

2021

Compensation and Benefits Survey



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PURPOSE AND METHOD

The findings cited in this report are based on a survey sponsored by the National Pest Management Association (NPMA) and *Pest Control Technology (PCT)*. The purpose of this research project was to gather current data about compensation and benefits in the pest control industry.

The survey sample of 11,028 included all emailable contacts in the following two segments:

- primary company contacts in NPMA's membership list at unique company locations in the United States and Canada
- recipients of *PCT* at unique company locations in the United States and Canada and with titles of executive, owner, partner, president, or vice president

On October 20, 2021, Readex contacted all sample members via an email in the name of NPMA's CEO and PCT's publisher, which included a link to the survey programmed/hosted by Readex, asking for their participation in the study. As an incentive to participate, respondents were eligible to receive a copy of the complete aggregated results (emailed by NPMA) and to enter into a drawing for a chance to win one of two \$100 Visa gift cards.

Reminder emails were sent on October 27, November 3, and November 10 to those with deliverable email addresses who had not yet responded.

The survey was closed for tabulation on November 15, 2021, with 448 total responses—a 4% response rate. To accurately represent the audience of interest, the results are based on the 435 qualified companies (those that reported they provide services in the U.S. or Canada)—representing 97% of the total population.

The margin of error for percentages based on 435 qualified companies is ± 4.6 percentage points at the 95% confidence level. The margin of error for percentages based on smaller sample sizes will be larger.

As with any research, the results should be interpreted with the potential of non-response bias in mind. It is unknown how those who responded to the survey may differ from those who did not. In general, the higher the response rate, the more likely results are to accurately represent the population of interest.

Percentages may not add to 100 for single answer questions due to rounding and/or non-response.

This report was prepared by Readex in accordance with accepted research standards and practices.

PURPOSE AND METHOD

Readex Research is a nationally recognized independent research company located in Stillwater, Minnesota. Its roots are in survey research for the magazine publishing industry, but specialization in conducting high-quality survey research (by mail and/or the Internet) has brought clients from many other markets, including associations, corporate marketers and communicators, and government agencies. Since its founding in 1947, Readex has completed thousands of surveys for hundreds of different clients.

As a full-service survey research supplier, Readex offers professional services, and in-house processing of all phases of each project (traditional mailing, broadcast emailing, and data processing) to ensure complete control over project quality and schedule. Analytical capabilities include a range of multivariate statistics and modeling techniques in addition to the more traditional stub-and-banner tabulations.

ABOUT REDEX RESEARCH

**NPMA and PCT
2021 Compensation and Benefits Survey
Compensation Tables**

TABLE 001 General/Branch Manager

		Annual Base Salary				Other Cash Compensation <i>those with FT employees in position all 12 months prior to 7/1/21</i>			
		n	25th percentile	50th percentile median	75th percentile	n	25th percentile	50th percentile median	75th percentile
Total		257	\$41,600	\$56,200	\$73,500	207	\$1,200	\$10,000	\$30,000
Years in Business	40+	61	\$44,500	\$60,000	\$76,500	56	\$100	\$6,800	\$20,000
	20 - 39	69	\$45,000	\$55,000	\$68,000	58	\$1,400	\$10,000	\$42,000
	5 - 19	75	\$40,000	\$55,000	\$68,000	61	\$2,800	\$14,000	\$25,500
	<5	49	\$40,800	\$60,000	\$75,500	30	\$0	\$10,000	\$50,000
Gross Revenue	\$1.0 million or more	116	\$50,500	\$67,500	\$80,000	108	\$4,300	\$12,500	\$28,800
	\$500,000 - \$999,999	41	\$45,800	\$54,000	\$65,500	37	\$1,800	\$5,000	\$17,500
	\$250,000 - \$499,999	33	\$31,200	\$45,000	\$57,500	27	\$0	\$10,000	\$35,000
	under \$250,000	64	\$35,300	\$48,000	\$60,000	33	\$0	\$5,000	\$50,000
Number of Employees	20+	79	\$50,000	\$67,000	\$85,000	75	\$4,000	\$12,000	\$30,000
	10 - 19	70	\$45,000	\$54,000	\$70,000	54	\$2,700	\$11,500	\$25,000
	5 - 9	64	\$40,000	\$52,000	\$65,800	51	\$100	\$5,000	\$40,000
	<5	44	\$36,100	\$50,000	\$60,000	27	\$0	\$3,000	\$20,000
Region Serviced	Mideast/New England	35	\$40,000	\$60,000	\$75,000	25	\$2,000	\$10,000	\$31,000
	Great Lakes & Plains	36	\$44,300	\$56,500	\$73,800	33	\$0	\$5,000	\$24,000
	Southeast	76	\$38,300	\$51,000	\$69,500	62	\$3,800	\$13,000	\$45,000
	Rocky Mountain/Far West/Southwest	83	\$44,700	\$60,000	\$75,000	65	\$0	\$6,000	\$20,000
	Canada	10	\$54,300	\$57,200	\$60,600	6	\$0	\$6,300	\$24,300
Company NPMA Membership Status	member	165	\$45,000	\$60,000	\$75,000	139	\$1,600	\$10,000	\$27,100
	non-member	92	\$36,100	\$51,000	\$70,000	68	\$100	\$12,000	\$45,400

NOTE: results not shown if fewer than 5 valid values

TABLE 002 Office Manager

		Annual Base Salary				Other Cash Compensation			
		n	25th percentile	50th percentile	75th percentile	<i>those with FT employees in position all 12 months prior to 7/1/21</i>			
				median		n	25th percentile	50th percentile	75th percentile
							median		
Total		228	\$35,000	\$42,500	\$53,100	193	\$0	\$3,000	\$10,500
Years in Business	40+	70	\$36,000	\$45,000	\$56,300	65	\$0	\$2,500	\$11,500
	20 - 39	55	\$34,000	\$40,600	\$47,800	47	\$0	\$3,000	\$13,500
	5 - 19	74	\$31,800	\$41,600	\$55,000	62	\$0	\$4,500	\$12,200
	<5	26	\$32,500	\$45,400	\$52,000	17	\$0	\$5,000	\$10,000
Gross Revenue	\$1.0 million or more	107	\$40,000	\$48,000	\$60,000	99	\$0	\$5,000	\$12,000
	\$500,000 - \$999,999	47	\$35,400	\$40,000	\$48,000	45	\$0	\$2,000	\$10,000
	\$250,000 - \$499,999	27	\$29,100	\$35,000	\$48,000	25	\$0	\$0	\$5,000
	under \$250,000	44	\$26,300	\$36,700	\$50,000	22	\$0	\$1,300	\$30,100
Number of Employees	20+	73	\$37,400	\$45,000	\$57,500	68	\$0	\$4,800	\$10,000
	10 - 19	71	\$35,000	\$41,000	\$53,500	59	\$0	\$4,000	\$25,000
	5 - 9	68	\$33,700	\$41,600	\$51,500	57	\$0	\$1,200	\$10,000
	<5	16	\$29,000	\$32,600	\$52,500	9	\$0	\$5,000	\$20,000
Region Serviced	Mideast/New England	37	\$36,900	\$50,000	\$57,500	29	\$0	\$1,000	\$10,000
	Great Lakes & Plains	30	\$35,300	\$42,300	\$53,900	27	\$0	\$4,000	\$12,000
	Southeast	72	\$31,200	\$40,000	\$50,000	62	\$0	\$5,000	\$12,000
	Rocky Mountain/Far West/Southwest	65	\$34,600	\$45,000	\$54,500	55	\$0	\$1,700	\$12,000
	Canada	12	\$38,500	\$43,300	\$58,000	9	\$300	\$2,500	\$7,500
Company NPMA Membership Status	member	163	\$35,400	\$45,000	\$55,000	145	\$0	\$2,500	\$10,000
	non-member	65	\$31,200	\$40,000	\$52,000	48	\$0	\$4,500	\$14,500

NOTE: results not shown if fewer than 5 valid values

TABLE 003 Service Manager

		Annual Base Salary				Other Cash Compensation			
		n	25th percentile	50th percentile	75th percentile	n	25th percentile	50th percentile	75th percentile
				median				median	
Total		160	\$42,000	\$50,000	\$60,000	132	\$1,000	\$5,000	\$16,500
Years in Business	40+	52	\$45,200	\$54,500	\$60,000	45	\$0	\$5,000	\$15,000
	20 - 39	42	\$39,900	\$50,000	\$60,000	38	\$1,000	\$6,500	\$50,500
	5 - 19	47	\$41,600	\$48,000	\$55,000	39	\$2,500	\$5,000	\$15,000
	<5	17	\$38,700	\$52,000	\$56,600	9	\$800	\$8,000	\$11,000
Gross Revenue	\$1.0 million or more	99	\$45,800	\$53,000	\$60,000	94	\$1,700	\$7,500	\$21,300
	\$500,000 - \$999,999	22	\$39,900	\$50,000	\$55,000	20	\$1,100	\$4,800	\$13,800
	\$250,000 - \$499,999	13	\$36,200	\$45,000	\$57,000	9	\$0	\$5,000	\$5,500
	under \$250,000	23	\$0	\$37,400	\$52,000	8	\$0	\$3,100	\$47,500
Number of Employees	20+	72	\$46,500	\$55,000	\$60,000	69	\$1,900	\$6,000	\$30,000
	10 - 19	57	\$40,000	\$47,800	\$55,000	43	\$0	\$10,000	\$25,000
	5 - 9	27	\$37,400	\$46,000	\$55,000	17	\$600	\$2,500	\$5,000
	<5	4 *	*	*	*	3 *	*	*	*
Region Serviced	Mideast/New England	33	\$46,400	\$55,000	\$67,500	25	\$0	\$3,500	\$15,000
	Great Lakes & Plains	19	\$41,600	\$52,000	\$60,000	17	\$1,100	\$7,500	\$15,000
	Southeast	50	\$41,200	\$47,700	\$52,000	42	\$1,200	\$6,000	\$27,500
	Rocky Mountain/Far West/Southwest	39	\$45,000	\$55,000	\$65,000	31	\$1,000	\$5,000	\$15,000
	Canada	7	\$45,000	\$54,100	\$60,300	5	\$1,300	\$5,000	\$8,500
Company NPMA Membership Status	member	111	\$45,000	\$50,000	\$60,000	95	\$1,000	\$6,000	\$15,000
	non-member	49	\$38,700	\$48,000	\$59,100	37	\$800	\$5,000	\$35,000

NOTE: results not shown if fewer than 5 valid values

TABLE 004 Sales Manager

		Annual Base Salary				Other Cash Compensation			
		n	25th percentile	50th percentile	75th percentile	n	25th percentile	50th percentile	75th percentile
				median				median	
Total		93	\$35,000	\$45,800	\$62,400	67	\$5,000	\$30,000	\$50,000
Years in Business									
	40+	34	\$37,200	\$60,000	\$65,000	28	\$8,500	\$30,000	\$53,800
	20 - 39	19	\$40,000	\$50,000	\$72,000	14	\$4,500	\$25,000	\$70,000
	5 - 19	31	\$0	\$35,400	\$50,000	21	\$2,000	\$40,000	\$50,000
	<5	7	\$37,400	\$52,000	\$62,400	3 *	*	*	*
Gross Revenue									
	\$1.0 million or more	60	\$42,000	\$54,000	\$71,500	56	\$9,300	\$30,000	\$58,800
	\$500,000 - \$999,999	6	\$33,000	\$37,400	\$45,100	4 *	*	*	*
	\$250,000 - \$499,999	6	\$0	\$37,700	\$42,000	3 *	*	*	*
	under \$250,000	19	\$0	\$37,400	\$52,000	4 *	*	*	*
Number of Employees									
	20+	55	\$35,000	\$54,000	\$70,000	51	\$9,000	\$30,000	\$55,000
	10 - 19	26	\$29,700	\$40,000	\$45,200	14	\$3,800	\$26,000	\$50,000
	5 - 9	12	\$35,300	\$40,200	\$58,200	2 *	*	*	*
	<5	*	*	*	*	*	*	*	*
Region Serviced									
	Mideast/New England	19	\$37,400	\$52,000	\$75,000	12	\$0	\$6,300	\$37,500
	Great Lakes & Plains	13	\$15,600	\$36,000	\$60,000	8	\$5,800	\$22,500	\$40,000
	Southeast	27	\$0	\$42,000	\$54,000	19	\$12,000	\$47,000	\$60,000
	Rocky Mountain/Far West/Southwest	17	\$35,000	\$54,000	\$97,500	13	\$8,000	\$15,000	\$42,500
	Canada	5	\$42,500	\$50,000	\$61,400	3 *	*	*	*
Company NPMA Membership Status									
	member	60	\$38,100	\$50,000	\$64,400	48	\$3,000	\$12,000	\$46,800
	non-member	33	\$0	\$37,400	\$56,000	19	\$32,000	\$50,000	\$65,000

NOTE: results not shown if fewer than 5 valid values

TABLE 005 Sales Person

		Annual Base Salary				Other Cash Compensation			
		n	25th percentile	50th percentile	75th percentile	n	25th percentile	50th percentile	75th percentile
				median				median	
Total		130	\$20,300	\$35,600	\$50,000	106	\$5,000	\$30,000	\$46,300
Years in Business	40+	40	\$27,800	\$35,000	\$48,800	37	\$3,500	\$30,000	\$44,000
	20 - 39	25	\$25,000	\$40,000	\$51,300	22	\$5,800	\$30,900	\$52,500
	5 - 19	46	\$0	\$35,100	\$50,000	34	\$9,300	\$27,500	\$45,000
	<5	17	\$0	\$31,200	\$53,500	12	\$2,900	\$30,000	\$73,300
Gross Revenue	\$1.0 million or more	91	\$31,200	\$40,000	\$50,000	86	\$6,800	\$30,000	\$50,000
	\$500,000 - \$999,999	12	\$5,000	\$28,100	\$42,800	8	\$1,100	\$11,300	\$34,200
	\$250,000 - \$499,999	6	\$0	\$18,700	\$40,800	4 *	*	*	*
	under \$250,000	20	\$0	\$10,400	\$41,200	8	\$7,800	\$42,500	\$48,800
Number of Employees	20+	67	\$31,200	\$40,000	\$50,000	65	\$6,000	\$30,000	\$50,000
	10 - 19	40	\$0	\$31,600	\$44,500	27	\$12,000	\$30,000	\$50,000
	5 - 9	23	\$0	\$35,000	\$52,000	14	\$0	\$8,800	\$32,500
	<5	*	*	*	*	*	*	*	*
Region Serviced	Mideast/New England	22	\$25,400	\$40,000	\$50,000	16	\$1,100	\$34,000	\$60,000
	Great Lakes & Plains	18	\$22,800	\$35,000	\$43,300	13	\$4,500	\$20,000	\$33,100
	Southeast	44	\$0	\$33,500	\$44,700	37	\$12,000	\$40,000	\$50,000
	Rocky Mountain/Far West/Southwest	31	\$31,200	\$41,600	\$60,000	26	\$4,500	\$20,000	\$30,000
	Canada	3 *	*	*	*	2 *	*	*	*
Company NPMA Membership Status	member	90	\$20,300	\$35,000	\$50,000	78	\$3,800	\$30,000	\$46,300
	non-member	39	\$0	\$37,400	\$52,000	27	\$10,000	\$30,000	\$50,000

NOTE: results not shown if fewer than 5 valid values

TABLE 006 Customer Service Representative (Administrative)

		Annual Base Salary				Other Cash Compensation			
		n	25th percentile	50th percentile	75th percentile	n	25th percentile	50th percentile	75th percentile
				median				median	
Total		193	\$29,400	\$35,000	\$39,000	162	\$0	\$1,500	\$8,000
Years in Business									
	40+	62	\$30,100	\$34,900	\$39,600	55	\$0	\$2,500	\$8,000
	20 - 39	48	\$29,000	\$35,200	\$40,000	42	\$0	\$1,500	\$10,000
	5 - 19	56	\$28,300	\$33,300	\$37,200	47	\$0	\$1,000	\$8,000
	<5	24	\$27,800	\$35,000	\$40,700	16	\$0	\$600	\$6,300
Gross Revenue									
	\$1.0 million or more	115	\$31,200	\$35,400	\$40,000	109	\$0	\$3,500	\$10,000
	\$500,000 - \$999,999	30	\$28,900	\$33,300	\$35,500	30	\$0	\$1,000	\$2,400
	\$250,000 - \$499,999	17	\$26,000	\$31,200	\$38,700	13	\$0	\$300	\$1,300
	under \$250,000	27	\$0	\$25,000	\$35,000	8	\$0	\$0	\$30,400
Number of Employees									
	20+	78	\$30,900	\$35,000	\$39,600	74	\$0	\$4,000	\$10,300
	10 - 19	67	\$28,100	\$35,000	\$40,000	53	\$0	\$1,500	\$10,400
	5 - 9	41	\$27,000	\$33,300	\$37,400	32	\$0	\$100	\$1,500
	<5	7	\$20,800	\$31,200	\$35,000	3 *	*	*	*
Region Serviced									
	Mideast/New England	35	\$33,300	\$37,400	\$44,000	26	\$0	\$100	\$4,300
	Great Lakes & Plains	24	\$29,100	\$33,300	\$37,200	21	\$300	\$4,000	\$9,300
	Southeast	63	\$25,000	\$31,200	\$36,000	55	\$0	\$1,000	\$9,000
	Rocky Mountain/Far West/Southwest	54	\$30,800	\$35,400	\$40,400	44	\$0	\$1,500	\$5,800
	Canada	6	\$32,800	\$40,000	\$41,600	5	\$800	\$1,500	\$8,500
Company NPMA Membership Status									
	member	135	\$30,000	\$35,000	\$40,000	124	\$0	\$1,500	\$7,800
	non-member	58	\$24,500	\$34,000	\$37,600	38	\$0	\$1,300	\$8,500

NOTE: results not shown if fewer than 5 valid values

TABLE 007 Pest Management Service Technician

		Annual Base Salary				Other Cash Compensation			
		n	25th percentile	50th percentile	75th percentile	n	25th percentile	50th percentile	75th percentile
				median				median	
Total		303	\$31,200	\$38,000	\$45,000	260	\$0	\$4,000	\$15,000
Years in Business	40+	66	\$33,300	\$37,400	\$45,000	63	\$1,800	\$5,000	\$25,000
	20 - 39	80	\$32,000	\$39,500	\$50,000	68	\$0	\$5,000	\$18,800
	5 - 19	100	\$31,200	\$37,700	\$42,000	86	\$200	\$4,800	\$15,000
	<5	54	\$31,200	\$39,000	\$47,900	41	\$0	\$2,000	\$10,000
Gross Revenue	\$1.0 million or more	121	\$35,000	\$39,500	\$45,300	119	\$2,000	\$7,700	\$20,000
	\$500,000 - \$999,999	50	\$31,800	\$37,400	\$41,600	48	\$500	\$3,300	\$11,500
	\$250,000 - \$499,999	47	\$30,000	\$38,500	\$45,000	42	\$0	\$1,800	\$10,500
	under \$250,000	80	\$29,300	\$36,400	\$47,100	47	\$0	\$300	\$12,000
Number of Employees	20+	76	\$33,500	\$37,700	\$45,000	75	\$2,000	\$7,000	\$40,000
	10 - 19	81	\$33,300	\$38,000	\$45,000	70	\$900	\$5,600	\$13,500
	5 - 9	87	\$31,200	\$39,500	\$44,900	75	\$300	\$2,000	\$10,000
	<5	59	\$29,000	\$37,400	\$50,000	40	\$0	\$0	\$8,900
Region Serviced	Mideast/New England	57	\$33,500	\$41,600	\$45,600	45	\$0	\$2,000	\$17,500
	Great Lakes & Plains	45	\$34,100	\$39,500	\$45,000	39	\$0	\$2,000	\$15,000
	Southeast	87	\$30,000	\$35,400	\$40,000	78	\$300	\$5,000	\$17,000
	Rocky Mountain/Far West/Southwest	90	\$32,800	\$39,200	\$50,000	77	\$300	\$4,500	\$16,500
	Canada	12	\$38,900	\$43,300	\$47,800	9	\$1,400	\$2,000	\$10,000
Company NPMA Membership Status	member	197	\$32,400	\$38,000	\$45,000	177	\$800	\$5,000	\$17,500
	non-member	105	\$30,100	\$37,500	\$46,400	82	\$0	\$2,300	\$12,000

NOTE: results not shown if fewer than 5 valid values

TABLE 008 Termite Technician, Baiting

		Annual Base Salary				Other Cash Compensation			
		n	25th percentile	50th percentile	75th percentile	<i>those with FT employees in position all 12 months prior to 7/1/21</i>			
				median		n	25th percentile	50th percentile	75th percentile
							median		
Total		91	\$31,200	\$37,400	\$41,600	70	\$0	\$2,300	\$12,100
Years in Business	40+	34	\$35,000	\$37,400	\$40,000	29	\$0	\$1,000	\$7,500
	20 - 39	22	\$32,800	\$38,800	\$42,500	17	\$1,100	\$10,000	\$47,500
	5 - 19	27	\$27,000	\$35,000	\$45,000	20	\$0	\$1,600	\$26,500
	<5	8	\$26,500	\$34,700	\$41,100	4 *	*	*	*
Gross Revenue	\$1.0 million or more	45	\$33,300	\$37,400	\$41,600	42	\$0	\$2,500	\$10,500
	\$500,000 - \$999,999	13	\$29,100	\$35,400	\$39,800	11	\$1,000	\$5,000	\$41,000
	\$250,000 - \$499,999	11	\$25,000	\$35,400	\$50,000	9	\$0	\$0	\$13,500
	under \$250,000	22	\$18,800	\$36,700	\$42,800	8	\$0	\$18,300	\$47,500
Number of Employees	20+	37	\$33,300	\$37,400	\$40,800	36	\$0	\$2,500	\$12,000
	10 - 19	30	\$25,000	\$37,800	\$42,500	19	\$0	\$2,500	\$12,000
	5 - 9	18	\$28,800	\$35,100	\$40,400	11	\$0	\$1,000	\$28,000
	<5	6	\$34,800	\$39,700	\$59,800	4 *	*	*	*
Region Serviced	Mideast/New England	15	\$31,200	\$38,000	\$40,000	12	\$300	\$10,000	\$36,300
	Great Lakes & Plains	13	\$35,200	\$37,400	\$43,300	8	\$300	\$1,800	\$2,500
	Southeast	43	\$30,000	\$35,400	\$40,000	35	\$0	\$1,500	\$12,500
	Rocky Mountain/Far West/Southwest	17	\$35,200	\$41,000	\$45,000	12	\$0	\$3,000	\$11,500
	Canada	*	*	*	*	*	*	*	*
Company NPMA Membership Status	member	62	\$31,800	\$35,700	\$40,300	54	\$0	\$2,300	\$12,000
	non-member	29	\$28,100	\$38,000	\$50,000	16	\$0	\$2,000	\$34,000

NOTE: results not shown if fewer than 5 valid values

TABLE 009 Termite Technician, Liquid

		Annual Base Salary				Other Cash Compensation			
		n	25th percentile	50th percentile	75th percentile	n	25th percentile	50th percentile	75th percentile
				median				median	
Total		122	\$31,200	\$35,400	\$41,700	100	\$0	\$2,000	\$15,000
Years in Business	40+	39	\$32,000	\$35,400	\$41,600	36	\$0	\$1,000	\$5,400
	20 - 39	26	\$30,700	\$36,400	\$47,200	23	\$1,500	\$10,000	\$45,000
	5 - 19	43	\$30,000	\$35,400	\$43,000	34	\$0	\$3,300	\$21,300
	<5	13	\$30,600	\$35,000	\$46,000	6	\$0	\$3,500	\$12,800
Gross Revenue	\$1.0 million or more	54	\$33,300	\$37,400	\$46,300	53	\$0	\$2,500	\$12,000
	\$500,000 - \$999,999	26	\$31,200	\$36,700	\$41,600	24	\$0	\$2,000	\$22,000
	\$250,000 - \$499,999	19	\$30,000	\$33,300	\$42,000	15	\$0	\$0	\$22,000
	under \$250,000	22	\$0	\$31,600	\$40,400	7	\$0	\$40,000	\$50,000
Number of Employees	20+	43	\$32,000	\$35,400	\$45,800	42	\$0	\$2,000	\$15,000
	10 - 19	36	\$29,300	\$35,400	\$40,000	27	\$1,000	\$4,500	\$15,000
	5 - 9	34	\$31,800	\$40,800	\$47,200	25	\$0	\$1,200	\$13,500
	<5	9	\$15,600	\$31,200	\$45,000	6	\$0	\$0	\$42,500
Region Serviced	Mideast/New England	19	\$29,100	\$40,000	\$50,000	14	\$0	\$800	\$21,300
	Great Lakes & Plains	17	\$30,600	\$36,000	\$41,600	14	\$0	\$500	\$5,600
	Southeast	49	\$31,200	\$33,300	\$41,600	40	\$1,100	\$4,800	\$18,000
	Rocky Mountain/Far West/Southwest	30	\$34,700	\$37,400	\$43,500	26	\$0	\$2,000	\$12,100
	Canada	2 *	*	*	*	1 *	*	*	*
Company NPMA Membership Status	member	76	\$31,200	\$35,400	\$41,600	65	\$0	\$2,000	\$12,300
	non-member	45	\$29,600	\$38,000	\$47,800	34	\$0	\$2,300	\$22,300

NOTE: results not shown if fewer than 5 valid values

TABLE 010 Lawn Technician

		Annual Base Salary				Other Cash Compensation			
		n	25th percentile	50th percentile	75th percentile	n	25th percentile	50th percentile	75th percentile
				median				median	
Total		41	\$26,000	\$35,400	\$40,000	30	\$500	\$3,800	\$36,000
Years in Business	40+	18	\$29,400	\$35,400	\$38,900	15	\$500	\$2,000	\$44,000
	20 - 39	10	\$34,300	\$37,700	\$50,500	8	\$300	\$4,800	\$40,500
	5 - 19	7	\$0	\$27,000	\$40,000	4 *	*	*	*
	<5	5	\$0	\$30,000	\$37,700	3 *	*	*	*
Gross Revenue	\$1.0 million or more	24	\$33,500	\$37,400	\$41,500	22	\$500	\$3,300	\$20,300
	\$500,000 - \$999,999	3 *	*	*	*	3 *	*	*	*
	\$250,000 - \$499,999	2 *	*	*	*	2 *	*	*	*
	under \$250,000	10	\$0	\$27,500	\$36,000	2 *	*	*	*
Number of Employees	20+	23	\$33,300	\$36,000	\$40,000	21	\$500	\$2,000	\$36,000
	10 - 19	11	\$0	\$35,400	\$55,000	6	\$0	\$3,800	\$21,500
	5 - 9	4 *	*	*	*	3 *	*	*	*
	<5	3 *	*	*	*	0 -	-	-	-
Region Serviced	Mideast/New England	4 *	*	*	*	3 *	*	*	*
	Great Lakes & Plains	3 *	*	*	*	2 *	*	*	*
	Southeast	17	\$18,500	\$38,000	\$43,900	12	\$300	\$5,000	\$42,000
	Rocky Mountain/Far West/Southwest	16	\$30,300	\$34,700	\$42,400	12	\$100	\$2,000	\$12,400
	Canada	0 *	*	*	*	0 -	-	-	-
Company NPMA Membership Status	member	24	\$24,800	\$35,400	\$37,400	19	\$1,000	\$5,000	\$36,000
	non-member	17	\$28,100	\$38,000	\$44,700	11	\$0	\$1,500	\$44,000

