



# 2021 SALARY GUIDE

Food Manufacturing &  
Ingredient Processing

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# Hiring Trends

## What Jobs Are Pandemic-Proof - Part I

COVID-19 has disrupted the forecasts, operations, and supply chains for many businesses on a global scale. As a result, we have seen heightened competition for demand planners and sales analysts as businesses scramble to create greater visibility and improve decision-making in an uncertain environment.

## Added Value Through Remote Workforce

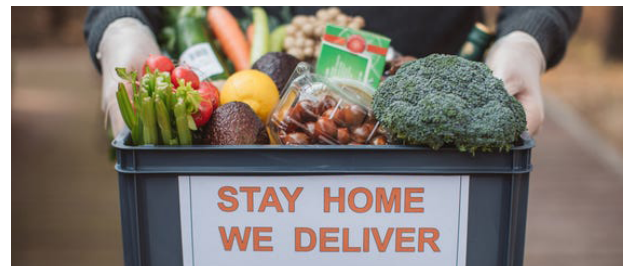
The trend toward offering flexible or remote work schedules as a perk before the pandemic has now become commonplace for a majority of businesses, even those who had previously never considered the option. A recent PwC study predicted that 55% of employees are likely to continue allowing remote work post pandemic.

## What Jobs Are Pandemic-Proof - Part II

The global pandemic has been a critical time for cost accountants as companies have needed greater insights into how they track, analyze and control costs in an uncertain environment. These market shifts have caused manufacturers to re-examine, and in some cases, reconfigure their costing models to better support their strategy and performance.

## How COVID-19 Has Accelerated the Adoption of Automation in the Food Industry

In food production, it is important that the tools, machines, and technology are safe enough to handle the food that enters your family's homes. Since COVID-19 hit the world, the food industry has shifted their focus to low-touch and high performing processes that can only be achieved with robotics and automation.



# About Us

## Our Expertise

3P Partners are food & agribusiness executive search firm who specialize in placing executive and senior technical professionals into our global clients.

Our functional expertise lies in finance and commercial development, plant management and engineering, supply chain and procurement, logistics and transportation, sales and marketing, commodity trading and merchandising, food safety and quality assurance, HR and compliance.

“ 3P were responsive, supportive, and brought us credible candidates for roles that other search firms in Food and Bev struggled to help fill. We would recommend 3P for commercial or operational leadership roles within Food and Bev.

-President, privately held dairy business in OH ”

## Industries Served

- Agribusiness
- Animal Nutrition
- Bakery
- Beverage and Bottling
- Confectionery
- CPG
- Dairy
- Eggs
- Flavors and Fragrances
- Food Manufacturing Equipment
- Freeze-Drying, Frozen and Refrigeration
- Fresh Produce
- Grain Processing
- Healthy Snack Foods
- Logistics and Transportation Services
- Meat and Poultry
- Natural and Organic
- Pet Food and Ingredients
- Proteins
- Seafood
- Supplements
- Syrups, Sugar, and Sauces



**Rachel Quinn**  
Managing Partner



**Anna Nicholson**  
Consultant



**Brenda Yanez**  
Senior Consultant



**Madeleine Quinn**  
Senior Consultant



**Alyssa Restauero**  
Associate Recruiter



**Bibiana Bravo**  
Executive Assistant



# Placements

## Executive Level

President - 100-year-old CPG Business, CA  
President - 6th Generation Specialty Crop Business, AR  
CEO - Integrated Rice Milling Business, AR  
CFO - Family Run Tomato & Almond Processor, CA  
COO - 3PL Refrigerated Trucking Company, TX  
CFO - Agribusiness Investment Firm, CA

## Supply Chain & Logistics

VP Supply Chain - Global manufacturer, MO  
Procurement Director - \$4b Dairy Cooperative, CA  
Director Demand Planning - \$4b Dairy Cooperative, CA  
Operations Director - Amazon Re-Seller, IN  
Organic Trader - Specialty Ingredients Business, KS

## Sales & Marketing

VP Sales - Pet Food Manufacturer, CA  
Sales Excellence Director - Global Manufacturer, IL  
VP Sales - 100-year-old CPG Business, CA  
Trade Sales Analyst - Dairy CPG Business, CA  
VP Food Service Sales - Egg Business, CA

## Finance & Accounting

VP Finance - Private Equity Owned Agribusiness, NY  
Director FP&A - \$1B Produce Company, CA  
Group Controller - \$4B Dairy Cooperative, CA  
Controller - Pet Food Ingredients Business, ID  
Controller - Private Equity Owned Food Company, CA  
Cost Accountant - Beverage Company, CA

## Plant Management

VP Operations - Pea Protein Business, MN  
VP Engineering - \$1B Manufacturer, MO  
VP Operations - PE Owned Ice Cream Business, CA  
Maintenance Manager - \$2B Dairy Processor, CA  
Engineer - \$5B Ingredients Business, ID

## Quality Assurance, Human Resources, and IT

SVP HR - \$4B Dairy Cooperative, CA  
VP QA & Regulatory - \$4B Dairy Cooperative, CA  
VP IT - \$4B Dairy Cooperative, CA  
Head of R&D - Listed Agribusiness, CA  
QA Director - \$1B Dairy Producer, MI



# Executive Management

## Chief Executive Officer



		CALIFORNIA AVERAGE				UNITED STATES AVERAGE				
		25th	50th	75th	90th	25th	50th	75th	90th	
COMPANY REVENUE	\$100MM	Base	340,362	470,661	628,925	774,366	313,141	434,181	580,828	714,303
		Incentive	172,867	241,376	324,388	397,295	160,880	222,904	298,408	366,982
		<b>Total</b>	<b>513,499</b>	<b>712,037</b>	<b>953,313</b>	<b>1,171,661</b>	<b>474,021</b>	<b>657,085</b>	<b>879,236</b>	<b>1,081,285</b>
	\$500MM	Base	453,605	627,909	841,302	1,034,405	418,308	579,893	775,897	954,199
		Incentive	381,058	528,196	703,752	863,411	351,474	486,977	651,931	801,744
		<b>Total</b>	<b>834,663</b>	<b>1,156,105</b>	<b>1,545,054</b>	<b>1,897,816</b>	<b>769,782</b>	<b>1,066,870</b>	<b>1,427,828</b>	<b>1,755,943</b>
	\$1B	Base	518,034	718,405	961,776	1,182,037	478,236	622,925	887,054	1,090,900
		Incentive	503,761	695,738	927,784	1,138,726	464,299	643,299	861,204	1,059,108
		<b>Total</b>	<b>1,021,795</b>	<b>1,414,143</b>	<b>1,889,560</b>	<b>2,320,763</b>	<b>942,535</b>	<b>1,306,224</b>	<b>1,748,258</b>	<b>2,150,008</b>
	\$5B	Base	722,749	1,002,116	1,339,586	1,645,592	666,909	924,337	1,237,015	1,521,181
		Incentive	957,464	1,321,531	1,764,662	2,166,557	886,565	1,228,361	1,644,442	2,022,336
		<b>Total</b>	<b>1,680,213</b>	<b>2,323,647</b>	<b>3,104,248</b>	<b>3,812,149</b>	<b>1,553,474</b>	<b>2,152,698</b>	<b>2,881,457</b>	<b>3,543,617</b>

# Executive Management

## Chief Operating Officer / President



		CALIFORNIA AVERAGE				UNITED STATES AVERAGE				
		25th	50th	75th	90th	25th	50th	75th	90th	
COMPANY REVENUE	\$100MM	Base	248,609	340,802	452,051	553,609	227,542	313,299	416,862	511,260
		Incentive	88,422	121,530	162,439	200,900	82,247	113,131	150,678	184,800
		Total	337,031	462,332	614,490	754,509	309,789	426,430	567,540	696,060
	\$500MM	Base	333,479	457,446	607,919	746,421	306,483	421,883	561,484	688,633
		Incentive	193,263	267,863	358,084	437,578	179,843	247,375	329,476	404,086
		Total	526,742	725,309	966,003	1,183,999	486,326	669,258	890,960	1,092,719
	\$1B	Base	377,698	518,316	690,010	846,963	347,643	478,498	636,889	781,113
		Incentive	255,591	354,309	471,029	575,632	237,199	326,268	434,553	532,959
		Total	633,289	872,625	1,161,039	1,422,595	584,842	804,766	1,071,442	1,314,072
	\$5B	Base	496,959	683,784	911,086	1,116,863	458,644	632,181	840,246	1,030,521
		Incentive	507,366	696,246	923,563	1,130,386	467,736	643,372	856,902	1,050,948
		Total	1,004,325	1,380,030	1,834,649	2,247,249	926,380	1,274,553	1,697,148	2,081,469

