



Institute of
PACKAGING
PROFESSIONALS

2014 Salary Survey

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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 20th – March 3rd, 2014.
- Both IoPP members and non-members were encouraged to participate in this study.
- A total of 1,379 usable replies were received from IoPP members and non-members.

Results

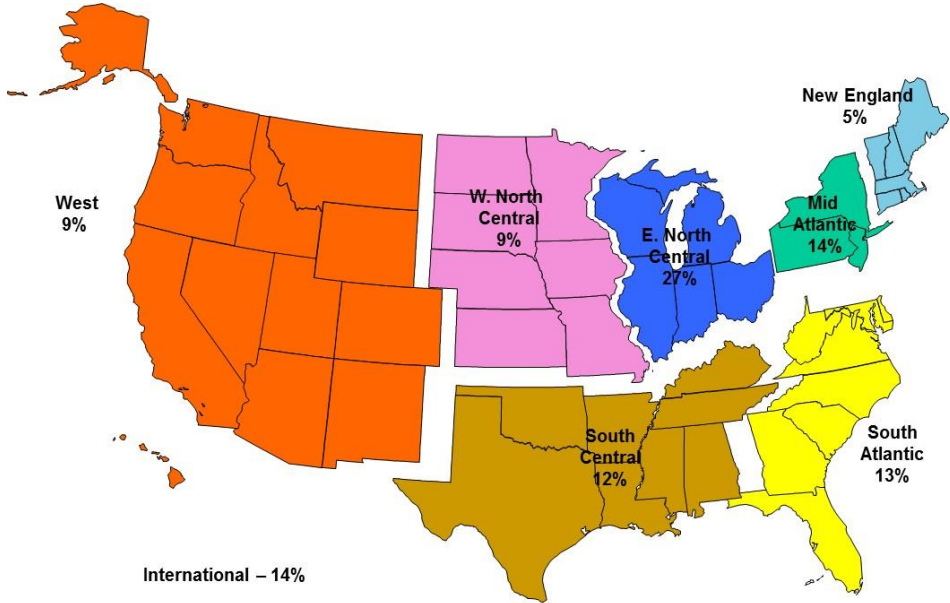
- A sample of 1,379 yields a margin of error of $\pm 2.6\%$ using a 95% level of certainty. However, the base of respondents varies from question to question as non-response and unqualified respondents may not be included in the results.
- Salary information contained in this report was cross-tabulated by the following parameters:
 - Age
 - Experience
 - Gender
 - Education
 - Job Function
 - Supervisory Level
 - Organization Type
 - Company Size
 - Geography
- 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	1,000	1,379
10% or 90%	8.3%	5.9%	3.7%	2.9%	2.4%	2.1%	1.9%	1.6%
20% or 80%	11.1%	7.8%	5.0%	3.9%	3.2%	2.8%	2.5%	2.1%
30% or 70%	12.7%	9.0%	5.7%	4.5%	3.7%	3.2%	2.8%	2.4%
40% or 60%	13.6%	9.6%	6.1%	4.8%	3.9%	3.4%	3.0%	2.6%
50%	13.9%	9.8%	6.2%	4.9%	4.0%	3.5%	3.1%	2.6%

SECTION I: RESPONDENT PROFILE

Location

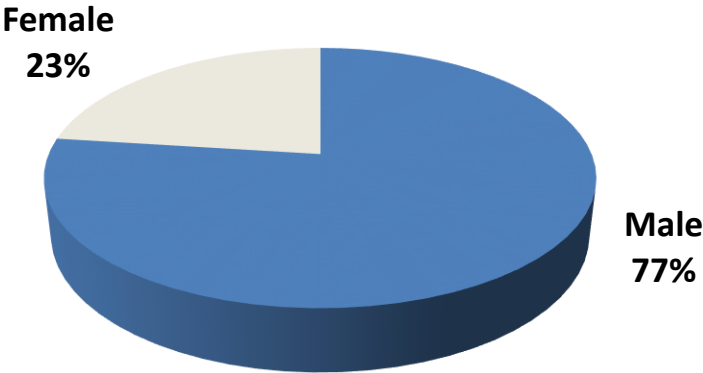
39% of all respondents work in the North Central Regions, while 17% work in the Northeast which consists of the New England and Mid-Atlantic regions. Respondents working in other countries increased from 8% last year to 13% in this year's study.



Base: 1,369

Gender

77% of respondents are male, while 23% are female.



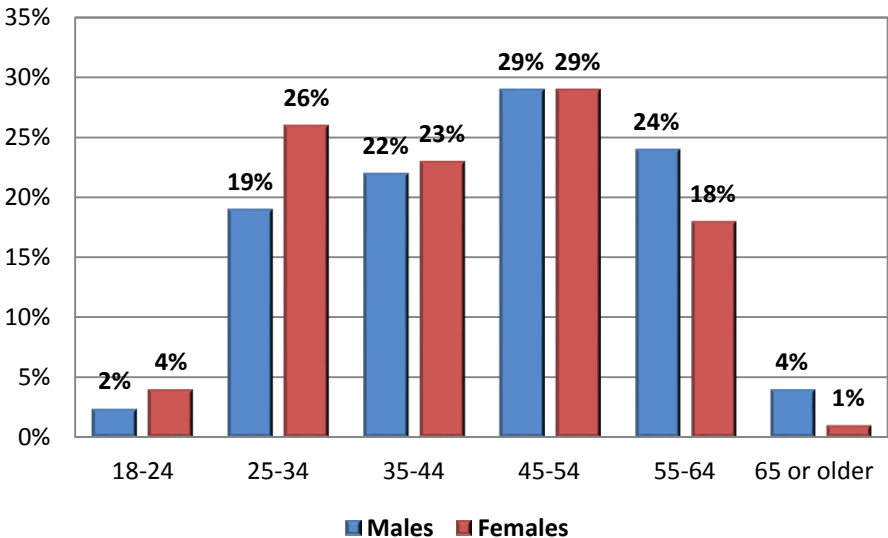
Base: 1,358

SECTION I: RESPONDENT PROFILE

Age

The average respondent is 45.5 years old.