NOTE: results not shown if fewer than 5 valid values

TABLE 011 Wildlife Technician

		Annual Base Salary				Other Cash Compensation			
		n	25th percentile	50th percentile	75th percentile	n	25th percentile	50th percentile	75th percentile
				median				median	
Total		72	\$30,000	\$37,000	\$43,700	53	\$200	\$5,000	\$26,500
Years in Business									
	40+	19	\$30,000	\$37,000	\$41,600	16	\$1,000	\$3,000	\$15,000
	20 - 39	14	\$31,500	\$36,500	\$50,500	12	\$0	\$14,000	\$43,000
	5 - 19	27	\$25,000	\$35,000	\$45,000	18	\$500	\$5,500	\$30,300
	<5	9	\$32,500	\$41,600	\$56,100	5	\$0	\$2,500	\$7,500
Gross Revenue									
	\$1.0 million or more	31	\$33,300	\$37,000	\$50,000	29	\$700	\$6,000	\$24,600
	\$500,000 - \$999,999	11	\$30,000	\$35,400	\$41,600	10	\$800	\$14,800	\$34,500
	\$250,000 - \$499,999	6	\$31,200	\$37,500	\$47,300	5	\$0	\$5,000	\$15,000
	under \$250,000	22	\$25,800	\$36,400	\$52,000	8	\$0	\$1,300	\$20,000
Number of Employees									
	20+	28	\$33,700	\$37,200	\$50,000	27	\$700	\$6,000	\$30,000
	10 - 19	25	\$12,500	\$35,400	\$40,000	18	\$0	\$3,300	\$33,300
	5 - 9	11	\$35,000	\$41,600	\$52,000	4 *	*	*	*
	<5	8	\$26,300	\$31,000	\$73,800	4 *	*	*	*
Region Serviced									
	Mideast/New England	18	\$28,700	\$37,200	\$50,000	13	\$0	\$1,000	\$37,000
	Great Lakes & Plains	11	\$25,000	\$37,000	\$41,600	9	\$700	\$3,500	\$16,800
	Southeast	20	\$30,300	\$35,000	\$41,200	14	\$1,300	\$7,500	\$25,800
	Rocky Mountain/Far West/Southwest	14	\$29,800	\$39,000	\$45,300	9	\$0	\$1,000	\$19,500
	Canada	4 *	*	*	*	3 *	*	*	*
Company NPMA Membership Status									
	member	42	\$32,800	\$37,000	\$50,000	35	\$1,000	\$5,000	\$25,000
	non-member	29	\$25,500	\$36,000	\$42,600	18	\$0	\$2,300	\$30,800

NOTE: results not shown if fewer than 5 valid values

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Table	Title
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Data Interpretation

000	Key to Tables
001	Regions Serviced [Multiple]
002	Region Serviced [Single]
003	Proportion With Company Membership in NPMA
004	Years in Business
005	Number of Employees
006	Gross Revenue
007	Medical Insurance Program Offered
008	Percentage of Medical Insurance Paid by Company: For Employee
009	Percentage of Medical Insurance Paid by Company: For Dependent
010	Other Health-Related Benefits Offered
011	Savings Plans Offered
012	Level of Difficulty: Attracting and Hiring Employees
013	Level of Difficulty: Retaining Existing Employees
014	Industries/Service Sectors of Greatest Competition to Hiring
015	Remote-Work Positions
016	Proportion Who Anticipate Allowing Remote Work Indefinitely
017	Benefits Added/Improved: Full-Time Employees
018	Benefits Added/Improved: Part-Time Employees
019	Benefits Added/Improved: Commission Staff
020	Impact to Added/Improved Benefits: Employee Retention
021	Impact to Added/Improved Benefits: Employee Recruitment
022	Impact to Added/Improved Benefits: Corporate Culture
023	Factor Most Important to New Hires
024	Number of Paid Holidays Provided
025	Days of Paid Time Off: Mean Summary
026	Days of Paid Time Off: Less Than 1 Year of Service
027	Days of Paid Time Off: 1 Year of Service
028	Days of Paid Time Off: 2 Years of Service
029	Days of Paid Time Off: 3 Years of Service
030	Days of Paid Time Off: 4 Years of Service
031	Days of Paid Time Off: 5 - 9 Years of Service
032	Days of Paid Time Off: 10+ Years of Service

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034	Number of FT Employees: Mean Summary
035	Number of FT Employees: General/Branch Manager
036	Number of FT Employees: Office Manager
037	Number of FT Employees: Service Manager
038	Number of FT Employees: Sales Manager
039	Number of FT Employees: Sales Person
040	Number of FT Employees: Customer Service Representative
041	Number of FT Employees: Pest Management Service Technician
042	Number of FT Employees: Termite Technician, Baiting
043	Number of FT Employees: Termite Technician, Liquid
044	Number of FT Employees: Lawn Technician
045	Number of FT Employees: Wildlife Technician
046	General/Branch Manager: Primary Type of Pay Plan Offered
047	General/Branch Manager: Change in Compensation
048	General/Branch Manager: Basis for Commissions
049	General/Branch Manager: Basis for Bonuses
050	General/Branch Manager: Basis for Pay Increases
051	General/Branch Manager: Average Pay Increase
052	General/Branch Manager: Proportion Offering Overtime Compensation
053	General/Branch Manager: Average Annual Base Salary
054	General/Branch Manager: Value of Other Cash Compensation Received
055	Office Manager: Primary Type of Pay Plan Offered
056	Office Manager: Change in Compensation
057	Office Manager: Basis for Commissions
058	Office Manager: Basis for Bonuses
059	Office Manager: Basis for Pay Increases
060	Office Manager: Average Pay Increase
061	Office Manager: Proportion Offering Overtime Compensation
062	Office Manager: Average Annual Base Salary
063	Office Manager: Value of Other Cash Compensation Received
064	Service Manager: Primary Type of Pay Plan Offered
065	Service Manager: Change in Compensation
066	Service Manager: Basis for Commissions
067	Service Manager: Basis for Bonuses
068	Service Manager: Basis for Pay Increases
069	Service Manager: Average Pay Increase
070	Service Manager: Proportion Offering Overtime Compensation
071	Service Manager: Average Annual Base Salary
072	Service Manager: Value of Other Cash Compensation Received
073	Sales Manager: Primary Type of Pay Plan Offered
074	Sales Manager: Change in Compensation
075	Sales Manager: Basis for Commissions
076	Sales Manager: Basis for Bonuses
077	Sales Manager: Basis for Pay Increases
078	Sales Manager: Average Pay Increase
079	Sales Manager: Proportion Offering Overtime Compensation
080	Sales Manager: Average Annual Base Salary
081	Sales Manager: Value of Other Cash Compensation Received

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082	Sales Person: Primary Type of Pay Plan Offered
083	Sales Person: Change in Compensation
084	Sales Person: Basis for Commissions
085	Sales Person: Basis for Bonuses
086	Sales Person: Basis for Pay Increases
087	Sales Person: Average Pay Increase
088	Sales Person: Proportion Offering Overtime Compensation
089	Sales Person: Average Annual Base Salary
090	Sales Person: Value of Other Cash Compensation Received
091	Customer Service Representative: Primary Type of Pay Plan Offered
092	Customer Service Representative: Change in Compensation
093	Customer Service Representative: Basis for Commissions
094	Customer Service Representative: Basis for Bonuses
095	Customer Service Representative: Basis for Pay Increases
096	Customer Service Representative: Average Pay Increase
097	Customer Service Representative: Proportion Offering Overtime Compensation
098	Customer Service Representative: Average Annual Base Salary
099	Customer Service Representative: Value of Other Cash Compensation Received
100	Pest Management Service Technician: Primary Type of Pay Plan Offered
101	Pest Management Service Technician: Change in Compensation
102	Pest Management Service Technician: Basis for Commissions
103	Pest Management Service Technician: Basis for Bonuses
104	Pest Management Service Technician: Basis for Pay Increases
105	Pest Management Service Technician: Average Pay Increase
106	Pest Management Service Technician: Proportion Offering Overtime Compensation
107	Pest Management Service Technician: Average Annual Base Salary
108	Pest Management Service Technician: Value of Other Cash Compensation Received
109	Termite Technician, Baiting: Primary Type of Pay Plan Offered
110	Termite Technician, Baiting: Change in Compensation
111	Termite Technician, Baiting: Basis for Commissions
112	Termite Technician, Baiting: Basis for Bonuses
113	Termite Technician, Baiting: Basis for Pay Increases
114	Termite Technician, Baiting: Average Pay Increase
115	Termite Technician, Baiting: Proportion Offering Overtime Compensation
116	Termite Technician, Baiting: Average Annual Base Salary
117	Termite Technician, Baiting: Value of Other Cash Compensation Received
118	Termite Technician, Liquid: Primary Type of Pay Plan Offered
119	Termite Technician, Liquid: Change in Compensation
120	Termite Technician, Liquid: Basis for Commissions
121	Termite Technician, Liquid: Basis for Bonuses
122	Termite Technician, Liquid: Basis for Pay Increases
123	Termite Technician, Liquid: Average Pay Increase
124	Termite Technician, Liquid: Proportion Offering Overtime Compensation
125	Termite Technician, Liquid: Average Annual Base Salary
126	Termite Technician, Liquid: Value of Other Cash Compensation Received

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127	Lawn Technician: Primary Type of Pay Plan Offered
128	Lawn Technician: Change in Compensation
129	Lawn Technician: Basis for Commissions
130	Lawn Technician: Basis for Bonuses
131	Lawn Technician: Basis for Pay Increases
132	Lawn Technician: Average Pay Increase
133	Lawn Technician: Proportion Offering Overtime Compensation
134	Lawn Technician: Average Annual Base Salary
135	Lawn Technician: Value of Other Cash Compensation Received
136	Wildlife Technician: Primary Type of Pay Plan Offered
137	Wildlife Technician: Change in Compensation
138	Wildlife Technician: Basis for Commissions
139	Wildlife Technician: Basis for Bonuses
140	Wildlife Technician: Basis for Pay Increases
141	Wildlife Technician: Average Pay Increase
142	Wildlife Technician: Proportion Offering Overtime Compensation
143	Wildlife Technician: Average Annual Base Salary
144	Wildlife Technician: Value of Other Cash Compensation Received

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HOW TO READ THE TABLES

The first column ("TOTAL") shows results for all respondents. Each column to the right represents a specific segment of respondents – for example, those with a job title/function of director.

The circled result in the example below may be paraphrased as

"Among those with a job title/function of director, 57% are current members of XYZ association."

DATA TABLES Data Interpretation

Are you currently a member of XYZ association?					
	TOTAL	-----JOB TITLE/FUNCTION-----			
		C-suite	director	manager	other
base: all respondents	985 100%	29 100%	501 100%	300 100%	150 100%
yes	536 54%	20 69%	286 57%	197 66%	30 20%
no	442 45%	9 31%	213 43%	98 33%	120 80%
no answer	7 1%	0 0%	2 0%	5 2%	0 0%

Use caution when interpreting a column with a base value less than 30 ("C-suite" in the example above). Results based on fewer than 30 responses are not statistically sound, and should not be used to make inferences about that group.

In addition to percentages, three common summary statistics may be presented in this report for numeric variables.

A **mean** is the arithmetic average of a distribution (i.e., a set of values). Because it is arithmetically calculated, it can be multiplied by the population represented to present a total volume estimate. For example, if 100 survey respondents (representing 10,000 people in the population) reported mean expenditures of \$100 each, total expenditures for that population are estimated as 10,000 x \$100 = \$1,000,000. Means are very much influenced by extremely large or extremely small values in the distribution (e.g., one millionaire can substantially raise an estimate of average income). Means for grouped data are calculated using the midpoint of each range. The lowest-valued group is represented by its largest value; the highest-valued group by its lowest.

The **standard error** measures the variability associated with the survey's estimate of a population mean. The standard error is analogous to the margin of error associated with percentages: that is, 95% of the time we expect the true (unknown) population mean to be within plus-or-minus two standard errors of the mean calculated from the sample. A standard error that is large in proportion to the mean indicates a high level of statistical instability; trending and projections against such estimates should be undertaken cautiously.

A **median** is the value that lies at the middle of a distribution: that is, 50% of the values are above it and 50% are below. It represents the "typical" response, and is not influenced by extreme values. For most distributions, the median will be either roughly equal to, or significantly smaller than the mean. Medians for grouped data are calculated by locating the group which contains the 50th percentile, then interpolating between the lower and upper bounds to estimate the precise value. Only the values listed above the statistics on a data table are used in the calculations.

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TABLE 000 page 1

Key to Tables

	TOTAL	GROSS REVENUE				REGION SERVICED					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF EMPLOYEES	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
base: qualified companies	435	157	57	66	144	85	61	121	120	28	268	166	237	196
margin of error at 95% confidence (percentage points):	±4.6	±7.7	±12.7	±11.8	±8.0	±10.4	±12.3	±8.7	±8.8	*	±5.9	±7.5	±6.2	±6.9

*The margin of error for results based on fewer than 30 responses cannot be meaningfully calculated and the results are considered statistically unstable.

Segment	Description
TOTAL	all respondents
GROSS REVENUE	those reporting their company's gross revenue in the 12 months preceding July 1 2021 (including all locations) as:
<\$250k	under \$250,000
\$250k - \$499k	\$250,000 - \$499,999
\$500k - \$999k	\$500,000 - \$999,999
\$1M+	\$1.0 million or more
REGION SERVICED	those indicating their company services the following region:
Mideast/New England	Mideast only or New England only
Great Lakes & Plains	Great Lakes & Plains only
Southeast	Southeast only
Rocky Mtn/Far West/Southwest	Rocky Mountain only, Far West only, or Southwest only
Canada	Canada only
COMPANY NPMA MEMBERSHIP STATUS	when asked if their company currently is a member of the National Pest Management Association, those indicating:
member	yes
non-member	no
NUMBER OF EMPLOYEES	when asked, as of July 1 2021 (at all locations), approximately how many people (full-time, part-time, and seasonal) are employed at their company, those indicating:
<10	less than 10
10+	10 or more

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TABLE 001 page 1

Regions Serviced [Multiple]

1. Which U.S. region(s) does your company service?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
base: all respondents (multiple answers)	448 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
Southeast: AL, AR, FL, GA, KY, LA, MS, NC, SC, TN, VA, WV	133 30%	40 25%	16 28%	22 33%	52 36%	0 0%	0 0%	121 100%	0 0%	0 0%	73 27%	60 36%	61 26%	72 37%
Great Lakes & Plains: IL, IN, IA, KS, MI, MN, MO, NE, ND, OH, SD, WI	75 17%	27 17%	10 18%	9 14%	27 19%	0 0%	61 100%	0 0%	0 0%	0 0%	51 19%	24 14%	39 16%	35 18%
Southwest: AZ, NM, OK, TX	73 16%	29 18%	10 18%	8 12%	24 17%	0 0%	0 0%	0 0%	59 49%	0 0%	41 15%	32 19%	36 15%	37 19%
Mideast: DE, DC, MD, NJ, NY, PA	71 16%	28 18%	13 23%	11 17%	17 12%	64 75%	0 0%	0 0%	0 0%	0 0%	44 16%	27 16%	44 19%	26 13%
Far West: AK, CA, HI, NV, OR, WA	59 13%	16 10%	6 11%	10 15%	26 18%	0 0%	0 0%	0 0%	50 42%	0 0%	27 10%	31 19%	33 14%	26 13%
New England: CT, ME, MA, NH, RI, VT	26 6%	7 4%	1 2%	3 5%	15 10%	21 25%	0 0%	0 0%	0 0%	0 0%	12 4%	14 8%	10 4%	16 8%
Rocky Mountain: CO, ID, MT, UT, WY	20 4%	5 3%	1 2%	1 2%	13 9%	0 0%	0 0%	0 0%	11 9%	0 0%	11 4%	9 5%	9 4%	11 6%
Canada	30 7%	15 10%	7 12%	2 3%	5 3%	0 0%	0 0%	0 0%	0 0%	28 100%	27 10%	3 2%	22 9%	8 4%
outside U.S. and Canada	15 3%	2 1%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	2 1%	1 0%	1 1%
indicated at least one	448 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
no answer	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%

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TABLE 002 page 1

Region Serviced [Single]

1. Which U.S. region(s) does your company service?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
base: all respondents	448 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
Southeast: AL, AR, FL, GA, KY, LA, MS, NC, SC, TN, VA, WV [only]	121 27%	37 24%	15 26%	22 33%	44 31%	0 0%	0 0%	121 100%	0 0%	0 0%	67 25%	54 33%	58 24%	63 32%
Mideast: DE, DC, MD, NJ, NY, PA [only]	64 14%	27 17%	12 21%	11 17%	12 8%	64 75%	0 0%	0 0%	0 0%	0 0%	42 16%	22 13%	42 18%	21 11%
Great Lakes & Plains: IL, IN, IA, KS, MI, MN, MO, NE, ND, OH, SD, WI [only]	61 14%	23 15%	9 16%	9 14%	18 13%	0 0%	61 100%	0 0%	0 0%	0 0%	44 16%	17 10%	34 14%	26 13%
Southwest: AZ, NM, OK, TX [only]	59 13%	27 17%	9 16%	8 12%	13 9%	0 0%	0 0%	0 0%	59 49%	0 0%	33 12%	26 16%	33 14%	26 13%
Far West: AK, CA, HI, NV, OR, WA [only]	50 11%	15 10%	5 9%	10 15%	19 13%	0 0%	0 0%	0 0%	50 42%	0 0%	24 9%	25 15%	31 13%	19 10%
New England: CT, ME, MA, NH, RI, VT [only]	21 5%	6 4%	0 0%	3 5%	12 8%	21 25%	0 0%	0 0%	0 0%	0 0%	11 4%	10 6%	8 3%	13 7%
Rocky Mountain: CO, ID, MT, UT, WY [only]	11 2%	4 3%	0 0%	1 2%	6 4%	0 0%	0 0%	0 0%	11 9%	0 0%	8 3%	3 2%	6 3%	5 3%
Canada [only]	28 6%	14 9%	6 11%	2 3%	5 3%	0 0%	0 0%	0 0%	0 0%	28 100%	27 10%	1 1%	20 8%	8 4%
outside U.S. and Canada [only]	13 3%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
answered multiple	20 4%	4 3%	1 2%	0 0%	15 10%	0 0%	0 0%	0 0%	0 0%	0 0%	12 4%	8 5%	5 2%	15 8%
no answer	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%

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TABLE 003 page 1

Proportion With Company Membership in NPMA

2. Is your company currently a member of the National Pest Management Association (NPMA)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
base: qualified companies*	435 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
yes	268 62%	67 43%	39 68%	47 71%	109 76%	53 62%	44 72%	67 55%	65 54%	27 96%	268 100%	0 0%	129 54%	137 70%
no	166 38%	90 57%	17 30%	19 29%	35 24%	32 38%	17 28%	54 45%	54 45%	1 4%	0 0%	166 100%	107 45%	59 30%
no answer	1 0%	0 0%	1 2%	0 0%	0 0%	0 0%	0 0%	0 0%	1 1%	0 0%	0 0%	0 0%	1 0%	0 0%

*Qualified companies are those that provide services in U.S./Canada.

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TABLE 004 page 1

Years in Business

3. How many years has your company been in business (since date of incorporation)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
base: qualified companies	435 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
50 or more	56 13%	3 2%	6 11%	10 15%	35 24%	7 8%	14 23%	17 14%	13 11%	1 4%	44 16%	12 7%	13 5%	43 22%
40 - 49	30 7%	1 1%	4 7%	7 11%	18 13%	6 7%	6 10%	7 6%	9 8%	1 4%	25 9%	5 3%	9 4%	21 11%
30 - 39	53 12%	14 9%	5 9%	13 20%	18 13%	9 11%	8 13%	13 11%	18 15%	3 11%	37 14%	16 10%	26 11%	27 14%
20 - 29	57 13%	23 15%	5 9%	7 11%	21 15%	8 9%	4 7%	15 12%	20 17%	4 14%	36 13%	21 13%	32 14%	25 13%
10 - 19	84 19%	29 18%	13 23%	10 15%	31 22%	24 28%	7 11%	26 21%	13 11%	10 36%	47 18%	36 22%	41 17%	43 22%
5 - 9	57 13%	23 15%	13 23%	9 14%	11 8%	9 11%	8 13%	19 16%	17 14%	4 14%	28 10%	29 17%	38 16%	19 10%
3 - 4	27 6%	18 11%	4 7%	2 3%	3 2%	8 9%	3 5%	8 7%	6 5%	2 7%	14 5%	13 8%	21 9%	6 3%
less than 3	66 15%	45 29%	7 12%	7 11%	7 5%	11 13%	10 16%	16 13%	23 19%	3 11%	33 12%	33 20%	55 23%	11 6%
mean:	21.9	13.3	19.5	26.0	29.8	19.8	25.9	21.5	21.8	17.7	25.0	17.1	16.6	28.2
standard error:	0.80	0.95	2.13	2.10	1.37	1.71	2.45	1.51	1.52	2.42	1.05	1.14	0.95	1.19
median:	18	8	13	27	30	15	25	17	20	15	23	12	11	27
no answer	5 1%	1 1%	0 0%	1 2%	0 0%	3 4%	1 2%	0 0%	1 1%	0 0%	4 1%	1 1%	2 1%	1 1%

NPMA and PCT

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TABLE 005 page 1

Number of Employees

4. As of July 1, 2021, approximately how many people (full-time, part-time, and seasonal) does your company employ, including all locations?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
base: qualified companies	435 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
500 or more	12 3%	0 0%	0 0%	0 0%	12 8%	1 1%	0 0%	3 2%	4 3%	0 0%	8 3%	4 2%	0 0%	12 6%
250 - 499	4 1%	0 0%	0 0%	0 0%	4 3%	0 0%	0 0%	1 1%	1 1%	0 0%	3 1%	1 1%	0 0%	4 2%
100 - 249	8 2%	1 1%	0 0%	0 0%	7 5%	3 4%	2 3%	0 0%	1 1%	0 0%	4 1%	4 2%	0 0%	8 4%
50 - 99	17 4%	0 0%	0 0%	0 0%	17 12%	2 2%	3 5%	7 6%	2 2%	0 0%	12 4%	5 3%	0 0%	17 9%
20 - 49	56 13%	2 1%	0 0%	2 3%	50 35%	12 14%	6 10%	19 16%	14 12%	3 11%	42 16%	14 8%	0 0%	56 29%
10 - 19	99 23%	20 13%	9 16%	27 41%	41 28%	16 19%	15 25%	33 27%	28 23%	5 18%	68 25%	31 19%	0 0%	99 51%
5 - 9	110 25%	30 19%	28 49%	36 55%	13 9%	25 29%	12 20%	30 25%	34 28%	8 29%	72 27%	37 22%	110 46%	0 0%
2 - 4	72 17%	51 32%	19 33%	1 2%	0 0%	12 14%	14 23%	16 13%	23 19%	7 25%	40 15%	32 19%	72 30%	0 0%
1	55 13%	53 34%	1 2%	0 0%	0 0%	13 15%	8 13%	12 10%	13 11%	5 18%	17 6%	38 23%	55 23%	0 0%
mean:	33.6	6.0	6.7	10.8	86.1	24.3	18.9	31.4	32.6	9.2	36.8	28.7	4.4	69.0
standard error:	4.33	1.17	0.51	0.70	11.81	6.79	4.36	7.61	8.69	1.89	5.73	6.56	0.16	8.94
median:	8	3	6	9	30	8	8	11	8	6	10	6	4	19
no answer	2 0%	0 0%	0 0%	0 0%	0 0%	1 1%	1 2%	0 0%	0 0%	0 0%	2 1%	0 0%	0 0%	0 0%

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 006 page 1

Gross Revenue

5. Approximately what was your company's gross revenue in the 12 months proceeding July 1, 2021, including all locations?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
base: qualified companies	435 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
\$25 million or more	14 3%	0 0%	0 0%	0 0%	14 10%	1 1%	0 0%	3 2%	5 4%	0 0%	10 4%	4 2%	0 0%	14 7%
\$10 - \$24.9 million	8 2%	0 0%	0 0%	0 0%	8 6%	0 0%	2 3%	2 2%	2 2%	0 0%	6 2%	2 1%	0 0%	8 4%
\$5.0 - \$9.9 million	16 4%	0 0%	0 0%	0 0%	16 11%	4 5%	0 0%	7 6%	2 2%	1 4%	10 4%	6 4%	0 0%	16 8%
\$1.0 - \$4.9 million	106 24%	0 0%	0 0%	0 0%	106 74%	19 22%	16 26%	32 26%	29 24%	4 14%	83 31%	23 14%	13 5%	93 47%
\$500,000 - \$999,999	66 15%	0 0%	0 0%	66 100%	0 0%	14 16%	9 15%	22 18%	19 16%	2 7%	47 18%	19 11%	37 16%	29 15%
\$250,000 - \$499,999	57 13%	0 0%	57 100%	0 0%	0 0%	12 14%	9 15%	15 12%	14 12%	6 21%	39 15%	17 10%	48 20%	9 5%
\$100,000 - \$249,999	83 19%	83 53%	0 0%	0 0%	0 0%	16 19%	10 16%	23 19%	25 21%	8 29%	46 17%	37 22%	71 30%	12 6%
under \$100,000	74 17%	74 47%	0 0%	0 0%	0 0%	17 20%	13 21%	14 12%	21 18%	6 21%	21 8%	53 32%	63 27%	11 6%
mean (millions):	\$2.41	\$0.14	\$0.37	\$0.75	\$6.44	\$1.58	\$1.63	\$2.42	\$2.46	\$0.94	\$2.82	\$1.75	\$0.45	\$4.78
standard error:	\$0.24	\$0.00	\$0.00	\$0.00	\$0.59	\$0.35	\$0.42	\$0.42	\$0.50	\$0.32	\$0.33	\$0.35	\$0.04	\$0.48
median:	\$0.49	\$0.11	\$0.37	\$0.75	\$3.72	\$0.43	\$0.44	\$0.65	\$0.48	\$0.25	\$0.77	\$0.21	\$0.21	\$2.50
no answer	11 3%	0 0%	0 0%	0 0%	0 0%	2 2%	2 3%	3 2%	3 3%	1 4%	6 2%	5 3%	5 2%	4 2%

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 007 page 1

Medical Insurance Program Offered

6. What best describes the primary medical insurance program your company offers to its employees?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
base: qualified companies	435 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
preferred provider organization (PPO)	77 18%	7 4%	7 12%	12 18%	48 33%	18 21%	14 23%	18 15%	19 16%	2 7%	59 22%	18 11%	22 9%	54 28%
traditional (indemnity/fee for service)	42 10%	8 5%	5 9%	4 6%	24 17%	5 6%	6 10%	14 12%	9 8%	5 18%	29 11%	13 8%	17 7%	25 13%
health maintenance organization (HMO)	37 9%	7 4%	1 2%	5 8%	24 17%	8 9%	4 7%	4 3%	17 14%	0 0%	21 8%	16 10%	12 5%	25 13%
high deductible/health savings account (HSA)	16 4%	2 1%	1 2%	2 3%	11 8%	2 2%	2 3%	4 3%	5 4%	2 7%	15 6%	1 1%	4 2%	12 6%
point-of-service plan (POS)	14 3%	2 1%	1 2%	3 5%	7 5%	4 5%	1 2%	6 5%	2 2%	1 4%	8 3%	6 4%	3 1%	11 6%
monetary payment in lieu of medical insurance	14 3%	2 1%	2 4%	4 6%	5 3%	5 6%	1 2%	6 5%	2 2%	0 0%	13 5%	1 1%	8 3%	6 3%
consumer-driven health plan (CDH)	4 1%	2 1%	0 0%	1 2%	1 1%	0 0%	1 2%	2 2%	1 1%	0 0%	2 1%	2 1%	1 0%	3 2%
other	16 4%	7 4%	3 5%	2 3%	4 3%	3 4%	1 2%	5 4%	5 4%	2 7%	9 3%	6 4%	12 5%	4 2%
no medical insurance program	213 49%	119 76%	37 65%	33 50%	20 14%	40 47%	30 49%	62 51%	59 49%	16 57%	110 41%	103 62%	157 66%	56 29%
no answer	2 0%	1 1%	0 0%	0 0%	0 0%	0 0%	1 2%	0 0%	1 1%	0 0%	2 1%	0 0%	1 0%	0 0%