# Executive Management

## Chief Financial Officer



		CALIFORNIA AVERAGE				UNITED STATES AVERAGE				
		25th	50th	75th	90th	25th	50th	75th	90th	
COMPANY REVENUE	\$100MM	Base	227,801	307,957	404,339	492,370	208,587	283,131	372,817	454,706
		Incentive	72,985	98,899	130,480	160,057	67,874	92,029	121,314	147,961
		<b>Total</b>	<b>300,786</b>	<b>406,856</b>	<b>534,819</b>	<b>652,427</b>	<b>276,461</b>	<b>375,160</b>	<b>494,131</b>	<b>602,667</b>
	\$500MM	Base	298,598	403,891	530,899	647,593	274,426	372,401	490,494	598,230
		Incentive	163,957	223,041	296,407	361,501	152,557	206,849	272,672	332,565
		<b>Total</b>	<b>462,555</b>	<b>626,932</b>	<b>827,306</b>	<b>1,009,094</b>	<b>426,983</b>	<b>579,250</b>	<b>763,166</b>	<b>930,795</b>
	\$1B	Base	335,110	453,389	596,486	728,366	308,393	418,457	551,206	672,278
		Incentive	217,771	297,571	393,470	478,490	202,487	274,548	361,914	441,407
		<b>Total</b>	<b>552,881</b>	<b>750,960</b>	<b>989,956</b>	<b>1,206,856</b>	<b>510,880</b>	<b>693,005</b>	<b>913,120</b>	<b>1,113,685</b>
	\$5B	Base	437,411	592,509	781,838	953,866	403,592	547,536	721,360	879,805
		Incentive	433,355	588,037	772,310	939,907	399,589	541,795	714,203	871,078
		<b>Total</b>	<b>870,766</b>	<b>1,180,546</b>	<b>1,554,148</b>	<b>1,893,773</b>	<b>803,181</b>	<b>1,089,331</b>	<b>1,435,563</b>	<b>1,750,883</b>



# Executive Management

## Chief Sales Officer / Executive Vice President Sales



		CALIFORNIA AVERAGE				UNITED STATES AVERAGE				
		25th	50th	75th	90th	25th	50th	75th	90th	
COMPANY REVENUE	\$100MM	Base	198,363	239,694	287,198	331,602	184,307	222,956	267,270	308,637
		Incentive	63,737	76,316	91,342	105,314	59,220	71,161	85,047	97,924
		<b>Total</b>	<b>261,736</b>	<b>316,010</b>	<b>378,540</b>	<b>436,916</b>	<b>243,527</b>	<b>294,117</b>	<b>352,317</b>	<b>406,561</b>
	\$500MM	Base	232,278	280,555	336,104	387,981	216,031	261,077	312,829	361,095
		Incentive	89,909	108,206	129,554	149,507	83,839	100,744	120,403	138,633
		<b>Total</b>	<b>322,187</b>	<b>388,761</b>	<b>465,658</b>	<b>537,488</b>	<b>299,870</b>	<b>361,821</b>	<b>433,232</b>	<b>499,728</b>
	\$1B	Base	256,829	310,105	371,472	428,764	238,949	288,616	345,742	398,992
		Incentive	105,585	127,086	152,251	175,992	98,367	118,200	141,266	162,655
		<b>Total</b>	<b>362,414</b>	<b>437,191</b>	<b>523,723</b>	<b>604,756</b>	<b>337,316</b>	<b>406,816</b>	<b>487,008</b>	<b>561,647</b>
	\$5B	Base	376,245	453,848	543,722	627,993	350,182	422,276	505,484	582,922
		Incentive	161,532	195,360	235,361	271,600	149,814	180,021	215,149	247,725
		<b>Total</b>	<b>537,777</b>	<b>649,208</b>	<b>779,083</b>	<b>899,593</b>	<b>499,996</b>	<b>602,297</b>	<b>720,633</b>	<b>830,647</b>

# Executive Management

## Chief Marketing Officer / Executive Vice President Marketing



		CALIFORNIA AVERAGE				UNITED STATES AVERAGE				
		25th	50th	75th	90th	25th	50th	75th	90th	
COMPANY REVENUE	\$100MM	Base	217,656	295,171	388,639	474,206	202,370	274,702	361,706	441,154
		Incentive	42,060	57,181	75,589	92,609	39,274	53,251	70,196	85,615
		Total	259,716	352,352	464,228	566,815	241,644	327,953	431,902	526,769
	\$500MM	Base	275,822	374,244	493,196	602,447	256,666	348,320	458,751	559,515
		Incentive	98,306	133,745	178,065	218,802	91,547	124,127	163,626	199,566
		Total	374,128	507,989	671,261	821,249	348,213	472,447	622,377	759,081
	\$1B	Base	308,137	418,177	551,423	674,327	286,784	389,157	512,583	625,171
		Incentive	137,473	187,526	250,107	305,394	127,845	173,343	228,503	278,693
		Total	455,610	605,703	801,530	979,721	414,629	562,500	741,086	903,864
	\$5B	Base	416,290	565,531	748,167	914,793	387,404	525,587	692,426	844,517
		Incentive	264,420	361,667	476,389	580,610	243,581	330,266	435,363	530,989
		Total	680,710	927,198	1,224,556	1,495,403	630,985	855,853	1,127,789	1,375,506

# Executive Management

## Chief Manufacturing Officer / Executive Vice President Manufacturing



		CALIFORNIA AVERAGE				UNITED STATES AVERAGE				
		25th	50th	75th	90th	25th	50th	75th	90th	
COMPANY REVENUE	\$100MM	Base	225,640	268,597	317,481	363,252	206,569	246,516	291,884	334,573
		Incentive	78,029	92,561	109,325	124,977	72,566	86,108	101,733	116,277
		<b>Total</b>	<b>303,669</b>	<b>361,158</b>	<b>426,806</b>	<b>488,229</b>	<b>279,135</b>	<b>332,624</b>	<b>393,717</b>	<b>450,850</b>
	\$500MM	Base	260,602	310,076	366,465	419,232	239,081	285,095	337,563	386,669
		Incentive	129,590	153,751	181,788	208,352	120,563	143,064	169,024	193,187
		<b>Total</b>	<b>390,192</b>	<b>463,827</b>	<b>548,253</b>	<b>627,584</b>	<b>359,644</b>	<b>428,159</b>	<b>506,587</b>	<b>579,856</b>
	\$1B	Base	285,569	339,689	401,443	459,220	262,300	312,647	370,115	423,874
		Incentive	156,327	185,567	219,818	252,417	145,457	172,604	203,924	233,077
		<b>Total</b>	<b>441,896</b>	<b>525,256</b>	<b>621,261</b>	<b>711,637</b>	<b>407,757</b>	<b>485,251</b>	<b>574,039</b>	<b>656,951</b>
	\$5B	Base	409,989	487,337	576,146	659,733	378,068	450,021	532,416	609,378
		Incentive	236,907	282,696	334,773	382,220	219,531	260,502	307,773	351,771
		<b>Total</b>	<b>646,896</b>	<b>770,033</b>	<b>910,919</b>	<b>1,041,953</b>	<b>597,599</b>	<b>710,523</b>	<b>840,189</b>	<b>961,149</b>

