Name:
Company:
Address:
City, State, Zip: $\qquad$
Phone: $\qquad$ Fax: $\qquad$ Email: $\qquad$

## Section 1 - General Information

Please provide total company data for each of the following as of 12/31/2013:
1.1 Number of stores
1.2 Annual company retail sales $\overline{\$}$
1.3 Do you have union employees? $\square$ Yes $\square$ No

If yes, is more than $50 \%$ of your work force unionized? $\square$ Yes $\square$ No
1.4 How many hours must an employee work to be considered full-time? $\qquad$

## Section 2 - Benefits

2.01 If company management health benefits are offered, please indicate the type of plan(s) available for each employee category (select all that apply).

|  | Health <br> organization <br> (PPO) | maintenance <br> organization <br> (HMO) | Point of <br> service <br> (POS) | Self <br> Insured | No <br> Health <br> Plan | High <br> Deductible <br> Plan | Dental |
| :--- | :---: | :---: | :---: | :---: | :---: | :---: | :---: |

2.02 Please indicate the cost sharing arrangement for health plan participants.
$\square$ Employee paid
$\square$ Shared
$\square$ Employer paid
$\square$ Do not have a plan
2.03 Annual Premium

|  | Employer Amount | Employee Amount |
| :--- | :--- | :--- |
| Single | $\$$ | $\$$ |
| Employee/Spouse | $\$$ | $\$$ |
| Family | $\$$ | $\$$ |

2.04 Please indicate the minimum amount of service required to be eligible for health plan participation.
$\square$ Immediately eligible
$\square 6$ months

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2.05 Does your company's healthcare plan cover an employee's spouse who is eligible for his or her own employee-sponsored health coverage?YesNo

If yes, do you apply a surcharge? $\qquad$
Yes \$
$\square$ No

Please indicate which additional benefits are offered at the executive level (Select all that apply)

| $\square$ Group life insurance |
| :--- |
| $\square$ Prescription drugs |
| $\square$ |

 Sick leave/salary continuation plan Long term disability plan Other: $\qquad$
 Short term disability plan Flexible spending account

If a retirement plan is offered please indicate the type of plan(s) available (Select all that apply)

|  | Defined benefit plan | Profit sharing plan |
| :---: | :---: | :---: |
| ership (ESOP) | Qualified employee stock purchase | Pension plan |
| 401(k) salary reduction - w/o match | 401(k) salary reduction w/ company m | match |
| No retirement plan offered | Other: |  |

Does your company offer:
HSA (100\% employer funded) $\square$ HSA (100\% employee funded) $\square$ HSA (employer \& employee funded) HRA (100\% employer funded) $\square$ HRA (100\% employee funded) $\square$ HRA (employer \& employee funded) Other:

Please indicate the retirement plan cost sharing arrangement
$\square$ Employee contribution only
$\square$ Employer contribution only
$\square$ Employee and employer contribution plan
Does your company offer a wellness program?
$\square$ Yes
$\square$ No
If yes, do you offer:
$\square$ Discounted gym membership
$\square$ Company events (e.g., fun run)
$\square$ Smoking cessation
$\square$ Stress management
$\square$ Healthy eating incentives
$\square$ Health fair
$\square$ Other: $\qquad$
Does your company apply a tobacco user surcharge for healthcare plan participants?
$\square$ Yes \$ $\qquad$
Does your company provide for an employee discount?
$\square$ Yes \$ $\qquad$ $\square$ No

Please indicate the annual amounts of time off given to your full and part-time employees, if any

|  | PTO | Vacation | Sick | Personal |
| :--- | :--- | :--- | :--- | :--- |
| Full-time |  |  |  |  |
| Part-time |  |  |  |  |

If time off is determined conditionally, please explain:

## Section 3 - Base Pay Increase Budgets

3.1 "Performance-based" increases are those awarded to employees based on individual merit. "Across-theboard" increases refer to salary adjustments awarded identically to all employees (i.e., general increases or cost-of-living adjustments).

In the tables below, provide the average actual 2013 and average estimated 2014 increases for exempt employees, nonexempt staff and overall awarded in your organization.

|  | Actual 2013 |  |  |
| :--- | :---: | :---: | :---: |
|  | Exempt | Nonexempt | Overall |
| Performance-based (merit increase) |  |  |  |
| Across-the-board (cost of living increase) |  |  |  |
| Total Increase |  |  |  |
|  | Budgeted/Estimated 2014 |  |  |
|  | Exempt | Nonexempt | Overall |
| Performance-based (merit increase) |  |  |  |
| Across-the-board (cost of living increase) |  |  |  |
| Total Increase |  |  |  |