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 008 page 1

Percentage of Medical Insurance Paid by Company: For Employee

7. What percentage of the cost for employee coverage under your company's primary medical insurance program is paid for by your company?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
base: qualified companies that offer medical insurance programs <u>other</u> than monetary payment in lieu of medical insurance to their employees	206 100%	35 100%	18 100%	29 100%	119 100%	40 100%	29 100%	53 100%	58 100%	12 100%	143 100%	62 100%	71 100%	134 100%
100%	42 20%	11 31%	7 39%	8 28%	15 13%	7 18%	10 34%	5 9%	15 26%	4 33%	26 18%	15 24%	29 41%	13 10%
75% - 99%	40 19%	5 14%	1 6%	5 17%	28 24%	7 18%	2 7%	10 19%	14 24%	3 25%	34 24%	6 10%	7 10%	33 25%
50% - 74%	67 33%	0 0%	3 17%	9 31%	54 45%	14 35%	8 28%	24 45%	15 26%	1 8%	46 32%	21 34%	7 10%	60 45%
25% - 49%	20 10%	1 3%	2 11%	3 10%	14 12%	5 13%	2 7%	4 8%	7 12%	0 0%	14 10%	6 10%	5 7%	15 11%
less than 25%	12 6%	7 20%	1 6%	2 7%	2 2%	2 5%	1 3%	1 2%	5 9%	1 8%	6 4%	6 10%	8 11%	4 3%
none - employee pays entire cost	22 11%	10 29%	4 22%	1 3%	6 5%	4 10%	6 21%	7 13%	2 3%	3 25%	14 10%	8 13%	12 17%	9 7%
mean:	63.0%	48.9%	59.0%	69.2%	66.2%	61.5%	60.8%	59.6%	68.7%	61.5%	64.6%	58.7%	62.3%	63.8%
standard error:	2.28%	7.87%	9.84%	5.62%	2.30%	5.06%	7.23%	4.21%	3.98%	12.82%	2.64%	4.42%	5.03%	2.29%
median:	68%	25%	69%	73%	67%	65%	68%	64%	75%	81%	70%	63%	81%	66%
no answer	3 1%	1 3%	0 0%	1 3%	0 0%	1 3%	0 0%	2 4%	0 0%	0 0%	3 2%	0 0%	3 4%	0 0%

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 009 page 1

Percentage of Medical Insurance Paid by Company: For Dependent

8. What percentage of the cost for dependent (family) coverage under your company's primary medical insurance program is paid for by your company?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
base: qualified companies that offer medical insurance programs other than monetary payment in lieu of medical insurance to their employees	206 100%	35 100%	18 100%	29 100%	119 100%	40 100%	29 100%	53 100%	58 100%	12 100%	143 100%	62 100%	71 100%	134 100%
100%	17 8%	8 23%	2 11%	1 3%	5 4%	3 8%	6 21%	2 4%	2 3%	4 33%	9 6%	8 13%	14 20%	3 2%
75% - 99%	12 6%	2 6%	1 6%	0 0%	9 8%	2 5%	0 0%	1 2%	4 7%	2 17%	10 7%	2 3%	3 4%	9 7%
50% - 74%	27 13%	0 0%	0 0%	3 10%	24 20%	7 18%	4 14%	8 15%	4 7%	1 8%	19 13%	8 13%	2 3%	25 19%
25% - 49%	16 8%	3 9%	1 6%	1 3%	11 9%	5 13%	2 7%	2 4%	4 7%	1 8%	11 8%	5 8%	4 6%	12 9%
less than 25%	16 8%	4 11%	1 6%	4 14%	7 6%	6 15%	3 10%	2 4%	3 5%	1 8%	12 8%	4 6%	6 8%	10 7%
none - employee pays entire cost	113 55%	17 49%	13 72%	19 66%	61 51%	17 43%	14 48%	35 66%	39 67%	3 25%	77 54%	35 56%	39 55%	73 54%
mean:	26.1%	33.5%	18.7%	13.4%	28.1%	29.4%	33.2%	17.7%	17.6%	57.3%	25.5%	27.6%	29.6%	24.4%
standard error:	2.52%	7.44%	8.65%	4.98%	3.18%	5.44%	7.60%	4.35%	4.22%	12.73%	2.98%	4.79%	5.08%	2.81%
median:	0%	0%	0%	0%	0%	13%	0%	0%	0%	75%	0%	0%	0%	0%
no answer	5 2%	1 3%	0 0%	1 3%	2 2%	0 0%	0 0%	3 6%	2 3%	0 0%	5 3%	0 0%	3 4%	2 1%

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 010 page 1

Other Health-Related Benefits Offered

9. Which of the following other health-related benefits does your company offer to its employees?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
base: qualified companies (multiple answers)	435 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
dental insurance	146 34%	15 10%	6 11%	21 32%	101 70%	22 26%	19 31%	40 33%	42 35%	8 29%	103 38%	43 26%	37 16%	109 56%
vision insurance	130 30%	12 8%	5 9%	18 27%	92 64%	20 24%	15 25%	36 30%	38 32%	8 29%	89 33%	41 25%	28 12%	102 52%
life insurance	113 26%	8 5%	7 12%	10 15%	85 59%	15 18%	13 21%	38 31%	27 23%	7 25%	84 31%	29 17%	21 9%	92 47%
prescription drug coverage	103 24%	12 8%	4 7%	9 14%	76 53%	18 21%	15 25%	21 17%	28 23%	8 29%	74 28%	29 17%	26 11%	77 39%
short-term disability insurance	83 19%	7 4%	7 12%	7 11%	61 42%	13 15%	8 13%	31 26%	17 14%	5 18%	58 22%	24 14%	18 8%	65 33%
long-term disability insurance	68 16%	7 4%	5 9%	4 6%	51 35%	10 12%	7 11%	24 20%	14 12%	5 18%	50 19%	18 11%	17 7%	51 26%
supplemental coverage (e.g., Aflac)	59 14%	6 4%	2 4%	7 11%	43 30%	5 6%	8 13%	24 20%	14 12%	2 7%	42 16%	17 10%	14 6%	45 23%
employee assistance program (professional counseling program usually covered under medical insurance)	55 13%	7 4%	2 4%	2 3%	43 30%	9 11%	8 13%	15 12%	13 11%	4 14%	40 15%	15 9%	11 5%	44 22%
health or wellness program(s)	51 12%	9 6%	1 2%	7 11%	33 23%	11 13%	5 8%	15 12%	12 10%	3 11%	35 13%	16 10%	15 6%	36 18%
long-term care insurance	45 10%	3 2%	4 7%	2 3%	35 24%	6 7%	2 3%	17 14%	11 9%	4 14%	34 13%	10 6%	9 4%	36 18%
domestic partner medical coverage	43 10%	5 3%	2 4%	3 5%	32 22%	9 11%	7 11%	6 5%	9 8%	5 18%	29 11%	14 8%	9 4%	34 17%
cafeteria plan (section 125 flexible program)	27 6%	0 0%	1 2%	1 2%	25 17%	6 7%	4 7%	5 4%	7 6%	0 0%	20 7%	7 4%	1 0%	26 13%
indicated at least one	197 45%	27 17%	11 19%	32 48%	123 85%	30 35%	25 41%	58 48%	55 46%	13 46%	141 53%	55 33%	61 26%	136 69%
none of these	235 54%	129 82%	46 81%	34 52%	19 13%	53 62%	36 59%	62 51%	65 54%	15 54%	125 47%	110 66%	175 74%	58 30%
no answer	3 1%	1 1%	0 0%	0 0%	2 1%	2 2%	0 0%	1 1%	0 0%	0 0%	2 1%	1 1%	1 0%	2 1%

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 011 page 1

Savings Plans Offered

10. What savings plans does your company offer to its employees?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
base: qualified companies (multiple answers)	435 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
401(k) savings plan	87 20%	6 4%	4 7%	12 18%	64 44%	21 25%	13 21%	22 18%	21 18%	0 0%	69 26%	18 11%	21 9%	66 34%
SIMPLE IRA savings plan	78 18%	12 8%	6 11%	19 29%	39 27%	10 12%	12 20%	27 22%	25 21%	0 0%	55 21%	23 14%	27 11%	51 26%
profit sharing program	28 6%	6 4%	1 2%	2 3%	19 13%	3 4%	4 7%	5 4%	8 7%	5 18%	22 8%	6 4%	8 3%	20 10%
college savings program	2 0%	0 0%	0 0%	0 0%	2 1%	1 1%	0 0%	0 0%	0 0%	0 0%	2 1%	0 0%	0 0%	2 1%
employee stock ownership program (ESOP)	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
other retirement or savings plan	22 5%	9 6%	2 4%	2 3%	8 6%	5 6%	2 3%	5 4%	7 6%	1 4%	10 4%	12 7%	9 4%	13 7%
indicated at least one	193 44%	31 20%	13 23%	34 52%	112 78%	37 44%	27 44%	56 46%	53 44%	6 21%	141 53%	52 31%	60 25%	133 68%
none	236 54%	125 80%	43 75%	30 45%	30 21%	46 54%	33 54%	64 53%	65 54%	22 79%	123 46%	113 68%	172 73%	62 32%
no answer	6 1%	1 1%	1 2%	2 3%	2 1%	2 2%	1 2%	1 1%	2 2%	0 0%	4 1%	1 1%	5 2%	1 1%

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 012 page 1

Level of Difficulty: Attracting and Hiring Employees

11. In the past two years, have the following been more difficult, less difficult, or about the same?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
ATTRACTING AND HIRING EMPLOYEES HAS BEEN														
base: qualified companies	435 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
more difficult	244 56%	58 37%	30 53%	43 65%	107 74%	48 56%	33 54%	72 60%	64 53%	14 50%	163 61%	81 49%	111 47%	132 67%
about the same	150 34%	76 48%	24 42%	18 27%	30 21%	28 33%	20 33%	39 32%	45 38%	11 39%	89 33%	60 36%	96 41%	53 27%
less difficult	17 4%	12 8%	0 0%	1 2%	3 2%	2 2%	2 3%	6 5%	4 3%	3 11%	7 3%	10 6%	13 5%	4 2%
no answer	24 6%	11 7%	3 5%	4 6%	4 3%	7 8%	6 10%	4 3%	7 6%	0 0%	9 3%	15 9%	17 7%	7 4%

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2021 Compensation and Benefits Survey

TABLE 013 page 1

Level of Difficulty: Retaining Existing Employees

11. In the past two years, have the following been more difficult, less difficult, or about the same?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
RETAINING EXISTING EMPLOYEES HAS BEEN														
base: qualified companies	435 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
more difficult	102 23%	26 17%	12 21%	16 24%	47 33%	19 22%	17 28%	32 26%	21 18%	7 25%	70 26%	32 19%	47 20%	55 28%
about the same	253 58%	95 61%	35 61%	42 64%	74 51%	47 55%	32 52%	67 55%	77 64%	17 61%	155 58%	97 58%	144 61%	107 55%
less difficult	48 11%	18 11%	7 12%	5 8%	17 12%	10 12%	6 10%	17 14%	13 11%	1 4%	30 11%	18 11%	25 11%	23 12%
no answer	32 7%	18 11%	3 5%	3 5%	6 4%	9 11%	6 10%	5 4%	9 8%	3 11%	13 5%	19 11%	21 9%	11 6%

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TABLE 014 page 1

Industries/Service Sectors of Greatest Competition to Hiring

12. What industries or service sectors are your biggest competitor when it comes to hiring employees?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
base: qualified companies (multiple answers)	435 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
pest management	209 48%	64 41%	30 53%	32 48%	81 56%	46 54%	21 34%	63 52%	55 46%	15 54%	137 51%	72 43%	105 44%	103 53%
manufacturing	61 14%	18 11%	5 9%	9 14%	28 19%	11 13%	18 30%	16 13%	12 10%	1 4%	42 16%	19 11%	26 11%	35 18%
lawn/landscape	61 14%	11 7%	11 19%	9 14%	29 20%	14 16%	11 18%	18 15%	15 13%	0 0%	39 15%	22 13%	25 11%	36 18%
food service / restaurant industry	47 11%	12 8%	4 7%	8 12%	23 16%	10 12%	4 7%	12 10%	17 14%	4 14%	27 10%	20 12%	18 8%	29 15%
HVAC	33 8%	4 3%	3 5%	9 14%	17 12%	5 6%	2 3%	15 12%	6 5%	1 4%	25 9%	8 5%	10 4%	23 12%
plumbing	23 5%	5 3%	2 4%	4 6%	12 8%	3 4%	2 3%	9 7%	5 4%	2 7%	20 7%	3 2%	8 3%	15 8%
hotel/hospitality	18 4%	4 3%	2 4%	3 5%	9 6%	2 2%	2 3%	6 5%	5 4%	2 7%	11 4%	7 4%	5 2%	13 7%
other	167 38%	73 46%	21 37%	18 27%	53 37%	28 33%	28 46%	38 31%	52 43%	10 36%	91 34%	75 45%	96 41%	71 36%
indicated at least one	420 97%	153 97%	56 98%	62 94%	143 99%	83 98%	57 93%	118 98%	115 96%	27 96%	258 96%	161 97%	226 95%	193 98%
no answer	15 3%	4 3%	1 2%	4 6%	1 1%	2 2%	4 7%	3 2%	5 4%	1 4%	10 4%	5 3%	11 5%	3 2%

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TABLE 015 page 1

Remote-Work Positions

13. What positions, if any, were allowed to work remotely over the past 18 months?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
base: qualified companies (multiple answers)	435 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
CSRs	100 23%	12 8%	11 19%	13 20%	64 44%	20 24%	10 16%	28 23%	27 23%	5 18%	77 29%	23 14%	28 12%	72 37%
management/executive team	78 18%	10 6%	8 14%	8 12%	52 36%	13 15%	12 20%	20 17%	20 17%	2 7%	55 21%	22 13%	17 7%	61 31%
other office staff (not CSRs)	77 18%	13 8%	9 16%	11 17%	44 31%	18 21%	8 13%	20 17%	18 15%	2 7%	56 21%	21 13%	26 11%	51 26%
sales staff	54 12%	7 4%	5 9%	8 12%	34 24%	11 13%	5 8%	13 11%	11 9%	5 18%	43 16%	10 6%	12 5%	42 21%
service technicians	43 10%	6 4%	6 11%	6 9%	25 17%	7 8%	4 7%	11 9%	13 11%	3 11%	28 10%	14 8%	10 4%	33 17%
sales managers	29 7%	6 4%	2 4%	1 2%	20 14%	3 4%	3 5%	8 7%	3 3%	3 11%	19 7%	10 6%	5 2%	24 12%
service managers	23 5%	2 1%	4 7%	3 5%	14 10%	4 5%	3 5%	6 5%	4 3%	1 4%	17 6%	6 4%	6 3%	17 9%
other	21 5%	13 8%	1 2%	0 0%	7 5%	7 8%	2 3%	2 2%	5 4%	1 4%	7 3%	14 8%	14 6%	7 4%
indicated at least one	187 43%	43 27%	24 42%	26 39%	94 65%	41 48%	21 34%	50 41%	48 40%	10 36%	128 48%	58 35%	76 32%	111 57%
no staff were allowed to work remotely over the past 18 months	245 56%	112 71%	33 58%	40 61%	50 35%	44 52%	38 62%	70 58%	72 60%	18 64%	138 51%	107 64%	158 67%	85 43%
no answer	3 1%	2 1%	0 0%	0 0%	0 0%	0 0%	2 3%	1 1%	0 0%	0 0%	2 1%	1 1%	3 1%	0 0%

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TABLE 016 page 1

Proportion Who Anticipate Allowing Remote Work Indefinitely

14. Do you anticipate allowing staff to continue working remotely indefinitely?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
base: qualified companies that allow at least one position to work remotely	187 100%	43 100%	24 100%	26 100%	94 100%	41 100%	21 100%	50 100%	48 100%	10 100%	128 100%	58 100%	76 100%	111 100%
yes	63 34%	10 23%	14 58%	7 27%	32 34%	9 22%	9 43%	19 38%	16 33%	2 20%	38 30%	24 41%	25 33%	38 34%
no	79 42%	19 44%	6 25%	8 31%	46 49%	22 54%	10 48%	17 34%	21 44%	5 50%	59 46%	20 34%	33 43%	46 41%
unsure	44 24%	13 30%	4 17%	11 42%	16 17%	9 22%	2 10%	14 28%	11 23%	3 30%	31 24%	13 22%	17 22%	27 24%
no answer	1 1%	1 2%	0 0%	0 0%	0 0%	1 2%	0 0%	0 0%	0 0%	0 0%	0 0%	1 2%	1 1%	0 0%

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TABLE 017 page 1

Benefits Added/Improved: Full-Time Employees

15. What benefits, if any, has your company added or improved in the last 2 years to attract or retain full-time employees?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
base: qualified companies (multiple answers)	435 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
paid time off (vacation/sick/ personal/PTO)	142 33%	28 18%	26 46%	29 44%	57 40%	29 34%	15 25%	43 36%	39 33%	6 21%	99 37%	43 26%	71 30%	70 36%
paid holidays	124 29%	27 17%	24 42%	28 42%	43 30%	25 29%	18 30%	30 25%	36 30%	8 29%	86 32%	37 22%	66 28%	57 29%
work flexibility	116 27%	33 21%	19 33%	19 29%	45 31%	23 27%	16 26%	32 26%	32 27%	7 25%	79 29%	36 22%	58 24%	58 30%
signing bonus	47 11%	8 5%	2 4%	2 3%	35 24%	9 11%	8 13%	9 7%	14 12%	3 11%	36 13%	11 7%	10 4%	37 19%
retention bonuses	47 11%	8 5%	12 21%	8 12%	19 13%	11 13%	5 8%	12 10%	13 11%	4 14%	34 13%	13 8%	27 11%	20 10%
tuition assistance	16 4%	3 2%	2 4%	2 3%	9 6%	4 5%	2 3%	5 4%	2 2%	1 4%	12 4%	4 2%	5 2%	11 6%
commuter benefits	10 2%	2 1%	2 4%	1 2%	5 3%	0 0%	1 2%	5 4%	2 2%	1 4%	6 2%	4 2%	5 2%	5 3%
childcare benefits	6 1%	3 2%	0 0%	0 0%	3 2%	0 0%	2 3%	1 1%	3 3%	0 0%	3 1%	3 2%	2 1%	4 2%
company stock ownership	4 1%	3 2%	0 0%	0 0%	1 1%	0 0%	1 2%	3 2%	0 0%	0 0%	2 1%	2 1%	3 1%	1 1%
senior care benefits	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
adoption assistance	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
other	44 10%	13 8%	5 9%	9 14%	16 11%	10 12%	5 8%	13 11%	8 7%	4 14%	27 10%	17 10%	18 8%	26 13%
indicated at least one	240 55%	63 40%	36 63%	44 67%	95 66%	47 55%	31 51%	69 57%	64 53%	14 50%	166 62%	73 44%	115 49%	124 63%
company has not added any benefits to attract or retain full-time employees	194 45%	94 60%	21 37%	22 33%	49 34%	38 45%	30 49%	52 43%	55 46%	14 50%	102 38%	92 55%	121 51%	72 37%
no answer	1 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	1 1%	0 0%	0 0%	1 1%	1 0%	0 0%

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TABLE 018 page 1

Benefits Added/Improved: Part-Time Employees

16. What benefits, if any, has your company added or improved in the last 2 years to attract or retain part-time employees?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
base: qualified companies	435 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
company does not have part-time employees	124 29%	34 22%	15 26%	16 24%	55 38%	19 22%	14 23%	46 38%	32 27%	5 18%	79 29%	44 27%	58 24%	65 33%
no answer	5 1%	2 1%	0 0%	1 2%	1 1%	2 2%	2 3%	0 0%	0 0%	0 0%	3 1%	2 1%	3 1%	1 1%
base: qualified companies that have part-time employees (multiple answers)	306 100%	121 100%	42 100%	49 100%	88 100%	64 100%	45 100%	75 100%	88 100%	23 100%	186 100%	120 100%	176 100%	130 100%
work flexibility	36 12%	11 9%	6 14%	7 14%	12 14%	9 14%	7 16%	7 9%	8 9%	3 13%	27 15%	9 8%	19 11%	17 13%
paid time off (vacation/sick/ personal/PTO)	29 9%	5 4%	6 14%	7 14%	11 13%	10 16%	5 11%	4 5%	7 8%	2 9%	21 11%	8 7%	11 6%	18 14%
paid holidays	23 8%	4 3%	5 12%	8 16%	6 7%	5 8%	7 16%	2 3%	5 6%	3 13%	19 10%	4 3%	11 6%	12 9%
retention bonuses	9 3%	4 3%	2 5%	1 2%	2 2%	2 3%	0 0%	1 1%	4 5%	1 4%	7 4%	2 2%	5 3%	4 3%
tuition assistance	4 1%	3 2%	0 0%	1 2%	0 0%	0 0%	0 0%	1 1%	1 1%	2 9%	2 1%	2 2%	3 2%	1 1%
signing bonus	4 1%	2 2%	0 0%	0 0%	2 2%	0 0%	0 0%	1 1%	2 2%	1 4%	2 1%	2 2%	2 1%	2 2%
commuter benefits	2 1%	0 0%	1 2%	0 0%	1 1%	0 0%	0 0%	0 0%	0 0%	1 4%	1 1%	1 1%	1 1%	1 1%
childcare benefits	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
senior care benefits	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
adoption assistance	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
company stock ownership	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
other	16 5%	11 9%	0 0%	2 4%	3 3%	4 6%	1 2%	4 5%	4 5%	2 9%	6 3%	10 8%	9 5%	7 5%
indicated at least one	73 24%	24 20%	11 26%	18 37%	20 23%	18 28%	12 27%	14 19%	19 22%	7 30%	48 26%	25 21%	36 20%	37 28%
company has not added any benefits to attract or retain part time employees	233 76%	97 80%	31 74%	31 63%	68 77%	46 72%	33 73%	61 81%	69 78%	16 70%	138 74%	95 79%	140 80%	93 72%

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Benefits Added/Improved: Commission Staff

17. What benefits, if any, has your company added or improved in the last 2 years to attract or retain staff who are not considered full-time or part-time employees and are paid by commission only?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
base: qualified companies	435 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
company does not have this type of staff	157 36%	46 29%	20 35%	28 42%	58 40%	34 40%	19 31%	39 32%	51 43%	9 32%	103 38%	53 32%	75 32%	81 41%
no answer	7 2%	4 3%	0 0%	2 3%	1 1%	1 1%	3 5%	2 2%	1 1%	0 0%	2 1%	5 3%	6 3%	1 1%
base: qualified companies that have this staff type (multiple answers)	271 100%	107 100%	37 100%	36 100%	85 100%	50 100%	39 100%	80 100%	68 100%	19 100%	163 100%	108 100%	156 100%	114 100%
work flexibility	22 8%	8 7%	2 5%	3 8%	8 9%	3 6%	4 10%	5 6%	7 10%	1 5%	11 7%	11 10%	10 6%	12 11%
paid time off (vacation/sick/ personal/PTO)	19 7%	2 2%	4 11%	4 11%	8 9%	3 6%	2 5%	8 10%	4 6%	1 5%	16 10%	3 3%	9 6%	10 9%
paid holidays	15 6%	1 1%	3 8%	4 11%	6 7%	2 4%	3 8%	5 6%	3 4%	1 5%	12 7%	3 3%	7 4%	8 7%
signing bonus	7 3%	1 1%	1 3%	0 0%	5 6%	0 0%	2 5%	1 1%	2 3%	0 0%	6 4%	1 1%	3 2%	4 4%
commuter benefits	2 1%	0 0%	1 3%	0 0%	1 1%	0 0%	0 0%	1 1%	0 0%	0 0%	1 1%	1 1%	1 1%	1 1%
retention bonuses	2 1%	1 1%	0 0%	0 0%	1 1%	0 0%	0 0%	0 0%	2 3%	0 0%	1 1%	1 1%	1 1%	1 1%
company stock ownership	2 1%	0 0%	1 3%	0 0%	1 1%	0 0%	0 0%	1 1%	0 0%	1 5%	2 1%	0 0%	1 1%	1 1%
childcare benefits	1 0%	1 1%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	1 5%	0 0%	1 1%	0 0%	1 1%
senior care benefits	1 0%	1 1%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	1 5%	0 0%	1 1%	0 0%	1 1%
tuition assistance	1 0%	0 0%	0 0%	0 0%	1 1%	0 0%	0 0%	1 1%	0 0%	0 0%	1 1%	0 0%	0 0%	1 1%
adoption assistance	1 0%	1 1%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	1 5%	0 0%	1 1%	0 0%	1 1%
other	17 6%	9 8%	1 3%	2 6%	5 6%	4 8%	2 5%	5 6%	5 7%	0 0%	8 5%	9 8%	8 5%	9 8%
indicated at least one	54 20%	18 17%	5 14%	9 25%	21 25%	8 16%	9 23%	16 20%	13 19%	3 16%	35 21%	19 18%	25 16%	29 25%
company has not added any benefits to attract or retain this type of staff	217 80%	89 83%	32 86%	27 75%	64 75%	42 84%	30 77%	64 80%	55 81%	16 84%	128 79%	89 82%	131 84%	85 75%

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Impact to Added/Improved Benefits: Employee Retention

18. How have adding benefits impacted your business in the following ways?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
EMPLOYEE RETENTION														
base: qualified companies	246	63	36	46	98	48	33	72	64	14	168	77	116	129
who added/improved any benefits	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
improved	77 31%	19 30%	8 22%	11 24%	39 40%	14 29%	7 21%	23 32%	20 31%	7 50%	52 31%	25 32%	33 28%	44 34%
no measurable impact	148 60%	32 51%	28 78%	30 65%	56 57%	27 56%	22 67%	44 61%	40 63%	6 43%	104 62%	43 56%	70 60%	78 60%
declined	7 3%	3 5%	0 0%	1 2%	3 3%	1 2%	2 6%	3 4%	1 2%	0 0%	4 2%	3 4%	3 3%	4 3%
no answer	14 6%	9 14%	0 0%	4 9%	0 0%	6 13%	2 6%	2 3%	3 5%	1 7%	8 5%	6 8%	10 9%	3 2%

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Impact to Added/Improved Benefits: Employee Recruitment