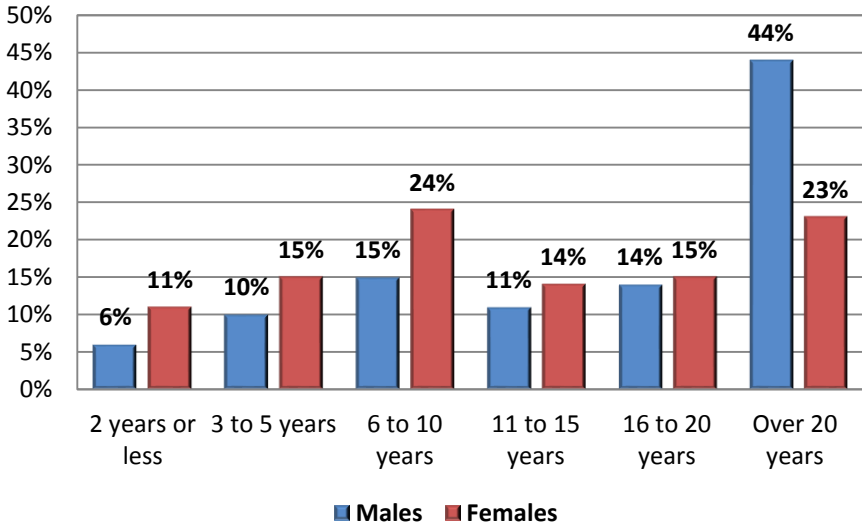
Male respondents are about 3 years older than female respondents (average ages of 46.2 years for males, 43.0 for females).



Experience

The average respondent has 14.75 years of experience in the packaging field.

As compared to their female counterparts, the average male has over 3 more years of experience, at 15.6 years, while the average female respondent has 12.1 years of experience.

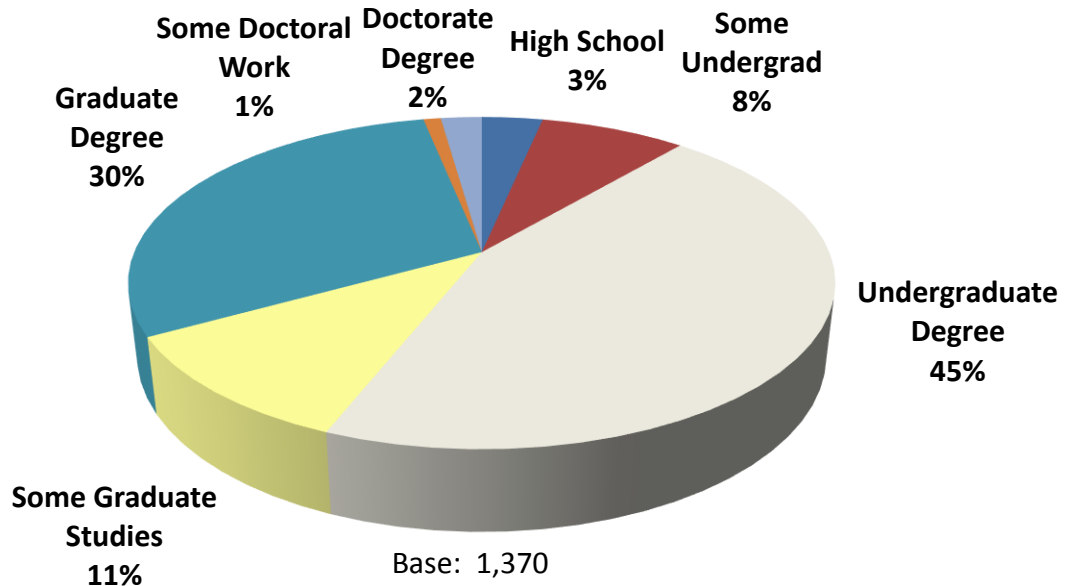


SECTION I: RESPONDENT PROFILE

Education

Over 85% of all respondents are college graduates.

45% have an undergraduate degree and 30% have earned their master's degree. 2% have earned a Ph.D.



Degreed Individuals

Respondents who earned a degree were asked to fill in their area of study. Over 35% have a degree in packaging, while 18% have a business degree. Younger respondents are more likely to have a degree in packaging, while older members are more likely to have a background in business or engineering.

Degree Concentration	Pct.	Degree Concentration	Pct.
Packaging/Packaging Technology/Packaging Eng	37%	General/Other Engineering	5%
Business Admin/Acctg/Mktg/Fin/Economics	18%	Art, Fine Arts, Graphic Arts, Graphic Design	3%
Chemistry/Chemical Engineering	8%	Degree Unspecified	2%
Industrial Engineering/Industrial Design	6%	Non-technical/Liberal Arts	5%
Electrical/Electrical Engineering	2%	Sciences - Biology/Food Science/Materials Science	4%
Mechanical/Mechanical Engineering	7%	All Others	3%

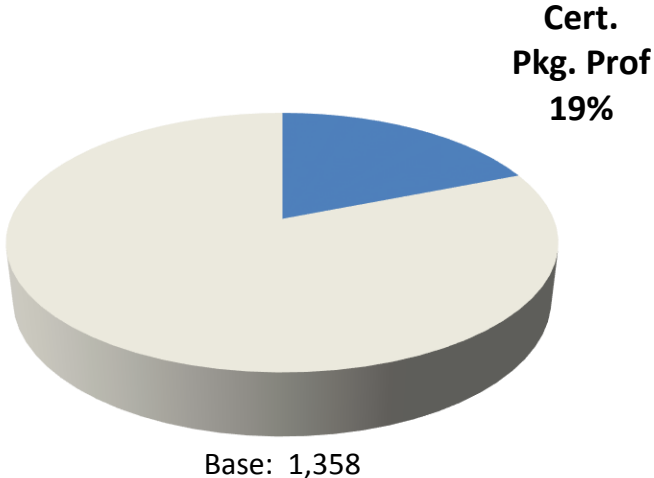
SECTION I: RESPONDENT PROFILE

Certification

19% of all respondents are Certified Packaging Professionals (CPP).

Engineers, 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.

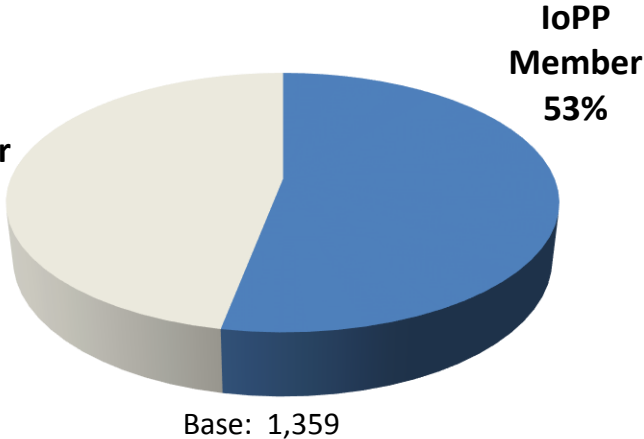
**Not a
CPP
81%**



IoPP Membership

53% of all respondents report that they are a member of IoPP. This represents an increase as compared to last year's study, when 44% reported membership in IoPP.