## Section 4 - Management Incentives Plans

4.1 Does your company offer any form of bonus or incentive plan?No, IF NO, SKIP QUESTIONS 4.2-4.10
4.2 If yes, which of the following best describes your plan? Select only one.
$\square$ Goal-oriented planBonus plan
$\square$ Discretionary plan
4.3 What is the percentage of exempt employees eligible to participate in $\mathbf{2 0 1 4 ?}$ $\qquad$ \%

Compared to 2013, is that percentage
$\square$ Higher
$\square$ About the sameLower
4.4 What is the target percentage and maximum percentage for incentives/bonuses, expressed as a percentage of the salary or midpoint, for the jobs listed below.

|  |  | Maximum |
| :---: | :---: | :---: |
| Chief Financial Officer | \% | \% |
| Company Senior Manager | \% | \% |
| Merchandise Buyer | \% | \% |
| Store Manager | \% | \% |

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## Headquarter/corporate positions

Company headquarters:Northeast
MidwestSouthWest

Northeast: CT, MA, ME, NH, NJ, NY, PA, RI, VT
Midwest: IA, IL, IN, KS, MI, MN, MO, NE, ND, OH, SD, W
South: AL, AR, DC, DE, FL, GA, KY, LA, MD, MS, NC, OK, PR, SC, TN, TX, VA, WV
West: AK, AZ, CA, CO, HI, ID, MT, NM, NV, OR, UT, WA, WY

Please complete the following grid for each position.

|  | Average salary | Structured performance appraisal? | Bonus Plan? | Average Bonus Amount |
| :---: | :---: | :---: | :---: | :---: |
| EXAMPLE TITLE | \$75,000 | O yes Ono | Oyes O no | \$10,000 |
| CEO/President | \$ | $\square \mathrm{yes} \square \mathrm{no}$ | $\square$ yes $\square$ no | \$ |
| Controller | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| Executive Assistant | \$ | $\square \mathrm{yes} \square \mathrm{no}$ | $\square$ yes $\square$ no | \$ |
| Top IT Executive | \$ | $\square \mathrm{yes} \square \mathrm{no}$ | $\square$ yes $\square$ no | \$ |
| Top HR Executive (with labor relations) | \$ | $\square \mathrm{yes} \square \mathrm{no}$ | $\square$ yes $\square$ no | \$ |
| Top HR Executive (without labor relations) | \$ | $\square \mathrm{yes} \square \mathrm{no}$ | $\square$ yes $\square$ no | \$ |
| Payroll Manager | \$ | $\square \mathrm{yes} \square \mathrm{no}$ | $\square$ yes $\square$ no | \$ |
| Top Training \& Staff Development Executive | \$ | $\square \mathrm{yes} \square \mathrm{no}$ | $\square$ yes $\square$ no | \$ |
| Top Security/Loss Prevention Executive | \$ | $\square \mathrm{yes} \square \mathrm{no}$ | $\square$ yes $\square$ no | \$ |
| Top Audit Executive | \$ | $\square \mathrm{yes} \square \mathrm{no}$ | $\square$ yes $\square$ no | \$ |
| Top Operations Executive | \$ | $\square \mathrm{yes} \square \mathrm{no}$ | $\square$ yes $\square$ no | \$ |
| Top Advertising Executive | \$ | $\square \mathrm{yes} \square \mathrm{no}$ | $\square$ yes $\square$ no | \$ |
| Top Marketing Executive | \$ | $\square \mathrm{yes} \square \mathrm{no}$ | $\square$ yes $\square$ no | \$ |

## Store Management

|  | Average <br> salary | Sunday pay? | Holiday pay? | Structured <br> performance <br> appraisal? | Bonus <br> Plan? | Average <br> Bonus |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- |
| District Manager | $\$$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square \mathrm{no}$ | $\$$ |
| Store Manager | $\$$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square \mathrm{no}$ | \$ |
| Assistant Store Manager | $\$$ | $\square$ yes $\square \mathrm{no}$ | $\square$ yes $\square \mathrm{no}$ | $\square$ yes $\square \mathrm{no}$ | $\square$ yes $\square \mathrm{no}$ | $\$$ |

1. On average, how many employees does a store manager with your company ultimately oversee?
$\square 1-25$ $\qquad$ 26-5051-100101-150More than 150
2. What is your average store manager salary by tenure?

| $1-5$ years | $\$$ |
| :--- | :--- |
| $6-12$ years | $\$$ |
| $13-19$ years | $\$$ |
| $20+$ years | $\$$ |

3. What is your average store manager salary by weekly store sales?

| Less than $\$ 125,000$ | $\$$ |
| :--- | :--- |
| $\$ 125,000-\$ 250,000$ | $\$$ |
| $\$ 250,000-\$ 500,000$ | $\$$ |
| More than $\$ 500,000$ | $\$$ |