# Executive Management

## Chief Information Officer



		CALIFORNIA AVERAGE				UNITED STATES AVERAGE				
		25th	50th	75th	90th	25th	50th	75th	90th	
COMPANY REVENUE	\$100MM	Base	206,490	279,050	366,254	445,887	188,757	256,244	337,375	411,478
		Incentive	54,954	74,497	98,183	119,977	51,114	69,305	91,358	111,426
		<b>Total</b>	<b>261,444</b>	<b>353,547</b>	<b>464,437</b>	<b>565,864</b>	<b>239,871</b>	<b>325,549</b>	<b>428,733</b>	<b>522,904</b>
	\$500MM	Base	273,256	369,552	485,551	591,767	250,856	340,443	448,367	546,850
		Incentive	88,236	119,630	158,615	194,897	82,087	111,300	146,718	178,944
		<b>Total</b>	<b>361,492</b>	<b>489,182</b>	<b>644,166</b>	<b>786,664</b>	<b>332,943</b>	<b>451,743</b>	<b>595,085</b>	<b>725,794</b>
	\$1B	Base	305,818	413,677	543,839	663,553	281,142	381,507	502,498	612,871
		Incentive	105,196	142,821	190,175	232,258	97,887	132,724	174,959	213,389
		<b>Total</b>	<b>411,014</b>	<b>556,498</b>	<b>734,014</b>	<b>895,811</b>	<b>379,029</b>	<b>514,231</b>	<b>677,457</b>	<b>826,260</b>
	\$5B	Base	391,663	530,166	698,903	853,201	361,021	489,814	645,270	787,002
		Incentive	208,018	284,653	374,764	455,517	193,133	261,865	345,195	421,017
		<b>Total</b>	<b>599,681</b>	<b>814,819</b>	<b>1,073,667</b>	<b>1,308,718</b>	<b>554,154</b>	<b>751,679</b>	<b>990,465</b>	<b>1,208,019</b>

# Senior Management: Accounting & Finance

## Vice President Finance / Vice President Accounting



		CALIFORNIA AVERAGE				UNITED STATES AVERAGE				
		25th	50th	75th	90th	25th	50th	75th	90th	
COMPANY REVENUE	\$100MM	Base	227,801	307,957	404,339	492,370	208,587	283,131	372,817	454,706
		Incentive	72,985	98,899	130,480	160,057	67,874	92,029	121,314	147,961
		<b>Total</b>	<b>300,786</b>	<b>406,856</b>	<b>534,819</b>	<b>652,427</b>	<b>276,461</b>	<b>375,160</b>	<b>494,131</b>	<b>602,667</b>
	\$500MM	Base	298,598	403,891	530,899	647,593	274,426	372,401	490,494	598,230
		Incentive	163,957	223,041	296,407	361,501	152,557	206,849	272,672	332,565
		<b>Total</b>	<b>462,555</b>	<b>626,932</b>	<b>827,306</b>	<b>1,009,094</b>	<b>426,983</b>	<b>579,250</b>	<b>763,166</b>	<b>930,795</b>
	\$1B	Base	335,110	453,389	596,486	728,366	308,393	418,457	551,206	672,278
		Incentive	217,771	297,571	393,470	478,490	202,487	274,548	361,914	441,407
		<b>Total</b>	<b>552,881</b>	<b>750,960</b>	<b>989,956</b>	<b>1,206,856</b>	<b>510,880</b>	<b>693,005</b>	<b>913,120</b>	<b>1,113,685</b>
	\$5B	Base	437,411	592,509	781,838	953,866	403,592	547,536	721,360	879,805
		Incentive	433,355	588,037	772,310	939,907	399,589	541,795	714,203	871,078
		<b>Total</b>	<b>870,766</b>	<b>1,180,546</b>	<b>1,554,148</b>	<b>1,893,773</b>	<b>803,181</b>	<b>1,089,331</b>	<b>1,435,563</b>	<b>1,750,883</b>



# Senior Management: Accounting & Finance

Finance Director / Accounting Director



		CALIFORNIA AVERAGE				UNITED STATES AVERAGE				
		25th	50th	75th	90th	25th	50th	75th	90th	
COMPANY REVENUE	\$100MM	Base	169,313	194,339	222,161	248,687	153,861	177,420	203,334	228,002
		Incentive	33,067	38,386	44,092	49,422	31,058	35,739	41,002	45,961
		<b>Total</b>	<b>202,380</b>	<b>232,725</b>	<b>266,253</b>	<b>298,109</b>	<b>184,919</b>	<b>213,159</b>	<b>244,336</b>	<b>273,963</b>
	\$500MM	Base	189,843	218,251	249,643	279,494	173,220	199,696	228,891	256,650
		Incentive	46,519	53,606	61,495	68,913	43,321	49,851	57,192	64,108
		<b>Total</b>	<b>236,362</b>	<b>271,857</b>	<b>311,138</b>	<b>348,407</b>	<b>216,541</b>	<b>249,547</b>	<b>286,083</b>	<b>320,758</b>
	\$1B	Base	205,799	236,668	270,777	303,178	188,106	216,825	248,543	278,678
		Incentive	53,010	61,013	69,978	78,420	49,308	56,740	65,095	72,968
		<b>Total</b>	<b>258,809</b>	<b>297,681</b>	<b>340,755</b>	<b>381,598</b>	<b>237,414</b>	<b>273,565</b>	<b>313,638</b>	<b>351,646</b>
	\$5B	Base	288,281	331,583	379,638	425,181	264,822	305,104	349,822	392,205
		Incentive	76,545	88,062	101,051	113,373	71,215	81,949	94,018	105,387
		<b>Total</b>	<b>364,826</b>	<b>419,645</b>	<b>480,689</b>	<b>538,554</b>	<b>336,037</b>	<b>387,053</b>	<b>443,840</b>	<b>497,592</b>

# Senior Management: Accounting & Finance

## Controller / Corporate Controller



		CALIFORNIA AVERAGE				UNITED STATES AVERAGE				
		25th	50th	75th	90th	25th	50th	75th	90th	
COMPANY REVENUE	\$100MM	Base	167,128	225,129	295,213	359,256	151,776	206,102	271,277	330,862
		Incentive	28,346	38,948	51,317	62,572	26,712	36,218	47,743	58,230
		Total	195,474	264,077	346,530	421,828	178,488	242,320	319,020	389,092
	\$500MM	Base	198,219	267,812	351,449	427,828	181,049	245,793	323,597	394,675
		Incentive	54,463	73,863	97,333	118,864	50,675	68,709	90,574	110,468
		Total	252,682	341,675	448,782	546,692	231,724	314,502	414,171	505,143
	\$1B	Base	215,016	290,620	381,497	464,486	196,694	267,005	351,560	428,779
		Incentive	73,153	99,138	130,728	160,090	68,031	92,243	121,596	148,305
		Total	288,169	389,758	512,225	624,576	264,725	359,248	473,156	577,084
	\$5B	Base	277,980	375,952	493,997	602,145	255,249	346,399	456,218	556,426
		Incentive	141,988	192,748	256,249	313,367	132,113	179,130	236,132	287,998
		Total	419,968	568,700	750,246	915,512	387,362	525,529	692,350	844,424

