

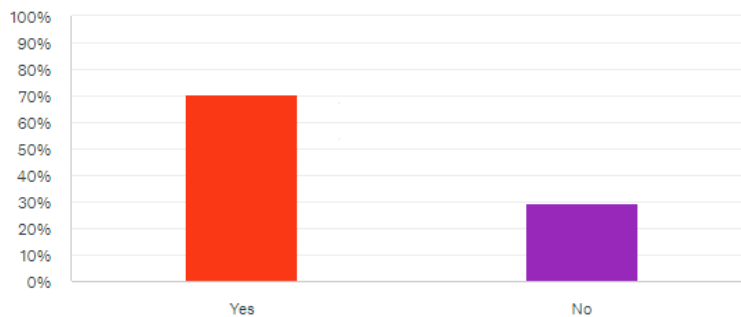


Bonus Structure

August 21st, 2023

Total Participants: 123 participants in Missouri, Illinois, Indiana and Florida Areas

1. Does your company have a bonus program?



Answer Choices	Responses	
Yes	70.49%	86
No	29.51%	36
	Answered	122
	Skipped	1

2. If so, what levels of employees are included in your company's bonus program?

- All employees (44 responses)
- All - two different programs, though.
- All are enrolled after 1 year of service.
- All Employees are eligible after one year of service
- All exempt employees
- All full time employees

- All full-time employees with at least six months of service.
- All Full-Time Regular
- All full-time, hourly and salaried
- All levels are eligible. More structured for senior leadership.
- All levels but not all departments
- All management
- All Salaried Employees
- All, depending upon the bonus plan.
- Both exempt and non-exempt employees.
- Director and above
- directors and above
- Directors and specified managers
- Employees may be eligible for bonuses that are based on discretionary factors. This means that the bonuses are not guaranteed and are awarded at the discretion of the executive team.
- Executive Team Revenue generating departments.
- Supervisors
- exempt level employees
- Field, Field Manager, Manager, Director, Executive
- Full time and part time (those who work 20+ hours per week) employees who work 12 months
- Full time employees
- Hourly
- Leadership group and plant managers
- Management
- Management
- Management and above
- Management level and above. We also provide Christmas bonuses to all employees, but that's not really a bonus program.
- Manager and above
- managers, employees in positions where "quotas" are required.
- Only store managers
- Operations and Sales Staff
- Project Managers, Account Managers, Account Exec, Sales Managers
- salaried employees
- Sales
- Sales & Mgmt,
- Select exempt employees have incentive programs on an annual basis. Other exempt have KPI based programs, as do non-exempt.
- Specified program for sales employees. Discretionary bonus for all other employees.

- Staff and Management Team (includes Leads, Supervisors, Managers, Directors, Senior Leaders).
- Upper management for performance bonuses. All hourly employee for process/safety improvements.
- Varies
- We do not have a bonus program
- We do offer bonuses but they are recommended by the director and approved by the Board.
- We have bonus programs for each level of employee.
- we have multiple bonus programs. One is for all employees, and then others are for specific positions.

3. What are the bonus targets for the following levels?

EVP/SVP:

- | | |
|---|---|
| <ul style="list-style-type: none"> • 20% • 15-40% • 30% • 25% • 12% • 20-30% • 25% of annual base • 100% • Based on grade levels • Varies • profit related bonus and depends on company performance • over \$1 mil in profit • Annual based on Strategic goals • 40 - 44% • 25% • unknown- it is owners discretion • 25% | <ul style="list-style-type: none"> • % of company profits • 30 • 20% - 25% annual salary • Financial Goals • 30% • 50 • Percent of revenue • 8% • Same • 45% of Salary • based on KPI • 40% of salary • 33% of annual salary • 10% • Up to 20% of annual salary based on performance. • confidential • Revenue |
|---|---|

VP:

- | | |
|---|---|
| <ul style="list-style-type: none"> • 20% • 4-10% • 25% • 20% • 12% | <ul style="list-style-type: none"> • 20-30% • 25% of annual base • \$1,500 - \$20,000 • 100% • Based on grade levels |
|---|---|

- Varies
- profit related bonus and depends on company performance
- over \$1 mil in profit
- 30%
- Unknown- it is owners discretion
- 25%
- % of company profits
- 20
- 15% annual salary
- Financial Goals
- 25%
- Up to 16% of base
- 40