**Not a
Member
47%**

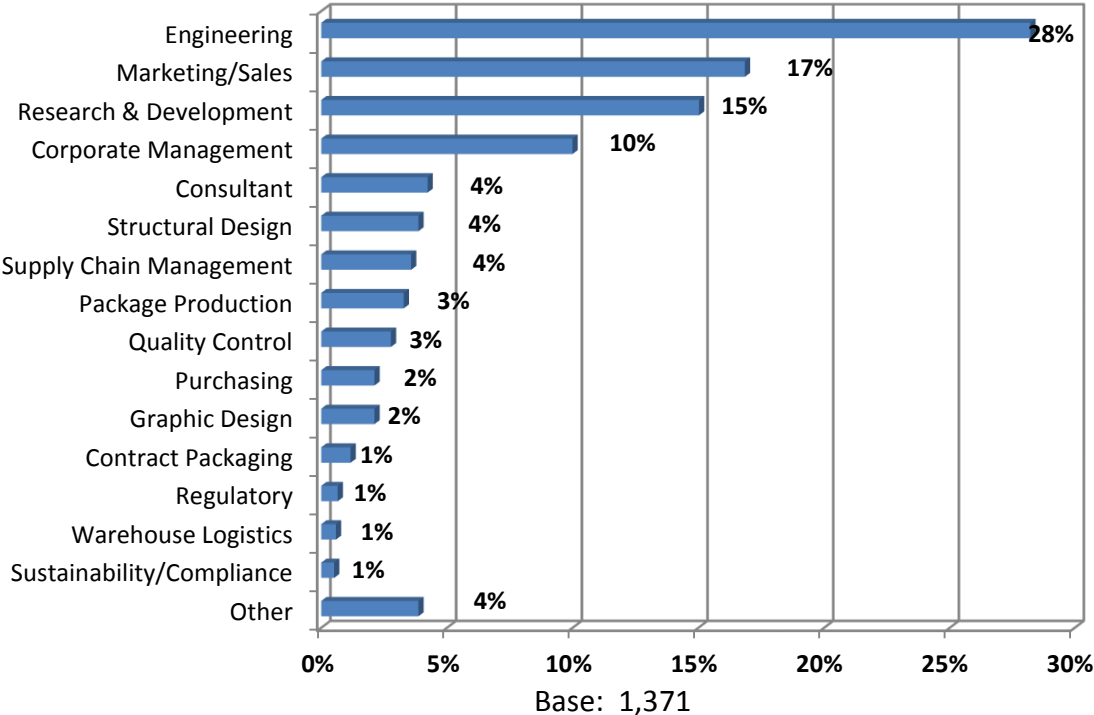


Respondents working for packaging end user organizations are more likely to be an IoPP member.

SECTION I: RESPONDENT PROFILE

Job Function

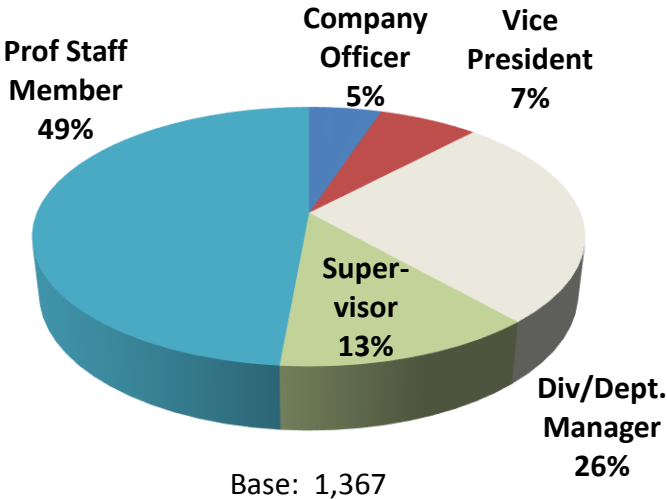
28% of all respondents work as engineers. Respondents who work for end users are more likely to be engineers than those who work for suppliers (42% vs. 11%). Respondents working for a supplier organization are more likely to work in a marketing/sales job function (41% vs. 2% among end user respondents).



Supervisory Authority

49% of all respondents are professional staff members with no supervisory authority.

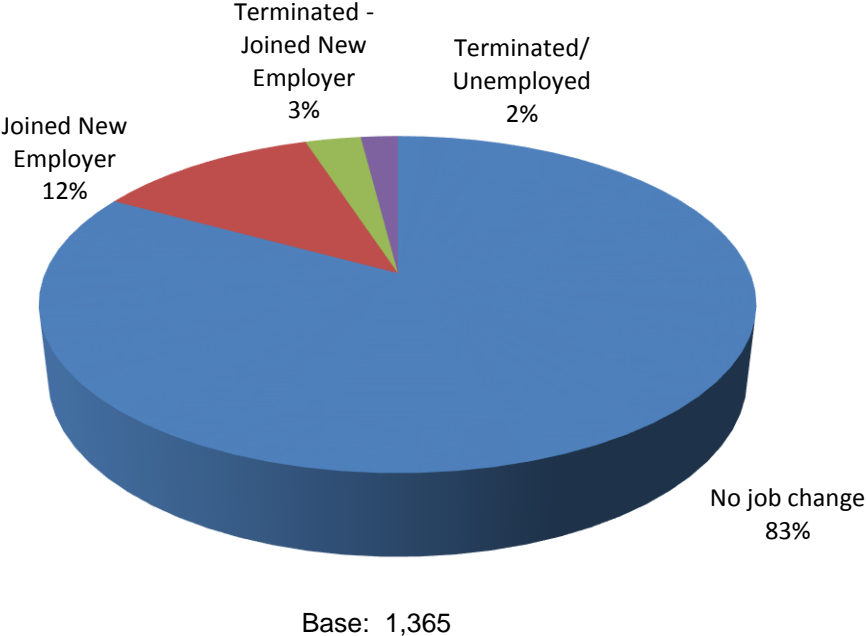
Engineers are more likely to be professional staff members than any other job function. 64% are staff members.



SECTION I: RESPONDENT PROFILE

Employment Status

83% of all respondents reported no job change in 2013, down from 85% in 2012. 12% voluntarily changed jobs. 5% were terminated at some point in 2013 and 2% of all respondents are still unemployed.