# Senior Management: Sales

## Vice President Sales



		CALIFORNIA AVERAGE				UNITED STATES AVERAGE				
		25th	50th	75th	90th	25th	50th	75th	90th	
COMPANY REVENUE	\$100MM	Base	198,818	240,244	287,857	332,363	184,730	223,468	267,883	309,346
		Incentive	63,519	76,491	91,552	105,556	59,356	71,324	85,242	98,148
		<b>Total</b>	<b>262,337</b>	<b>316,735</b>	<b>379,409</b>	<b>437,919</b>	<b>244,086</b>	<b>294,792</b>	<b>353,125</b>	<b>407,494</b>
	\$500MM	Base	232,811	281,199	336,875	388,871	216,527	261,676	313,547	361,924
		Incentive	90,116	108,454	129,852	149,851	84,032	100,975	120,679	138,951
		<b>Total</b>	<b>322,927</b>	<b>389,653</b>	<b>466,727</b>	<b>538,722</b>	<b>300,559</b>	<b>362,651</b>	<b>434,226</b>	<b>500,875</b>
	\$1B	Base	257,419	310,816	372,324	429,748	239,498	289,278	346,536	399,907
		Incentive	105,827	127,378	152,601	176,396	98,592	118,472	141,589	163,029
		<b>Total</b>	<b>363,246</b>	<b>438,194</b>	<b>524,925</b>	<b>606,144</b>	<b>338,090</b>	<b>407,750</b>	<b>488,125</b>	<b>562,936</b>
	\$5B	Base	377,109	454,890	544,969	629,434	350,986	423,245	506,645	584,259
		Incentive	161,902	195,808	235,902	272,224	150,157	180,434	215,642	248,295
		<b>Total</b>	<b>539,011</b>	<b>650,698</b>	<b>780,871</b>	<b>901,658</b>	<b>501,143</b>	<b>603,679</b>	<b>722,287</b>	<b>832,554</b>

# Senior Management: Sales

## Sales Director / National Account Director



		CALIFORNIA AVERAGE				UNITED STATES AVERAGE				
		25th	50th	75th	90th	25th	50th	75th	90th	
COMPANY REVENUE	\$100MM	Base	139,407	158,421	179,148	199,130	129,103	147,124	166,549	185,221
		Incentive	27,308	30,977	35,095	39,010	25,289	28,768	32,627	36,285
		<b>Total</b>	<b>166,715</b>	<b>189,398</b>	<b>214,243</b>	<b>238,140</b>	<b>154,392</b>	<b>175,892</b>	<b>199,176</b>	<b>221,506</b>
	\$500MM	Base	155,071	176,505	199,734	222,056	144,059	164,125	185,818	206,639
		Incentive	39,904	45,349	51,401	57,148	37,070	42,166	47,818	53,178
		<b>Total</b>	<b>194,975</b>	<b>221,854</b>	<b>251,135</b>	<b>279,204</b>	<b>181,129</b>	<b>206,291</b>	<b>233,636</b>	<b>259,817</b>
	\$1B	Base	169,797	193,298	218,796	243,267	157,859	179,814	203,602	226,410
		Incentive	45,174	51,352	58,215	64,728	41,998	47,769	54,171	60,241
		<b>Total</b>	<b>214,971</b>	<b>244,650</b>	<b>277,011</b>	<b>307,995</b>	<b>199,857</b>	<b>227,583</b>	<b>257,773</b>	<b>286,651</b>
	\$5B	Base	248,299	282,646	320,178	356,081	231,091	263,076	297,988	331,343
		Incentive	57,267	65,126	73,853	82,140	53,296	60,615	68,732	76,429
		<b>Total</b>	<b>305,566</b>	<b>347,772</b>	<b>394,031</b>	<b>438,221</b>	<b>284,387</b>	<b>323,691</b>	<b>366,720</b>	<b>407,772</b>

# Senior Management: Marketing

## Vice President Marketing



		CALIFORNIA AVERAGE				UNITED STATES AVERAGE				
		25th	50th	75th	90th	25th	50th	75th	90th	
COMPANY REVENUE	\$100MM	Base	206,559	259,637	321,942	379,621	191,985	241,569	299,642	353,322
		Incentive	53,201	66,599	82,475	97,147	49,698	62,072	76,732	90,211
		<b>Total</b>	<b>259,760</b>	<b>326,236</b>	<b>404,417</b>	<b>476,768</b>	<b>241,683</b>	<b>303,641</b>	<b>376,374</b>	<b>443,533</b>
	\$500MM	Base	243,955	306,460	379,923	447,905	226,935	285,220	353,602	416,761
		Incentive	80,285	100,465	124,513	147,015	74,847	93,484	115,561	135,862
		<b>Total</b>	<b>324,240</b>	<b>406,925</b>	<b>504,436</b>	<b>594,920</b>	<b>301,782</b>	<b>378,704</b>	<b>469,163</b>	<b>552,623</b>
	\$1B	Base	268,754	337,490	418,358	493,203	250,073	314,119	389,327	458,761
		Incentive	93,834	117,449	145,740	172,590	87,405	109,169	134,950	158,657
		<b>Total</b>	<b>362,588</b>	<b>454,939</b>	<b>564,098</b>	<b>665,793</b>	<b>337,478</b>	<b>423,288</b>	<b>524,277</b>	<b>617,418</b>
	\$5B	Base	382,058	479,329	594,499	701,883	355,587	445,907	552,237	650,290
		Incentive	138,683	174,603	217,748	255,911	128,663	160,698	198,650	233,547
		<b>Total</b>	<b>520,741</b>	<b>653,932</b>	<b>812,247</b>	<b>957,794</b>	<b>484,250</b>	<b>606,605</b>	<b>750,887</b>	<b>883,837</b>



# Senior Management: Marketing

## E-Commerce Director



		CALIFORNIA AVERAGE				UNITED STATES AVERAGE				
		25th	50th	75th	90th	25th	50th	75th	90th	
COMPANY REVENUE	\$100MM	Base	164,033	182,988	203,209	222,968	151,772	169,853	188,845	207,330
		Incentive	33,939	38,319	42,782	47,016	32,165	35,925	39,988	43,889
		Total	197,972	221,307	245,991	269,984	183,937	205,778	228,833	251,219
	\$500MM	Base	187,695	209,780	233,139	255,866	174,285	194,998	216,833	238,049
		Incentive	46,806	52,401	58,396	64,143	43,820	48,943	54,478	59,792
		Total	234,501	262,181	291,535	320,009	218,105	243,941	271,311	297,841
	\$1B	Base	206,004	230,303	256,017	280,997	191,463	214,184	238,190	261,488
		Incentive	53,677	60,031	66,880	73,459	50,146	56,008	62,341	68,424
		Total	259,681	290,334	322,897	354,456	241,609	270,192	300,531	329,912
	\$5B	Base	291,407	325,800	362,407	397,857	271,192	303,234	337,310	370,278
		Incentive	79,926	89,360	99,583	109,449	74,421	83,123	92,522	101,547
		Total	371,333	415,160	461,990	507,306	345,613	386,357	429,832	471,825

# Senior Management: Marketing

## Marketing Director



		CALIFORNIA AVERAGE				UNITED STATES AVERAGE				
		25th	50th	75th	90th	25th	50th	75th	90th	
COMPANY REVENUE	\$100MM	Base	148,678	163,803	179,329	194,909	136,987	151,548	166,398	181,064
		Incentive	18,876	21,081	23,497	25,663	18,199	20,091	22,089	24,027
		<b>Total</b>	<b>167,554</b>	<b>184,884</b>	<b>202,826</b>	<b>220,572</b>	<b>155,186</b>	<b>171,639</b>	<b>188,487</b>	<b>205,091</b>
	\$500MM	Base	167,326	184,626	202,541	220,261	154,966	171,396	188,219	204,800
		Incentive	24,441	27,240	30,041	32,723	23,147	25,553	28,094	30,560
		<b>Total</b>	<b>191,767</b>	<b>211,866</b>	<b>232,582</b>	<b>252,984</b>	<b>178,113</b>	<b>196,949</b>	<b>216,313</b>	<b>235,360</b>
	\$1B	Base	181,261	200,206	219,736	238,996	168,223	186,031	204,309	222,303
		Incentive	27,104	30,036	33,075	36,011	25,451	28,096	30,889	33,600
		<b>Total</b>	<b>208,365</b>	<b>230,242</b>	<b>252,811</b>	<b>275,007</b>	<b>193,674</b>	<b>214,127</b>	<b>235,198</b>	<b>255,903</b>
	\$5B	Base	249,730	275,963	303,119	329,768	232,323	256,794	282,107	306,930
		Incentive	37,379	41,297	45,436	49,460	34,863	38,487	42,312	46,027
		<b>Total</b>	<b>287,109</b>	<b>317,260</b>	<b>348,555</b>	<b>379,228</b>	<b>267,186</b>	<b>295,281</b>	<b>324,419</b>	<b>352,957</b>