18. How have adding benefits impacted your business in the following ways?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
EMPLOYEE RECRUITMENT														
base: qualified companies	246	63	36	46	98	48	33	72	64	14	168	77	116	129
who added/improved any benefits	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
improved	50 20%	12 19%	5 14%	6 13%	27 28%	10 21%	4 12%	15 21%	13 20%	4 29%	35 21%	15 19%	23 20%	27 21%
no measurable impact	167 68%	37 59%	30 83%	34 74%	64 65%	31 65%	22 67%	52 72%	44 69%	8 57%	113 67%	53 69%	77 66%	90 70%
declined	11 4%	5 8%	0 0%	0 0%	6 6%	0 0%	3 9%	3 4%	4 6%	0 0%	7 4%	4 5%	3 3%	8 6%
no answer	18 7%	9 14%	1 3%	6 13%	1 1%	7 15%	4 12%	2 3%	3 5%	2 14%	13 8%	5 6%	13 11%	4 3%

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Impact to Added/Improved Benefits: Corporate Culture

18. How have adding benefits impacted your business in the following ways?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
CORPORATE CULTURE														
base: qualified companies who added/improved any benefits	246 100%	63 100%	36 100%	46 100%	98 100%	48 100%	33 100%	72 100%	64 100%	14 100%	168 100%	77 100%	116 100%	129 100%
improved	97 39%	14 22%	10 28%	16 35%	57 58%	15 31%	11 33%	29 40%	25 39%	7 50%	72 43%	25 32%	36 31%	61 47%
no measurable impact	125 51%	36 57%	25 69%	24 52%	38 39%	26 54%	17 52%	39 54%	33 52%	5 36%	81 48%	43 56%	64 55%	61 47%
declined	7 3%	5 8%	0 0%	1 2%	1 1%	1 2%	1 3%	1 1%	3 5%	1 7%	3 2%	4 5%	2 2%	5 4%
no answer	17 7%	8 13%	1 3%	5 11%	2 2%	6 13%	4 12%	3 4%	3 5%	1 7%	12 7%	5 6%	14 12%	2 2%

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Factor Most Important to New Hires

19. What is more important to new hires?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
base: qualified companies	435 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
wage	210 48%	53 34%	39 68%	36 55%	76 53%	39 46%	26 43%	72 60%	58 48%	6 21%	131 49%	79 48%	109 46%	99 51%
benefits	8 2%	4 3%	0 0%	1 2%	3 2%	2 2%	1 2%	2 2%	3 3%	0 0%	5 2%	3 2%	4 2%	4 2%
both equally important	181 42%	72 46%	18 32%	27 41%	60 42%	35 41%	24 39%	41 34%	53 44%	18 64%	113 42%	67 40%	97 41%	84 43%
other	28 6%	21 13%	0 0%	2 3%	5 3%	7 8%	8 13%	6 5%	2 2%	4 14%	14 5%	14 8%	19 8%	9 5%
no answer	8 2%	7 4%	0 0%	0 0%	0 0%	2 2%	2 3%	0 0%	4 3%	0 0%	5 2%	3 2%	8 3%	0 0%

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 024 page 1

Number of Paid Holidays Provided

20. How many paid holidays does your company provide to full-time employees in a typical year?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
base: qualified companies (fill-in answers)	435 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
21 or more	2 0%	0 0%	1 2%	0 0%	1 1%	0 0%	0 0%	0 0%	0 0%	1 4%	1 0%	1 1%	1 0%	1 1%
16 - 20	1 0%	0 0%	0 0%	0 0%	1 1%	1 1%	0 0%	0 0%	0 0%	0 0%	0 0%	1 1%	0 0%	1 1%
11 - 15	27 6%	4 3%	6 11%	5 8%	11 8%	5 6%	2 3%	5 4%	8 7%	4 14%	18 7%	9 5%	14 6%	13 7%
8 - 10	67 15%	14 9%	6 11%	14 21%	31 22%	14 16%	4 7%	25 21%	17 14%	4 14%	47 18%	20 12%	29 12%	38 19%
6 - 7	111 26%	17 11%	17 30%	22 33%	54 38%	23 27%	19 31%	33 27%	27 23%	4 14%	80 30%	30 18%	50 21%	61 31%
4 - 5	52 12%	17 11%	9 16%	10 15%	15 10%	7 8%	5 8%	19 16%	18 15%	1 4%	37 14%	15 9%	27 11%	24 12%
1 - 3	11 3%	2 1%	2 4%	4 6%	3 2%	2 2%	0 0%	3 2%	4 3%	1 4%	7 3%	4 2%	3 1%	8 4%
none	70 16%	58 37%	7 12%	1 2%	3 2%	15 18%	10 16%	19 16%	18 15%	5 18%	29 11%	41 25%	56 24%	14 7%
mean:	5.8	3.3	6.4	6.9	7.4	5.8	5.2	5.7	5.7	7.4	6.3	4.9	5.1	6.6
standard error:	0.21	0.37	0.61	0.38	0.27	0.47	0.55	0.33	0.39	1.38	0.24	0.40	0.31	0.27
median:	6	0	6	7	7	7	6	6	6	7	6	6	6	7
no answer	94 22%	45 29%	9 16%	10 15%	25 17%	18 21%	21 34%	17 14%	28 23%	8 29%	49 18%	45 27%	57 24%	36 18%

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 025 page 1

Days of Paid Time Off: Mean Summary

21. How many days of paid time off (non-holiday) including vacation, sick time, and/or PTO does your company offer full-time employees for each of these number of years of service?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
MEAN SUMMARY														
base: qualified companies answering each														
YEAR OF SERVICE:														
less than 1 year	3.3	1.7	4.6	3.1	4.5	3.1	3.4	3.1	3.2	3.9	3.8	2.5	2.9	3.8
1 year	6.2	3.6	6.5	6.0	8.3	5.7	7.2	6.1	5.9	6.7	7.0	4.7	5.1	7.2
2 years	7.4	4.4	7.4	7.5	9.9	7.0	8.6	7.5	6.8	7.0	8.4	5.8	6.1	8.7
3 years	8.6	5.1	8.7	8.9	11.2	8.0	10.1	8.8	8.0	8.0	9.6	6.9	7.1	10.1
4 years	9.1	5.3	9.5	9.5	12.0	8.6	11.0	9.1	8.4	7.5	10.1	7.5	7.6	10.7
5 - 9 years	10.9	6.5	11.3	11.1	14.3	9.9	12.3	11.2	10.1	10.0	12.0	9.1	9.1	12.7
10+ years	12.3	6.8	13.5	12.6	16.1	11.3	13.4	12.8	11.5	10.9	13.5	10.1	10.2	14.3

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 026 page 1

Days of Paid Time Off: Less Than 1 Year of Service

21. How many days of paid time off (non-holiday) including vacation, sick time, and/or PTO does your company offer full-time employees for each of these number of years of service?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
LESS THAN 1 YEAR OF SERVICE														
base: qualified companies	435 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
21+ days	3 1%	1 1%	0 0%	0 0%	2 1%	0 0%	0 0%	1 1%	1 1%	1 4%	1 0%	2 1%	2 1%	1 1%
16 - 20 days	3 1%	1 1%	1 2%	0 0%	1 1%	0 0%	0 0%	1 1%	1 1%	1 4%	2 1%	1 1%	1 0%	2 1%
11 - 15 days	21 5%	3 2%	6 11%	3 5%	9 6%	5 6%	3 5%	4 3%	6 5%	1 4%	15 6%	6 4%	11 5%	10 5%
6 - 10 days	60 14%	9 6%	10 18%	11 17%	29 20%	9 11%	11 18%	20 17%	14 12%	2 7%	45 17%	15 9%	29 12%	31 16%
4 - 5 days	55 13%	8 5%	7 12%	6 9%	32 22%	14 16%	7 11%	11 9%	15 13%	2 7%	39 15%	16 10%	17 7%	38 19%
1 - 3 days	63 14%	17 11%	8 14%	13 20%	24 17%	14 16%	8 13%	15 12%	18 15%	6 21%	45 17%	18 11%	30 13%	33 17%
none offered	170 39%	87 55%	17 30%	26 39%	36 25%	32 38%	22 36%	53 44%	48 40%	10 36%	82 31%	88 53%	107 45%	62 32%
mean:	3.3	1.7	4.6	3.1	4.5	3.1	3.4	3.1	3.2	3.9	3.8	2.5	2.9	3.8
standard error:	0.22	0.33	0.69	0.49	0.39	0.44	0.56	0.42	0.43	1.24	0.28	0.35	0.31	0.32
median:	2	0	3	2	4	2	2	0	1	1	2	0	0	3
no answer	60 14%	31 20%	8 14%	7 11%	11 8%	11 13%	10 16%	16 13%	17 14%	5 18%	39 15%	20 12%	40 17%	19 10%

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 027 page 1

Days of Paid Time Off: 1 Year of Service

21. How many days of paid time off (non-holiday) including vacation, sick time, and/or PTO does your company offer full-time employees for each of these number of years of service?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
1 YEAR OF SERVICE														
base: qualified companies	435 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
21+ days	4 1%	2 1%	0 0%	0 0%	2 1%	1 1%	0 0%	1 1%	1 1%	1 4%	2 1%	2 1%	3 1%	1 1%
16 - 20 days	8 2%	2 1%	1 2%	1 2%	4 3%	1 1%	2 3%	2 2%	1 1%	1 4%	7 3%	1 1%	1 0%	7 4%
11 - 15 days	59 14%	7 4%	8 14%	10 15%	33 23%	12 14%	12 20%	13 11%	16 13%	3 11%	44 16%	15 9%	24 10%	35 18%
6 - 10 days	98 23%	15 10%	15 26%	13 20%	54 38%	14 16%	12 20%	34 28%	26 22%	6 21%	72 27%	26 16%	42 18%	56 29%
4 - 5 days	104 24%	26 17%	16 28%	21 32%	39 27%	25 29%	10 16%	30 25%	29 24%	4 14%	67 25%	37 22%	45 19%	58 30%
1 - 3 days	26 6%	7 4%	2 4%	10 15%	6 4%	4 5%	2 3%	8 7%	9 8%	2 7%	16 6%	10 6%	12 5%	14 7%
none offered	74 17%	58 37%	7 12%	6 9%	2 1%	18 21%	9 15%	18 15%	21 18%	5 18%	26 10%	48 29%	60 25%	14 7%
mean:	6.2	3.6	6.5	6.0	8.3	5.7	7.2	6.1	5.9	6.7	7.0	4.7	5.1	7.2
standard error:	0.25	0.45	0.62	0.55	0.35	0.57	0.76	0.44	0.46	1.27	0.30	0.41	0.36	0.33
median:	5	1	5	5	8	5	7	5	5	6	6	4	4	6
no answer	62 14%	40 25%	8 14%	5 8%	4 3%	10 12%	14 23%	15 12%	17 14%	6 21%	34 13%	27 16%	50 21%	11 6%

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 028 page 1

Days of Paid Time Off: 2 Years of Service

21. How many days of paid time off (non-holiday) including vacation, sick time, and/or PTO does your company offer full-time employees for each of these number of years of service?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
2 YEARS OF SERVICE														
base: qualified companies	435 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
21+ days	6 1%	3 2%	0 0%	0 0%	3 2%	1 1%	0 0%	1 1%	3 3%	1 4%	3 1%	3 2%	4 2%	2 1%
16 - 20 days	20 5%	3 2%	1 2%	3 5%	13 9%	4 5%	5 8%	4 3%	3 3%	1 4%	15 6%	5 3%	5 2%	15 8%
11 - 15 days	78 18%	14 9%	13 23%	12 18%	38 26%	14 16%	14 23%	22 18%	19 16%	4 14%	56 21%	22 13%	33 14%	45 23%
6 - 10 days	104 24%	12 8%	13 23%	17 26%	61 42%	23 27%	12 20%	34 28%	23 19%	6 21%	77 29%	27 16%	39 16%	65 33%
4 - 5 days	66 15%	16 10%	12 21%	16 24%	20 14%	10 12%	6 10%	20 17%	25 21%	2 7%	43 16%	23 14%	34 14%	31 16%
1 - 3 days	15 3%	5 3%	1 2%	5 8%	2 1%	3 4%	1 2%	3 2%	5 4%	3 11%	7 3%	8 5%	7 3%	8 4%
none offered	70 16%	56 36%	7 12%	4 6%	2 1%	18 21%	8 13%	16 13%	20 17%	5 18%	24 9%	46 28%	56 24%	14 7%
mean:	7.4	4.4	7.4	7.5	9.9	7.0	8.6	7.5	6.8	7.0	8.4	5.8	6.1	8.7
standard error:	0.29	0.56	0.69	0.62	0.38	0.65	0.84	0.50	0.55	1.32	0.34	0.50	0.42	0.37
median:	7	0	7	7	9	7	9	7	5	6	8	5	5	8
no answer	76 17%	48 31%	10 18%	9 14%	5 3%	12 14%	15 25%	21 17%	22 18%	6 21%	43 16%	32 19%	59 25%	16 8%

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 029 page 1

Days of Paid Time Off: 3 Years of Service

21. How many days of paid time off (non-holiday) including vacation, sick time, and/or PTO does your company offer full-time employees for each of these number of years of service?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
3 YEARS OF SERVICE														
base: qualified companies	435 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
21+ days	10 2%	3 2%	1 2%	0 0%	6 4%	3 4%	1 2%	2 2%	3 3%	1 4%	5 2%	5 3%	7 3%	3 2%
16 - 20 days	35 8%	7 4%	3 5%	5 8%	20 14%	4 5%	8 13%	9 7%	8 7%	2 7%	25 9%	10 6%	9 4%	26 13%
11 - 15 days	94 22%	15 10%	14 25%	18 27%	46 32%	17 20%	16 26%	29 24%	21 18%	5 18%	68 25%	26 16%	38 16%	56 29%
6 - 10 days	98 23%	14 9%	15 26%	18 27%	50 35%	23 27%	8 13%	27 22%	31 26%	4 14%	69 26%	29 17%	44 19%	54 28%
4 - 5 days	37 9%	8 5%	7 12%	8 12%	11 8%	6 7%	3 5%	14 12%	11 9%	2 7%	25 9%	12 7%	20 8%	16 8%
1 - 3 days	13 3%	5 3%	1 2%	5 8%	2 1%	3 4%	1 2%	1 1%	6 5%	2 7%	6 2%	7 4%	7 3%	6 3%
none offered	67 15%	54 34%	6 11%	4 6%	2 1%	16 19%	8 13%	16 13%	19 16%	5 18%	23 9%	44 27%	53 22%	14 7%
mean:	8.6	5.1	8.7	8.9	11.2	8.0	10.1	8.8	8.0	8.0	9.6	6.9	7.1	10.1
standard error:	0.32	0.63	0.78	0.66	0.41	0.70	0.94	0.57	0.59	1.47	0.37	0.56	0.46	0.41
median:	8	0	9	9	11	8	12	9	8	7	9	6	7	10
no answer	81 19%	51 32%	10 18%	8 12%	7 5%	13 15%	16 26%	23 19%	21 18%	7 25%	47 18%	33 20%	59 25%	21 11%

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 030 page 1

Days of Paid Time Off: 4 Years of Service

21. How many days of paid time off (non-holiday) including vacation, sick time, and/or PTO does your company offer full-time employees for each of these number of years of service?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
4 YEARS OF SERVICE														
base: qualified companies	435 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
21+ days	15 3%	3 2%	2 4%	2 3%	8 6%	3 4%	2 3%	3 2%	4 3%	1 4%	7 3%	8 5%	10 4%	5 3%
16 - 20 days	43 10%	9 6%	3 5%	7 11%	24 17%	5 6%	12 20%	13 11%	8 7%	2 7%	29 11%	14 8%	12 5%	31 16%
11 - 15 days	96 22%	14 9%	17 30%	14 21%	50 35%	22 26%	14 23%	24 20%	24 20%	4 14%	72 27%	24 14%	40 17%	56 29%
6 - 10 days	87 20%	15 10%	13 23%	17 26%	41 28%	17 20%	5 8%	29 24%	28 23%	5 18%	61 23%	26 16%	40 17%	47 24%
4 - 5 days	28 6%	7 4%	5 9%	6 9%	7 5%	4 5%	3 5%	12 10%	8 7%	1 4%	17 6%	11 7%	14 6%	13 7%
1 - 3 days	11 3%	3 2%	1 2%	5 8%	2 1%	3 4%	1 2%	0 0%	5 4%	2 7%	6 2%	5 3%	5 2%	6 3%
none offered	69 16%	56 36%	6 11%	4 6%	2 1%	16 19%	8 13%	17 14%	19 16%	6 21%	24 9%	45 27%	55 23%	14 7%
mean:	9.1	5.3	9.5	9.5	12.0	8.6	11.0	9.1	8.4	7.5	10.1	7.5	7.6	10.7
standard error:	0.34	0.65	0.82	0.77	0.42	0.75	1.02	0.61	0.62	1.49	0.39	0.61	0.50	0.43
median:	9	0	10	9	12	9	13	9	8	7	11	7	7	11
no answer	86 20%	50 32%	10 18%	11 17%	10 7%	15 18%	16 26%	23 19%	24 20%	7 25%	52 19%	33 20%	61 26%	24 12%

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 031 page 1

Days of Paid Time Off: 5 - 9 Years of Service

21. How many days of paid time off (non-holiday) including vacation, sick time, and/or PTO does your company offer full-time employees for each of these number of years of service?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
5 - 9 YEARS OF SERVICE														
base: qualified companies	435 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
21+ days	43 10%	10 6%	4 7%	7 11%	22 15%	7 8%	7 11%	11 9%	11 9%	2 7%	27 10%	16 10%	19 8%	24 12%
16 - 20 days	65 15%	13 8%	10 18%	9 14%	33 23%	11 13%	12 20%	19 16%	12 10%	7 25%	42 16%	23 14%	28 12%	37 19%
11 - 15 days	89 20%	10 6%	13 23%	13 20%	52 36%	18 21%	12 20%	25 21%	25 21%	2 7%	71 26%	18 11%	31 13%	58 30%
6 - 10 days	71 16%	13 8%	13 23%	19 29%	24 17%	14 16%	5 8%	27 22%	24 20%	1 4%	46 17%	25 15%	38 16%	33 17%
4 - 5 days	12 3%	6 4%	1 2%	1 2%	2 1%	2 2%	1 2%	1 1%	7 6%	1 4%	6 2%	6 4%	7 3%	4 2%
1 - 3 days	8 2%	2 1%	1 2%	4 6%	1 1%	2 2%	1 2%	0 0%	3 3%	2 7%	6 2%	2 1%	4 2%	4 2%
none offered	68 16%	55 35%	6 11%	5 8%	1 1%	17 20%	8 13%	17 14%	17 14%	6 21%	24 9%	44 27%	54 23%	14 7%
mean:	10.9	6.5	11.3	11.1	14.3	9.9	12.3	11.2	10.1	10.0	12.0	9.1	9.1	12.7
standard error:	0.38	0.75	0.92	0.84	0.41	0.86	1.08	0.67	0.68	1.87	0.43	0.68	0.56	0.46
median:	12	0	12	11	14	11	14	12	10	11	13	8	9	13
no answer	79 18%	48 31%	9 16%	8 12%	9 6%	14 16%	15 25%	21 17%	21 18%	7 25%	46 17%	32 19%	56 24%	22 11%

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 032 page 1

Days of Paid Time Off: 10+ Years of Service

21. How many days of paid time off (non-holiday) including vacation, sick time, and/or PTO does your company offer full-time employees for each of these number of years of service?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
10+ YEARS OF SERVICE														
base: qualified companies	435 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
21+ days	88 20%	19 12%	15 26%	8 12%	46 32%	15 18%	13 21%	22 18%	21 18%	7 25%	56 21%	31 19%	41 17%	47 24%
16 - 20 days	62 14%	6 4%	6 11%	14 21%	35 24%	12 14%	11 18%	21 17%	12 10%	3 11%	45 17%	17 10%	18 8%	44 22%
11 - 15 days	75 17%	9 6%	11 19%	18 27%	36 25%	13 15%	9 15%	23 19%	27 23%	1 4%	57 21%	18 11%	31 13%	44 22%
6 - 10 days	41 9%	10 6%	6 11%	8 12%	16 11%	7 8%	3 5%	15 12%	15 13%	1 4%	25 9%	16 10%	21 9%	20 10%
4 - 5 days	13 3%	4 3%	2 4%	1 2%	3 2%	2 2%	1 2%	1 1%	5 4%	4 14%	9 3%	4 2%	7 3%	5 3%
1 - 3 days	6 1%	2 1%	0 0%	4 6%	0 0%	2 2%	1 2%	0 0%	3 3%	0 0%	4 1%	2 1%	3 1%	3 2%
none offered	69 16%	56 36%	6 11%	5 8%	1 1%	17 20%	8 13%	17 14%	18 15%	6 21%	24 9%	45 27%	55 23%	14 7%
mean:	12.3	6.8	13.5	12.6	16.1	11.3	13.4	12.8	11.5	10.9	13.5	10.1	10.2	14.3
standard error:	0.41	0.83	1.08	0.86	0.42	0.99	1.15	0.74	0.74	1.95	0.47	0.75	0.63	0.49
median:	14	0	14	13	17	13	16	14	12	11	14	10	11	16
no answer	81 19%	51 32%	11 19%	8 12%	7 5%	17 20%	15 25%	22 18%	19 16%	6 21%	48 18%	33 20%	61 26%	19 10%

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 033 page 1

Number of FT Employees: At Least One Summary

Please review the job descriptions and indicate the number of FULL-TIME employees in each position at your company (including all locations) as of July 1, 2021.

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
AT LEAST ONE SUMMARY														
base: qualified companies	435 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
Pest Management Service Technician (PMST)	355 82%	104 66%	49 86%	60 91%	134 93%	67 79%	51 84%	105 87%	98 82%	20 71%	232 87%	122 73%	173 73%	182 93%
General/Branch Manager	301 69%	83 53%	36 63%	50 76%	126 88%	46 54%	41 67%	89 74%	93 78%	15 54%	190 71%	111 67%	128 54%	173 88%
Office Manager	270 62%	60 38%	33 58%	55 83%	117 81%	50 59%	36 59%	79 65%	74 62%	16 57%	189 71%	81 49%	102 43%	168 86%
Customer Service Representative (Administrative)	234 54%	39 25%	21 37%	41 62%	127 88%	43 51%	31 51%	71 59%	63 53%	12 43%	162 60%	72 43%	60 25%	174 89%
Service Manager	193 44%	34 22%	18 32%	27 41%	108 75%	38 45%	23 38%	61 50%	48 40%	9 32%	128 48%	65 39%	42 18%	151 77%
Termite Technician, Liquid	163 37%	38 24%	22 39%	29 44%	71 49%	30 35%	21 34%	62 51%	40 33%	2 7%	100 37%	62 37%	52 22%	111 57%
Sales Person	157 36%	31 20%	8 14%	17 26%	98 68%	28 33%	22 36%	51 42%	36 30%	6 21%	103 38%	53 32%	28 12%	129 66%
Termite Technician, Baiting	127 29%	36 23%	13 23%	17 26%	60 42%	26 31%	19 31%	51 42%	24 20%	0 0%	84 31%	43 26%	33 14%	94 48%
Sales Manager	112 26%	27 17%	7 12%	10 15%	66 46%	22 26%	15 25%	34 28%	19 16%	8 29%	72 27%	40 24%	17 7%	95 48%
Wildlife Technician	101 23%	30 19%	9 16%	16 24%	42 29%	29 34%	15 25%	28 23%	17 14%	6 21%	61 23%	39 23%	26 11%	75 38%
Lawn Technician	50 11%	14 9%	2 4%	5 8%	27 19%	4 5%	5 8%	18 15%	18 15%	1 4%	30 11%	20 12%	8 3%	42 21%
indicated at least one	406 93%	133 85%	57 100%	66 100%	142 99%	76 89%	57 93%	117 97%	113 94%	24 86%	253 94%	152 92%	212 89%	194 99%
indicated none	29 7%	24 15%	0 0%	0 0%	2 1%	9 11%	4 7%	4 3%	7 6%	4 14%	15 6%	14 8%	25 11%	2 1%

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 034 page 1

Number of FT Employees: Mean Summary

Please review the job descriptions and indicate the number of FULL-TIME employees in each position at your company (including all locations) as of July 1, 2021.

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
MEAN SUMMARY														
base: qualified companies answering (fill-in answers)														
Pest Management Service Technician (PMST)	36.8	1.2	2.1	3.6	107.0	5.0	7.1	54.6	49.7	2.5	52.8	11.0	1.7	79.6
Customer Service Representative (Administrative)	7.4	0.3	0.4	0.8	21.4	1.3	1.3	7.7	8.4	0.7	9.0	4.9	0.3	16.1
Sales Person	7.0	0.3	0.2	0.4	20.6	0.9	1.1	8.1	5.9	0.4	8.7	4.3	0.1	15.4
Service Manager	5.5	0.3	0.3	0.5	16.0	0.7	0.8	8.7	7.6	0.4	8.3	1.1	0.2	12.0
General/Branch Manager	3.7	0.6	0.7	0.9	9.9	0.8	1.2	4.7	4.4	1.1	5.0	1.6	0.6	7.6
Termite Technician, Baiting	2.6	0.3	0.4	0.6	7.1	1.0	0.8	2.5	0.8	0.0	3.9	0.5	0.2	5.6
Office Manager	2.5	1.1	0.6	0.9	5.7	1.8	0.8	3.7	0.7	0.6	3.2	1.3	0.4	5.0
Termite Technician, Liquid	2.1	0.3	0.8	0.8	5.4	0.8	0.5	3.3	1.6	0.1	2.8	1.1	0.3	4.4
Wildlife Technician	1.7	0.2	0.3	0.4	4.7	0.9	0.7	3.7	0.6	0.3	2.5	0.5	0.1	3.7
Lawn Technician	1.4	0.1	0.1	0.2	3.8	0.2	0.2	2.1	1.4	0.0	1.7	0.8	0.0	3.0
Sales Manager	0.7	0.2	0.2	0.2	1.9	0.3	0.3	0.9	0.8	0.3	0.9	0.6	0.1	1.6

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 035 page 1

Number of FT Employees: General/Branch Manager

Please review the job descriptions and indicate the number of FULL-TIME employees in each position at your company (including all locations) as of July 1, 2021.

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
GENERAL/BRANCH MANAGER														
base: qualified companies (fill-in answers)	435 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
10 or more	16 4%	0 0%	0 0%	0 0%	16 11%	0 0%	2 3%	3 2%	4 3%	1 4%	11 4%	5 3%	0 0%	16 8%
5 - 9	6 1%	0 0%	0 0%	1 2%	5 3%	2 2%	1 2%	2 2%	1 1%	0 0%	5 2%	1 1%	0 0%	6 3%
4	3 1%	0 0%	0 0%	0 0%	3 2%	1 1%	1 2%	0 0%	1 1%	0 0%	2 1%	1 1%	0 0%	3 2%
3	7 2%	0 0%	0 0%	1 2%	5 3%	0 0%	1 2%	4 3%	1 1%	0 0%	5 2%	2 1%	0 0%	7 4%
2	26 6%	5 3%	4 7%	2 3%	14 10%	6 7%	2 3%	7 6%	6 5%	3 11%	19 7%	7 4%	5 2%	21 11%
1	243 56%	78 50%	32 56%	46 70%	83 58%	37 44%	34 56%	73 60%	80 67%	11 39%	148 55%	95 57%	123 52%	120 61%
none	134 31%	74 47%	21 37%	16 24%	18 13%	39 46%	20 33%	32 26%	27 23%	13 46%	78 29%	55 33%	109 46%	23 12%
mean:	3.7	0.6	0.7	0.9	9.9	0.8	1.2	4.7	4.4	1.1	5.0	1.6	0.6	7.6
standard error:	1.14	0.04	0.08	0.10	3.40	0.11	0.25	2.75	2.57	0.46	1.82	0.50	0.03	2.51
median:	1	1	1	1	1	1	1	1	1	1	1	1	1	1
no answer	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 036 page 1

Number of FT Employees: Office Manager

Please review the job descriptions and indicate the number of FULL-TIME employees in each position at your company (including all locations) as of July 1, 2021.

