69,999 | 15% | 51% | 35% | 18% | 15% | 8% | 5% |
| \$70,000 - \$99,999 | 31% | 24% | 34% | 44% | 33% | 29% | 24% |
| \$100,000 - \$149,999 | 33% | 10% | 12% | 19% | 36% | 38% | 44% |
| \$150,000 - \$199,999 | 10% | 2% | 3% | 6% | 9% | 13% | 15% |
| \$200,000 or more | 5% | 0% | 2% | 3% | 2% | 5% | 9% |
| Average Total Compensation in 2011: | \$107,439 | \$72,551 | \$75,438 | \$92,781 | \$105,079 | \$113,879 | \$124,362 |
| Base: | 1,304 | 49 | 154 | 196 | 221 | 194 | 482 |

SECTION IV: BENEFIT & COMPENSATION INFORMATION

Compensation By Gender

Overall, males earn more than females. While it's important to keep in mind that male respondents typically have 3 more years of experience (and are an average of 6 years older), they typically earn over 20% more in total annual compensation.

| Compensation Changes in 2011 | Total | Gender | |
|--|-----------|-----------|----------|
| | | Males | Females |
| Increase | 64% | 63% | 67% |
| No Change | 28% | 27% | 28% |
| Decrease | 8% | 9% | 5% |
| Avg. Change in Compensation | 1.05% | 0.90% | 1.55% |
| Bonuses: | | | |
| Percent Receiving a Bonus: | 61% | 61% | 61% |
| Average Bonus (among those receiving one): | 10.49% | 10.96% | 8.83% |
| Percent Earning: | | | |
| Under \$50,000 | 6% | 6% | 10% |
| \$50,000 - \$69,999 | 15% | 13% | 22% |
| \$70,000 - \$99,999 | 31% | 29% | 37% |
| \$100,000 - \$149,999 | 33% | 36% | 22% |
| \$150,000 - \$199,999 | 10% | 11% | 6% |
| \$200,000 or more | 5% | 6% | 3% |
| Average Total Compensation in 2011: | \$107,439 | \$111,552 | \$92,139 |
| Base: | 1,304 | 1,029 | 263 |

SECTION IV: BENEFIT & COMPENSATION INFORMATION

Compensation By Education

Compensation also increases with level of education. Those without a college degree were less likely to have seen a raise in 2011. Those with a graduate degree earned 6% more than professionals with a Bachelor's Degree, and 42% more than those with a high school education.

| Compensation Changes in 2011 | Total | Respondents by Education | | | | | |
|--|-----------|--------------------------|--------------------|----------------------|-----------------------|-----------------|--------------------------|
| | | High School | Some Undergraduate | Undergraduate Degree | Some Graduate Studies | Graduate Degree | Post Grad Studies or PhD |
| Increase | 64% | 52% | 49% | 68% | 68% | 62% | 70% |
| No Change | 28% | 38% | 43% | 26% | 23% | 27% | 20% |
| Decrease | 8% | 10% | 8% | 6% | 9% | 11% | 11% |
| Avg. Change in Compensation | 1.05% | -0.92% | -0.35% | 1.40% | 0.05% | 1.32% | 3.53% |
| Bonuses: | | | | | | | |
| Percent Receiving a Bonus: | 61% | 44% | 47% | 65% | 63% | 63% | 53% |
| Average Bonus (among those receiving one): | 10.49% | 6.60% | 8.20% | 9.87% | 11.31% | 11.68% | 14.08% |
| Percent Earning: | | | | | | | |
| Under \$50,000 | 6% | 15% | 12% | 3% | 7% | 8% | 7% |
| \$50,000 - \$69,999 | 15% | 32% | 21% | 18% | 13% | 7% | 2% |
| \$70,000 - \$99,999 | 31% | 30% | 34% | 33% | 27% | 29% | 24% |
| \$100,000 - \$149,999 | 33% | 21% | 26% | 32% | 32% | 37% | 48% |
| \$150,000 - \$199,999 | 10% | 2% | 4% | 9% | 16% | 13% | 14% |
| \$200,000 or more | 5% | 0% | 3% | 5% | 6% | 6% | 5% |
| Average Total Compensation in 2011: | \$107,439 | \$79,521 | \$91,518 | \$106,371 | \$117,390 | \$112,911 | \$120,952 |
| Base: | 1,304 | 47 | 112 | 560 | 159 | 377 | 42 |