4. If you have a structured performance appraisal for store managers, how are salary increases determined?System of financial goals and measuresSubjective evaluation onlyCombination of subjective evaluation and financial measurement
5. If you have a bonus plan, which criteria do you use for the amount of bonus paid?
$\square$ No established criteria, bonus is discretionary
$\square$ Employee satisfaction
Customer satisfaction
$\square$ Reduction of employee turnoverAchieving store/department profitability target
Employee satisfactionAchieving store/department gross margin target

Reduction of employee turnover
$\square$ Achieving labor percentage

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## Meat and Seafood

*All salary figures should be based on a 40-hour workweek

|  | Average salary | Sunday pay? | Holiday pay? | Structured performance appraisal? | Bonus Plan? | Average Bonus |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Top Meat Executive | \$ | $\square$ yes $\square$ no | $\square \mathrm{yes} \square \mathrm{no}$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| Meat Merchandiser | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| Meat Category Manager | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| Meat Manager with Seafood | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| Meat Manager w/o Seafood | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| Meat Cutter | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| Meat Service Counter Clerk | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| Top Seafood Executive | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |

## Produce and Floral

*All salary figures should be based on a 40-hour workweek

|  | Average salary | Sunday pay? | Holiday pay? | Structured performance appraisal? | Bonus Plan? | Average Bonus |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Top Produce Operations Exec | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| Produce Merchandiser | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| Produce Category Manager | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| Produce Manager with Floral | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| Produce Manager without Floral | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| Top Floral Operations Executive | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| Floral Merchandiser | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| Floral Category Manager | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| Floral Manager | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| Floral/Produce Clerk | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |

## Deli and Bakery

*All salary figures should be based on a 40-hour workweek

|  | Average salary | Sunday pay? | Holiday pay? | Structured performance appraisal? | Bonus Plan? | Average Bonus |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Top Deli Executive | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square \mathrm{yes} \square \mathrm{no}$ | \$ |
| Deli Merchandiser | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square \mathrm{yes} \square \mathrm{no}$ | $\square \mathrm{yes} \square \mathrm{no}$ | \$ |
| Deli Category Manager | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| Deli Manager | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| Deli or Bakery Clerk | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| Top Bakery Executive | \$ | $\square$ yes $\square$ no | $\square \mathrm{yes} \square \mathrm{no}$ | $\square \mathrm{yes} \square \mathrm{no}$ | $\square$ yes $\square$ no | \$ |
| Bakery Merchandiser | \$ | $\square$ yes $\square$ no | $\square \mathrm{yes} \square \mathrm{no}$ | $\square \mathrm{yes} \square \mathrm{no}$ | $\square \mathrm{yes} \square \mathrm{no}$ | \$ |
| Bakery Category Manager | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| Bakery Manager With Deli | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square \mathrm{yes} \square \mathrm{no}$ | $\square \mathrm{yes} \square \mathrm{no}$ | \$ |
| Bakery Manager w/o Deli | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |

## Grocery, HBC and GM

*All salary figures should be based on a 40-hour workweek

|  | Average salary | Sunday pay? | Holiday pay? | Structured performance appraisal? | Bonus Plan? | Average Bonus |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Top Grocery/Nonfood Executive | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| Grocery Category Manager | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| Grocery Manager | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| GM/HBC Manager | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |

## Dairy and Frozen

*All salary figures should be based on a 40 -hour workweek

|  | Average salary | Sunday pay? | Holiday pay? | Structured performance appraisal? | Bonus Plan? | Average Bonus |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Dairy Manager with Frozen | \$ | $\square \mathrm{yes} \square \mathrm{no}$ | $\square \mathrm{yes} \square \mathrm{no}$ | $\square$ yes $\square$ no | $\square \mathrm{yes} \square \mathrm{no}$ | \$ |
| Dairy Manager without Frozen | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| Frozen Manager | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |

## Pharmacy

*All salary figures should be based on a 40-hour workweek

|  | Average salary | Sunday pay? | Holiday pay? | Structured performance appraisal? | Bonus Plan? | Average Bonus |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Pharmacy Manager | \$ | $\square$ yes $\square$ no | $\square \mathrm{yes} \square \mathrm{no}$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| Staff Pharmacist | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| Certified Pharmacy Tech. | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| Pharm Clerk (non-tech) | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |

## Miscellaneous positions

*All salary figures should be based on a 40-hour workweek

|  | Average salary | Sunday pay? | Holiday pay? | Structured performance appraisal? | Bonus Plan? | Average Bonus |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| HR / Personnel Coordinator | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| Natural/Organic Cat. Manager | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| Front End/Customer Service Manager | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| Front End / Customer Service Clerk | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| DSD Coordinator | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| Cashier | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| Bagger | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| Night Crew Manager | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |
| Night Crew Staff | \$ | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | $\square$ yes $\square$ no | \$ |