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
OFFICE MANAGER														
base: qualified companies (fill-in answers)	435 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
10 or more	9 2%	1 1%	0 0%	0 0%	8 6%	1 1%	1 2%	3 2%	0 0%	0 0%	6 2%	3 2%	0 0%	9 5%
5 - 9	4 1%	1 1%	0 0%	0 0%	3 2%	0 0%	0 0%	1 1%	2 2%	0 0%	2 1%	2 1%	0 0%	4 2%
4	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
3	2 0%	0 0%	0 0%	1 2%	1 1%	1 1%	0 0%	1 1%	0 0%	0 0%	2 1%	0 0%	0 0%	2 1%
2	14 3%	1 1%	0 0%	2 3%	11 8%	4 5%	0 0%	6 5%	2 2%	1 4%	9 3%	5 3%	1 0%	13 7%
1	241 55%	57 36%	33 58%	52 79%	94 65%	44 52%	35 57%	68 56%	70 58%	15 54%	170 63%	71 43%	101 43%	140 71%
none	165 38%	97 62%	24 42%	11 17%	27 19%	35 41%	25 41%	42 35%	46 38%	12 43%	79 29%	85 51%	135 57%	28 14%
mean:	2.5	1.1	0.6	0.9	5.7	1.8	0.8	3.7	0.7	0.6	3.2	1.3	0.4	5.0
standard error:	0.77	0.64	0.07	0.06	2.20	1.17	0.18	2.04	0.09	0.11	1.19	0.61	0.03	1.69
median:	1	0	1	1	1	1	1	1	1	1	1	0	0	1
no answer	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 037 page 1

Number of FT Employees: Service Manager

Please review the job descriptions and indicate the number of FULL-TIME employees in each position at your company (including all locations) as of July 1, 2021.

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
SERVICE MANAGER														
base: qualified companies (fill-in answers)	435 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
10 or more	15 3%	0 0%	0 0%	0 0%	15 10%	0 0%	1 2%	4 3%	4 3%	0 0%	10 4%	5 3%	0 0%	15 8%
5 - 9	10 2%	1 1%	0 0%	0 0%	9 6%	3 4%	2 3%	2 2%	2 2%	0 0%	7 3%	3 2%	0 0%	10 5%
4	5 1%	0 0%	0 0%	0 0%	5 3%	0 0%	0 0%	4 3%	1 1%	0 0%	5 2%	0 0%	0 0%	5 3%
3	7 2%	0 0%	0 0%	1 2%	6 4%	1 1%	0 0%	3 2%	2 2%	0 0%	5 2%	2 1%	0 0%	7 4%
2	21 5%	3 2%	0 0%	1 2%	17 12%	4 5%	3 5%	10 8%	1 1%	1 4%	13 5%	8 5%	0 0%	21 11%
1	135 31%	30 19%	18 32%	25 38%	56 39%	30 35%	17 28%	38 31%	38 32%	8 29%	88 33%	47 28%	42 18%	93 47%
none	242 56%	123 78%	39 68%	39 59%	36 25%	47 55%	38 62%	60 50%	72 60%	19 68%	140 52%	101 61%	195 82%	45 23%
mean:	5.5	0.3	0.3	0.5	16.0	0.7	0.8	8.7	7.6	0.4	8.3	1.1	0.2	12.0
standard error:	2.64	0.06	0.06	0.08	7.93	0.11	0.27	6.68	6.66	0.11	4.28	0.26	0.02	5.84
median:	0	0	0	0	1	0	0	1	0	0	0	0	0	1
no answer	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 038 page 1

Number of FT Employees: Sales Manager

Please review the job descriptions and indicate the number of FULL-TIME employees in each position at your company (including all locations) as of July 1, 2021.

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
SALES MANAGER														
base: qualified companies (fill-in answers)	435 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
10 or more	7 2%	0 0%	0 0%	0 0%	7 5%	0 0%	0 0%	2 2%	2 2%	0 0%	5 2%	2 1%	0 0%	7 4%
5 - 9	2 0%	0 0%	0 0%	0 0%	2 1%	0 0%	0 0%	2 2%	0 0%	0 0%	0 0%	2 1%	0 0%	2 1%
4	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
3	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
2	11 3%	2 1%	2 4%	1 2%	6 4%	3 4%	3 5%	1 1%	1 1%	1 4%	8 3%	3 2%	0 0%	11 6%
1	92 21%	25 16%	5 9%	9 14%	51 35%	19 22%	12 20%	29 24%	16 13%	7 25%	59 22%	33 20%	17 7%	75 38%
none	323 74%	130 83%	50 88%	56 85%	78 54%	63 74%	46 75%	87 72%	101 84%	20 71%	196 73%	126 76%	220 93%	101 52%
mean:	0.7	0.2	0.2	0.2	1.9	0.3	0.3	0.9	0.8	0.3	0.9	0.6	0.1	1.6
standard error:	0.19	0.03	0.06	0.05	0.56	0.06	0.07	0.44	0.46	0.10	0.29	0.19	0.02	0.42
median:	0	0	0	0	0	0	0	0	0	0	0	0	0	0
no answer	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 039 page 1

Number of FT Employees: Sales Person

Please review the job descriptions and indicate the number of FULL-TIME employees in each position at your company (including all locations) as of July 1, 2021.

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
SALES PERSON														
base: qualified companies (fill-in answers)	435 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
10 or more	20 5%	0 0%	0 0%	0 0%	20 14%	0 0%	2 3%	5 4%	5 4%	0 0%	14 5%	6 4%	0 0%	20 10%
5 - 9	15 3%	1 1%	0 0%	1 2%	13 9%	6 7%	1 2%	4 3%	3 3%	1 4%	10 4%	5 3%	0 0%	15 8%
4	10 2%	1 1%	0 0%	0 0%	9 6%	2 2%	2 3%	5 4%	1 1%	0 0%	6 2%	4 2%	0 0%	10 5%
3	20 5%	0 0%	1 2%	2 3%	17 12%	3 4%	2 3%	7 6%	5 4%	0 0%	14 5%	6 4%	0 0%	20 10%
2	23 5%	4 3%	2 4%	3 5%	12 8%	3 4%	4 7%	6 5%	8 7%	1 4%	14 5%	8 5%	3 1%	20 10%
1	69 16%	25 16%	5 9%	11 17%	27 19%	14 16%	11 18%	24 20%	14 12%	4 14%	45 17%	24 14%	25 11%	44 22%
none	278 64%	126 80%	49 86%	49 74%	46 32%	57 67%	39 64%	70 58%	84 70%	22 79%	165 62%	113 68%	209 88%	67 34%
mean:	7.0	0.3	0.2	0.4	20.6	0.9	1.1	8.1	5.9	0.4	8.7	4.3	0.1	15.4
standard error:	2.28	0.05	0.08	0.11	6.78	0.21	0.34	4.95	3.85	0.19	3.29	2.78	0.02	5.01
median:	0	0	0	0	1	0	0	0	0	0	0	0	0	1
no answer	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 040 page 1

Number of FT Employees: Customer Service Representative

Please review the job descriptions and indicate the number of FULL-TIME employees in each position at your company (including all locations) as of July 1, 2021.

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
CUSTOMER SERVICE REPRESENTATIVE (ADMINISTRATIVE)														
base: qualified companies (fill-in answers)	435 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
10 or more	21 5%	0 0%	0 0%	0 0%	21 15%	2 2%	1 2%	5 4%	8 7%	0 0%	14 5%	7 4%	0 0%	21 11%
5 - 9	25 6%	0 0%	0 0%	1 2%	24 17%	3 4%	2 3%	13 11%	2 2%	0 0%	20 7%	5 3%	0 0%	25 13%
4	14 3%	2 1%	0 0%	0 0%	12 8%	2 2%	3 5%	3 2%	5 4%	1 4%	12 4%	2 1%	0 0%	14 7%
3	19 4%	0 0%	0 0%	0 0%	18 13%	3 4%	3 5%	4 3%	6 5%	0 0%	11 4%	8 5%	0 0%	19 10%
2	51 12%	6 4%	1 2%	11 17%	31 22%	12 14%	8 13%	15 12%	11 9%	5 18%	38 14%	13 8%	9 4%	42 21%
1	104 24%	31 20%	20 35%	29 44%	21 15%	21 25%	14 23%	31 26%	31 26%	6 21%	67 25%	37 22%	51 22%	53 27%
none	201 46%	118 75%	36 63%	25 38%	17 12%	42 49%	30 49%	50 41%	57 48%	16 57%	106 40%	94 57%	177 75%	22 11%
mean:	7.4	0.3	0.4	0.8	21.4	1.3	1.3	7.7	8.4	0.7	9.0	4.9	0.3	16.1
standard error:	2.62	0.05	0.07	0.11	7.80	0.27	0.27	5.38	5.87	0.19	3.93	2.62	0.03	5.76
median:	1	0	0	1	3	1	1	1	1	0	1	0	0	2
no answer	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 041 page 1

Number of FT Employees: Pest Management Service Technician

Please review the job descriptions and indicate the number of FULL-TIME employees in each position at your company (including all locations) as of July 1, 2021.

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
PEST MANAGEMENT SERVICE TECHNICIAN (PMST)														
base: qualified companies (fill-in answers)	435 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
10 or more	74 17%	1 1%	0 0%	2 3%	70 49%	12 14%	12 20%	24 20%	13 11%	1 4%	60 22%	14 8%	0 0%	74 38%
5 - 9	68 16%	1 1%	3 5%	17 26%	46 32%	13 15%	10 16%	20 17%	19 16%	5 18%	51 19%	17 10%	13 5%	55 28%
4	26 6%	4 3%	5 9%	8 12%	7 5%	4 5%	3 5%	7 6%	10 8%	2 7%	21 8%	5 3%	17 7%	9 5%
3	52 12%	8 5%	12 21%	22 33%	9 6%	11 13%	3 5%	17 14%	19 16%	2 7%	29 11%	23 14%	33 14%	19 10%
2	59 14%	32 20%	16 28%	9 14%	1 1%	11 13%	12 20%	14 12%	17 14%	4 14%	38 14%	20 12%	44 19%	15 8%
1	76 17%	58 37%	13 23%	2 3%	1 1%	16 19%	11 18%	23 19%	20 17%	6 21%	33 12%	43 26%	66 28%	10 5%
none	80 18%	53 34%	8 14%	6 9%	10 7%	18 21%	10 16%	16 13%	22 18%	8 29%	36 13%	44 27%	64 27%	14 7%
mean:	36.8	1.2	2.1	3.6	107.0	5.0	7.1	54.6	49.7	2.5	52.8	11.0	1.7	79.6
standard error:	16.5	0.1	0.2	0.3	49.4	1.0	1.8	41.7	41.7	0.6	26.6	4.5	0.1	36.4
median:	3	1	2	3	9	2	2	3	3	2	3	1	1	7
no answer	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 042 page 1

Number of FT Employees: Termite Technician, Baiting

Please review the job descriptions and indicate the number of FULL-TIME employees in each position at your company (including all locations) as of July 1, 2021.

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
TERMITE TECHNICIAN, BAITING														
base: qualified companies (fill-in answers)	435 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
10 or more	10 2%	0 0%	0 0%	0 0%	10 7%	1 1%	1 2%	3 2%	1 1%	0 0%	9 3%	1 1%	0 0%	10 5%
5 - 9	8 2%	0 0%	0 0%	3 5%	5 3%	2 2%	1 2%	3 2%	2 2%	0 0%	7 3%	1 1%	0 0%	8 4%
4	5 1%	1 1%	1 2%	0 0%	3 2%	0 0%	0 0%	4 3%	0 0%	0 0%	3 1%	2 1%	0 0%	5 3%
3	15 3%	2 1%	1 2%	4 6%	8 6%	5 6%	2 3%	3 2%	5 4%	0 0%	9 3%	6 4%	1 0%	14 7%
2	26 6%	7 4%	6 11%	2 3%	10 7%	3 4%	7 11%	11 9%	3 3%	0 0%	17 6%	9 5%	7 3%	19 10%
1	63 14%	26 17%	5 9%	8 12%	24 17%	15 18%	8 13%	27 22%	13 11%	0 0%	39 15%	24 14%	25 11%	38 19%
none	308 71%	121 77%	44 77%	49 74%	84 58%	59 69%	42 69%	70 58%	96 80%	28 100%	184 69%	123 74%	204 86%	102 52%
mean:	2.6	0.3	0.4	0.6	7.1	1.0	0.8	2.5	0.8	0.0	3.9	0.5	0.2	5.6
standard error:	0.99	0.05	0.12	0.16	2.95	0.47	0.31	1.25	0.42	0.00	1.59	0.11	0.03	2.17
median:	0	0	0	0	0	0	0	0	0	0	0	0	0	0
no answer	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 043 page 1

Number of FT Employees: Termite Technician, Liquid

Please review the job descriptions and indicate the number of FULL-TIME employees in each position at your company (including all locations) as of July 1, 2021.

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
TERMITE TECHNICIAN, LIQUID														
base: qualified companies (fill-in answers)	435 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
10 or more	15 3%	0 0%	0 0%	0 0%	15 10%	1 1%	0 0%	8 7%	4 3%	0 0%	12 4%	3 2%	0 0%	15 8%
5 - 9	8 2%	0 0%	1 2%	2 3%	4 3%	1 1%	0 0%	4 3%	2 2%	0 0%	7 3%	1 1%	0 0%	8 4%
4	7 2%	1 1%	1 2%	1 2%	4 3%	2 2%	0 0%	3 2%	2 2%	0 0%	4 1%	3 2%	0 0%	7 4%
3	20 5%	3 2%	2 4%	5 8%	10 7%	6 7%	0 0%	6 5%	6 5%	0 0%	10 4%	10 6%	3 1%	17 9%
2	32 7%	5 3%	8 14%	3 5%	14 10%	3 4%	7 11%	13 11%	7 6%	1 4%	18 7%	13 8%	7 3%	25 13%
1	81 19%	29 18%	10 18%	18 27%	24 17%	17 20%	14 23%	28 23%	19 16%	1 4%	49 18%	32 19%	42 18%	39 20%
none	272 63%	119 76%	35 61%	37 56%	73 51%	55 65%	40 66%	59 49%	80 67%	26 93%	168 63%	104 63%	185 78%	85 43%
mean:	2.1	0.3	0.8	0.8	5.4	0.8	0.5	3.3	1.6	0.1	2.8	1.1	0.3	4.4
standard error:	0.54	0.06	0.20	0.17	1.59	0.21	0.09	1.23	0.53	0.08	0.85	0.31	0.04	1.17
median:	0	0	0	0	0	0	0	1	0	0	0	0	0	1
no answer	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 044 page 1

Number of FT Employees: Lawn Technician

Please review the job descriptions and indicate the number of FULL-TIME employees in each position at your company (including all locations) as of July 1, 2021.

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
LAWN TECHNICIAN														
base: qualified companies (fill-in answers)	435 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
10 or more	12 3%	0 0%	0 0%	0 0%	11 8%	1 1%	0 0%	4 3%	5 4%	0 0%	6 2%	6 4%	0 0%	12 6%
5 - 9	5 1%	0 0%	0 0%	1 2%	4 3%	0 0%	1 2%	2 2%	2 2%	0 0%	2 1%	3 2%	0 0%	5 3%
4	1 0%	0 0%	0 0%	0 0%	1 1%	0 0%	0 0%	1 1%	0 0%	0 0%	0 0%	1 1%	0 0%	1 1%
3	2 0%	1 1%	0 0%	0 0%	1 1%	0 0%	0 0%	2 2%	0 0%	0 0%	1 0%	1 1%	0 0%	2 1%
2	9 2%	3 2%	1 2%	1 2%	4 3%	1 1%	2 3%	1 1%	4 3%	0 0%	8 3%	1 1%	1 0%	8 4%
1	21 5%	10 6%	1 2%	3 5%	6 4%	2 2%	2 3%	8 7%	7 6%	1 4%	13 5%	8 5%	7 3%	14 7%
none	385 89%	143 91%	55 96%	61 92%	117 81%	81 95%	56 92%	103 85%	102 85%	27 96%	238 89%	146 88%	229 97%	154 79%
mean:	1.4	0.1	0.1	0.2	3.8	0.2	0.2	2.1	1.4	0.0	1.7	0.8	0.0	3.0
standard error:	0.42	0.03	0.04	0.13	1.26	0.14	0.15	1.17	0.57	0.04	0.66	0.30	0.01	0.93
median:	0	0	0	0	0	0	0	0	0	0	0	0	0	0
no answer	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 045 page 1

Number of FT Employees: Wildlife Technician

Please review the job descriptions and indicate the number of FULL-TIME employees in each position at your company (including all locations) as of July 1, 2021.

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
WILDLIFE TECHNICIAN														
base: qualified companies (fill-in answers)	435 100%	157 100%	57 100%	66 100%	144 100%	85 100%	61 100%	121 100%	120 100%	28 100%	268 100%	166 100%	237 100%	196 100%
10 or more	10 2%	0 0%	0 0%	0 0%	10 7%	2 2%	1 2%	2 2%	2 2%	0 0%	9 3%	1 1%	0 0%	10 5%
5 - 9	9 2%	0 0%	0 0%	1 2%	8 6%	3 4%	3 5%	2 2%	0 0%	0 0%	6 2%	3 2%	0 0%	9 5%
4	3 1%	0 0%	1 2%	1 2%	1 1%	0 0%	0 0%	1 1%	2 2%	0 0%	2 1%	1 1%	0 0%	3 2%
3	9 2%	2 1%	2 4%	1 2%	4 3%	3 4%	2 3%	1 1%	1 1%	1 4%	5 2%	4 2%	1 0%	8 4%
2	16 4%	1 1%	2 4%	4 6%	7 5%	5 6%	2 3%	6 5%	2 2%	1 4%	8 3%	8 5%	1 0%	15 8%
1	54 12%	27 17%	4 7%	9 14%	12 8%	16 19%	7 11%	16 13%	10 8%	4 14%	31 12%	22 13%	24 10%	30 15%
none	334 77%	127 81%	48 84%	50 76%	102 71%	56 66%	46 75%	93 77%	103 86%	22 79%	207 77%	127 77%	211 89%	121 62%
mean:	1.7	0.2	0.3	0.4	4.7	0.9	0.7	3.7	0.6	0.3	2.5	0.5	0.1	3.7
standard error:	0.67	0.04	0.11	0.12	2.01	0.25	0.22	2.33	0.35	0.14	1.09	0.10	0.02	1.48
median:	0	0	0	0	0	0	0	0	0	0	0	0	0	0
no answer	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 046 page 1

General/Branch Manager: Primary Type of Pay Plan Offered

22. What type of pay plan does your company primarily offer to full-time employees in this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
GENERAL/BRANCH MANAGER														
base: qualified companies that employ at least one full-time General/Branch Manager	301 100%	83 100%	36 100%	50 100%	126 100%	46 100%	41 100%	89 100%	93 100%	15 100%	190 100%	111 100%	128 100%	173 100%
base salary only	84 28%	27 33%	11 31%	16 32%	27 21%	14 30%	15 37%	18 20%	30 32%	3 20%	50 26%	34 31%	46 36%	38 22%
base salary plus bonus	84 28%	11 13%	6 17%	15 30%	52 41%	13 28%	13 32%	26 29%	23 25%	2 13%	65 34%	19 17%	25 20%	59 34%
base salary plus commission & bonus	37 12%	8 10%	4 11%	3 6%	22 17%	3 7%	5 12%	10 11%	12 13%	4 27%	27 14%	10 9%	9 7%	28 16%
base salary plus commission	28 9%	6 7%	7 19%	7 14%	8 6%	3 7%	2 5%	12 13%	10 11%	1 7%	18 9%	10 9%	12 9%	16 9%
hourly only	14 5%	7 8%	2 6%	2 4%	2 2%	5 11%	1 2%	3 3%	4 4%	0 0%	5 3%	9 8%	8 6%	6 3%
hourly plus commission & bonus	8 3%	0 0%	1 3%	2 4%	5 4%	1 2%	0 0%	3 3%	3 3%	1 7%	4 2%	4 4%	3 2%	5 3%
commission only	7 2%	2 2%	3 8%	1 2%	1 1%	1 2%	1 2%	2 2%	2 2%	1 7%	5 3%	2 2%	3 2%	4 2%
hourly plus commission	6 2%	2 2%	0 0%	1 2%	3 2%	2 4%	2 5%	1 1%	0 0%	0 0%	3 2%	3 3%	2 2%	4 2%
commission plus bonus	6 2%	4 5%	0 0%	1 2%	1 1%	1 2%	0 0%	2 2%	2 2%	0 0%	2 1%	4 4%	4 3%	2 1%
hourly plus bonus	5 2%	1 1%	1 3%	2 4%	1 1%	0 0%	0 0%	1 1%	3 3%	1 7%	3 2%	2 2%	4 3%	1 1%
draw against commission	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
other	18 6%	15 18%	1 3%	0 0%	2 2%	2 4%	2 5%	9 10%	4 4%	1 7%	4 2%	14 13%	11 9%	7 4%
no answer	4 1%	0 0%	0 0%	0 0%	2 2%	1 2%	0 0%	2 2%	0 0%	1 7%	4 2%	0 0%	1 1%	3 2%

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 047 page 1

General/Branch Manager: Change in Compensation

23. In what ways, if any, have you changed how this position is compensated in the past two years?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
GENERAL/BRANCH MANAGER														
base: qualified companies that employ at least one full-time General/Branch Manager (multiple answers)	301 100%	83 100%	36 100%	50 100%	126 100%	46 100%	41 100%	89 100%	93 100%	15 100%	190 100%	111 100%	128 100%	173 100%
increased incentives	40 13%	9 11%	3 8%	5 10%	23 18%	3 7%	6 15%	17 19%	12 13%	1 7%	30 16%	10 9%	12 9%	28 16%
increased production rewards	24 8%	4 5%	2 6%	2 4%	16 13%	4 9%	5 12%	9 10%	2 2%	3 20%	16 8%	8 7%	6 5%	18 10%
switched to base salary	8 3%	4 5%	0 0%	1 2%	2 2%	2 4%	4 10%	0 0%	0 0%	2 13%	4 2%	4 4%	2 2%	6 3%
other	12 4%	4 5%	1 3%	1 2%	6 5%	1 2%	0 0%	4 4%	4 4%	1 7%	6 3%	6 5%	2 2%	10 6%
indicated at least one	75 25%	19 23%	6 17%	9 18%	40 32%	10 22%	12 29%	26 29%	16 17%	7 47%	50 26%	25 23%	20 16%	55 32%
have not changed how this position is compensated	220 73%	64 77%	30 83%	40 80%	83 66%	35 76%	29 71%	60 67%	77 83%	7 47%	134 71%	86 77%	107 84%	113 65%
no answer	6 2%	0 0%	0 0%	1 2%	3 2%	1 2%	0 0%	3 3%	0 0%	1 7%	6 3%	0 0%	1 1%	5 3%

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 048 page 1

General/Branch Manager: Basis for Commissions

24. What are commissions for this position based on (if offered)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
GENERAL/BRANCH MANAGER														
base: qualified companies that employ at least one full-time General/Branch Manager (multiple answers)	301 100%	83 100%	36 100%	50 100%	126 100%	46 100%	41 100%	89 100%	93 100%	15 100%	190 100%	111 100%	128 100%	173 100%
percent of sales	75 25%	18 22%	9 25%	10 20%	38 30%	9 20%	9 22%	21 24%	24 26%	7 47%	51 27%	24 22%	21 16%	54 31%
percent of service or production	26 9%	6 7%	6 17%	5 10%	9 7%	2 4%	2 5%	10 11%	9 10%	1 7%	18 9%	8 7%	13 10%	13 8%
years of service	10 3%	5 6%	1 3%	2 4%	2 2%	0 0%	1 2%	4 4%	5 5%	0 0%	5 3%	5 5%	6 5%	4 2%
route value	6 2%	2 2%	3 8%	0 0%	1 1%	0 0%	1 2%	5 6%	0 0%	0 0%	3 2%	3 3%	4 3%	2 1%
balanced scorecard	5 2%	0 0%	0 0%	1 2%	4 3%	1 2%	0 0%	0 0%	2 2%	0 0%	4 2%	1 1%	0 0%	5 3%
certification level	5 2%	3 4%	0 0%	0 0%	2 2%	1 2%	0 0%	2 2%	2 2%	0 0%	3 2%	2 2%	3 2%	2 1%
other	9 3%	6 7%	0 0%	1 2%	2 2%	3 7%	0 0%	4 4%	0 0%	1 7%	3 2%	6 5%	4 3%	5 3%
indicated at least one	102 34%	29 35%	14 39%	16 32%	43 34%	14 30%	10 24%	34 38%	30 32%	8 53%	65 34%	37 33%	35 27%	67 39%
commissions not offered for this position	191 63%	54 65%	21 58%	34 68%	78 62%	30 65%	31 76%	52 58%	61 66%	6 40%	119 63%	72 65%	90 70%	101 58%
no answer	8 3%	0 0%	1 3%	0 0%	5 4%	2 4%	0 0%	3 3%	2 2%	1 7%	6 3%	2 2%	3 2%	5 3%

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 049 page 1

General/Branch Manager: Basis for Bonuses

25. What are bonuses for this position based on (if offered)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
GENERAL/BRANCH MANAGER														
base: qualified companies that employ at least one full-time General/Branch Manager (multiple answers)	301 100%	83 100%	36 100%	50 100%	126 100%	46 100%	41 100%	89 100%	93 100%	15 100%	190 100%	111 100%	128 100%	173 100%
revenue level	71 24%	7 8%	4 11%	8 16%	52 41%	10 22%	5 12%	20 22%	25 27%	3 20%	53 28%	18 16%	16 13%	55 32%
profits	65 22%	8 10%	7 19%	8 16%	42 33%	7 15%	11 27%	17 19%	20 22%	4 27%	47 25%	18 16%	18 14%	47 27%
annual growth	55 18%	4 5%	2 6%	6 12%	43 34%	6 13%	9 22%	18 20%	14 15%	2 13%	42 22%	13 12%	7 5%	48 28%
productivity/efficiency	38 13%	4 5%	2 6%	3 6%	29 23%	3 7%	7 17%	15 17%	7 8%	3 20%	29 15%	9 8%	8 6%	30 17%
cancellations	28 9%	2 2%	0 0%	1 2%	25 20%	1 2%	3 7%	12 13%	6 6%	0 0%	19 10%	9 8%	2 2%	26 15%
quality	26 9%	0 0%	2 6%	2 4%	22 17%	3 7%	4 10%	9 10%	6 6%	0 0%	21 11%	5 5%	3 2%	23 13%
customer satisfaction	26 9%	4 5%	1 3%	4 8%	17 13%	3 7%	4 10%	8 9%	7 8%	0 0%	17 9%	9 8%	8 6%	18 10%
branch goal attainment	18 6%	1 1%	0 0%	2 4%	15 12%	1 2%	3 7%	4 4%	6 6%	0 0%	16 8%	2 2%	1 1%	17 10%
unserved accounts	16 5%	1 1%	1 3%	2 4%	12 10%	3 7%	4 10%	5 6%	1 1%	0 0%	12 6%	4 4%	3 2%	13 8%
individual goal attainment	16 5%	0 0%	0 0%	1 2%	15 12%	2 4%	4 10%	5 6%	2 2%	0 0%	12 6%	4 4%	1 1%	15 9%
turnover	8 3%	0 0%	0 0%	1 2%	7 6%	1 2%	1 2%	2 2%	2 2%	0 0%	4 2%	4 4%	0 0%	8 5%
department goal attainment	8 3%	0 0%	0 0%	1 2%	7 6%	1 2%	2 5%	2 2%	1 1%	0 0%	6 3%	2 2%	1 1%	7 4%
attendance	7 2%	0 0%	0 0%	3 6%	4 3%	1 2%	1 2%	4 4%	1 1%	0 0%	5 3%	2 2%	3 2%	4 2%
chargeable accidents	4 1%	0 0%	0 0%	0 0%	4 3%	0 0%	0 0%	1 1%	1 1%	0 0%	3 2%	1 1%	0 0%	4 2%
market share	1 0%	0 0%	0 0%	0 0%	1 1%	0 0%	0 0%	0 0%	1 1%	0 0%	1 1%	0 0%	0 0%	1 1%
other	20 7%	8 10%	1 3%	5 10%	6 5%	5 11%	1 2%	6 7%	6 6%	2 13%	11 6%	9 8%	9 7%	11 6%