SECTION IV: BENEFIT & COMPENSATION INFORMATION

Compensation by Job Function

Respondents working in Corporate Management earned the most in 2011, followed by Consultants and Marketing/Sales personnel.

| Compensation Changes in 2011 | Total | Respondents by Job Function | | | | | | | |
|--|-----------|-----------------------------|-------------|-------------|---------------|------------|------------|-----------|-------------------|
| | | Consultants | Corp. Mgmt. | Engineering | Mktg. / Sales | Production | Purchasing | R & D | Structural Design |
| Increase | 64% | 36% | 61% | 72% | 58% | 38% | 63% | 72% | 64% |
| No Change | 28% | 43% | 30% | 22% | 30% | 50% | 28% | 22% | 31% |
| Decrease | 8% | 21% | 9% | 6% | 12% | 12% | 9% | 6% | 4% |
| Avg. Change in Compensation | 1.05% | 1.25% | 0.61% | 1.71% | -0.20% | 0.04% | 2.31% | 1.72% | 0.77% |
| Bonuses: | | | | | | | | | |
| Percent Receiving a Bonus: | 61% | 34% | 63% | 66% | 53% | 57% | 73% | 73% | 52% |
| Average Bonus (among those receiving one): | 10.49% | 13.11% | 14.88% | 9.33% | 11.89% | 10.29% | 9.91% | 9.21% | 10.13% |
| Percent Earning: | | | | | | | | | |
| Under \$50,000 | 6% | 12% | 3% | 4% | 5% | 11% | 19% | 6% | 7% |
| \$50,000 - \$69,999 | 15% | 7% | 3% | 18% | 12% | 11% | 19% | 14% | 29% |
| \$70,000 - \$99,999 | 31% | 21% | 17% | 39% | 23% | 29% | 26% | 29% | 45% |
| \$100,000 - \$149,999 | 33% | 33% | 31% | 33% | 42% | 33% | 21% | 38% | 12% |
| \$150,000 - \$199,999 | 10% | 19% | 25% | 4% | 14% | 11% | 10% | 10% | 5% |
| \$200,000 or more | 5% | 7% | 20% | 2% | 4% | 4% | 5% | 2% | 2% |
| Average Total Compensation in 2011: | \$107,439 | \$118,690 | \$150,562 | \$95,499 | \$113,549 | \$105,556 | \$97,440 | \$105,483 | \$85,060 |
| Base: | 1,304 | 42 | 169 | 396 | 243 | 45 | 42 | 181 | 42 |

SECTION IV: BENEFIT & COMPENSATION INFORMATION

Compensation by Job Title

As one might expect, Company Officers received the highest average annual compensation. They were also less likely to receive a pay increase or bonus in 2011.

| Compensation Changes in 2011 | Total | Respondents by Job Title | | | | |
|--|-----------|--------------------------|----------------|----------------|-------------|--------------|
| | | Company Officer | Vice President | Div/Dept. Mgr. | Super visor | Staff Member |
| Increase | 64% | 34% | 57% | 65% | 73% | 66% |
| No Change | 28% | 49% | 34% | 25% | 20% | 27% |
| Decrease | 8% | 17% | 9% | 9% | 7% | 7% |
| Avg. Change in Compensation | 1.05% | -1.55% | 0.97% | 0.71% | 0.97% | 1.51% |
| Bonuses: | | | | | | |
| Percent Receiving a Bonus: | 61% | 36% | 61% | 69% | 63% | 60% |
| Average Bonus (among those receiving one): | 10.49% | 16.17% | 15.84% | 12.22% | 9.40% | 8.39% |
| Percent Earning: | | | | | | |
| Under \$50,000 | 6% | 20% | 3% | 5% | 10% | 5% |
| \$50,000 - \$69,999 | 15% | 5% | 3% | 9% | 15% | 21% |
| \$70,000 - \$99,999 | 31% | 5% | 15% | 28% | 30% | 38% |
| \$100,000 - \$149,999 | 33% | 20% | 33% | 36% | 36% | 31% |
| \$150,000 - \$199,999 | 10% | 27% | 23% | 15% | 7% | 5% |
| \$200,000 or more | 5% | 23% | 23% | 6% | 1% | 0% |
| Average Total Compensation in 2011: | \$107,439 | \$145,333 | \$156,795 | \$115,147 | \$97,577 | \$94,036 |
| Base: | 1,304 | 60 | 117 | 341 | 162 | 615 |