# Senior Management: Marketing

## Digital Marketing Director



		CALIFORNIA AVERAGE				UNITED STATES AVERAGE				
		25th	50th	75th	90th	25th	50th	75th	90th	
COMPANY REVENUE	\$100MM	Base	122,794	148,081	175,564	201,868	113,187	136,427	162,834	187,589
		Incentive	14,525	16,536	20,189	23,411	13,245	15,915	19,021	21,901
		<b>Total</b>	<b>137,319</b>	<b>164,617</b>	<b>195,753</b>	<b>225,279</b>	<b>126,432</b>	<b>152,342</b>	<b>181,855</b>	<b>209,490</b>
	\$500MM	Base	141,024	168,871	200,992	231,333	129,853	156,453	186,767	215,146
		Incentive	18,840	22,642	27,368	31,581	17,827	21,421	25,602	29,479
		<b>Total</b>	<b>159,864</b>	<b>191,513</b>	<b>228,360</b>	<b>262,914</b>	<b>147,680</b>	<b>177,874</b>	<b>212,369</b>	<b>244,625</b>
	\$1B	Base	154,538	184,932	220,445	253,785	142,529	171,685	204,972	236,108
		Incentive	20,864	25,811	30,987	35,730	20,151	24,214	28,939	33,320
		<b>Total</b>	<b>175,402</b>	<b>210,743</b>	<b>251,432</b>	<b>289,515</b>	<b>162,680</b>	<b>195,899</b>	<b>233,911</b>	<b>269,428</b>
	\$5B	Base	214,451	257,940	307,940	354,653	199,368	239,984	286,599	330,094
		Incentive	31,420	37,827	45,272	52,192	29,353	35,272	42,154	48,537
		<b>Total</b>	<b>245,871</b>	<b>295,767</b>	<b>353,212</b>	<b>406,845</b>	<b>228,721</b>	<b>275,256</b>	<b>328,753</b>	<b>378,631</b>

# Senior Management: Operations & Manufacturing



Vice President Manufacturing / Vice President Operations

		CALIFORNIA AVERAGE				UNITED STATES AVERAGE				
		25th	50th	75th	90th	25th	50th	75th	90th	
COMPANY REVENUE	\$100MM	Base	249,179	341,585	453,093	554,892	228,071	314,027	417,831	512,450
		Incentive	88,626	121,812	162,829	201,380	82,438	113,394	151,029	185,229
		Total	337,805	463,397	615,922	756,272	310,509	427,421	568,860	697,679
	\$500MM	Base	334,245	458,501	609,336	748,166	307,197	422,864	562,791	690,235
		Incentive	193,716	268,504	358,911	438,577	180,261	247,950	330,242	405,026
		Total	527,961	727,005	968,247	1,186,743	487,458	670,814	893,033	1,095,261
	\$1B	Base	378,567	519,514	691,627	848,936	348,452	479,611	638,371	782,931
		Incentive	256,203	355,141	472,103	576,952	237,751	327,027	435,565	534,199
		Total	634,770	874,655	1,163,730	1,425,888	586,203	806,638	1,073,936	1,317,130
	\$5B	Base	498,107	685,385	913,204	1,119,453	459,711	632,649	842,201	1,032,919
		Incentive	508,549	697,838	925,687	1,132,990	468,824	644,868	858,895	1,053,392
		Total	1,006,656	1,383,223	1,838,891	2,252,443	928,535	1,277,517	1,701,096	2,086,311

# Senior Management: Operations & Manufacturing



## Manufacturing Director / Operations Director

		CALIFORNIA AVERAGE				UNITED STATES AVERAGE				
		25th	50th	75th	90th	25th	50th	75th	90th	
COMPANY REVENUE	\$100MM	Base	181,160	209,374	240,797	270,602	164,685	191,037	220,262	247,974
		Incentive	32,030	37,225	42,970	48,342	29,903	34,620	39,955	44,967
		<b>Total</b>	<b>213,190</b>	<b>246,599</b>	<b>283,767</b>	<b>318,944</b>	<b>194,588</b>	<b>225,657</b>	<b>260,217</b>	<b>292,941</b>
	\$500MM	Base	208,814	241,528	277,916	312,362	190,516	220,942	254,775	286,817
		Incentive	49,247	57,016	65,771	73,992	45,797	53,020	61,192	68,867
		<b>Total</b>	<b>258,061</b>	<b>298,544</b>	<b>343,687</b>	<b>386,354</b>	<b>236,313</b>	<b>273,962</b>	<b>315,967</b>	<b>355,684</b>
	\$1B	Base	228,443	264,266	304,147	341,871	208,776	242,082	279,174	314,276
		Incentive	57,681	66,750	76,999	86,634	53,633	62,092	71,661	80,650
		<b>Total</b>	<b>286,124</b>	<b>331,016</b>	<b>381,146</b>	<b>428,505</b>	<b>262,409</b>	<b>304,174</b>	<b>350,835</b>	<b>394,926</b>
	\$5B	Base	316,550	366,223	421,767	474,233	290,713	336,942	388,653	437,488
		Incentive	82,691	95,720	110,552	124,735	76,968	89,108	102,840	115,740
		<b>Total</b>	<b>399,241</b>	<b>461,943</b>	<b>532,319</b>	<b>598,968</b>	<b>367,681</b>	<b>426,050</b>	<b>491,493</b>	<b>553,228</b>



# Senior Management: Operations & Manufacturing



## Continuous Improvement Director

		CALIFORNIA AVERAGE				UNITED STATES AVERAGE				
		25th	50th	75th	90th	25th	50th	75th	90th	
COMPANY REVENUE	\$100MM	Base	127,141	148,322	170,703	192,204	114,579	133,847	155,175	175,416
		Incentive	19,133	21,250	24,990	28,498	17,378	20,243	23,500	26,553
		<b>Total</b>	<b>146,274</b>	<b>169,572</b>	<b>195,693</b>	<b>220,702</b>	<b>131,957</b>	<b>154,090</b>	<b>178,675</b>	<b>201,969</b>
	\$500MM	Base	141,339	164,139	189,139	213,267	127,429	148,815	172,551	195,050
		Incentive	25,856	29,972	35,361	40,030	24,366	28,383	32,951	37,231
		<b>Total</b>	<b>167,195</b>	<b>194,111</b>	<b>224,500</b>	<b>253,297</b>	<b>151,795</b>	<b>177,198</b>	<b>205,502</b>	<b>232,281</b>
	\$1B	Base	153,809	178,145	205,835	232,189	138,949	162,234	188,130	212,653
		Incentive	29,420	34,988	40,797	46,116	28,066	32,692	37,954	42,883
		<b>Total</b>	<b>183,229</b>	<b>213,133</b>	<b>246,632</b>	<b>278,305</b>	<b>167,015</b>	<b>194,926</b>	<b>226,084</b>	<b>255,536</b>
	\$5B	Base	219,349	255,333	295,629	333,650	200,710	234,174	271,648	307,020
		Incentive	45,270	52,727	61,190	69,124	42,099	49,038	56,931	64,325
		<b>Total</b>	<b>264,619</b>	<b>308,060</b>	<b>356,819</b>	<b>402,774</b>	<b>242,809</b>	<b>283,212</b>	<b>328,579</b>	<b>371,345</b>

# Senior Management: Food Safety & Quality Assurance Partners

## Vice President Food Safety & Quality Assurance

		CALIFORNIA AVERAGE				UNITED STATES AVERAGE				
		25th	50th	75th	90th	25th	50th	75th	90th	
COMPANY REVENUE	\$100MM	Base	174,154	206,166	242,690	276,985	158,461	188,439	222,418	254,308
		Incentive	30,726	36,708	43,388	49,576	28,780	34,150	40,347	46,116
		Total	204,880	242,874	286,078	326,561	187,241	222,589	262,765	300,424
	\$500MM	Base	199,042	235,930	277,875	317,189	181,799	216,132	255,137	291,704
		Incentive	51,463	61,103	72,165	82,458	47,886	56,823	67,133	76,731
		Total	250,505	297,033	350,040	399,647	229,685	272,955	322,270	368,435
	\$1B	Base	217,468	257,830	303,743	346,744	198,960	236,496	279,196	319,203
		Incentive	62,537	74,195	87,624	100,143	58,158	69,011	81,534	93,190
		Total	280,005	332,025	391,367	446,887	257,118	305,507	360,730	412,393
	\$5B	Base	309,877	367,457	433,226	494,761	284,903	338,478	399,683	456,915
		Incentive	94,532	112,184	132,751	152,417	87,964	104,381	123,322	140,952
		Total	404,409	479,641	565,977	647,178	372,867	442,859	523,005	597,867