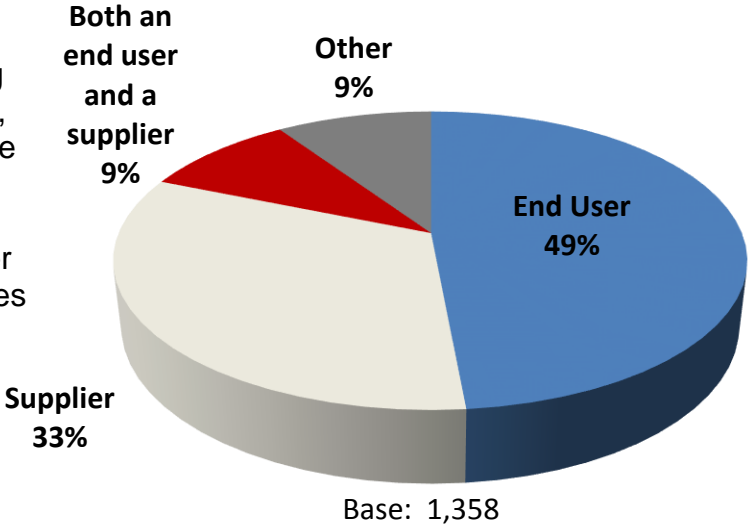


SECTION II: COMPANY DEMOGRAPHICS

Type of Company

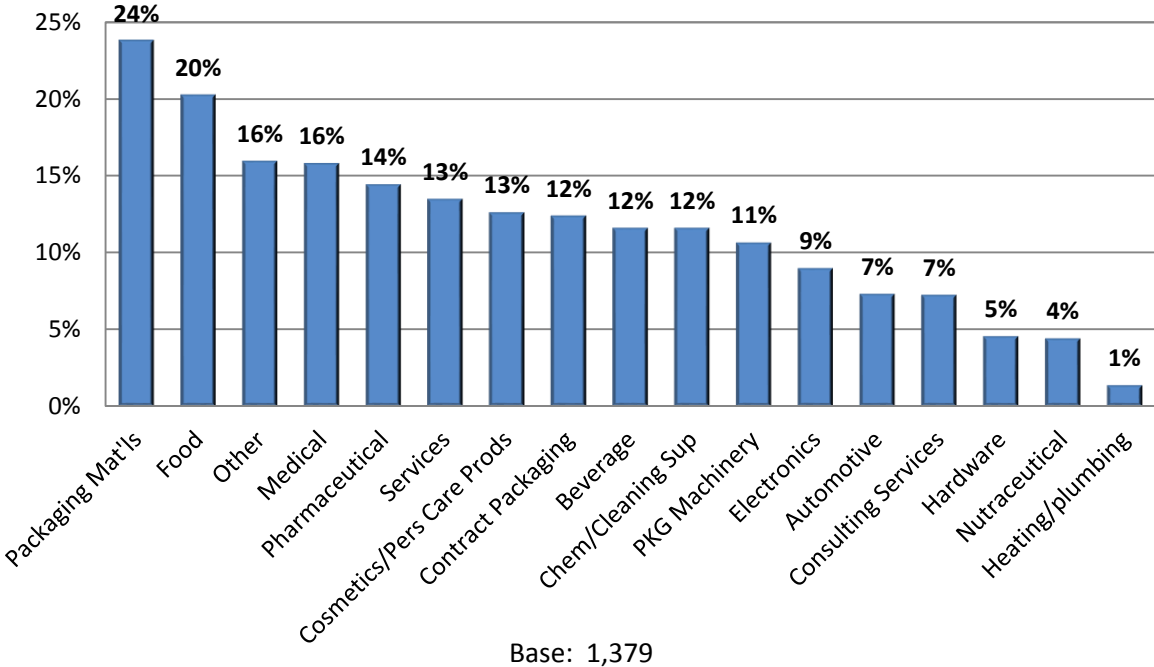
49% work for end users of packaging machinery, materials and/or services, while 33% work for a supplier of these products.

End user firms tend to be much larger than supplier firms (weighted averages of 20,352 and 6,927 employees, respectively).



Industry/Products

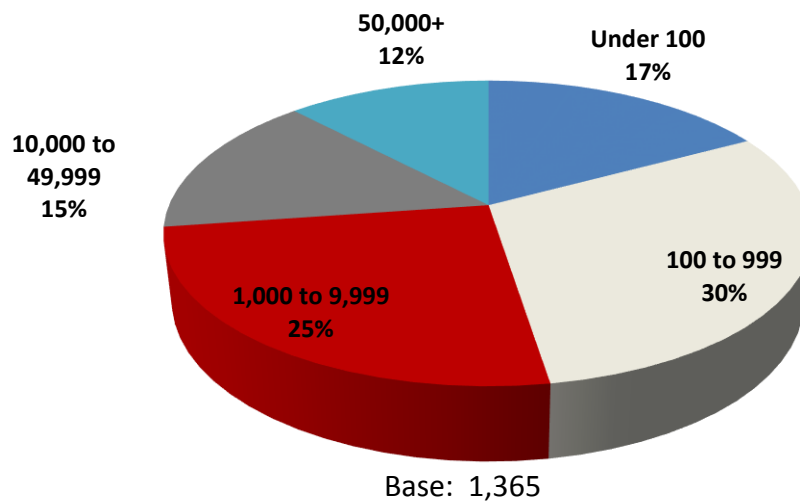
24% of all respondents report their company sells packaging materials, while 20% work in the food industry. Results vary widely by whether a respondent's company is an end user or supplier. This was a multiple choice question, so percent totals will exceed 100%



SECTION II: COMPANY DEMOGRAPHICS

Company Size (Employees)

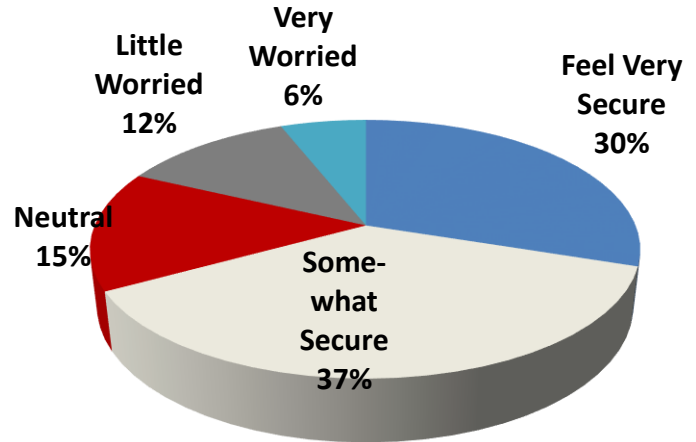
Respondents work for companies of all sizes. The average respondent works in a company of 13,586 employees. A respondent's supervisory authority is correlated to company size. Company officers and managers tend to work in smaller companies than professional staff members.