SECTION IV: BENEFIT & COMPENSATION INFORMATION

Compensation by Company Size

Respondents who work in companies with over 500 employees were more likely to report an increase in compensation last year.

| Compensation Changes in 2011 | Compensation by Company Size | | | | | | | | |
|--|------------------------------|---------------|---------------|-----------------|-----------------|---------------------|---------------------|-----------------------|---------------------|
| | 1 to 9 emp. | 10 to 49 emp. | 50 to 99 emp. | 100 to 499 emp. | 500 to 999 emp. | 1,000 to 4,999 emp. | 5,000 to 9,999 emp. | 10,000 to 49,999 emp. | 50,000 or more emp. |
| Increase | 35% | 43% | 54% | 58% | 70% | 69% | 75% | 74% | 70% |
| No Change | 51% | 51% | 29% | 35% | 20% | 22% | 21% | 19% | 21% |
| Decrease | 13% | 6% | 17% | 7% | 9% | 8% | 4% | 7% | 9% |
| Avg. Change in Compensation | -0.44% | 0.00% | 0.28% | 0.87% | 1.28% | 1.02% | 2.03% | 1.48% | 1.77% |
| Bonuses: | | | | | | | | | |
| Percent Receiving a Bonus: | 21% | 43% | 54% | 59% | 59% | 66% | 68% | 69% | 76% |
| Average Bonus (among those receiving one): | 11.31% | 8.31% | 9.16% | 11.18% | 9.13% | 10.90% | 10.65% | 10.49% | 10.88% |
| Percent Earning: | | | | | | | | | |
| Under \$50,000 | 26% | 13% | 13% | 7% | 6% | 4% | 6% | 2% | 1% |
| \$50,000 - \$69,999 | 16% | 22% | 13% | 14% | 13% | 13% | 13% | 18% | 12% |
| \$70,000 - \$99,999 | 18% | 26% | 37% | 32% | 34% | 29% | 26% | 34% | 31% |
| \$100,000 - \$149,999 | 28% | 20% | 26% | 30% | 34% | 38% | 39% | 29% | 41% |
| \$150,000 - \$199,999 | 10% | 15% | 6% | 8% | 6% | 12% | 10% | 12% | 12% |
| \$200,000 or more | 2% | 4% | 6% | 8% | 6% | 3% | 5% | 5% | 3% |
| Average Total Compensation in 2011: | \$88,850 | \$100,598 | \$102,011 | \$110,674 | \$104,167 | \$113,004 | \$108,611 | \$108,080 | \$112,377 |
| Base: | 50 | 92 | 87 | 241 | 108 | 233 | 99 | 224 | 162 |

SECTION IV: BENEFIT & COMPENSATION INFORMATION

Compensation By Organization Type

Respondents working in supplier organizations tended to earn more in 2011. However, those working in End User firms were more likely to see an increase in compensation.