# Senior Management: Food Safety & Quality Assurance Partners

## Food Safety Director

		CALIFORNIA AVERAGE				UNITED STATES AVERAGE				
		25th	50th	75th	90th	25th	50th	75th	90th	
COMPANY REVENUE	\$100MM	Base	136,948	157,477	179,124	200,294	123,428	142,401	163,157	182,967
		Incentive	13,586	14,875	17,580	19,816	12,469	14,348	16,461	18,451
		<b>Total</b>	<b>150,534</b>	<b>172,352</b>	<b>196,704</b>	<b>220,110</b>	<b>135,897</b>	<b>156,749</b>	<b>179,618</b>	<b>201,418</b>
	\$500MM	Base	151,436	173,367	197,891	221,445	136,736	157,714	180,726	202,660
		Incentive	18,800	22,050	25,507	28,628	17,991	20,703	23,751	26,624
		<b>Total</b>	<b>170,236</b>	<b>195,417</b>	<b>223,398</b>	<b>250,073</b>	<b>154,727</b>	<b>178,417</b>	<b>204,477</b>	<b>229,284</b>
	\$1B	Base	164,151	188,151	215,027	240,684	148,827	171,628	196,688	220,553
		Incentive	22,099	25,939	29,836	33,452	21,020	24,188	27,751	31,107
		<b>Total</b>	<b>186,250</b>	<b>214,090</b>	<b>244,863</b>	<b>274,136</b>	<b>169,847</b>	<b>195,816</b>	<b>224,439</b>	<b>251,660</b>
	\$5B	Base	235,736	271,136	310,311	347,479	215,952	248,870	285,306	319,887
		Incentive	34,055	39,178	44,931	50,355	31,666	36,439	41,805	46,861
		<b>Total</b>	<b>269,791</b>	<b>310,314</b>	<b>355,242</b>	<b>397,834</b>	<b>247,618</b>	<b>285,309</b>	<b>327,111</b>	<b>366,748</b>

# Senior Management: Food Safety & Quality Assurance Partners

## Regulatory Compliance Director

		CALIFORNIA AVERAGE				UNITED STATES AVERAGE				
		25th	50th	75th	90th	25th	50th	75th	90th	
COMPANY REVENUE	\$100MM	Base	131,172	160,593	193,971	225,605	120,795	148,396	180,183	209,795
		Incentive	12,326	14,410	18,043	21,066	11,354	13,906	16,905	19,673
		<b>Total</b>	<b>143,498</b>	<b>175,003</b>	<b>212,014</b>	<b>246,671</b>	<b>132,149</b>	<b>162,302</b>	<b>197,088</b>	<b>229,468</b>
	\$500MM	Base	145,314	177,188	214,705	249,810	133,839	164,373	199,605	232,397
		Incentive	18,186	22,665	27,749	32,347	17,412	21,327	25,927	30,173
		<b>Total</b>	<b>163,500</b>	<b>199,853</b>	<b>242,454</b>	<b>282,157</b>	<b>151,251</b>	<b>185,700</b>	<b>225,532</b>	<b>262,570</b>
	\$1B	Base	157,923	192,715	233,737	271,997	145,785	179,004	217,392	253,097
		Incentive	21,400	26,953	32,878	38,313	20,608	25,242	30,685	35,710
		<b>Total</b>	<b>179,323</b>	<b>219,668</b>	<b>266,615</b>	<b>310,310</b>	<b>166,393</b>	<b>204,246</b>	<b>248,077</b>	<b>288,807</b>
	\$5B	Base	224,311	275,032	334,034	388,866	208,586	255,926	310,902	361,919
		Incentive	32,838	40,296	49,064	57,191	30,660	37,555	45,654	53,129
		<b>Total</b>	<b>257,149</b>	<b>315,328</b>	<b>383,098</b>	<b>446,057</b>	<b>239,246</b>	<b>293,481</b>	<b>356,556</b>	<b>415,048</b>

# Senior Management: Food Safety & Quality Assurance Partners

## Quality Assurance Director

		CALIFORNIA AVERAGE				UNITED STATES AVERAGE				
		25th	50th	75th	90th	25th	50th	75th	90th	
COMPANY REVENUE	\$100MM	Base	125,502	146,471	168,638	189,806	113,112	132,139	153,191	173,175
		Incentive	18,937	21,063	24,610	28,124	17,157	19,985	23,201	26,215
		<b>Total</b>	<b>144,439</b>	<b>167,534</b>	<b>193,248</b>	<b>217,930</b>	<b>130,269</b>	<b>152,124</b>	<b>176,392</b>	<b>199,390</b>
	\$500MM	Base	138,736	161,295	185,708	209,368	125,054	146,049	169,339	191,421
		Incentive	25,569	29,302	34,695	39,298	23,923	27,866	32,352	36,554
		<b>Total</b>	<b>164,305</b>	<b>190,597</b>	<b>220,403</b>	<b>248,666</b>	<b>148,977</b>	<b>173,915</b>	<b>201,691</b>	<b>227,975</b>
	\$1B	Base	150,984	174,897	202,012	227,861	136,315	159,166	184,568	208,628
		Incentive	28,879	34,279	40,020	45,248	27,538	32,076	37,239	42,076
		<b>Total</b>	<b>179,863</b>	<b>209,176</b>	<b>242,032</b>	<b>273,109</b>	<b>163,853</b>	<b>191,242</b>	<b>221,807</b>	<b>250,704</b>
	\$5B	Base	216,219	251,685	291,394	328,868	197,798	230,782	267,710	302,570
		Incentive	44,564	51,909	60,242	68,050	41,445	48,276	56,046	63,326
		<b>Total</b>	<b>260,783</b>	<b>303,594</b>	<b>351,636</b>	<b>396,918</b>	<b>239,243</b>	<b>279,058</b>	<b>323,756</b>	<b>365,896</b>

# Senior Management: Supply Chain & Logistics

## Vice President Supply Chain



		CALIFORNIA AVERAGE				UNITED STATES AVERAGE				
		25th	50th	75th	90th	25th	50th	75th	90th	
COMPANY REVENUE	\$100MM	Base	157,715	212,082	278,220	338,693	142,642	193,955	255,465	311,720
		Incentive	16,602	23,305	30,725	37,457	15,989	21,680	28,578	34,856
		Total	174,317	235,387	308,945	376,150	158,631	215,635	284,043	346,576
	\$500MM	Base	225,147	304,612	400,145	487,400	206,111	280,013	368,907	450,080
		Incentive	30,678	41,575	54,799	66,983	28,529	38,680	50,989	62,189
		Total	255,825	346,187	454,944	554,383	234,640	318,693	419,896	512,269
	\$1B	Base	256,950	347,711	456,953	556,844	235,685	320,111	421,765	514,549
		Incentive	41,768	56,596	74,706	91,826	38,845	52,669	69,429	84,679
		Total	298,718	404,307	531,659	648,670	274,530	372,780	491,194	599,228
	\$5B	Base	318,009	430,455	566,261	691,338	292,476	397,112	523,269	638,348
		Incentive	84,882	115,232	153,552	187,406	78,986	107,096	141,176	172,185
		Total	402,891	545,687	719,813	878,744	371,462	504,208	664,445	810,533