SECTION III: CAREER SATISFACTION

Satisfaction with Job Security

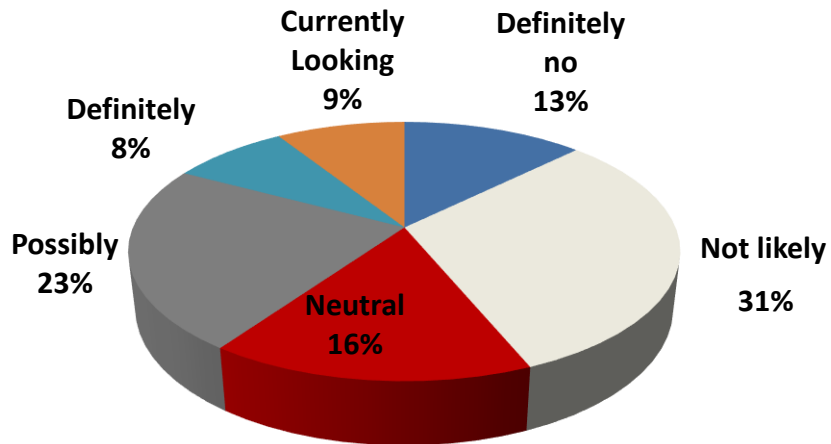
67% of all respondents are very or somewhat secure with their job, while 18% are worried. These numbers are similar to those generated last year.



Base: 1,370

New Jobs in 2014

Respondents were asked to indicate the likelihood of actively seeking a new job in 2014. 17% have definite plans to search or are currently looking (similar to last year, which was 16%), while another 23% indicate it's a possibility - down from 25% last year.

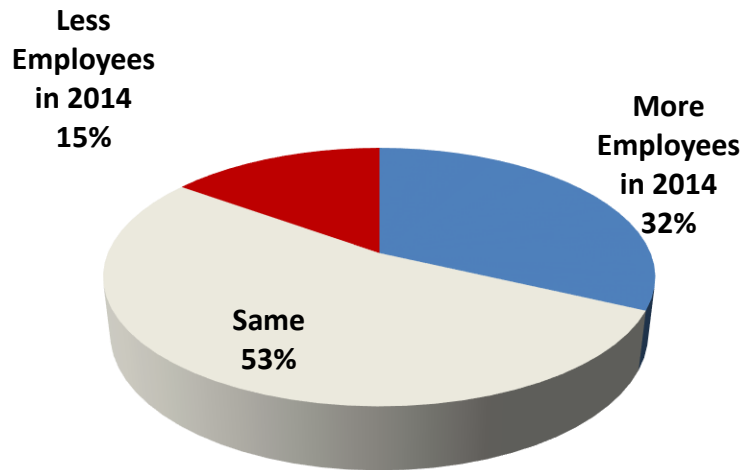


Base: 1,370

SECTION III: CAREER SATISFACTION

Packaging Staff Increases in 2014

Respondents were asked to comment on their company's packaging departments staffing in 2014. 32% expect an increase in staff.



Base: 1,379

SECTION IV: BENEFIT & COMPENSATION INFORMATION

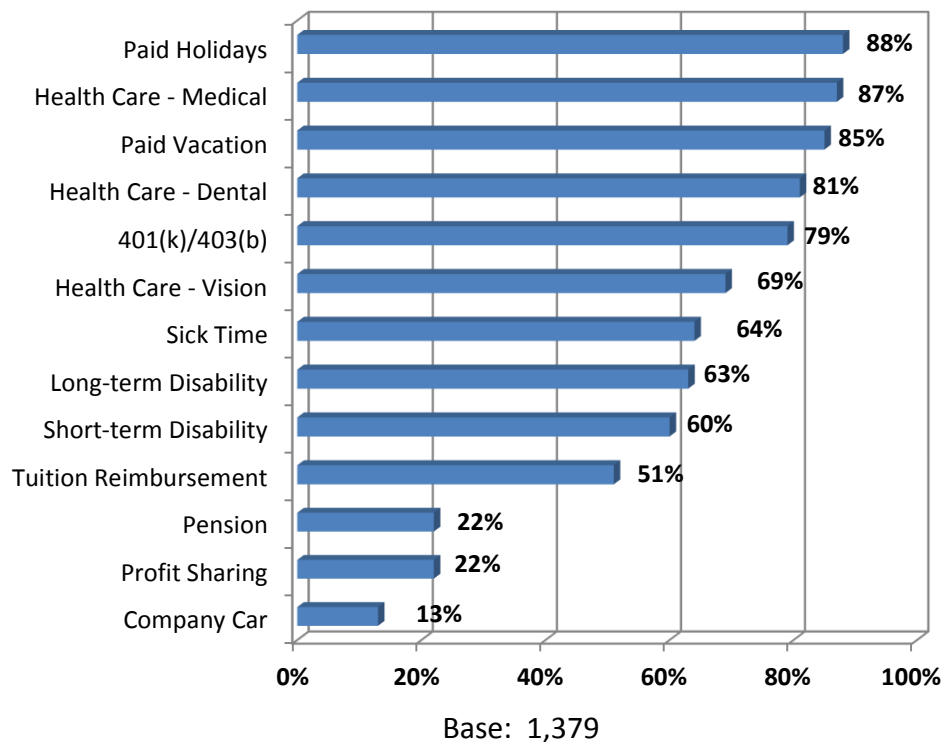
Company Benefits

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

79% have a 401(k)/403(b) plan available to them, while 22% enjoy a pension.

Of the 13 benefits listed on the questionnaire, the average respondent receives 7.9 of them, similar to figures from last year's report.

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 2013

In order to accurately measure industry compensation trends, respondents working in foreign countries were reported separately and not included in the trend results below as changes in currency conversions (e.g. Canadian Dollars, British Pounds, etc) could not be taken into account.

Overall, 73% of all respondents saw an increase in earnings during 2013, which is similar to the portion in 2012. The average self-reported change in compensation among all respondents (including those with no change or a decrease) equals 3.69%. However, when compared to last year's results, average total compensation was flat.

The average domestic respondent reported earnings of \$109,509. When one includes respondents outside the U.S., the average drops to \$104,817. In last year's study, the average domestic respondent reported \$110,213 in earnings. Differences are due to the types of respondent we saw this year as compared to last year's study (i.e. industry, location, job function, etc.). The table below compares results for domestic respondents from 2009-2013.

72% of all respondents received a bonus as part of their compensation in 2013, which is down slightly from last year. The average bonus comprised 10.18% of total compensation in 2013, similar to the years prior to 2012.