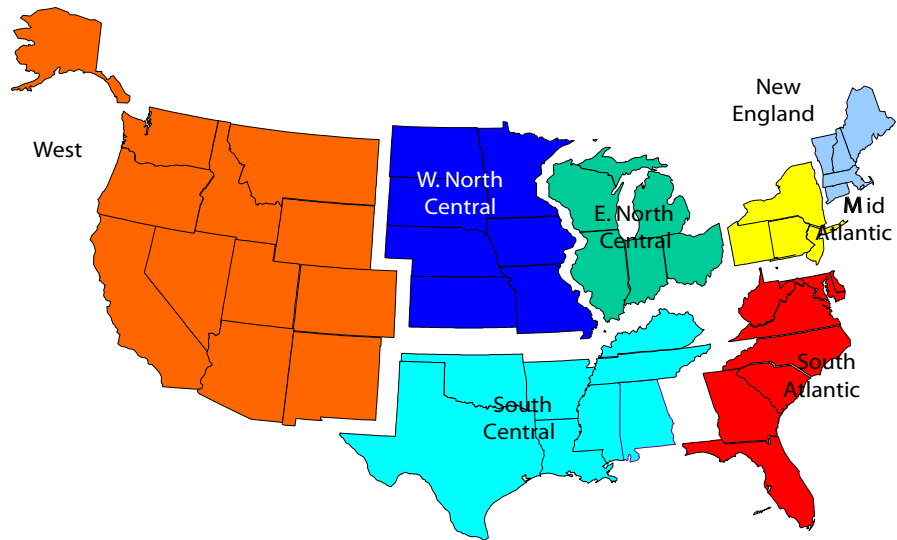
| Compensation Changes in 2011 | Total | Organization Type | | |
|--|-----------|-------------------|-----------|----------------|
| | | End User | Supplier | Both/ Other |
| Increase | 64% | 73% | 58% | 52% |
| No Change | 28% | 21% | 32% | 36% |
| Decrease | 8% | 6% | 9% | 12% |
| Avg. Change in Compensation | 1.05% | 1.95% | 0.32% | 0.29% |
| Bonuses: | | | | |
| Percent Receiving a Bonus: | 61% | 71% | 55% | 50% |
| Average Bonus (among those receiving one): | 10.49% | 9.65% | 11.88% | 10.73% |
| Percent Earning: | | | | |
| Under \$50,000 | 6% | 6% | 5% | 10% |
| \$50,000 - \$69,999 | 15% | 15% | 12% | 18% |
| \$70,000 - \$99,999 | 31% | 33% | 29% | 28% |
| \$100,000 - \$149,999 | 33% | 34% | 35% | 26% |
| \$150,000 - \$199,999 | 10% | 8% | 13% | 13% |
| \$200,000 or more | 5% | 4% | 6% | 4% |
| Average Total Compensation in 2011: | \$107,439 | \$103,590 | \$114,565 | \$104,832 |
| Base: | 1,304 | 624 | 465 | 208 |

SECTION IV: BENEFIT & COMPENSATION INFORMATION

Compensation by Geography

The table below summarizes all respondents by their location. Respondents working internationally are not included in total results shown on other pages, due to currency fluctuations.

Foreign respondents and those working in the West North Central region tended to earn less than respondents in other regions.