# Senior Management: Supply Chain & Logistics

## Supply Chain Director



		CALIFORNIA AVERAGE				UNITED STATES AVERAGE				
		25th	50th	75th	90th	25th	50th	75th	90th	
COMPANY REVENUE	\$100MM	Base	156,924	172,472	188,697	204,866	140,658	155,600	170,853	185,909
		Incentive	9,963	11,207	12,465	13,597	9,567	10,562	11,613	12,632
		<b>Total</b>	<b>166,887</b>	<b>183,679</b>	<b>201,162</b>	<b>218,463</b>	<b>150,255</b>	<b>166,162</b>	<b>182,466</b>	<b>198,541</b>
	\$500MM	Base	173,017	190,641	208,855	226,842	156,118	172,667	189,617	206,321
		Incentive	12,236	13,656	15,052	16,380	11,517	12,714	13,978	15,205
		<b>Total</b>	<b>185,253</b>	<b>204,297</b>	<b>223,907</b>	<b>243,222</b>	<b>167,635</b>	<b>185,381</b>	<b>203,595</b>	<b>221,526</b>
	\$1B	Base	186,527	205,711	225,463	244,915	168,826	186,696	205,041	223,098
		Incentive	13,509	14,966	16,463	17,904	12,592	13,901	15,282	16,624
		<b>Total</b>	<b>200,036</b>	<b>220,677</b>	<b>241,926</b>	<b>262,819</b>	<b>181,418</b>	<b>200,597</b>	<b>220,323</b>	<b>239,722</b>
	\$5B	Base	260,909	287,881	315,776	343,108	237,948	263,003	288,933	314,355
		Incentive	18,651	20,575	22,607	24,578	17,324	19,124	21,025	22,871
		<b>Total</b>	<b>279,560</b>	<b>308,456</b>	<b>338,383</b>	<b>367,686</b>	<b>255,272</b>	<b>282,127</b>	<b>309,958</b>	<b>337,226</b>

# Senior Management: Supply Chain & Logistics

## Vice President Logistics



		CALIFORNIA AVERAGE				UNITED STATES AVERAGE				
		25th	50th	75th	90th	25th	50th	75th	90th	
COMPANY REVENUE	\$100MM	Base	166,707	199,547	237,537	273,081	151,346	182,279	217,634	250,686
		Incentive	34,098	41,458	49,582	57,074	32,106	38,579	46,108	53,090
		<b>Total</b>	<b>200,805</b>	<b>241,005</b>	<b>287,119</b>	<b>330,155</b>	<b>183,452</b>	<b>220,858</b>	<b>263,742</b>	<b>303,776</b>
	\$500MM	Base	184,030	220,753	262,914	302,295	167,778	202,024	241,232	277,857
		Incentive	51,865	62,449	74,616	85,886	48,329	58,074	69,406	79,916
		<b>Total</b>	<b>235,895</b>	<b>283,202</b>	<b>337,530</b>	<b>388,181</b>	<b>216,107</b>	<b>260,098</b>	<b>310,638</b>	<b>357,773</b>
	\$1B	Base	199,270	239,155	284,909	327,611	182,021	219,138	261,686	301,409
		Incentive	58,920	70,829	84,616	97,408	54,818	65,871	78,725	90,645
		<b>Total</b>	<b>258,190</b>	<b>309,984</b>	<b>369,525</b>	<b>425,019</b>	<b>236,839</b>	<b>285,009</b>	<b>340,411</b>	<b>392,054</b>
	\$5B	Base	285,844	343,197	409,210	470,728	262,555	315,911	377,342	434,577
		Incentive	66,721	80,151	95,841	110,612	62,073	74,588	89,143	102,641
		<b>Total</b>	<b>352,565</b>	<b>423,348</b>	<b>505,051</b>	<b>581,340</b>	<b>324,628</b>	<b>390,499</b>	<b>466,485</b>	<b>537,218</b>



# Senior Management: Supply Chain & Logistics



## Logistics Director

		CALIFORNIA AVERAGE				UNITED STATES AVERAGE				
		25th	50th	75th	90th	25th	50th	75th	90th	
COMPANY REVENUE	\$100MM	Base	130,274	150,881	172,534	193,515	116,999	135,828	156,546	176,265
		Incentive	23,247	25,798	30,340	34,386	21,290	24,649	28,447	32,016
		<b>Total</b>	<b>153,521</b>	<b>176,679</b>	<b>202,874</b>	<b>227,901</b>	<b>138,289</b>	<b>160,477</b>	<b>184,993</b>	<b>208,281</b>
	\$500MM	Base	150,993	173,798	199,495	224,090	135,932	157,748	181,844	204,736
		Incentive	34,387	40,507	47,002	52,926	32,726	37,887	43,726	49,211
		<b>Total</b>	<b>185,380</b>	<b>214,305</b>	<b>246,497</b>	<b>277,016</b>	<b>168,658</b>	<b>195,635</b>	<b>225,570</b>	<b>253,947</b>
	\$1B	Base	163,425	188,319	216,428	243,173	147,732	171,409	197,610	222,480
		Incentive	40,260	47,263	54,629	61,474	38,017	44,013	50,796	57,168
		<b>Total</b>	<b>203,685</b>	<b>235,582</b>	<b>271,057</b>	<b>304,647</b>	<b>185,749</b>	<b>215,422</b>	<b>248,406</b>	<b>279,648</b>
	\$5B	Base	216,697	250,663	288,458	324,222	197,860	229,444	264,588	297,860
		Incentive	56,243	65,307	75,332	84,752	52,464	60,738	70,099	78,892
		<b>Total</b>	<b>273,120</b>	<b>315,970</b>	<b>363,790</b>	<b>408,974</b>	<b>250,324</b>	<b>290,182</b>	<b>334,687</b>	<b>376,752</b>

# Senior Management: Human Resources

## Vice President Human Resources



		CALIFORNIA AVERAGE				UNITED STATES AVERAGE				
		25th	50th	75th	90th	25th	50th	75th	90th	
COMPANY REVENUE	\$100MM	Base	187,804	246,694	316,999	381,419	171,323	226,156	291,543	351,487
		Incentive	25,219	33,338	43,008	51,845	23,516	31,001	40,018	48,247
		Total	213,023	280,032	360,007	433,264	194,839	257,157	331,561	399,734
	\$500MM	Base	244,347	321,321	413,281	497,533	223,973	295,564	381,139	459,505
		Incentive	76,468	100,751	130,198	157,890	71,120	93,755	121,026	145,910
		Total	320,815	422,072	543,479	655,423	295,093	389,319	502,165	605,415
	\$1B	Base	273,646	359,921	463,114	557,762	251,219	331,481	427,503	515,402
		Incentive	119,461	157,522	204,552	248,088	111,146	146,521	189,139	228,028
		Total	393,107	517,443	667,666	805,850	362,365	478,002	616,642	743,430
	\$5B	Base	366,477	482,285	621,733	750,503	337,582	445,331	574,469	692,585
		Incentive	263,343	349,641	451,690	542,913	244,324	322,087	415,770	501,258
		Total	629,820	831,926	1,073,423	1,293,416	581,906	767,418	990,239	1,193,843

# Senior Management: Human Resources

## Human Resources Director



		CALIFORNIA AVERAGE				UNITED STATES AVERAGE				
		25th	50th	75th	90th	25th	50th	75th	90th	
COMPANY REVENUE	\$100MM	Base	135,664	159,765	185,995	211,296	122,262	144,577	169,608	193,216
		Incentive	13,487	15,109	18,324	20,942	12,352	14,567	17,111	19,483
		Total	149,151	174,874	204,319	232,238	134,614	159,144	186,719	212,699
	\$500MM	Base	153,719	180,187	210,643	239,449	138,866	164,157	192,608	219,405
		Incentive	22,565	27,273	32,184	36,659	21,612	25,487	29,937	34,088
		Total	176,284	207,460	242,827	276,108	160,478	189,644	222,545	253,493
	\$1B	Base	167,531	196,887	230,378	261,933	152,121	179,789	210,969	240,312
		Incentive	27,680	33,065	38,886	44,270	26,104	30,784	36,159	41,173
		Total	195,211	229,952	269,264	306,203	178,225	210,573	247,128	281,485
	\$5B	Base	236,678	278,906	326,750	371,639	216,827	256,095	300,600	342,370
		Incentive	41,141	48,500	56,949	64,842	38,257	45,115	52,993	60,341
		Total	277,819	327,406	383,699	436,481	255,084	301,210	353,593	402,711