Compensation Changes	Trends (Domestics Only)				
	2009	2010	2011	2012	2013
Increase	43%	62%	64%	74%	73%
No Change	38%	28%	28%	13%	10%
Decrease	19%	10%	8%	13%	17%
Avg. Change in Compensation	0.68%	2.80%	1.05%	3.49%	3.69%
Bonuses:					
Perct Receiving a Bonus:	54%	62%	61%	73%	72%
Average Bonus (among those receiving one):	10.30%	10.60%	10.49%	6.45%	10.18%
Percent Earning:					
Under \$50,000	10%	8%	6%	5%	4%
\$50,000 - \$69,999	19%	16%	15%	16%	15%
\$70,000 - \$99,999	30%	31%	31%	29%	30%
\$100,000 - \$149,999	27%	29%	33%	32%	33%
\$150,000 - \$199,999	10%	11%	10%	13%	12%
\$200,000 or more	4%	5%	5%	5%	6%
Average Total Compensation:	\$101,470	\$104,847	\$107,439	\$110,213	\$109,509
Base:	2,324	1,761	1,304	1,372	1,179

SECTION IV: BENEFIT & COMPENSATION INFORMATION

Compensation By Age

Respondents' total compensation varies widely by age, ranging from an average of just over \$55,000 among those under 25 to almost \$120,000 among those in their peak earning years (55-64).

Younger respondents saw the biggest boost in compensation in 2013, while those 65 and older were more likely to receive a cut in pay, as evidenced by the drop in average earnings.

Compensation Changes in 2013	All Respondents	Respondents by Age					
		18-24	25-34	35-44	45-54	55-64	65+
Increase	70%	77%	79%	78%	67%	63%	43%
No Change	10%	0%	4%	6%	13%	14%	30%
Decrease	20%	23%	17%	16%	21%	23%	28%
Avg. Change in Compensation	3.51%	6.51%	6.10%	4.19%	2.55%	2.12%	-1.18%
Bonuses:							
Percnt Receiving a Bonus:	72%	59%	66%	77%	75%	73%	51%
Average Bonus (among those receiving one):	10.14%	5.38%	7.09%	10.61%	11.11%	11.29%	10.19%
Percent Earning:							
Under \$50,000	8%	26%	12%	10%	4%	6%	8%
\$50,000 - \$69,999	16%	59%	32%	10%	11%	10%	15%
\$70,000 - \$99,999	29%	15%	41%	31%	28%	21%	19%
\$100,000 - \$149,999	31%	0%	14%	34%	34%	40%	38%
\$150,000 - \$199,999	11%	0%	1%	10%	14%	16%	13%
\$200,000 or more	5%	0%	0%	5%	8%	7%	8%
Average Total Compensation:	\$104,817	\$55,296	\$74,975	\$104,392	\$117,639	\$119,702	\$112,500
Base:	1,375	27	284	302	395	315	48

SECTION IV: BENEFIT & COMPENSATION INFORMATION

Compensation By Experience

Like age, experience is also a strong determinant in salary.

Compensation Changes in 2013	All Respondents	Respondents by Experience					
		1-2 Yrs Exp	3-5 Yrs Exp	6-10 Yrs Exp	11-15 Yrs Exp	16-20 Yrs Exp	20 Yrs + Exp
Increase	70%	68%	77%	77%	71%	70%	66%
No Change	10%	7%	3%	6%	8%	10%	15%
Decrease	20%	26%	20%	17%	21%	20%	19%
Avg. Change in Compensation	3.51%	4.61%	5.41%	4.59%	4.18%	2.57%	2.48%
Bonuses:							
Percnt Receiving a Bonus:	72%	53%	75%	67%	79%	76%	73%
Average Bonus (among those receiving one):	10.14%	6.26%	6.74%	9.55%	9.50%	10.14%	12.09%
Percent Earning:							
Under \$50,000	8%	26%	17%	6%	8%	6%	4%
\$50,000 - \$69,999	16%	42%	35%	16%	15%	13%	7%
\$70,000 - \$99,999	29%	24%	36%	45%	30%	32%	20%
\$100,000 - \$149,999	31%	8%	9%	25%	35%	35%	41%
\$150,000 - \$199,999	11%	1%	2%	4%	9%	9%	19%
\$200,000 or more	5%	0%	1%	3%	2%	5%	10%
Average Total Compensation:	\$104,817	\$62,914	\$71,208	\$92,545	\$99,444	\$106,567	\$128,156
Base:	1,375	93	149	233	161	194	529

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 3 years older), they typically earn almost 20% more in total annual compensation.

Compensation Changes in 2013	All Respondents	By Gender	
		Males	Females
Increase	70%	71%	70%
No Change	10%	10%	10%
Decrease	20%	19%	20%
Avg. Change in Compensation	3.51%	3.68%	3.08%
Bonuses:			
Percnt Receiving a Bonus:	72%	73%	68%
Average Bonus (among those receiving one):	10.14%	10.62%	8.47%
Percent Earning:			
Under \$50,000	8%	7%	10%
\$50,000 - \$69,999	16%	14%	23%
\$70,000 - \$99,999	29%	28%	34%
\$100,000 - \$149,999	31%	33%	24%
\$150,000 - \$199,999	11%	12%	6%
\$200,000 or more	5%	6%	3%
Average Total Compensation:	\$104,817	\$109,134	\$91,065
Base:	1,375	1,050	307

SECTION IV: BENEFIT & COMPENSATION INFORMATION

Compensation By Education

Compensation also increases with level of education. Those with a Bachelor's degree earned an average of 25% more than respondents with a high school diploma.

Compensation Changes in 2013	All Respondents	Respondents by Education					
		High School	Some Undergrad	Under Grad Degree	Some Grad Studies	Graduate Degree	Post-Grad Or PhD
Increase	70%	72%	62%	76%	67%	67%	68%
No Change	10%	5%	14%	9%	13%	11%	4%
Decrease	20%	23%	24%	16%	20%	22%	28%
Avg. Change in Compensation	3.51%	2.45%	2.40%	4.10%	2.84%	3.27%	3.59%
Bonuses:							
Percnt Receiving a Bonus:	72%	61%	54%	72%	76%	76%	68%
Average Bonus (among those receiving one):	10.14%	7.22%	10.56%	9.40%	10.63%	11.00%	11.13%
Percent Earning:							
Under \$50,000	8%	8%	12%	6%	5%	12%	6%
\$50,000 - \$69,999	16%	30%	27%	18%	16%	9%	14%
\$70,000 - \$99,999	29%	43%	24%	34%	20%	27%	16%
\$100,000 - \$149,999	31%	15%	27%	30%	36%	31%	39%
\$150,000 - \$199,999	11%	5%	6%	9%	18%	13%	8%
\$200,000 or more	5%	0%	4%	3%	5%	8%	16%
Average Total Compensation:	\$104,817	\$80,525	\$91,694	\$100,645	\$116,572	\$110,636	\$122,949
Base:	1,375	40	108	611	146	415	49

SECTION IV: BENEFIT & COMPENSATION INFORMATION

Compensation by Job Function

Respondents working in Corporate Management earned the most in 2013, followed by Marketing/Sales and R&D personnel.