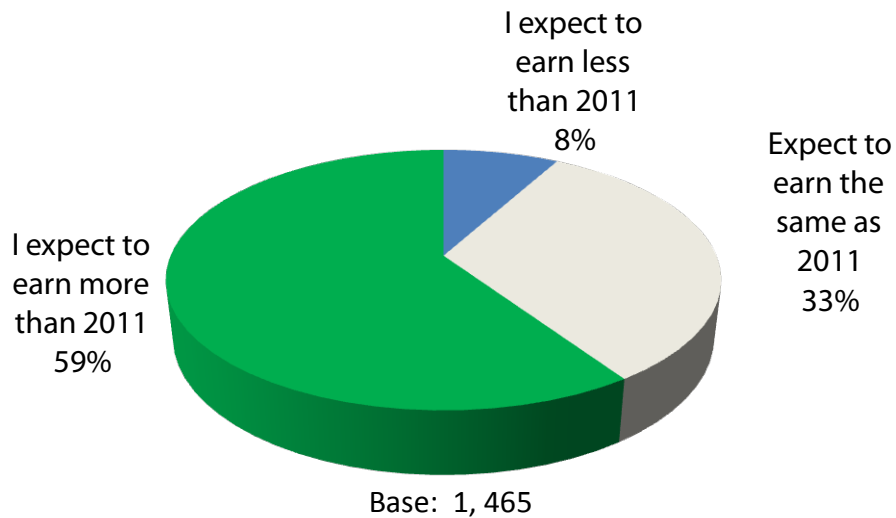


| Compensation Changes in 2011 | Compensation by Geographic Region | | | | | | | |
|--|-----------------------------------|--------------|----------------|--------------------|--------------------|---------------|-----------|----------|
| | North-east | Mid Atlantic | South Atlantic | East North Central | West North Central | South Central | West | Foreign |
| Increase | 66% | 68% | 64% | 62% | 62% | 66% | 71% | 51% |
| No Change | 29% | 27% | 25% | 28% | 25% | 22% | 26% | 40% |
| Decrease | 5% | 5% | 10% | 10% | 13% | 11% | 3% | 9% |
| Avg. Change in Compensation | 0.81% | 1.84% | 0.64% | 0.76% | 1.11% | 0.75% | 2.00% | 0.93% |
| Bonuses: | | | | | | | | |
| Percent Receiving a Bonus: | 61% | 67% | 57% | 62% | 60% | 60% | 67% | 52% |
| Average Bonus (among those receiving one): | 11.38% | 10.26% | 11.19% | 10.63% | 6.21% | 10.97% | 10.50% | 9.73% |
| Percent Earning: | | | | | | | | |
| Under \$50,000 | 4% | 5% | 4% | 6% | 7% | 4% | 2% | 27% |
| \$50,000 - \$69,999 | 12% | 12% | 16% | 14% | 35% | 15% | 10% | 18% |
| \$70,000 - \$99,999 | 31% | 30% | 31% | 31% | 26% | 40% | 34% | 11% |
| \$100,000 - \$149,999 | 26% | 38% | 34% | 34% | 26% | 27% | 39% | 30% |
| \$150,000 - \$199,999 | 22% | 9% | 10% | 9% | 7% | 11% | 10% | 10% |
| \$200,000 or more | 4% | 6% | 7% | 5% | 0% | 4% | 5% | 4% |
| Average Total Compensation in 2011: | \$116,694 | \$112,900 | \$110,120 | \$107,077 | \$87,989 | \$106,327 | \$112,484 | \$92,313 |
| Base: | 90 | 175 | 166 | 384 | 46 | 179 | 153 | 107 |

SECTION IV: BENEFIT & COMPENSATION INFORMATION

Earnings Expectations for 2012

59% of all respondents expect to earn more in 2012 than they did last year - down from 61% in last year's study . Expectations correlate to age.



A sample of 1,480 yields a margin of error of + 2.5% using a 95% level of certainty. However, the base of respondents varies from question to question as non-response and unqualified respondents may not be included in the results.

SECTION IV: BENEFIT & COMPENSATION INFORMATION

What's Your Expected Compensation _____ ?

You can use the tables below to calculate the salary that fits your personal situation. All you need to do is find the coefficients from each group that best describes you and multiply them by the base of \$107,438

| SUPERVISORY LEVEL | | EDUCATION | |
|---------------------|------|--------------------------|------|
| Company Officer | 1.35 | High School | 0.74 |
| Vice President | 1.46 | Some Undergraduate | 0.85 |
| Div/Dept. Mgr. | 1.07 | Undergraduate Degree | 0.99 |
| Supervisor | 0.91 | Some Graduate Studies | 1.09 |
| Staff Member | 0.88 | Graduate Degree | 1.05 |
| JOB FUNCTION | | Post Grad Studies or PhD | 1.13 |
| Consultant | 1.10 | GEOGRAPHIC REGION | |
| Corp. Mgmt. | 1.40 | Northeast | 1.09 |
| Engineering | 0.89 | Mid Atlantic | 1.05 |
| Mktg/Sales | 1.06 | South Atlantic | 1.02 |
| Production | 0.98 | East North Central | 1.00 |
| Purchasing | 0.91 | West North Central | 0.82 |
| R & D | 0.98 | South Central | 0.99 |
| Structural Design | 0.79 | West | 1.05 |
| EXPERIENCE | | Foreign | 0.86 |
| 1-2 Yrs. Experience | 0.68 | COMPANY TYPE | |
| 3-5 Yrs. | 0.70 | End User | 0.96 |
| 6-10 Yrs. | 0.86 | Supplier | 1.07 |
| 11-15 Yrs. | 0.98 | Both/ Other | 0.98 |
| 16-20 Yrs. | 1.06 | | |
| Over 20 Yrs. | 1.16 | | |

For example, a supervisor working in R&D with 11-15 years experience with a graduate degree working in the west region for a packaging supplier would be expected to earn:

$$\begin{aligned} & \$107,438 \times .91 \times .98 \times .98 \times 1.05 \times 1.05 \times 1.07 \\ & = \$109,9316 \end{aligned}$$

Please note that this information is **NOT** to be used in justifying salary discussions with your employer or any arbitration/legal proceedings. It is solely intended as an interesting way for readers of this report to understand where they might be expected to stand in comparison with all the respondents to this survey.