NPMA and PCT

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TABLE 049 page 2

General/Branch Manager: Basis for Bonuses

25. What are bonuses for this position based on (if offered)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
base: qualified companies that employ at least one full-time General/Branch Manager (multiple answers)	301 100%	83 100%	36 100%	50 100%	126 100%	46 100%	41 100%	89 100%	93 100%	15 100%	190 100%	111 100%	128 100%	173 100%
indicated at least one	149 50%	30 36%	11 31%	22 44%	86 68%	21 46%	20 49%	46 52%	43 46%	8 53%	106 56%	43 39%	47 37%	102 59%
bonuses not offered for this position	143 48%	50 60%	24 67%	27 54%	38 30%	23 50%	21 51%	39 44%	49 53%	5 33%	78 41%	65 59%	75 59%	68 39%
no answer	9 3%	3 4%	1 3%	1 2%	2 2%	2 4%	0 0%	4 4%	1 1%	2 13%	6 3%	3 3%	6 5%	3 2%

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TABLE 050 page 1

General/Branch Manager: Basis for Pay Increases

26. On what basis are pay increases determined for this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
GENERAL/BRANCH MANAGER														
base: qualified companies that employ at least one full-time General/Branch Manager (multiple answers)	301 100%	83 100%	36 100%	50 100%	126 100%	46 100%	41 100%	89 100%	93 100%	15 100%	190 100%	111 100%	128 100%	173 100%
merit	132 44%	18 22%	10 28%	21 42%	81 64%	14 30%	17 41%	41 46%	42 45%	6 40%	89 47%	43 39%	34 27%	98 57%
cost of living	90 30%	18 22%	7 19%	13 26%	50 40%	14 30%	10 24%	29 33%	25 27%	6 40%	62 33%	28 25%	34 27%	56 32%
length of service increases	88 29%	20 24%	8 22%	17 34%	43 34%	12 26%	8 20%	28 31%	32 34%	3 20%	49 26%	39 35%	32 25%	56 32%
promotion increases	42 14%	8 10%	0 0%	6 12%	28 22%	8 17%	3 7%	15 17%	10 11%	2 13%	28 15%	14 13%	9 7%	33 19%
across-the-board same rate	13 4%	4 5%	2 6%	1 2%	6 5%	3 7%	0 0%	5 6%	3 3%	1 7%	11 6%	2 2%	5 4%	8 5%
other	39 13%	16 19%	6 17%	7 14%	9 7%	5 11%	9 22%	8 9%	12 13%	3 20%	23 12%	16 14%	25 20%	14 8%
indicated at least one	248 82%	58 70%	29 81%	42 84%	115 91%	37 80%	36 88%	70 79%	75 81%	13 87%	161 85%	87 78%	95 74%	153 88%
none - position not eligible for pay increases	46 15%	22 27%	7 19%	7 14%	10 8%	8 17%	5 12%	15 17%	17 18%	1 7%	24 13%	22 20%	30 23%	16 9%
no answer	7 2%	3 4%	0 0%	1 2%	1 1%	1 2%	0 0%	4 4%	1 1%	1 7%	5 3%	2 2%	3 2%	4 2%

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General/Branch Manager: Average Pay Increase

27. What is the projected (or actual, if already awarded) average pay increase for this position this year?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
GENERAL/BRANCH MANAGER														
base: qualified companies that employ at least one full-time General/Branch Manager	301 100%	83 100%	36 100%	50 100%	126 100%	46 100%	41 100%	89 100%	93 100%	15 100%	190 100%	111 100%	128 100%	173 100%
10% or more	20 7%	4 5%	4 11%	3 6%	8 6%	5 11%	2 5%	7 8%	6 6%	0 0%	10 5%	10 9%	7 5%	13 8%
8% - 9.9%	10 3%	3 4%	1 3%	0 0%	6 5%	1 2%	1 2%	3 3%	3 3%	2 13%	7 4%	3 3%	3 2%	7 4%
6% - 7.9%	15 5%	3 4%	1 3%	1 2%	10 8%	3 7%	1 2%	3 3%	5 5%	0 0%	8 4%	7 6%	2 2%	13 8%
4% - 5.9%	57 19%	11 13%	5 14%	15 30%	26 21%	9 20%	7 17%	19 21%	17 18%	1 7%	42 22%	15 14%	24 19%	33 19%
3% - 3.9%	54 18%	8 10%	7 19%	5 10%	34 27%	7 15%	9 22%	19 21%	12 13%	3 20%	40 21%	14 13%	13 10%	41 24%
2% - 2.9%	43 14%	13 16%	6 17%	7 14%	15 12%	7 15%	7 17%	7 8%	14 15%	4 27%	23 12%	20 18%	24 19%	19 11%
less than 2%	20 7%	5 6%	2 6%	3 6%	9 7%	2 4%	3 7%	6 7%	8 9%	0 0%	13 7%	7 6%	8 6%	12 7%
0%	73 24%	35 42%	10 28%	14 28%	14 11%	11 24%	10 24%	20 22%	27 29%	4 27%	39 21%	34 31%	44 34%	29 17%
mean:	3.4%	2.5%	3.4%	3.1%	4.1%	3.8%	3.1%	3.6%	3.2%	3.1%	3.5%	3.2%	2.8%	3.9%
standard error:	0.17%	0.33%	0.54%	0.40%	0.25%	0.48%	0.43%	0.33%	0.31%	0.79%	0.21%	0.30%	0.26%	0.23%
median:	3%	2%	3%	3%	4%	3%	3%	3%	3%	3%	3%	3%	2%	4%
no answer	9 3%	1 1%	0 0%	2 4%	4 3%	1 2%	1 2%	5 6%	1 1%	1 7%	8 4%	1 1%	3 2%	6 3%

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General/Branch Manager: Proportion Offering Overtime Compensation

28. Does your company offer overtime compensation to full-time employees in this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
GENERAL/BRANCH MANAGER														
base: qualified companies that employ at least one full-time General/Branch Manager	301 100%	83 100%	36 100%	50 100%	126 100%	46 100%	41 100%	89 100%	93 100%	15 100%	190 100%	111 100%	128 100%	173 100%
yes	75 25%	24 29%	6 17%	17 34%	27 21%	17 37%	6 15%	17 19%	25 27%	9 60%	48 25%	27 24%	36 28%	39 23%
no	222 74%	59 71%	30 83%	32 64%	98 78%	28 61%	35 85%	70 79%	68 73%	5 33%	138 73%	84 76%	91 71%	131 76%
no answer	4 1%	0 0%	0 0%	1 2%	1 1%	1 2%	0 0%	2 2%	0 0%	1 7%	4 2%	0 0%	1 1%	3 2%

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TABLE 053 page 1

General/Branch Manager: Average Annual Base Salary

29. As of July 1, 2021, what was the average annual base salary for this position (in U.S. dollars)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
GENERAL/BRANCH MANAGER: AVERAGE ANNUAL BASE SALARY														
base: qualified companies that employ at least one full-time General/Branch Manager (fill-in answers)	301 100%	83 100%	36 100%	50 100%	126 100%	46 100%	41 100%	89 100%	93 100%	15 100%	190 100%	111 100%	128 100%	173 100%
\$100,000 or more	19 6%	4 5%	1 3%	1 2%	13 10%	1 2%	3 7%	4 4%	7 8%	0 0%	12 6%	7 6%	5 4%	14 8%
\$80,000 - \$99,999	24 8%	2 2%	1 3%	3 6%	18 14%	3 7%	4 10%	5 6%	11 12%	0 0%	16 8%	8 7%	4 3%	20 12%
\$60,000 - \$79,999	81 27%	16 19%	6 17%	15 30%	43 34%	14 30%	9 22%	24 27%	24 26%	4 27%	58 31%	23 21%	33 26%	48 28%
\$50,000 - \$59,999	47 16%	10 12%	7 19%	10 20%	20 16%	5 11%	9 22%	9 10%	16 17%	6 40%	34 18%	13 12%	20 16%	27 16%
\$40,000 - \$49,999	38 13%	10 12%	7 19%	7 14%	13 10%	5 11%	4 10%	14 16%	12 13%	0 0%	25 13%	13 12%	17 13%	21 12%
\$30,000 - \$39,999	25 8%	11 13%	5 14%	3 6%	5 4%	2 4%	6 15%	11 12%	6 6%	0 0%	13 7%	12 11%	15 12%	10 6%
less than \$30,000	10 3%	3 4%	3 8%	1 2%	3 2%	3 7%	1 2%	3 3%	3 3%	0 0%	4 2%	6 5%	7 5%	3 2%
\$0	13 4%	8 10%	3 8%	1 2%	1 1%	2 4%	0 0%	6 7%	4 4%	0 0%	3 2%	10 9%	7 5%	6 3%
n:	257	64	33	41	116	35	36	76	83	10	165	92	108	149
75th percentile (thousands):	\$73.5	\$60.0	\$57.5	\$65.5	\$80.0	\$75.0	\$73.8	\$69.5	\$75.0	\$60.6	\$75.0	\$70.0	\$62.4	\$76.5
50th percentile (median):	\$56.2	\$48.0	\$45.0	\$54.0	\$67.5	\$60.0	\$56.5	\$51.0	\$60.0	\$57.2	\$60.0	\$51.0	\$52.0	\$60.0
25th percentile:	\$41.6	\$35.3	\$31.2	\$45.8	\$50.5	\$40.0	\$44.3	\$38.3	\$44.7	\$54.3	\$45.0	\$36.1	\$38.3	\$47.7
no answer	44 15%	19 23%	3 8%	9 18%	10 8%	11 24%	5 12%	13 15%	10 11%	5 33%	25 13%	19 17%	20 16%	24 14%

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General/Branch Manager: Value of Other Cash Compensation Received

30. In the 12 months prior to July 1, 2021, approximately what was the average total value (in U.S. dollars) of all other cash compensation (besides base salary) received for this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
GENERAL/BRANCH MANAGER: VALUE OF OTHER CASH COMPENSATION RECEIVED														
base: qualified companies that employ at least one full-time General/Branch Manager	301 100%	83 100%	36 100%	50 100%	126 100%	46 100%	41 100%	89 100%	93 100%	15 100%	190 100%	111 100%	128 100%	173 100%
did not have full-time employees in this position all 12 months prior to July 1, 2021	50 17%	31 37%	6 17%	4 8%	8 6%	10 22%	3 7%	14 16%	18 19%	4 27%	26 14%	24 22%	30 23%	20 12%
no answer	44 15%	19 23%	3 8%	9 18%	10 8%	11 24%	5 12%	13 15%	10 11%	5 33%	25 13%	19 17%	20 16%	24 14%
base: qualified companies that employ at least one full-time General/Branch Manager all 12 months prior to July 1, 2021 (fill-in answers)	207 100%	33 100%	27 100%	37 100%	108 100%	25 100%	33 100%	62 100%	65 100%	6 100%	139 100%	68 100%	78 100%	129 100%
\$80,000 or more	12 6%	2 6%	1 4%	2 5%	7 6%	2 8%	1 3%	4 6%	3 5%	0 0%	7 5%	5 7%	5 6%	7 5%
\$60,000 - \$79,999	11 5%	2 6%	0 0%	2 5%	7 6%	1 4%	0 0%	5 8%	4 6%	0 0%	6 4%	5 7%	4 5%	7 5%
\$40,000 - \$59,999	23 11%	6 18%	5 19%	2 5%	10 9%	2 8%	3 9%	10 16%	5 8%	1 17%	15 11%	8 12%	10 13%	13 10%
\$30,000 - \$39,999	6 3%	0 0%	3 11%	0 0%	3 3%	1 4%	2 6%	3 5%	0 0%	0 0%	6 4%	0 0%	2 3%	4 3%
\$20,000 - \$29,999	21 10%	0 0%	3 11%	3 8%	15 14%	3 12%	6 18%	5 8%	6 9%	0 0%	11 8%	10 15%	4 5%	17 13%
\$10,000 - \$19,999	37 18%	4 12%	2 7%	7 19%	24 22%	5 20%	1 3%	11 18%	13 20%	2 33%	27 19%	10 15%	10 13%	27 21%
\$5,000 - \$9,999	25 12%	4 12%	1 4%	5 14%	15 14%	4 16%	7 21%	8 13%	6 9%	0 0%	19 14%	6 9%	7 9%	18 14%
\$1,000 - \$4,999	23 11%	4 12%	2 7%	9 24%	8 7%	2 8%	3 9%	6 10%	10 15%	1 17%	17 12%	6 9%	13 17%	10 8%
less than \$1,000	7 3%	0 0%	3 11%	1 3%	3 3%	1 4%	1 3%	0 0%	3 5%	2 33%	6 4%	1 1%	3 4%	4 3%
no other cash compensation received	42 20%	11 33%	7 26%	6 16%	16 15%	4 16%	9 27%	10 16%	15 23%	0 0%	25 18%	17 25%	20 26%	22 17%
75th percentile (thousands):	\$30.0	\$50.0	\$35.0	\$17.5	\$28.8	\$31.0	\$24.0	\$45.0	\$20.0	\$24.3	\$27.1	\$45.4	\$32.5	\$26.0
50th percentile (median):	\$10.0	\$5.0	\$10.0	\$5.0	\$12.5	\$10.0	\$5.0	\$13.0	\$6.0	\$6.3	\$10.0	\$12.0	\$5.0	\$12.0
25th percentile:	\$1.2	\$0.0	\$0.0	\$1.8	\$4.3	\$2.0	\$0.0	\$3.8	\$0.0	\$0.0	\$1.6	\$0.1	\$0.0	\$3.8

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Office Manager: Primary Type of Pay Plan Offered

22. What type of pay plan does your company primarily offer to full-time employees in this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
OFFICE MANAGER														
base: qualified companies that employ at least one full-time Office Manager	270 100%	60 100%	33 100%	55 100%	117 100%	50 100%	36 100%	79 100%	74 100%	16 100%	189 100%	81 100%	102 100%	168 100%
base salary only	85 31%	13 22%	12 36%	16 29%	41 35%	13 26%	8 22%	23 29%	31 42%	5 31%	59 31%	26 32%	27 26%	58 35%
base salary plus bonus	50 19%	7 12%	3 9%	14 25%	26 22%	11 22%	6 17%	16 20%	12 16%	2 13%	36 19%	14 17%	19 19%	31 18%
hourly only	40 15%	10 17%	4 12%	9 16%	15 13%	5 10%	8 22%	15 19%	12 16%	0 0%	23 12%	17 21%	16 16%	24 14%
hourly plus bonus	19 7%	5 8%	5 15%	3 5%	6 5%	6 12%	3 8%	3 4%	2 3%	4 25%	17 9%	2 2%	14 14%	5 3%
base salary plus commission	17 6%	4 7%	2 6%	1 2%	10 9%	2 4%	0 0%	10 13%	2 3%	2 13%	13 7%	4 5%	2 2%	15 9%
base salary plus commission & bonus	12 4%	1 2%	2 6%	3 5%	6 5%	3 6%	3 8%	3 4%	2 3%	1 6%	10 5%	2 2%	4 4%	8 5%
hourly plus commission	8 3%	2 3%	0 0%	2 4%	4 3%	0 0%	2 6%	2 3%	3 4%	0 0%	7 4%	1 1%	2 2%	6 4%
hourly plus commission & bonus	4 1%	0 0%	0 0%	1 2%	3 3%	1 2%	0 0%	0 0%	2 3%	0 0%	3 2%	1 1%	0 0%	4 2%
commission only	3 1%	1 2%	1 3%	1 2%	0 0%	1 2%	1 3%	0 0%	1 1%	0 0%	2 1%	1 1%	1 1%	2 1%
draw against commission	1 0%	1 2%	0 0%	0 0%	0 0%	0 0%	0 0%	1 1%	0 0%	0 0%	0 0%	1 1%	0 0%	1 1%
commission plus bonus	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
other	21 8%	12 20%	4 12%	3 5%	2 2%	6 12%	4 11%	6 8%	4 5%	1 6%	11 6%	10 12%	11 11%	10 6%
no answer	10 4%	4 7%	0 0%	2 4%	4 3%	2 4%	1 3%	0 0%	3 4%	1 6%	8 4%	2 2%	6 6%	4 2%

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TABLE 056 page 1

Office Manager: Change in Compensation

23. In what ways, if any, have you changed how this position is compensated in the past two years?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
OFFICE MANAGER														
base: qualified companies that employ at least one full-time Office Manager (multiple answers)	270 100%	60 100%	33 100%	55 100%	117 100%	50 100%	36 100%	79 100%	74 100%	16 100%	189 100%	81 100%	102 100%	168 100%
increased incentives	27 10%	3 5%	2 6%	6 11%	16 14%	8 16%	3 8%	8 10%	5 7%	1 6%	20 11%	7 9%	9 9%	18 11%
switched to base salary	15 6%	3 5%	1 3%	4 7%	7 6%	3 6%	0 0%	2 3%	7 9%	3 19%	11 6%	4 5%	3 3%	12 7%
increased production rewards	8 3%	0 0%	0 0%	3 5%	5 4%	0 0%	1 3%	6 8%	0 0%	0 0%	6 3%	2 2%	1 1%	7 4%
other	17 6%	10 17%	1 3%	6 11%	0 0%	5 10%	2 6%	5 6%	4 5%	1 6%	10 5%	7 9%	7 7%	10 6%
indicated at least one	62 23%	15 25%	3 9%	18 33%	26 22%	15 30%	6 17%	19 24%	16 22%	4 25%	43 23%	19 23%	17 17%	45 27%
have not changed how this position is compensated	196 73%	40 67%	30 91%	35 64%	86 74%	33 66%	28 78%	59 75%	55 74%	11 69%	136 72%	60 74%	79 77%	117 70%
no answer	12 4%	5 8%	0 0%	2 4%	5 4%	2 4%	2 6%	1 1%	3 4%	1 6%	10 5%	2 2%	6 6%	6 4%

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TABLE 057 page 1

Office Manager: Basis for Commissions

24. What are commissions for this position based on (if offered)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
OFFICE MANAGER														
base: qualified companies that employ at least one full-time Office Manager (multiple answers)	270 100%	60 100%	33 100%	55 100%	117 100%	50 100%	36 100%	79 100%	74 100%	16 100%	189 100%	81 100%	102 100%	168 100%
percent of sales	33 12%	5 8%	2 6%	5 9%	21 18%	4 8%	6 17%	13 16%	4 5%	3 19%	28 15%	5 6%	7 7%	26 15%
balanced scorecard	5 2%	1 2%	0 0%	1 2%	3 3%	1 2%	1 3%	0 0%	2 3%	0 0%	5 3%	0 0%	0 0%	5 3%
years of service	5 2%	0 0%	0 0%	1 2%	4 3%	0 0%	1 3%	3 4%	0 0%	0 0%	4 2%	1 1%	0 0%	5 3%
percent of service or production	4 1%	2 3%	0 0%	0 0%	2 2%	0 0%	0 0%	4 5%	0 0%	0 0%	2 1%	2 2%	0 0%	4 2%
route value	1 0%	1 2%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	1 1%	0 0%	0 0%	1 1%	0 0%	1 1%
certification level	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
other	15 6%	8 13%	3 9%	2 4%	2 2%	5 10%	1 3%	3 4%	3 4%	1 6%	7 4%	8 10%	5 5%	10 6%
indicated at least one	56 21%	16 27%	5 15%	9 16%	26 22%	10 20%	8 22%	19 24%	10 14%	4 25%	41 22%	15 19%	12 12%	44 26%
commissions not offered for this position	199 74%	40 67%	27 82%	43 78%	84 72%	37 74%	27 75%	58 73%	59 80%	11 69%	137 72%	62 77%	82 80%	117 70%
no answer	15 6%	4 7%	1 3%	3 5%	7 6%	3 6%	1 3%	2 3%	5 7%	1 6%	11 6%	4 5%	8 8%	7 4%

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TABLE 058 page 1

Office Manager: Basis for Bonuses

25. What are bonuses for this position based on (if offered)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
OFFICE MANAGER														
base: qualified companies that employ at least one full-time Office Manager (multiple answers)	270 100%	60 100%	33 100%	55 100%	117 100%	50 100%	36 100%	79 100%	74 100%	16 100%	189 100%	81 100%	102 100%	168 100%
profits	33 12%	4 7%	4 12%	9 16%	16 14%	8 16%	3 8%	11 14%	7 9%	4 25%	28 15%	5 6%	15 15%	18 11%
revenue level	28 10%	7 12%	4 12%	6 11%	11 9%	8 16%	2 6%	7 9%	4 5%	5 31%	22 12%	6 7%	14 14%	14 8%
productivity/efficiency	27 10%	2 3%	2 6%	4 7%	19 16%	7 14%	3 8%	6 8%	6 8%	2 13%	21 11%	6 7%	8 8%	19 11%
annual growth	24 9%	3 5%	3 9%	5 9%	13 11%	6 12%	3 8%	5 6%	5 7%	3 19%	21 11%	3 4%	9 9%	15 9%
customer satisfaction	22 8%	4 7%	1 3%	7 13%	10 9%	5 10%	1 3%	8 10%	4 5%	2 13%	17 9%	5 6%	8 8%	14 8%
quality	19 7%	2 3%	2 6%	2 4%	13 11%	7 14%	3 8%	3 4%	3 4%	1 6%	14 7%	5 6%	4 4%	15 9%
department goal attainment	14 5%	2 3%	0 0%	2 4%	10 9%	2 4%	4 11%	3 4%	2 3%	2 13%	8 4%	6 7%	2 2%	12 7%
attendance	13 5%	1 2%	1 3%	5 9%	6 5%	4 8%	2 6%	4 5%	2 3%	0 0%	8 4%	5 6%	4 4%	9 5%
individual goal attainment	12 4%	1 2%	1 3%	1 2%	9 8%	3 6%	3 8%	2 3%	1 1%	1 6%	8 4%	4 5%	3 3%	9 5%
cancellations	9 3%	0 0%	0 0%	0 0%	9 8%	0 0%	1 3%	4 5%	2 3%	0 0%	5 3%	4 5%	0 0%	9 5%
branch goal attainment	6 2%	0 0%	1 3%	2 4%	3 3%	2 4%	1 3%	1 1%	1 1%	0 0%	4 2%	2 2%	1 1%	5 3%
turnover	4 1%	0 0%	0 0%	0 0%	4 3%	0 0%	1 3%	1 1%	1 1%	0 0%	3 2%	1 1%	0 0%	4 2%
unserved accounts	4 1%	0 0%	0 0%	0 0%	4 3%	0 0%	1 3%	1 1%	1 1%	0 0%	3 2%	1 1%	0 0%	4 2%
chargeable accidents	1 0%	0 0%	0 0%	1 2%	0 0%	1 2%	0 0%	0 0%	0 0%	0 0%	1 1%	0 0%	0 0%	1 1%
market share	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
other	16 6%	8 13%	2 6%	4 7%	2 2%	6 12%	4 11%	3 4%	2 3%	1 6%	10 5%	6 7%	8 8%	8 5%

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 058 page 2

Office Manager: Basis for Bonuses

25. What are bonuses for this position based on (if offered)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
base: qualified companies that employ at least one full-time Office Manager (multiple answers)	270 100%	60 100%	33 100%	55 100%	117 100%	50 100%	36 100%	79 100%	74 100%	16 100%	189 100%	81 100%	102 100%	168 100%
indicated at least one	93 34%	19 32%	9 27%	23 42%	42 36%	26 52%	14 39%	24 30%	16 22%	8 50%	71 38%	22 27%	40 39%	53 32%
bonuses not offered for this position	159 59%	37 62%	22 67%	28 51%	67 57%	21 42%	20 56%	53 67%	51 69%	7 44%	103 54%	56 69%	53 52%	106 63%
no answer	18 7%	4 7%	2 6%	4 7%	8 7%	3 6%	2 6%	2 3%	7 9%	1 6%	15 8%	3 4%	9 9%	9 5%

NPMA and PCT

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TABLE 059 page 1

Office Manager: Basis for Pay Increases

26. On what basis are pay increases determined for this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
OFFICE MANAGER														
base: qualified companies that employ at least one full-time Office Manager (multiple answers)	270 100%	60 100%	33 100%	55 100%	117 100%	50 100%	36 100%	79 100%	74 100%	16 100%	189 100%	81 100%	102 100%	168 100%
merit	122 45%	13 22%	10 30%	23 42%	73 62%	16 32%	16 44%	39 49%	37 50%	5 31%	88 47%	34 42%	32 31%	90 54%
cost of living	82 30%	14 23%	8 24%	17 31%	41 35%	16 32%	9 25%	29 37%	18 24%	7 44%	57 30%	25 31%	27 26%	55 33%
length of service increases	81 30%	13 22%	9 27%	21 38%	38 32%	15 30%	7 19%	31 39%	21 28%	5 31%	52 28%	29 36%	32 31%	49 29%
promotion increases	31 11%	3 5%	2 6%	5 9%	21 18%	7 14%	4 11%	10 13%	7 9%	1 6%	25 13%	6 7%	6 6%	25 15%
across-the-board same rate	13 5%	3 5%	2 6%	1 2%	7 6%	1 2%	2 6%	5 6%	2 3%	3 19%	12 6%	1 1%	7 7%	6 4%
other	32 12%	12 20%	7 21%	4 7%	9 8%	9 18%	8 22%	8 10%	6 8%	1 6%	20 11%	12 15%	16 16%	16 10%
indicated at least one	219 81%	42 70%	25 76%	47 85%	101 86%	41 82%	32 89%	66 84%	57 77%	14 88%	157 83%	62 77%	78 76%	141 84%
none - position not eligible for pay increases	35 13%	13 22%	7 21%	5 9%	9 8%	7 14%	3 8%	11 14%	11 15%	0 0%	20 11%	15 19%	16 16%	19 11%
no answer	16 6%	5 8%	1 3%	3 5%	7 6%	2 4%	1 3%	2 3%	6 8%	2 13%	12 6%	4 5%	8 8%	8 5%