Compensation Changes in 2013	Respondents by Job Function								
	Consultants	Corp. Mgmt.	Engineering	Mktg. / Sales	Production	Purchasing	R & D	Struct. Design	Supply Chain
Increase	51%	64%	80%	60%	66%	75%	83%	69%	79%
No Change	25%	9%	7%	16%	7%	4%	6%	8%	13%
Decrease	24%	27%	13%	23%	27%	21%	11%	24%	9%
Avg. Change in Compensation	2.48%	4.48%	3.84%	3.19%	3.19%	1.17%	3.85%	4.66%	3.48%
Bonuses:									
Percnt Receiving a Bonus:	45%	86%	74%	63%	77%	79%	84%	58%	80%
Average Bonus (among those receiving one):	10.08%	14.18%	8.61%	11.40%	9.90%	12.22%	9.80%	6.76%	12.82%
Percent Earning:									
Under \$50,000	17%	6%	5%	7%	20%	10%	3%	19%	10%
\$50,000 - \$69,999	16%	5%	16%	14%	20%	14%	13%	34%	14%
\$70,000 - \$99,999	28%	11%	38%	24%	27%	31%	29%	30%	24%
\$100,000 - \$149,999	17%	34%	33%	34%	22%	34%	40%	15%	35%
\$150,000 - \$199,999	16%	24%	6%	14%	11%	7%	11%	2%	8%
\$200,000 or more	7%	20%	2%	6%	0%	3%	5%	0%	8%
Average Total Compensation:	\$103,819	\$145,416	\$98,116	\$111,952	\$86,544	\$98,759	\$111,087	\$70,726	\$107,786
Base:	58	137	387	231	45	29	206	53	49

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 2013.

Compensation Changes in 2013	Respondents by Supervisory Level				
	Company Officer	Vice President	Div/Dept. Mgr.	Supervisor	Staff Member
Increase	32%	67%	72%	73%	73%
No Change	21%	14%	8%	11%	9%
Decrease	47%	19%	19%	17%	18%
Avg. Change in Compensation	1.16%	4.26%	4.44%	2.64%	3.33%
Bonuses:					
Percent Receiving a Bonus:	49%	76%	81%	74%	67%
Average Bonus (among those receiving one):	13.43%	13.43%	12.55%	9.85%	7.89%
Percent Earning:					
Under \$50,000	16%	11%	7%	10%	7%
\$50,000 - \$69,999	11%	12%	11%	14%	20%
\$70,000 - \$99,999	11%	11%	23%	27%	38%
\$100,000 - \$149,999	27%	26%	34%	39%	28%
\$150,000 - \$199,999	24%	22%	16%	9%	6%
\$200,000 or more	11%	19%	10%	1%	1%
Average Total Compensation:	\$125,175	\$133,634	\$120,099	\$99,430	\$92,109
Base:	63	101	365	172	665

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 2013	Respondents by Company Size (employees)								
	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	28%	54%	61%	61%	79%	79%	78%	81%	79%
No Change	32%	13%	12%	11%	6%	7%	6%	7%	12%
Decrease	40%	33%	27%	28%	15%	14%	16%	12%	10%
Avg. Change in Compensation	-0.49%	2.71%	2.80%	3.15%	4.67%	3.85%	4.51%	3.93%	3.76%
Bonuses:									
Percnt Receiving a Bonus:	39%	66%	54%	65%	80%	81%	73%	77%	78%
Average Bonus (among those receiving one):	8.37%	8.10%	11.06%	9.34%	10.30%	9.98%	9.15%	11.78%	10.99%
Percent Earning:									
Under \$50,000	23%	16%	10%	11%	11%	7%	3%	0%	3%
\$50,000 - \$69,999	15%	28%	24%	18%	13%	13%	17%	12%	11%
\$70,000 - \$99,999	16%	23%	30%	33%	26%	30%	31%	31%	30%
\$100,000 - \$149,999	25%	20%	19%	25%	37%	33%	34%	36%	40%
\$150,000 - \$199,999	20%	6%	8%	9%	10%	12%	11%	15%	8%
\$200,000 or more	2%	7%	10%	4%	4%	5%	4%	6%	8%
Average Total Compensation:	\$100,795	\$91,244	\$101,411	\$96,070	\$103,232	\$107,823	\$106,758	\$115,536	\$114,679
Base:	61	86	84	287	123	226	120	209	168

SECTION IV: BENEFIT & COMPENSATION INFORMATION

Compensation By Organization Type

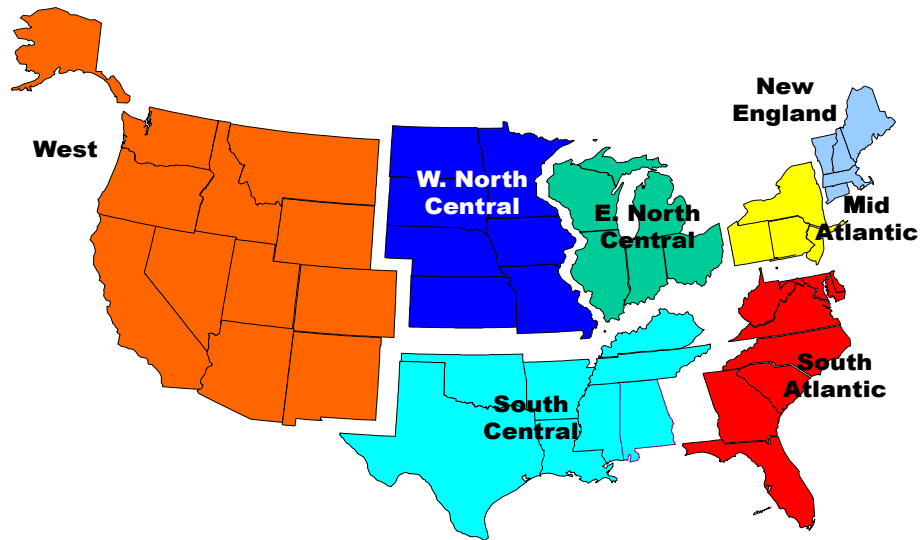
Respondents working in supplier organizations tended to earn more in 2013. However, the compensation gap between end user and supplier organizations has narrowed considerably in the past few years. Respondents working in End User firms were more likely to see an increase in compensation.