- Depends on VP: Percent of revenue or a flat amount
- varies based on performance
- 3%
- Same
- Based on KPI
- 30% of salary
- 8% of annual salary
- Based on Company and Personal Objectives
- 10%
- Up to 20% of annual salary based on performance.
- confidential
- Revenue

Director/SR Manager:

- 15%
- 20%
- No target, Recognition Spot Bonus Only
- 15%
- 5%
- 10%
- 20-30%
- 25% of annual base
- Company profitability
- 3%
- 30%
- Financial, customer service, workflow process, personal
- Based on grade levels
- Varies
- profit related bonus and depends on company performance
- over \$1 mil in profit
- After hours working front line
- 10% - 16%
- 10-15%
- unknown- it is owners discretion
- 10%

- 10-15%
- 10-14%
- % of company profits
- 15
- 10% annual salary
- Financial Goals
- 20%
- Up to 10% of qualified ERISA earnings
- 10% project completion based
- 20
- Percent of revenue
- varies based on performance
- 1%
- Same
- 30% of Salary
- 10-15% of Base Salary
- 18% of salary
- 6% of annual salary
- Based on Company and Personal Objectives
- 10%
- Up to 20% of annual salary based on performance.

- confidential

- Performance

Manager:

- departmental profits, company profits
- 5%
- 4%
- 12%
- No target, Recognition Spot Bonus Only
- 10%
- 3%
- 6%
- 25% of annual base
- Revenue growth over previous year and expense control
- 20%
- Financial, customer service, workflow process, personal
- Based on grade levels
- 5-20% of based salary
- Varies
- over \$1 mil in profit
- based on admissions
- 10%
- 10%
- unknown- it is owners discretion

- 10-14%
- % of company profits
- 10
- 5% annual salary
- Financial Goals
- 10%
- Up to 6% of qualified ERISA earnings
- 10% project completion based
- 15
- varies based on performance
- 1%
- Same
- 20% of Salary
- 10-15% of base salary
- 10% of salary
- 15% of annual salary
- Based on Company and Personal Objectives
- 10%
- Up to 20% of annual salary based on performance.
- confidential
- Performance

4. What are the maximums for the following levels?

EVP/SVP:

- 60%
- 40%
- 30%
- based on budget pool
- 0
- 12%
- 150% of bonus target
- Kickers for exceeding goals - no explicit maximum

- 24%
- No max
- 5000
- not sure
- Varies
- 200% of target
- 20%
- over \$5 mil in profit
- 10% of annual salary

- unknown- it is owners discretion
- 30%
- 30% annual salary
- 30
- 30%
- none
- Up to 200% of base in STI plan

- \$8100/mnth
- 100
- Varies
- No maximum
- 10%
- confidential

VP:

- 60%
- 15%
- 25%
- based on budget pool
- 0
- 12%
- 150% of bonus target
- Kickers for exceeding goals - no explicit maximum
- \$25,000
- No max
- 5000
- not sure
- Varies
- 200% of target
- 20%
- over \$5 mil in profit

- unknown- it is owners discretion
- 30%
- 25% annual salary
- 20
- 30%
- none for percent eligible
- Up to 20% of qualified ERISA earnings
- \$8100/mnth
- 80
- 3%
- Varies
- No maximum
- 20%
- 10%
- confidential

Director/SR Manager:

- 45%
- 20%
- 2,000
- based on budget pool
- 5%
- 10%
- 150% of bonus target
- Kickers for exceeding goals - no explicit maximum
- 22%
- No maximums
- 3%
- No max
- 3000

- 4 months salary equivalent
- not sure
- Varies
- 4 - 5% added to target (max bonus 14-20%)
- 20%
- over \$5 mil in profit
- Hourly rate when working frontline
- unknown- it is owners discretion
- 0
- 14%
- 17.5%
- 10% annual salary
- 15

- 30%
- none
- Up to 14% of qualified ERISA earnings
- 10% project completion based
- None
- 40

- 1%
- Varies
- No maximum
- 20%
- 10%
- confidential

Manager:

- none
- 15%
- 10%
- 12%
- 2,000
- based on budget pool
- 3%
- 6%
- Kickers for exceeding goals - no explicit maximum
- 12% of base salary
- 22%
- No max
- 2000
- 3 months salary equivalent.
- not sure
- 5-20% of based salary
- Varies
- 10%, same as target (no additional increase)
- 0