# Senior Management: Human Resources

## Labor Relations Director



		CALIFORNIA AVERAGE				UNITED STATES AVERAGE				
		25th	50th	75th	90th	25th	50th	75th	90th	
COMPANY REVENUE	\$100MM	Base	148,132	171,657	198,177	223,518	133,671	156,086	180,993	204,588
		Incentive	15,712	18,379	21,572	24,408	14,856	17,305	20,089	22,699
		<b>Total</b>	<b>163,844</b>	<b>190,036</b>	<b>219,749</b>	<b>247,926</b>	<b>148,527</b>	<b>173,391</b>	<b>201,082</b>	<b>227,287</b>
	\$500MM	Base	167,290	194,226	224,634	253,448	151,888	177,305	205,627	232,422
		Incentive	24,094	28,465	33,101	37,400	22,762	26,514	30,781	34,780
		<b>Total</b>	<b>191,384</b>	<b>222,691</b>	<b>257,735</b>	<b>290,848</b>	<b>174,650</b>	<b>203,819</b>	<b>236,408</b>	<b>267,202</b>
	\$1B	Base	182,465	212,236	245,589	277,127	166,298	194,091	225,114	254,441
		Incentive	28,741	33,604	39,022	44,079	26,834	31,256	36,287	41,000
		<b>Total</b>	<b>211,206</b>	<b>245,840</b>	<b>284,611</b>	<b>321,206</b>	<b>193,132</b>	<b>225,347</b>	<b>261,401</b>	<b>295,441</b>
	\$5B	Base	258,262	300,658	348,230	393,070	236,898	276,327	320,586	362,314
		Incentive	42,467	49,447	57,390	64,853	39,495	46,004	53,408	60,345
		<b>Total</b>	<b>300,729</b>	<b>350,105</b>	<b>405,620</b>	<b>457,923</b>	<b>276,393</b>	<b>322,331</b>	<b>373,994</b>	<b>422,659</b>

# Senior Management: Human Resources

## Employee Relations Director



		CALIFORNIA AVERAGE				UNITED STATES AVERAGE				
		25th	50th	75th	90th	25th	50th	75th	90th	
COMPANY REVENUE	\$100MM	Base	135,664	159,765	185,995	211,296	122,262	144,577	169,608	193,216
		Incentive	13,487	15,109	18,324	20,942	12,352	14,567	17,111	19,483
		<b>Total</b>	<b>149,151</b>	<b>174,874</b>	<b>204,319</b>	<b>232,238</b>	<b>134,614</b>	<b>159,144</b>	<b>186,719</b>	<b>212,699</b>
	\$500MM	Base	153,719	180,187	210,643	239,449	138,866	164,157	192,608	219,405
		Incentive	22,565	27,273	32,184	36,659	21,612	25,487	29,937	34,088
		<b>Total</b>	<b>176,284</b>	<b>207,460</b>	<b>242,827</b>	<b>276,108</b>	<b>160,478</b>	<b>189,644</b>	<b>222,545</b>	<b>253,493</b>
	\$1B	Base	167,531	196,887	230,378	261,933	152,121	179,789	210,969	240,312
		Incentive	27,680	33,065	38,886	44,270	26,104	30,784	36,159	41,173
		<b>Total</b>	<b>195,211</b>	<b>229,952</b>	<b>269,264</b>	<b>306,203</b>	<b>178,225</b>	<b>210,573</b>	<b>247,128</b>	<b>281,485</b>
	\$5B	Base	236,678	278,906	326,750	371,639	216,827	256,095	300,600	342,370
		Incentive	41,141	48,500	56,949	64,842	38,257	45,115	52,993	60,341
		<b>Total</b>	<b>277,819</b>	<b>327,406</b>	<b>383,699</b>	<b>436,481</b>	<b>255,084</b>	<b>301,210</b>	<b>353,593</b>	<b>402,711</b>

# Senior Management: Information Technology

## Vice President Information Technology



		CALIFORNIA AVERAGE				UNITED STATES AVERAGE				
		25th	50th	75th	90th	25th	50th	75th	90th	
COMPANY REVENUE	\$100MM	Base	206,490	279,050	366,254	445,887	188,757	256,244	337,375	411,478
		Incentive	54,954	74,497	98,183	119,977	51,114	69,305	91,358	111,426
		<b>Total</b>	<b>261,444</b>	<b>353,547</b>	<b>464,437</b>	<b>565,864</b>	<b>239,871</b>	<b>325,549</b>	<b>428,733</b>	<b>522,904</b>
	\$500MM	Base	273,256	369,552	485,551	591,767	250,856	340,443	448,367	546,850
		Incentive	88,236	119,630	158,615	194,897	82,087	111,300	146,718	178,944
		<b>Total</b>	<b>361,492</b>	<b>489,182</b>	<b>644,166</b>	<b>786,664</b>	<b>332,943</b>	<b>451,743</b>	<b>595,085</b>	<b>725,794</b>
	\$1B	Base	305,818	413,677	543,839	663,553	281,142	381,507	502,498	612,871
		Incentive	105,196	142,821	190,175	232,258	97,887	132,724	174,959	213,389
		<b>Total</b>	<b>411,014</b>	<b>556,498</b>	<b>734,014</b>	<b>895,811</b>	<b>379,029</b>	<b>514,231</b>	<b>677,457</b>	<b>826,260</b>
	\$5B	Base	391,663	530,166	698,903	853,201	361,021	489,814	645,270	787,002
		Incentive	208,018	284,653	374,764	455,517	193,133	261,865	345,195	421,017
		<b>Total</b>	<b>599,681</b>	<b>814,819</b>	<b>1,073,667</b>	<b>1,308,718</b>	<b>554,154</b>	<b>751,679</b>	<b>990,465</b>	<b>1,208,019</b>

# Senior Management: Information Technology

## IT Operations Director



		CALIFORNIA AVERAGE				UNITED STATES AVERAGE				
		25th	50th	75th	90th	25th	50th	75th	90th	
COMPANY REVENUE	\$100MM	Base	150,418	173,230	198,886	223,447	135,790	157,584	181,654	204,522
		Incentive	15,835	18,585	21,651	24,400	15,089	17,469	20,162	22,691
		<b>Total</b>	<b>166,253</b>	<b>191,815</b>	<b>220,537</b>	<b>247,847</b>	<b>150,879</b>	<b>175,053</b>	<b>201,816</b>	<b>227,213</b>
	\$500MM	Base	166,813	192,490	221,320	248,728	151,424	175,684	202,544	228,033
		Incentive	24,071	28,281	32,699	36,803	22,759	26,349	30,409	34,224
		<b>Total</b>	<b>190,884</b>	<b>220,771</b>	<b>254,019</b>	<b>285,531</b>	<b>174,183</b>	<b>202,033</b>	<b>232,953</b>	<b>262,257</b>
	\$1B	Base	181,467	209,795	241,342	271,265	165,361	191,819	221,165	248,990
		Incentive	28,570	33,210	38,340	43,140	26,683	30,892	35,652	40,125
		<b>Total</b>	<b>210,037</b>	<b>243,005</b>	<b>279,682</b>	<b>314,405</b>	<b>192,044</b>	<b>222,711</b>	<b>256,817</b>	<b>289,115</b>
	\$5B	Base	260,211	301,100	346,709	389,820	238,711	276,738	319,170	359,289
		Incentive	42,996	49,759	57,412	64,621	39,987	46,294	53,429	60,131
		<b>Total</b>	<b>303,207</b>	<b>350,859</b>	<b>404,121</b>	<b>454,441</b>	<b>278,698</b>	<b>323,032</b>	<b>372,599</b>	<b>419,420</b>