Compensation Changes in 2013	Organization Type		
	End User	Supplier	Both/Other
Increase	80%	60%	63%
No Change	7%	12%	13%
Decrease	12%	28%	24%
Avg. Change in Compensation	4.04%	2.94%	3.27%
Bonuses:			
Percnt Receiving a Bonus:	78%	67%	66%
Average Bonus (among those receiving one):	10.22%	10.79%	8.66%
Percent Earning:			
Under \$50,000	6%	8%	13%
\$50,000 - \$69,999	13%	16%	23%
\$70,000 - \$99,999	31%	25%	32%
\$100,000 - \$149,999	36%	29%	20%
\$150,000 - \$199,999	9%	13%	10%
\$200,000 or more	5%	9%	2%
Average Total Compensation:	\$106,269	\$110,894	\$90,602
Base:	658	443	256

SECTION IV: BENEFIT & COMPENSATION INFORMATION

Compensation by Geography

The table below summarizes all respondent by their location.



Compensation Changes in 2013	Geographic Location							
	North-east	Mid Atlantic	South Atlantic	East North Central	West North Central	South Central	West	All Domestic
Increase	76%	76%	73%	73%	79%	69%	69%	73%
No Change	8%	9%	14%	9%	7%	14%	9%	10%
Decrease	17%	15%	13%	18%	14%	17%	22%	17%
Avg. Change in Compensation	4.29%	3.76%	4.42%	3.57%	3.96%	2.29%	3.34%	3.69%
Bonuses:								
Percnt Receiving a Bonus:	66%	75%	68%	71%	70%	69%	79%	72%
Average Bonus (among those receiving one):	10.27%	10.59%	10.72%	9.57%	9.62%	10.36%	10.76%	10.18%
Percent Earning:								
Under \$50,000	3%	3%	3%	6%	4%	2%	2%	4%
\$50,000 - \$69,999	12%	7%	17%	20%	19%	15%	10%	15%
\$70,000 - \$99,999	36%	26%	31%	27%	38%	32%	33%	30%
\$100,000 - \$149,999	31%	42%	30%	31%	28%	35%	32%	33%
\$150,000 - \$199,999	10%	15%	15%	10%	7%	6%	15%	12%
\$200,000 or more	7%	7%	4%	5%	4%	9%	8%	6%
Average Total Compensation:	\$112,493	\$120,693	\$109,662	\$102,614	\$99,801	\$111,218	\$117,918	\$109,509
Base:	67	189	179	373	128	85	158	1,179

SECTION IV: BENEFIT & COMPENSATION INFORMATION

Packaging Certification

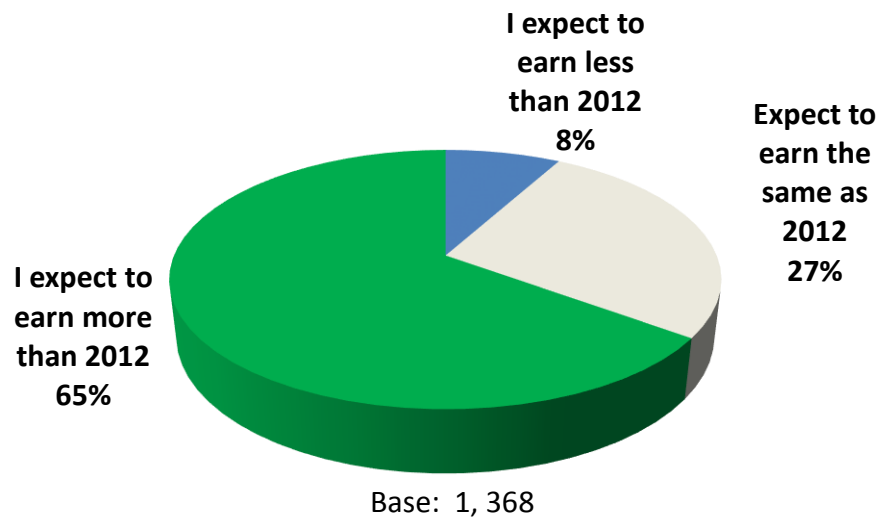
Engineers and R&D scientists who are Certified Packaging Professionals earned an average of 2% more than those who are not certified.

Compensation Changes in 2013	Engineering/R&D Only	
	Certified Pkg Prof.	No Certification
Increase	83%	80%
No Change	8%	7%
Decrease	9%	13%
Avg. Change in Compensation	4.29%	3.68%
Bonuses:		
Percent Receiving a Bonus:	82%	76%
Average Bonus (among those receiving one):	8.90%	9.17%
Percent Earning:		
Under \$50,000	2%	5%
\$50,000 - \$69,999	12%	15%
\$70,000 - \$99,999	37%	34%
\$100,000 - \$149,999	40%	34%
\$150,000 - \$199,999	7%	9%
\$200,000 or more	3%	3%
Average Total Compensation:	\$104,493	\$102,170
Base:	153	435

SECTION IV: BENEFIT & COMPENSATION INFORMATION

Earnings Expectations for 2014

65 of all respondents expect to earn more in 2014 than they did last year – up from 60% last year and 59% in the 2012 study. Expectations correlate to age.



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 \$104,817.

SUPERVISORY LEVEL		EDUCATION	
Company Officer	1.19	High School	0.77
Vice President	1.27	Some Undergraduate	0.87
Div/Dept. Mgr.	1.15	Undergraduate Degree	0.96
Supervisor	0.95	Some Graduate Studies	1.11
Staff Member	0.88	Graduate Degree	1.06
		Post Grad Studies or PhD	1.17
JOB FUNCTION		GEOGRAPHIC REGION	
Consultant	0.99	Northeast	1.07
Corp. Mgmt.	1.39	Mid Atlantic	1.15
Engineering	0.94	South Atlantic	1.05
Mktg/Sales	1.07	East North Central	0.98
Production	0.83	West North Central	0.95
Purchasing	0.94	South Central	1.06
R & D	1.06	West	1.12
Structural Design	0.67	Foreign	0.73
Supply Chain	1.03		
EXPERIENCE		COMPANY TYPE	
1-2 Yrs. Experience	0.60	End User	1.01
3-5 Yrs.	0.68	Supplier	1.06
6-10 Yrs.	0.88	Both/ Other	0.86
11-15 Yrs.	0.95		
15-20 Yrs.	1.02		
Over 20 Yrs.	1.22		

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 end user would be expected to earn:

$$\begin{aligned}
 & \$104,817 \times .95 \times 1.06 \times .95 \times 1.06 \times 1.12 \times 1.01 \\
 & = \$118,716
 \end{aligned}$$

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.