- over \$5 mil in profit
- None
- unknown- it is owners discretion
- 0
- 14%
- 15%
- 5% annual salary
- 10
- 20%
- Up to 9% of qualified ERISA earnings
- 10% project completion based
- None
- 30
- 1%
- Varies
- No maximum
- 20%
- 10%
- confidential

5. Please describe your company's bonus program in detail.

- 10% of pretax profits (before gain sharing bonus, and before company contributions to the retirement plans) will be paid out as a bonus. Each employee receives the same percentage of his or her pay for the bonus, as determined by the employees' share divided by the participating payroll. The bonus is paid out each month that we make profit, and is paid as a percentage based on time worked. The bonus percentage will be computed on gross eligible wages (straight time, overtime, and shift differential) for that pay period.
- 10% of salary eligible - four buckets: project completion, display of core values, KPI completion, EBITDA

- A combination of company performance and incentive goal performance. Each level has a different split.
- Annual incentive program in which payout is calculated based on job level and a combination of individual, team, and organizational metrics.
- Based on Financial Goals. All employees are included - various levels of payout.
- Based on overall organization performance and employee level
- based on previous year's profit, years with the company, performance
- Bonus is based on individual KPI's
- Bonus targets set by individual but actual paid out amounts based on profitability.
- confidential but based on company performance and specific metrics
- Cost Center Managers - \$1,500; Profit Center Managers - results driven and can be as much as \$25,000
- Discretionary based on company performance. Flat \$ amounts for Hourly/Salary positions per Tiers of critical importance to the organization. There is an annual proration of the current year and a calculation based on #years of service capping at 5 years of service with highest bonus amount eligible per position.
- Discretionary. Depending on company profit and roles, employees may be eligible for 5-20% of their base salary.
- DRAFT –
 - BONUS TARGET: The Bonus Target is the percentage of base earnings that an eligible employee could earn under the Annual Performance Bonus. The Bonus Target percentage will vary and depends on the eligible employee's position in the organization. Bonus Target percentages are established by the Executive Leadership Team using a combination of criteria which includes internal and external market data.
 - ELIGIBILITY: Eligible employees are defined as:
 - Full-time exempt (salary employees)
 - Actively employed on the date of bonus payment
 - Not temporary, seasonal or contract employees
 - Receives at least an overall "1.5 Star rating" for all of the Plan Elements
 - Not the subject of any performance-related problem or other disciplinary action
 - PLAN ELEMENTS AND ASSESSMENT: Leadership determines and provides appropriate, aggressive but achievable performance measures based on the Three Plan Elements as follows:
 - Company Performance Factor: Focus on business plan and driving margin improvement to meet the targeted Net Return to Member Growers.
 - Individual Performance Factor: Deliver high quality results to meet Key Performance Metrics.

- Core Competencies Factor: Professional and Personal growth unlocks potential and elevates performance by increasing confidence in ourselves and each other – model and inspire others to live out our Vision.
 - Grading Scale from Board Deck
 - 90% = 100%
 - 89%-85% = 90%
 - 84%-80% = 75%
 - <79% = 0
 - BONUS PAYOUT DETAILS:
 - The Executive Leadership Team has the discretion to determine bonus payout based on employees exceeding, meeting or not meeting the defined plan elements.
 - Each eligible employee's bonus payout will be based on their individual regular base earnings from Oct 1st through September 30th each year. Bonus compensation earned for the measured fiscal year will be paid no later than December 31st following the measured fiscal year. Amounts earned will be paid separately from regular paychecks as a direct deposit.
 - The Annual Performance Bonus is provided at the sole discretion of the Company and is subject to modification, including termination, by the Company at any time and without notice. There are no guarantees to the amount of bonus you will receive or that there will be a bonus. The Executive Leadership Team must approve any modification to the Plan.
 - Employees must be employed by SCGC on the date of bonus payment.
- Employees receive bonus on how the company does internationally and not just on US business. A director could receive 100% of their target of 18% of their salary; they could receive 200%; or they could receive 50% - it's all based on financial projections and outcomes.
- End of year bonus.
- Full-time employees who have been here at least six months and are not on probation receive a 1% end-of-year bonus; Administrators receive a 3% bonus.
- Hourly employees get up to a 7% bonus on the previous years gross salary. Salaried employees get 15% on the previous years gross salary. Management gets a span of monthly salaries from 1-4 depending on overall goals.
- Incentive program based on a mix of company performance and individual performance. In most cases it's a 50/50 blend. Employees with strong evaluations receive multipliers over 1x for incentive payments.