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TABLE 060 page 1

Office Manager: Average Pay Increase

27. What is the projected (or actual, if already awarded) average pay increase for this position this year?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
OFFICE MANAGER														
base: qualified companies that employ at least one full-time Office Manager	270 100%	60 100%	33 100%	55 100%	117 100%	50 100%	36 100%	79 100%	74 100%	16 100%	189 100%	81 100%	102 100%	168 100%
10% or more	14 5%	0 0%	2 6%	5 9%	6 5%	5 10%	0 0%	6 8%	3 4%	0 0%	11 6%	3 4%	3 3%	11 7%
8% - 9.9%	3 1%	0 0%	0 0%	0 0%	3 3%	0 0%	0 0%	2 3%	0 0%	0 0%	1 1%	2 2%	0 0%	3 2%
6% - 7.9%	9 3%	3 5%	0 0%	1 2%	5 4%	3 6%	1 3%	2 3%	2 3%	0 0%	5 3%	4 5%	2 2%	7 4%
4% - 5.9%	55 20%	4 7%	7 21%	14 25%	30 26%	13 26%	10 28%	15 19%	13 18%	1 6%	42 22%	13 16%	17 17%	38 23%
3% - 3.9%	42 16%	6 10%	4 12%	5 9%	27 23%	2 4%	7 19%	17 22%	11 15%	3 19%	36 19%	6 7%	9 9%	33 20%
2% - 2.9%	44 16%	11 18%	7 21%	12 22%	13 11%	8 16%	4 11%	11 14%	16 22%	5 31%	30 16%	14 17%	26 25%	18 11%
less than 2%	22 8%	8 13%	2 6%	4 7%	8 7%	6 12%	3 8%	7 9%	4 5%	1 6%	16 8%	6 7%	9 9%	13 8%
0%	64 24%	22 37%	10 30%	12 22%	17 15%	10 20%	8 22%	18 23%	19 26%	5 31%	36 19%	28 35%	27 26%	37 22%
mean:	3.1%	1.8%	2.8%	3.4%	3.7%	3.6%	2.9%	3.3%	2.8%	1.9%	3.3%	2.7%	2.5%	3.4%
standard error:	0.17%	0.28%	0.48%	0.40%	0.25%	0.45%	0.37%	0.33%	0.30%	0.42%	0.20%	0.33%	0.24%	0.22%
median:	3%	1%	3%	3%	4%	3%	3%	3%	3%	2%	3%	2%	2%	3%
no answer	17 6%	6 10%	1 3%	2 4%	8 7%	3 6%	3 8%	1 1%	6 8%	1 6%	12 6%	5 6%	9 9%	8 5%

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 061 page 1

Office Manager: Proportion Offering Overtime Compensation

28. Does your company offer overtime compensation to full-time employees in this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
OFFICE MANAGER														
base: qualified companies that employ at least one full-time Office Manager	270 100%	60 100%	33 100%	55 100%	117 100%	50 100%	36 100%	79 100%	74 100%	16 100%	189 100%	81 100%	102 100%	168 100%
yes	97 36%	18 30%	12 36%	20 36%	45 38%	22 44%	11 31%	25 32%	25 34%	9 56%	71 38%	26 32%	32 31%	65 39%
no	159 59%	37 62%	20 61%	34 62%	65 56%	25 50%	23 64%	53 67%	45 61%	6 38%	108 57%	51 63%	63 62%	96 57%
no answer	14 5%	5 8%	1 3%	1 2%	7 6%	3 6%	2 6%	1 1%	4 5%	1 6%	10 5%	4 5%	7 7%	7 4%

NPMA and PCT

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TABLE 062 page 1

Office Manager: Average Annual Base Salary

29. As of July 1, 2021, what was the average annual base salary for this position (in U.S. dollars)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
OFFICE MANAGER: AVERAGE ANNUAL BASE SALARY														
base: qualified companies that employ at least one full-time Office Manager (fill-in answers)	270 100%	60 100%	33 100%	55 100%	117 100%	50 100%	36 100%	79 100%	74 100%	16 100%	189 100%	81 100%	102 100%	168 100%
\$100,000 or more	2 1%	0 0%	0 0%	0 0%	2 2%	1 2%	0 0%	0 0%	1 1%	0 0%	1 1%	1 1%	1 1%	1 1%
\$80,000 - \$99,999	1 0%	0 0%	0 0%	0 0%	1 1%	0 0%	0 0%	0 0%	1 1%	0 0%	1 1%	0 0%	0 0%	1 1%
\$60,000 - \$79,999	37 14%	6 10%	2 6%	3 5%	26 22%	8 16%	6 17%	9 11%	9 12%	3 19%	28 15%	9 11%	11 11%	26 15%
\$50,000 - \$59,999	39 14%	5 8%	4 12%	8 15%	22 19%	10 20%	4 11%	9 11%	14 19%	2 13%	30 16%	9 11%	13 13%	26 15%
\$40,000 - \$49,999	60 22%	9 15%	5 15%	14 25%	31 26%	7 14%	8 22%	19 24%	17 23%	4 25%	40 21%	20 25%	21 21%	39 23%
\$30,000 - \$39,999	65 24%	13 22%	9 27%	18 33%	23 20%	6 12%	11 31%	26 33%	16 22%	2 13%	51 27%	14 17%	26 25%	39 23%
less than \$30,000	15 6%	4 7%	5 15%	4 7%	2 2%	2 4%	0 0%	5 6%	6 8%	1 6%	10 5%	5 6%	8 8%	7 4%
\$0	9 3%	7 12%	2 6%	0 0%	0 0%	3 6%	1 3%	4 5%	1 1%	0 0%	2 1%	7 9%	4 4%	5 3%
n:	228	44	27	47	107	37	30	72	65	12	163	65	84	144
75th percentile (thousands):	\$53.1	\$50.0	\$48.0	\$48.0	\$60.0	\$57.5	\$53.9	\$50.0	\$54.5	\$58.0	\$55.0	\$52.0	\$51.5	\$55.0
50th percentile (median):	\$42.5	\$36.7	\$35.0	\$40.0	\$48.0	\$50.0	\$42.3	\$40.0	\$45.0	\$43.3	\$45.0	\$40.0	\$41.6	\$45.0
25th percentile:	\$35.0	\$26.3	\$29.1	\$35.4	\$40.0	\$36.9	\$35.3	\$31.2	\$34.6	\$38.5	\$35.4	\$31.2	\$31.2	\$35.5
no answer	42 16%	16 27%	6 18%	8 15%	10 9%	13 26%	6 17%	7 9%	9 12%	4 25%	26 14%	16 20%	18 18%	24 14%

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2021 Compensation and Benefits Survey

TABLE 063 page 1

Office Manager: Value of Other Cash Compensation Received

30. In the 12 months prior to July 1, 2021, approximately what was the average total value (in U.S. dollars) of all other cash compensation (besides base salary) received for this position?

TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---		
	<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+	
OFFICE MANAGER: VALUE OF OTHER CASH COMPENSATION RECEIVED														
base: qualified companies that employ at least one full-time Office Manager	270 100%	60 100%	33 100%	55 100%	117 100%	50 100%	36 100%	79 100%	74 100%	16 100%	189 100%	81 100%	102 100%	168 100%
did not have full-time employees in this position all 12 months prior to July 1, 2021	35 13%	22 37%	2 6%	2 4%	8 7%	8 16%	3 8%	10 13%	10 14%	3 19%	18 10%	17 21%	18 18%	17 10%
no answer	42 16%	16 27%	6 18%	8 15%	10 9%	13 26%	6 17%	7 9%	9 12%	4 25%	26 14%	16 20%	18 18%	24 14%
base: qualified companies that employ at least one full-time Office Manager all 12 months prior to July 1, 2021 (fill-in answers)	193 100%	22 100%	25 100%	45 100%	99 100%	29 100%	27 100%	62 100%	55 100%	9 100%	145 100%	48 100%	66 100%	127 100%
\$80,000 or more	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
\$60,000 - \$79,999	4 2%	0 0%	0 0%	1 2%	3 3%	1 3%	0 0%	1 2%	2 4%	0 0%	4 3%	0 0%	1 2%	3 2%
\$40,000 - \$59,999	16 8%	4 18%	1 4%	3 7%	8 8%	2 7%	4 15%	6 10%	2 4%	0 0%	10 7%	6 13%	3 5%	13 10%
\$30,000 - \$39,999	8 4%	2 9%	0 0%	4 9%	2 2%	1 3%	1 4%	2 3%	3 5%	0 0%	5 3%	3 6%	3 5%	5 4%
\$20,000 - \$29,999	8 4%	1 5%	1 4%	0 0%	6 6%	0 0%	1 4%	3 5%	4 7%	0 0%	6 4%	2 4%	2 3%	6 5%
\$10,000 - \$19,999	25 13%	2 9%	3 12%	5 11%	15 15%	5 17%	3 11%	8 13%	6 11%	2 22%	20 14%	5 10%	11 17%	14 11%
\$5,000 - \$9,999	28 15%	0 0%	5 20%	5 11%	18 18%	2 7%	3 11%	12 19%	8 15%	1 11%	20 14%	8 17%	6 9%	22 17%
\$1,000 - \$4,999	32 17%	2 9%	1 4%	11 24%	17 17%	5 17%	7 26%	10 16%	5 9%	3 33%	25 17%	7 15%	10 15%	22 17%
less than \$1,000	11 6%	3 14%	2 8%	3 7%	3 3%	3 10%	1 4%	2 3%	3 5%	1 11%	8 6%	3 6%	6 9%	5 4%
no other cash compensation received	61 32%	8 36%	12 48%	13 29%	27 27%	10 34%	7 26%	18 29%	22 40%	2 22%	47 32%	14 29%	24 36%	37 29%
75th percentile (thousands):	\$10.5	\$30.1	\$5.0	\$10.0	\$12.0	\$10.0	\$12.0	\$12.0	\$12.0	\$7.5	\$10.0	\$14.5	\$10.0	\$13.5
50th percentile (median):	\$3.0	\$1.3	\$0.0	\$2.0	\$5.0	\$1.0	\$4.0	\$5.0	\$1.7	\$2.5	\$2.5	\$4.5	\$1.6	\$4.5
25th percentile:	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.3	\$0.0	\$0.0	\$0.0	\$0.0

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TABLE 064 page 1

Service Manager: Primary Type of Pay Plan Offered

22. What type of pay plan does your company primarily offer to full-time employees in this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
SERVICE MANAGER														
base: qualified companies that employ at least one full-time Service Manager	193 100%	34 100%	18 100%	27 100%	108 100%	38 100%	23 100%	61 100%	48 100%	9 100%	128 100%	65 100%	42 100%	151 100%
base salary plus bonus	41 21%	2 6%	1 6%	6 22%	32 30%	11 29%	5 22%	10 16%	10 21%	2 22%	33 26%	8 12%	5 12%	36 24%
base salary only	36 19%	4 12%	4 22%	8 30%	18 17%	8 21%	4 17%	11 18%	11 23%	1 11%	27 21%	9 14%	10 24%	26 17%
base salary plus commission	27 14%	2 6%	4 22%	2 7%	19 18%	5 13%	1 4%	8 13%	10 21%	0 0%	15 12%	12 18%	4 10%	23 15%
base salary plus commission & bonus	25 13%	0 0%	1 6%	6 22%	18 17%	3 8%	4 17%	12 20%	2 4%	2 22%	19 15%	6 9%	2 5%	23 15%
hourly only	10 5%	3 9%	2 11%	1 4%	2 2%	2 5%	3 13%	3 5%	1 2%	1 11%	6 5%	4 6%	3 7%	7 5%
hourly plus commission & bonus	7 4%	1 3%	0 0%	1 4%	5 5%	2 5%	1 4%	1 2%	3 6%	0 0%	5 4%	2 3%	2 5%	5 3%
hourly plus commission	4 2%	1 3%	0 0%	1 4%	2 2%	1 3%	0 0%	3 5%	0 0%	0 0%	1 1%	3 5%	3 7%	1 1%
hourly plus bonus	4 2%	1 3%	1 6%	0 0%	2 2%	0 0%	0 0%	0 0%	2 4%	1 11%	3 2%	1 2%	2 5%	2 1%
commission plus bonus	4 2%	2 6%	0 0%	0 0%	2 2%	0 0%	1 4%	1 2%	0 0%	0 0%	2 2%	2 3%	0 0%	4 3%
commission only	3 2%	1 3%	0 0%	1 4%	1 1%	0 0%	0 0%	3 5%	0 0%	0 0%	2 2%	1 2%	0 0%	3 2%
draw against commission	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
other	16 8%	11 32%	2 11%	1 4%	2 2%	4 11%	2 9%	5 8%	4 8%	1 11%	7 5%	9 14%	8 19%	8 5%
no answer	16 8%	6 18%	3 17%	0 0%	5 5%	2 5%	2 9%	4 7%	5 10%	1 11%	8 6%	8 12%	3 7%	13 9%

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TABLE 065 page 1

Service Manager: Change in Compensation

23. In what ways, if any, have you changed how this position is compensated in the past two years?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
SERVICE MANAGER														
base: qualified companies that employ at least one full-time Service Manager (multiple answers)	193 100%	34 100%	18 100%	27 100%	108 100%	38 100%	23 100%	61 100%	48 100%	9 100%	128 100%	65 100%	42 100%	151 100%
increased incentives	26 13%	2 6%	1 6%	0 0%	23 21%	2 5%	3 13%	10 16%	7 15%	1 11%	21 16%	5 8%	2 5%	24 16%
increased production rewards	15 8%	2 6%	0 0%	4 15%	9 8%	3 8%	1 4%	7 11%	2 4%	1 11%	11 9%	4 6%	1 2%	14 9%
switched to base salary	7 4%	3 9%	0 0%	2 7%	2 2%	2 5%	0 0%	2 3%	2 4%	1 11%	5 4%	2 3%	2 5%	5 3%
other	12 6%	7 21%	0 0%	1 4%	4 4%	3 8%	2 9%	3 5%	3 6%	1 11%	8 6%	4 6%	3 7%	9 6%
indicated at least one	52 27%	13 38%	1 6%	7 26%	31 29%	9 24%	5 22%	19 31%	13 27%	3 33%	39 30%	13 20%	8 19%	44 29%
have not changed how this position is compensated	123 64%	15 44%	14 78%	19 70%	71 66%	26 68%	16 70%	37 61%	30 63%	5 56%	80 63%	43 66%	30 71%	93 62%
no answer	18 9%	6 18%	3 17%	1 4%	6 6%	3 8%	2 9%	5 8%	5 10%	1 11%	9 7%	9 14%	4 10%	14 9%

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TABLE 066 page 1

Service Manager: Basis for Commissions

24. What are commissions for this position based on (if offered)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
SERVICE MANAGER														
base: qualified companies that employ at least one full-time Service Manager (multiple answers)	193 100%	34 100%	18 100%	27 100%	108 100%	38 100%	23 100%	61 100%	48 100%	9 100%	128 100%	65 100%	42 100%	151 100%
percent of sales	52 27%	4 12%	2 11%	6 22%	40 37%	7 18%	4 17%	22 36%	12 25%	2 22%	35 27%	17 26%	8 19%	44 29%
percent of service or production	25 13%	3 9%	1 6%	5 19%	16 15%	4 11%	3 13%	12 20%	6 13%	0 0%	15 12%	10 15%	2 5%	23 15%
years of service	10 5%	1 3%	0 0%	1 4%	8 7%	1 3%	3 13%	4 7%	2 4%	0 0%	8 6%	2 3%	2 5%	8 5%
balanced scorecard	9 5%	1 3%	0 0%	1 4%	7 6%	2 5%	0 0%	3 5%	3 6%	0 0%	7 5%	2 3%	0 0%	9 6%
certification level	7 4%	1 3%	0 0%	0 0%	6 6%	1 3%	1 4%	3 5%	1 2%	0 0%	6 5%	1 2%	2 5%	5 3%
route value	5 3%	1 3%	1 6%	0 0%	3 3%	1 3%	0 0%	1 2%	2 4%	1 11%	3 2%	2 3%	1 2%	4 3%
other	12 6%	6 18%	1 6%	1 4%	4 4%	2 5%	3 13%	3 5%	2 4%	1 11%	6 5%	6 9%	4 10%	8 5%
indicated at least one	82 42%	13 38%	5 28%	11 41%	53 49%	14 37%	9 39%	32 52%	17 35%	3 33%	53 41%	29 45%	13 31%	69 46%
commissions not offered for this position	91 47%	15 44%	9 50%	16 59%	47 44%	22 58%	12 52%	22 36%	25 52%	5 56%	64 50%	27 42%	25 60%	66 44%
no answer	20 10%	6 18%	4 22%	0 0%	8 7%	2 5%	2 9%	7 11%	6 13%	1 11%	11 9%	9 14%	4 10%	16 11%

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TABLE 067 page 1

Service Manager: Basis for Bonuses

25. What are bonuses for this position based on (if offered)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
SERVICE MANAGER														
base: qualified companies that employ at least one full-time Service Manager (multiple answers)	193 100%	34 100%	18 100%	27 100%	108 100%	38 100%	23 100%	61 100%	48 100%	9 100%	128 100%	65 100%	42 100%	151 100%
revenue level	32 17%	3 9%	1 6%	5 19%	23 21%	6 16%	2 9%	8 13%	11 23%	3 33%	23 18%	9 14%	6 14%	26 17%
productivity/efficiency	29 15%	1 3%	1 6%	5 19%	22 20%	6 16%	3 13%	10 16%	5 10%	2 22%	20 16%	9 14%	3 7%	26 17%
profits	28 15%	3 9%	1 6%	3 11%	21 19%	4 11%	4 17%	8 13%	8 17%	3 33%	22 17%	6 9%	3 7%	25 17%
annual growth	28 15%	1 3%	2 11%	2 7%	23 21%	6 16%	5 22%	7 11%	7 15%	2 22%	24 19%	4 6%	3 7%	25 17%
quality	27 14%	2 6%	0 0%	4 15%	21 19%	7 18%	2 9%	10 16%	4 8%	1 11%	17 13%	10 15%	1 2%	26 17%
customer satisfaction	25 13%	2 6%	0 0%	4 15%	19 18%	4 11%	3 13%	7 11%	7 15%	1 11%	18 14%	7 11%	2 5%	23 15%
cancellations	20 10%	0 0%	0 0%	2 7%	18 17%	1 3%	4 17%	9 15%	4 8%	0 0%	15 12%	5 8%	0 0%	20 13%
unserved accounts	15 8%	0 0%	0 0%	2 7%	13 12%	2 5%	6 26%	3 5%	2 4%	0 0%	9 7%	6 9%	0 0%	15 10%
department goal attainment	15 8%	0 0%	0 0%	2 7%	13 12%	3 8%	0 0%	6 10%	4 8%	0 0%	10 8%	5 8%	0 0%	15 10%
branch goal attainment	12 6%	0 0%	0 0%	1 4%	11 10%	1 3%	3 13%	2 3%	5 10%	0 0%	8 6%	4 6%	1 2%	11 7%
individual goal attainment	11 6%	0 0%	0 0%	1 4%	10 9%	4 11%	2 9%	2 3%	1 2%	0 0%	8 6%	3 5%	0 0%	11 7%
attendance	10 5%	1 3%	0 0%	3 11%	6 6%	1 3%	1 4%	4 7%	2 4%	0 0%	5 4%	5 8%	2 5%	8 5%
turnover	7 4%	1 3%	0 0%	1 4%	5 5%	1 3%	0 0%	1 2%	1 2%	0 0%	2 2%	5 8%	0 0%	7 5%
chargeable accidents	3 2%	0 0%	0 0%	0 0%	3 3%	1 3%	0 0%	0 0%	1 2%	0 0%	0 0%	3 5%	0 0%	3 2%
market share	1 1%	1 3%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	1 11%	0 0%	1 2%	0 0%	1 1%
other	11 6%	5 15%	0 0%	0 0%	6 6%	3 8%	1 4%	2 3%	2 4%	2 22%	5 4%	6 9%	2 5%	9 6%

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TABLE 067 page 2

Service Manager: Basis for Bonuses

25. What are bonuses for this position based on (if offered)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
base: qualified companies that employ at least one full-time Service Manager (multiple answers)	193 100%	34 100%	18 100%	27 100%	108 100%	38 100%	23 100%	61 100%	48 100%	9 100%	128 100%	65 100%	42 100%	151 100%
indicated at least one	90 47%	12 35%	2 11%	13 48%	63 58%	18 47%	13 57%	25 41%	20 42%	6 67%	62 48%	28 43%	12 29%	78 52%
bonuses not offered for this position	81 42%	16 47%	12 67%	13 48%	36 33%	17 45%	8 35%	28 46%	22 46%	2 22%	53 41%	28 43%	25 60%	56 37%
no answer	22 11%	6 18%	4 22%	1 4%	9 8%	3 8%	2 9%	8 13%	6 13%	1 11%	13 10%	9 14%	5 12%	17 11%

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TABLE 068 page 1

Service Manager: Basis for Pay Increases

26. On what basis are pay increases determined for this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
SERVICE MANAGER														
base: qualified companies that employ at least one full-time Service Manager (multiple answers)	193 100%	34 100%	18 100%	27 100%	108 100%	38 100%	23 100%	61 100%	48 100%	9 100%	128 100%	65 100%	42 100%	151 100%
merit	103 53%	4 12%	9 50%	13 48%	74 69%	21 55%	13 57%	33 54%	24 50%	3 33%	78 61%	25 38%	19 45%	84 56%
cost of living	59 31%	4 12%	4 22%	10 37%	38 35%	11 29%	4 17%	20 33%	15 31%	5 56%	41 32%	18 28%	12 29%	47 31%
length of service increases	55 28%	7 21%	5 28%	8 30%	34 31%	7 18%	7 30%	21 34%	10 21%	4 44%	35 27%	20 31%	13 31%	42 28%
promotion increases	30 16%	1 3%	2 11%	3 11%	23 21%	7 18%	3 13%	13 21%	4 8%	0 0%	22 17%	8 12%	4 10%	26 17%
across-the-board same rate	8 4%	1 3%	0 0%	1 4%	5 5%	2 5%	0 0%	3 5%	2 4%	1 11%	6 5%	2 3%	1 2%	7 5%
other	16 8%	6 18%	2 11%	1 4%	7 6%	3 8%	4 17%	5 8%	3 6%	1 11%	10 8%	6 9%	6 14%	10 7%
indicated at least one	152 79%	16 47%	13 72%	23 85%	96 89%	29 76%	20 87%	48 79%	35 73%	8 89%	109 85%	43 66%	30 71%	122 81%
none - position not eligible for pay increases	23 12%	12 35%	2 11%	4 15%	5 5%	7 18%	1 4%	7 11%	8 17%	0 0%	10 8%	13 20%	9 21%	14 9%
no answer	18 9%	6 18%	3 17%	0 0%	7 6%	2 5%	2 9%	6 10%	5 10%	1 11%	9 7%	9 14%	3 7%	15 10%

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TABLE 069 page 1

Service Manager: Average Pay Increase

27. What is the projected (or actual, if already awarded) average pay increase for this position this year?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
SERVICE MANAGER														
base: qualified companies that employ at least one full-time Service Manager	193 100%	34 100%	18 100%	27 100%	108 100%	38 100%	23 100%	61 100%	48 100%	9 100%	128 100%	65 100%	42 100%	151 100%
10% or more	7 4%	0 0%	0 0%	0 0%	6 6%	2 5%	0 0%	2 3%	2 4%	0 0%	4 3%	3 5%	0 0%	7 5%
8% - 9.9%	6 3%	0 0%	0 0%	0 0%	6 6%	2 5%	0 0%	1 2%	2 4%	0 0%	3 2%	3 5%	0 0%	6 4%
6% - 7.9%	5 3%	0 0%	0 0%	2 7%	3 3%	2 5%	0 0%	0 0%	3 6%	0 0%	5 4%	0 0%	0 0%	5 3%
4% - 5.9%	37 19%	2 6%	6 33%	6 22%	22 20%	3 8%	10 43%	14 23%	8 17%	0 0%	23 18%	14 22%	9 21%	28 19%
3% - 3.9%	40 21%	4 12%	2 11%	5 19%	29 27%	12 32%	4 17%	12 20%	7 15%	2 22%	34 27%	6 9%	7 17%	33 22%
2% - 2.9%	26 13%	4 12%	2 11%	4 15%	15 14%	4 11%	2 9%	9 15%	7 15%	3 33%	18 14%	8 12%	5 12%	21 14%
less than 2%	14 7%	1 3%	2 11%	2 7%	8 7%	2 5%	2 9%	5 8%	3 6%	1 11%	10 8%	4 6%	4 10%	10 7%
0%	38 20%	17 50%	3 17%	7 26%	11 10%	9 24%	3 13%	11 18%	10 21%	2 22%	20 16%	18 28%	13 31%	25 17%
mean:	3.3%	1.2%	2.9%	2.8%	3.9%	3.4%	3.4%	3.1%	3.4%	1.9%	3.3%	3.1%	2.3%	3.5%
standard error:	0.20%	0.33%	0.53%	0.44%	0.27%	0.49%	0.42%	0.33%	0.45%	0.50%	0.23%	0.40%	0.33%	0.23%
median:	3%	0%	3%	3%	4%	3%	4%	3%	3%	2%	3%	3%	2%	3%
no answer	20 10%	6 18%	3 17%	1 4%	8 7%	2 5%	2 9%	7 11%	6 13%	1 11%	11 9%	9 14%	4 10%	16 11%

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TABLE 070 page 1

Service Manager: Proportion Offering Overtime Compensation

28. Does your company offer overtime compensation to full-time employees in this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
SERVICE MANAGER														
base: qualified companies that employ at least one full-time Service Manager	193 100%	34 100%	18 100%	27 100%	108 100%	38 100%	23 100%	61 100%	48 100%	9 100%	128 100%	65 100%	42 100%	151 100%
yes	45 23%	8 24%	4 22%	8 30%	23 21%	11 29%	3 13%	13 21%	12 25%	4 44%	31 24%	14 22%	12 29%	33 22%
no	127 66%	20 59%	10 56%	18 67%	77 71%	23 61%	18 78%	41 67%	31 65%	4 44%	86 67%	41 63%	26 62%	101 67%
no answer	21 11%	6 18%	4 22%	1 4%	8 7%	4 11%	2 9%	7 11%	5 10%	1 11%	11 9%	10 15%	4 10%	17 11%