- It is based on individual performance, business performance and team performance. It is done every year on a fiscal year after review of the previous year performance.
- It's based on meeting revenue and external product quality targets. Then the bonus range is dependent on On-Time Delivery and EBITA.
- Managers have a discretionary avenue to recognize and reward staff for one-time exceptional contributions, therefore, cash spot bonuses, done on the person's paycheck/pay deposit or in the form of a gift card, may be rewarded on a case-by-case basis within the following guidelines and procedures:
 - Contributions are completely unrelated to or far above and beyond the normal expectations and requirements for their position towards the departmental, team, or organizational goals.
 - Recognizable contributions may include providing long-term cost savings or outstanding service, playing a key role in launching a strategic initiative, assisting with special programs or projects, helping an area that is temporarily understaffed, making significant contributions to a software launch, making substantial recommendations that improve the quality of work or a product or service that Wycliffe provides, etc. depending on the person's normal job goals and expectations.
 - Spot bonuses should reward past contributions to already completed projects and/or tasks.
 - Managers should use the spot bonus system fairly within their own departments and are limited to two times per staff person per year.
- No specific guidelines, Sr management determines
- Our company provides a bonus based upon EBITDA goals. If all goals are met, then employees are issued a bonus percentage based upon their base salary in combination with their length of service for that current year. Frontline employees receive 10%, next grade level 12.5%, next grade level 15% and so on through our corporate structure. Employees who worked June through December (half the year) would only receive a maximum of 50% of their total bonus.
- Our Manager Incentive Program ranges from 5%-20% entry target dependent upon position. We also have multipliers of 2x and 3x if we exceed performance goals. Employees under the management level have a 1% entry target bonus potential with 2x and 3x opportunities as well ranging up to 3%
- Our program is not really structured. More of a spot bonus program and amounts are determined based on performance and amount of bonus pool allowed for the fiscal year.
- percent of revenue by division/location
- Percentages calculated at the end of the year based on company and individual performance.

- Production/Maintenance employees have a bonus plan based on key objectives and is paid out quarterly. All others are paid out annually.
- profit over \$1 mil - 5% of prior years gross wages; \$1.5 mil - \$ 2 mil - 7.5%; \$2 mil - \$2.5 mil - 10% ;\$2.5 mil - \$3 mil - 11%; increase 1% every \$500,000 ; max 16% at \$5mil in profit; All current employees eligible
- profit related bonus and depends on company performance the past year
- quarterly for sales incentive, based on commission; annually for all others, never guaranteed, based on revenue and how the person was involved in such revenue. Not all employees receive a bonus. A separate Profit Sharing linked to our 401k is considered a bonus for all employees.
- Salaried employees bonuses are tied to performance goals at their evaluation. Hourly employees bonuses are paid quarterly based on a formula including sales/profits/productivity, safety, longevity - they are not individual goals.
- Solely based on Company performance combination of cash and stock
- Store managers must achieve both sales and expense goals to qualify; expenses less than 3% over budget and sales growth (5-10% for 5% bonus), (10-15% for 7% bonus), 15-20% for 9% bonus) and (more than 20% for 12% bonus)
- The company gives all employees a % of company profits back to the employees quarterly.
- The company set's targets for management and financials. If targets are met then percentages are established of how much bonus one receives.
- The executive is based on a weighted point system regarding Strategic goals. Admission is based on placement after 90 days from placement.
- There are different plans for each level of employee. There is also a profit sharing for all employees who do not have an individual one.
- There is nothing in writing at this time. It is strictly an owners discretion situation.
- This bonus is based on meeting operating margins and inventory turns. Each period the goals are provided.
- Variable payout based on overall company profitability above a certain level.
- Varies
- Revenue targets.
- VP - percentage of gross margin; All others: Based on performance levels on 5 categories. Minimum performance is established with a sliding scale.
- We are a government agency and as such, we are forbidden to give bonuses in all situations
- We are a governmental entity and do not have a bonus program.

Let us know the HR questions you would like surveyed by emailing your question to solutions.team@aaimea.org. It is a great way to benchmark your company with other area companies!