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TABLE 071 page 1

Service Manager: Average Annual Base Salary

29. As of July 1, 2021, what was the average annual base salary for this position (in U.S. dollars)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
SERVICE MANAGER: AVERAGE ANNUAL BASE SALARY														
base: qualified companies that employ at least one full-time Service Manager (fill-in answers)	193 100%	34 100%	18 100%	27 100%	108 100%	38 100%	23 100%	61 100%	48 100%	9 100%	128 100%	65 100%	42 100%	151 100%
\$100,000 or more	2 1%	0 0%	0 0%	0 0%	2 2%	2 5%	0 0%	0 0%	0 0%	0 0%	2 2%	0 0%	1 2%	1 1%
\$80,000 - \$99,999	6 3%	1 3%	0 0%	2 7%	3 3%	1 3%	1 4%	0 0%	4 8%	0 0%	5 4%	1 2%	1 2%	5 3%
\$60,000 - \$79,999	36 19%	2 6%	3 17%	1 4%	30 28%	11 29%	5 22%	6 10%	9 19%	3 33%	25 20%	11 17%	4 10%	32 21%
\$50,000 - \$59,999	45 23%	5 15%	2 11%	8 30%	29 27%	8 21%	6 26%	15 25%	12 25%	1 11%	33 26%	12 18%	9 21%	36 24%
\$40,000 - \$49,999	42 22%	3 9%	4 22%	6 22%	28 26%	6 16%	3 13%	20 33%	6 13%	3 33%	29 23%	13 20%	7 17%	35 23%
\$30,000 - \$39,999	13 7%	3 9%	3 17%	3 11%	3 3%	2 5%	2 9%	3 5%	5 10%	0 0%	9 7%	4 6%	6 14%	7 5%
less than \$30,000	5 3%	2 6%	0 0%	2 7%	1 1%	1 3%	0 0%	2 3%	2 4%	0 0%	3 2%	2 3%	1 2%	4 3%
\$0	11 6%	7 21%	1 6%	0 0%	3 3%	2 5%	2 9%	4 7%	1 2%	0 0%	5 4%	6 9%	2 5%	9 6%
n:	160	23	13	22	99	33	19	50	39	7	111	49	31	129
75th percentile (thousands):	\$60.0	\$52.0	\$57.0	\$55.0	\$60.0	\$67.5	\$60.0	\$52.0	\$65.0	\$60.3	\$60.0	\$59.1	\$58.2	\$60.0
50th percentile (median):	\$50.0	\$37.4	\$45.0	\$50.0	\$53.0	\$55.0	\$52.0	\$47.7	\$55.0	\$54.1	\$50.0	\$48.0	\$47.0	\$50.0
25th percentile:	\$42.0	\$0.0	\$36.2	\$39.9	\$45.8	\$46.4	\$41.6	\$41.2	\$45.0	\$45.0	\$45.0	\$38.7	\$37.4	\$45.0
no answer	33 17%	11 32%	5 28%	5 19%	9 8%	5 13%	4 17%	11 18%	9 19%	2 22%	17 13%	16 25%	11 26%	22 15%

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TABLE 072 page 1

Service Manager: Value of Other Cash Compensation Received

30. In the 12 months prior to July 1, 2021, approximately what was the average total value (in U.S. dollars) of all other cash compensation (besides base salary) received for this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
SERVICE MANAGER: VALUE OF OTHER CASH COMPENSATION RECEIVED														
base: qualified companies that employ at least one full-time Service Manager	193 100%	34 100%	18 100%	27 100%	108 100%	38 100%	23 100%	61 100%	48 100%	9 100%	128 100%	65 100%	42 100%	151 100%
did not have full-time employees in this position all 12 months prior to July 1, 2021	28 15%	15 44%	4 22%	2 7%	5 5%	8 21%	2 9%	8 13%	8 17%	2 22%	16 13%	12 18%	11 26%	17 11%
no answer	33 17%	11 32%	5 28%	5 19%	9 8%	5 13%	4 17%	11 18%	9 19%	2 22%	17 13%	16 25%	11 26%	22 15%
base: qualified companies that employ at least one full-time Service Manager all 12 months prior to July 1, 2021 (fill-in answers)	132 100%	8 100%	9 100%	20 100%	94 100%	25 100%	17 100%	42 100%	31 100%	5 100%	95 100%	37 100%	20 100%	112 100%
\$80,000 or more	2 2%	0 0%	0 0%	0 0%	2 2%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	2 5%	0 0%	2 2%
\$60,000 - \$79,999	11 8%	1 13%	0 0%	1 5%	9 10%	3 12%	2 12%	3 7%	2 6%	0 0%	10 11%	1 3%	0 0%	11 10%
\$40,000 - \$59,999	12 9%	2 25%	0 0%	2 10%	8 9%	2 8%	0 0%	6 14%	2 6%	0 0%	6 6%	6 16%	1 5%	11 10%
\$30,000 - \$39,999	3 2%	0 0%	0 0%	1 5%	2 2%	0 0%	1 6%	1 2%	1 3%	0 0%	2 2%	1 3%	0 0%	3 3%
\$20,000 - \$29,999	3 2%	0 0%	0 0%	0 0%	3 3%	0 0%	0 0%	2 5%	1 3%	0 0%	2 2%	1 3%	0 0%	3 3%
\$10,000 - \$19,999	22 17%	0 0%	1 11%	2 10%	19 20%	5 20%	4 24%	6 14%	5 16%	1 20%	18 19%	4 11%	2 10%	20 18%
\$5,000 - \$9,999	29 22%	0 0%	4 44%	4 20%	21 22%	2 8%	4 24%	10 24%	8 26%	2 40%	21 22%	8 22%	4 20%	25 22%
\$1,000 - \$4,999	18 14%	2 25%	0 0%	6 30%	10 11%	3 12%	2 12%	5 12%	5 16%	1 20%	13 14%	5 14%	7 35%	11 10%
less than \$1,000	4 3%	0 0%	1 11%	1 5%	2 2%	1 4%	2 12%	1 2%	0 0%	0 0%	2 2%	2 5%	1 5%	3 3%
no other cash compensation received	28 21%	3 38%	3 33%	3 15%	18 19%	9 36%	2 12%	8 19%	7 23%	1 20%	21 22%	7 19%	5 25%	23 21%
75th percentile (thousands):	\$16.5	\$47.5	\$5.5	\$13.8	\$21.3	\$15.0	\$15.0	\$27.5	\$15.0	\$8.5	\$15.0	\$35.0	\$5.0	\$25.0
50th percentile (median):	\$5.0	\$3.1	\$5.0	\$4.8	\$7.5	\$3.5	\$7.5	\$6.0	\$5.0	\$5.0	\$6.0	\$5.0	\$2.3	\$7.0
25th percentile:	\$1.0	\$0.0	\$0.0	\$1.1	\$1.7	\$0.0	\$1.1	\$1.2	\$1.0	\$1.3	\$1.0	\$0.8	\$0.1	\$1.0

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Sales Manager: Primary Type of Pay Plan Offered

22. What type of pay plan does your company primarily offer to full-time employees in this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
SALES MANAGER														
base: qualified companies that employ at least one full-time Sales Manager	112 100%	27 100%	7 100%	10 100%	66 100%	22 100%	15 100%	34 100%	19 100%	8 100%	72 100%	40 100%	17 100%	95 100%
base salary plus commission	28 25%	3 11%	2 29%	1 10%	22 33%	3 14%	4 27%	9 26%	6 32%	3 38%	17 24%	11 28%	2 12%	26 27%
base salary plus bonus	18 16%	1 4%	0 0%	1 10%	16 24%	2 9%	2 13%	5 15%	4 21%	1 13%	15 21%	3 8%	1 6%	17 18%
base salary plus commission & bonus	15 13%	1 4%	0 0%	2 20%	12 18%	4 18%	3 20%	4 12%	1 5%	1 13%	12 17%	3 8%	1 6%	14 15%
base salary only	10 9%	2 7%	1 14%	2 20%	5 8%	2 9%	0 0%	4 12%	3 16%	0 0%	8 11%	2 5%	1 6%	9 9%
commission only	7 6%	1 4%	0 0%	0 0%	6 9%	0 0%	1 7%	3 9%	1 5%	0 0%	2 3%	5 13%	0 0%	7 7%
hourly only	2 2%	1 4%	0 0%	0 0%	0 0%	1 5%	0 0%	0 0%	1 5%	0 0%	1 1%	1 3%	1 6%	1 1%
hourly plus commission	2 2%	1 4%	1 14%	0 0%	0 0%	1 5%	1 7%	0 0%	0 0%	0 0%	2 3%	0 0%	1 6%	1 1%
commission plus bonus	2 2%	0 0%	0 0%	0 0%	2 3%	0 0%	0 0%	2 6%	0 0%	0 0%	2 3%	0 0%	0 0%	2 2%
hourly plus commission & bonus	1 1%	1 4%	0 0%	0 0%	0 0%	1 5%	0 0%	0 0%	0 0%	0 0%	0 0%	1 3%	1 6%	0 0%
hourly plus bonus	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
draw against commission	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
other	18 16%	12 44%	1 14%	4 40%	0 0%	5 23%	3 20%	6 18%	2 11%	2 25%	10 14%	8 20%	5 29%	13 14%
no answer	9 8%	4 15%	2 29%	0 0%	3 5%	3 14%	1 7%	1 3%	1 5%	1 13%	3 4%	6 15%	4 24%	5 5%

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TABLE 074 page 1

Sales Manager: Change in Compensation

23. In what ways, if any, have you changed how this position is compensated in the past two years?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
SALES MANAGER														
base: qualified companies that employ at least one full-time Sales Manager (multiple answers)	112 100%	27 100%	7 100%	10 100%	66 100%	22 100%	15 100%	34 100%	19 100%	8 100%	72 100%	40 100%	17 100%	95 100%
increased incentives	11 10%	1 4%	1 14%	0 0%	9 14%	2 9%	2 13%	3 9%	2 11%	1 13%	9 13%	2 5%	1 6%	10 11%
increased production rewards	7 6%	2 7%	0 0%	0 0%	5 8%	1 5%	1 7%	3 9%	1 5%	1 13%	4 6%	3 8%	1 6%	6 6%
switched to base salary	3 3%	0 0%	0 0%	1 10%	2 3%	0 0%	0 0%	1 3%	1 5%	0 0%	3 4%	0 0%	0 0%	3 3%
other	11 10%	8 30%	0 0%	1 10%	1 2%	3 14%	2 13%	3 9%	1 5%	2 25%	6 8%	5 13%	3 18%	8 8%
indicated at least one	31 28%	11 41%	1 14%	2 20%	16 24%	6 27%	4 27%	10 29%	5 26%	4 50%	21 29%	10 25%	5 29%	26 27%
have not changed how this position is compensated	68 61%	10 37%	4 57%	8 80%	45 68%	13 59%	9 60%	21 62%	13 68%	3 38%	45 63%	23 58%	8 47%	60 63%
no answer	13 12%	6 22%	2 29%	0 0%	5 8%	3 14%	2 13%	3 9%	1 5%	1 13%	6 8%	7 18%	4 24%	9 9%

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TABLE 075 page 1

Sales Manager: Basis for Commissions

24. What are commissions for this position based on (if offered)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
SALES MANAGER														
base: qualified companies that employ at least one full-time Sales Manager (multiple answers)	112 100%	27 100%	7 100%	10 100%	66 100%	22 100%	15 100%	34 100%	19 100%	8 100%	72 100%	40 100%	17 100%	95 100%
percent of sales	45 40%	5 19%	3 43%	3 30%	34 52%	7 32%	9 60%	14 41%	7 37%	4 50%	29 40%	16 40%	5 29%	40 42%
percent of service or production	8 7%	2 7%	0 0%	1 10%	5 8%	1 5%	0 0%	4 12%	2 11%	1 13%	6 8%	2 5%	1 6%	7 7%
balanced scorecard	5 4%	2 7%	0 0%	0 0%	3 5%	1 5%	1 7%	1 3%	0 0%	1 13%	3 4%	2 5%	0 0%	5 5%
years of service	4 4%	1 4%	0 0%	0 0%	3 5%	1 5%	0 0%	0 0%	0 0%	2 25%	3 4%	1 3%	0 0%	4 4%
certification level	2 2%	1 4%	0 0%	1 10%	0 0%	1 5%	0 0%	0 0%	0 0%	0 0%	1 1%	1 3%	0 0%	2 2%
route value	1 1%	0 0%	0 0%	0 0%	1 2%	0 0%	0 0%	0 0%	0 0%	1 13%	1 1%	0 0%	0 0%	1 1%
other	11 10%	7 26%	0 0%	1 10%	2 3%	4 18%	2 13%	3 9%	0 0%	2 25%	5 7%	6 15%	2 12%	9 9%
indicated at least one	65 58%	15 56%	3 43%	6 60%	40 61%	13 59%	11 73%	21 62%	8 42%	7 88%	40 56%	25 63%	8 47%	57 60%
commissions not offered for this position	35 31%	8 30%	2 29%	4 40%	20 30%	7 32%	3 20%	11 32%	9 47%	0 0%	26 36%	9 23%	5 29%	30 32%
no answer	12 11%	4 15%	2 29%	0 0%	6 9%	2 9%	1 7%	2 6%	2 11%	1 13%	6 8%	6 15%	4 24%	8 8%

NPMA and PCT

2021 Compensation and Benefits Survey

TABLE 076 page 1

Sales Manager: Basis for Bonuses

25. What are bonuses for this position based on (if offered)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
SALES MANAGER														
base: qualified companies that employ at least one full-time Sales Manager (multiple answers)	112 100%	27 100%	7 100%	10 100%	66 100%	22 100%	15 100%	34 100%	19 100%	8 100%	72 100%	40 100%	17 100%	95 100%
revenue level	14 13%	2 7%	0 0%	0 0%	12 18%	4 18%	2 13%	4 12%	1 5%	0 0%	9 13%	5 13%	1 6%	13 14%
annual growth	14 13%	1 4%	0 0%	1 10%	12 18%	2 9%	2 13%	5 15%	3 16%	0 0%	10 14%	4 10%	1 6%	13 14%
profits	11 10%	1 4%	0 0%	2 20%	8 12%	2 9%	2 13%	2 6%	4 21%	1 13%	10 14%	1 3%	1 6%	10 11%
department goal attainment	10 9%	0 0%	0 0%	0 0%	10 15%	2 9%	1 7%	6 18%	0 0%	0 0%	6 8%	4 10%	0 0%	10 11%
productivity/efficiency	8 7%	1 4%	0 0%	1 10%	6 9%	1 5%	1 7%	2 6%	2 11%	1 13%	7 10%	1 3%	1 6%	7 7%
individual goal attainment	7 6%	1 4%	0 0%	0 0%	6 9%	1 5%	2 13%	2 6%	1 5%	0 0%	3 4%	4 10%	1 6%	6 6%
customer satisfaction	4 4%	2 7%	0 0%	0 0%	2 3%	1 5%	2 13%	0 0%	0 0%	0 0%	2 3%	2 5%	1 6%	3 3%
branch goal attainment	3 3%	0 0%	0 0%	0 0%	3 5%	0 0%	1 7%	0 0%	0 0%	0 0%	3 4%	0 0%	0 0%	3 3%
quality	2 2%	0 0%	0 0%	0 0%	2 3%	0 0%	1 7%	0 0%	1 5%	0 0%	2 3%	0 0%	0 0%	2 2%
cancellations	1 1%	0 0%	0 0%	0 0%	1 2%	0 0%	1 7%	0 0%	0 0%	0 0%	1 1%	0 0%	0 0%	1 1%
chargeable accidents	1 1%	0 0%	0 0%	1 10%	0 0%	1 5%	0 0%	0 0%	0 0%	0 0%	1 1%	0 0%	0 0%	1 1%
market share	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
attendance	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
turnover	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
unserved accounts	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
other	13 12%	7 26%	0 0%	1 10%	4 6%	4 18%	3 20%	3 9%	1 5%	2 25%	6 8%	7 18%	2 12%	11 12%

NPMA and PCT

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TABLE 076 page 2

Sales Manager: Basis for Bonuses

25. What are bonuses for this position based on (if offered)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
base: qualified companies that employ at least one full-time Sales Manager (multiple answers)	112 100%	27 100%	7 100%	10 100%	66 100%	22 100%	15 100%	34 100%	19 100%	8 100%	72 100%	40 100%	17 100%	95 100%
indicated at least one	49 44%	11 41%	0 0%	5 50%	32 48%	11 50%	9 60%	15 44%	5 26%	4 50%	34 47%	15 38%	5 29%	44 46%
bonuses not offered for this position	50 45%	12 44%	5 71%	4 40%	28 42%	9 41%	5 33%	16 47%	12 63%	3 38%	31 43%	19 48%	7 41%	43 45%
no answer	13 12%	4 15%	2 29%	1 10%	6 9%	2 9%	1 7%	3 9%	2 11%	1 13%	7 10%	6 15%	5 29%	8 8%

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TABLE 077 page 1

Sales Manager: Basis for Pay Increases

26. On what basis are pay increases determined for this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
SALES MANAGER														
base: qualified companies that employ at least one full-time Sales Manager (multiple answers)	112 100%	27 100%	7 100%	10 100%	66 100%	22 100%	15 100%	34 100%	19 100%	8 100%	72 100%	40 100%	17 100%	95 100%
merit	45 40%	3 11%	3 43%	3 30%	36 55%	9 41%	8 53%	12 35%	7 37%	2 25%	37 51%	8 20%	4 24%	41 43%
length of service increases	26 23%	5 19%	0 0%	2 20%	19 29%	4 18%	2 13%	8 24%	4 21%	2 25%	16 22%	10 25%	3 18%	23 24%
cost of living	20 18%	3 11%	0 0%	3 30%	14 21%	5 23%	1 7%	3 9%	5 26%	4 50%	15 21%	5 13%	2 12%	18 19%
promotion increases	17 15%	2 7%	1 14%	0 0%	14 21%	6 27%	1 7%	6 18%	2 11%	0 0%	12 17%	5 13%	2 12%	15 16%
across-the-board same rate	4 4%	1 4%	0 0%	0 0%	3 5%	1 5%	0 0%	1 3%	1 5%	0 0%	3 4%	1 3%	0 0%	4 4%
other	18 16%	9 33%	0 0%	1 10%	7 11%	5 23%	3 20%	5 15%	2 11%	3 38%	10 14%	8 20%	3 18%	15 16%
indicated at least one	80 71%	17 63%	3 43%	6 60%	53 80%	17 77%	12 80%	21 62%	13 68%	7 88%	56 78%	24 60%	9 53%	71 75%
none - position not eligible for pay increases	21 19%	6 22%	2 29%	3 30%	9 14%	3 14%	2 13%	10 29%	5 26%	0 0%	11 15%	10 25%	3 18%	18 19%
no answer	11 10%	4 15%	2 29%	1 10%	4 6%	2 9%	1 7%	3 9%	1 5%	1 13%	5 7%	6 15%	5 29%	6 6%

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TABLE 078 page 1

Sales Manager: Average Pay Increase

27. What is the projected (or actual, if already awarded) average pay increase for this position this year?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
SALES MANAGER														
base: qualified companies that employ at least one full-time Sales Manager	112 100%	27 100%	7 100%	10 100%	66 100%	22 100%	15 100%	34 100%	19 100%	8 100%	72 100%	40 100%	17 100%	95 100%
10% or more	3 3%	0 0%	0 0%	0 0%	3 5%	1 5%	0 0%	1 3%	0 0%	0 0%	2 3%	1 3%	0 0%	3 3%
8% - 9.9%	1 1%	0 0%	0 0%	0 0%	1 2%	0 0%	0 0%	0 0%	1 5%	0 0%	1 1%	0 0%	0 0%	1 1%
6% - 7.9%	4 4%	1 4%	0 0%	0 0%	3 5%	1 5%	0 0%	1 3%	2 11%	0 0%	3 4%	1 3%	0 0%	4 4%
4% - 5.9%	14 13%	0 0%	3 43%	1 10%	10 15%	2 9%	3 20%	5 15%	1 5%	0 0%	10 14%	4 10%	2 12%	12 13%
3% - 3.9%	17 15%	0 0%	0 0%	1 10%	16 24%	4 18%	4 27%	5 15%	2 11%	1 13%	14 19%	3 8%	0 0%	17 18%
2% - 2.9%	11 10%	4 15%	0 0%	1 10%	6 9%	1 5%	1 7%	3 9%	2 11%	3 38%	7 10%	4 10%	3 18%	8 8%
less than 2%	9 8%	1 4%	0 0%	1 10%	7 11%	1 5%	0 0%	3 9%	2 11%	1 13%	7 10%	2 5%	1 6%	8 8%
0%	42 38%	17 63%	2 29%	5 50%	16 24%	10 45%	6 40%	13 38%	8 42%	2 25%	23 32%	19 48%	6 35%	36 38%
mean:	2.3%	0.8%	3.0%	1.3%	3.0%	2.2%	2.2%	2.3%	2.3%	1.7%	2.6%	1.7%	1.5%	2.4%
standard error:	0.26%	0.35%	1.22%	0.63%	0.34%	0.64%	0.57%	0.46%	0.69%	0.52%	0.32%	0.43%	0.56%	0.28%
median:	2%	0%	4%	0%	3%	0%	3%	2%	1%	2%	2%	0%	0%	2%
no answer	11 10%	4 15%	2 29%	1 10%	4 6%	2 9%	1 7%	3 9%	1 5%	1 13%	5 7%	6 15%	5 29%	6 6%

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TABLE 079 page 1

Sales Manager: Proportion Offering Overtime Compensation

28. Does your company offer overtime compensation to full-time employees in this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
SALES MANAGER														
base: qualified companies that employ at least one full-time Sales Manager	112 100%	27 100%	7 100%	10 100%	66 100%	22 100%	15 100%	34 100%	19 100%	8 100%	72 100%	40 100%	17 100%	95 100%
yes	11 10%	6 22%	1 14%	2 20%	1 2%	4 18%	1 7%	3 9%	0 0%	3 38%	7 10%	4 10%	4 24%	7 7%
no	87 78%	17 63%	4 57%	7 70%	58 88%	15 68%	13 87%	29 85%	16 84%	4 50%	58 81%	29 73%	8 47%	79 83%
no answer	14 13%	4 15%	2 29%	1 10%	7 11%	3 14%	1 7%	2 6%	3 16%	1 13%	7 10%	7 18%	5 29%	9 9%

NPMA and PCT

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TABLE 080 page 1

Sales Manager: Average Annual Base Salary

29. As of July 1, 2021, what was the average annual base salary for this position (in U.S. dollars)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
SALES MANAGER: AVERAGE ANNUAL BASE SALARY														
base: qualified companies that employ at least one full-time Sales Manager (fill-in answers)	112 100%	27 100%	7 100%	10 100%	66 100%	22 100%	15 100%	34 100%	19 100%	8 100%	72 100%	40 100%	17 100%	95 100%
\$100,000 or more	9 8%	0 0%	0 0%	0 0%	9 14%	3 14%	1 7%	0 0%	4 21%	0 0%	8 11%	1 3%	0 0%	9 9%
\$80,000 - \$99,999	4 4%	0 0%	0 0%	0 0%	4 6%	1 5%	0 0%	0 0%	2 11%	0 0%	3 4%	1 3%	0 0%	4 4%
\$60,000 - \$79,999	20 18%	3 11%	0 0%	1 10%	16 24%	3 14%	3 20%	6 18%	2 11%	2 25%	14 19%	6 15%	3 18%	17 18%
\$50,000 - \$59,999	11 10%	3 11%	0 0%	0 0%	8 12%	5 23%	0 0%	2 6%	2 11%	1 13%	8 11%	3 8%	2 12%	9 9%
\$40,000 - \$49,999	16 14%	3 11%	3 43%	1 10%	9 14%	2 9%	1 7%	8 24%	1 5%	2 25%	12 17%	4 10%	1 6%	15 16%
\$30,000 - \$39,999	13 12%	4 15%	1 14%	3 30%	4 6%	3 14%	5 33%	2 6%	3 16%	0 0%	8 11%	5 13%	4 24%	9 9%
less than \$30,000	4 4%	1 4%	0 0%	1 10%	2 3%	1 5%	0 0%	2 6%	1 5%	0 0%	1 1%	3 8%	0 0%	4 4%
\$0	16 14%	5 19%	2 29%	0 0%	8 12%	1 5%	3 20%	7 21%	2 11%	0 0%	6 8%	10 25%	2 12%	14 15%
n:	93	19	6	6	60	19	13	27	17	5	60	33	12	81
75th percentile (thousands):	\$62.4	\$52.0	\$42.0	\$45.1	\$71.5	\$75.0	\$60.0	\$54.0	\$97.5	\$61.4	\$64.4	\$56.0	\$58.2	\$65.0
50th percentile (median):	\$45.8	\$37.4	\$37.7	\$37.4	\$54.0	\$52.0	\$36.0	\$42.0	\$54.0	\$50.0	\$50.0	\$37.4	\$40.2	\$47.8
25th percentile:	\$35.0	\$0.0	\$0.0	\$33.0	\$42.0	\$37.4	\$15.6	\$0.0	\$35.0	\$42.5	\$38.1	\$0.0	\$35.3	\$33.1
no answer	19 17%	8 30%	1 14%	4 40%	6 9%	3 14%	2 13%	7 21%	2 11%	3 38%	12 17%	7 18%	5 29%	14 15%

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TABLE 081 page 1

Sales Manager: Value of Other Cash Compensation Received

30. In the 12 months prior to July 1, 2021, approximately what was the average total value (in U.S. dollars) of all other cash compensation (besides base salary) received for this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
SALES MANAGER: VALUE OF OTHER CASH COMPENSATION RECEIVED														
base: qualified companies that employ at least one full-time Sales Manager	112 100%	27 100%	7 100%	10 100%	66 100%	22 100%	15 100%	34 100%	19 100%	8 100%	72 100%	40 100%	17 100%	95 100%
did not have full-time employees in this position all 12 months prior to July 1, 2021	26 23%	15 56%	3 43%	2 20%	4 6%	7 32%	5 33%	8 24%	4 21%	2 25%	12 17%	14 35%	10 59%	16 17%
no answer	19 17%	8 30%	1 14%	4 40%	6 9%	3 14%	2 13%	7 21%	2 11%	3 38%	12 17%	7 18%	5 29%	14 15%
base: qualified companies that employ at least one full-time Sales Manager all 12 months prior to July 1, 2021 (fill-in answers)	67 100%	4 100%	3 100%	4 100%	56 100%	12 100%	8 100%	19 100%	13 100%	3 100%	48 100%	19 100%	2 100%	65 100%
\$80,000 or more	7 10%				7 13%	1 8%	0 0%	1 5%	1 8%		4 8%	3 16%		7 11%
\$60,000 - \$79,999	7 10%				7 13%	0 0%	0 0%	5 26%	1 8%		2 4%	5 26%		7 11%
\$40,000 - \$59,999	15 22%				10 18%	2 17%	3 38%	6 32%	1 8%		9 19%	6 32%		15 23%
\$30,000 - \$39,999	6 9%				6 11%	1 8%	1 13%	2 11%	2 15%		3 6%	3 16%		6 9%
\$20,000 - \$29,999	3 4%				3 5%	1 8%	0 0%	0 0%	1 8%		3 6%	0 0%		3 5%
\$10,000 - \$19,999	9 13%				9 16%	1 8%	1 13%	2 11%	4 31%		9 19%	0 0%		9 14%
\$5,000 - \$9,999	6 9%				5 9%	0 0%	2 25%	0 0%	2 15%		5 10%	1 5%		6 9%
\$1,000 - \$4,999	4 6%				3 5%	1 8%	1 13%	1 5%	0 0%		3 6%	1 5%		3 5%
less than \$1,000	0 0%				0 0%	0 0%	0 0%	0 0%	0 0%		0 0%	0 0%		0 0%
no other cash compensation received	10 15%				6 11%	5 42%	0 0%	2 11%	1 8%		10 21%	0 0%		9 14%
75th percentile (thousands):	\$50.0				\$58.8	\$37.5	\$40.0	\$60.0	\$42.5		\$46.8	\$65.0		\$52.5
50th percentile (median):	\$30.0				\$30.0	\$6.3	\$22.5	\$47.0	\$15.0		\$12.0	\$50.0		\$30.0
25th percentile:	\$5.0				\$9.3	\$0.0	\$5.8	\$12.0	\$8.0		\$3.0	\$32.0		\$7.0

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TABLE 082 page 1

Sales Person: Primary Type of Pay Plan Offered

22. What type of pay plan does your company primarily offer to full-time employees in this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
SALES PERSON														
base: qualified companies that employ at least one full-time Sales Person	157 100%	31 100%	8 100%	17 100%	98 100%	28 100%	22 100%	51 100%	36 100%	6 100%	103 100%	53 100%	28 100%	129 100%
base salary plus commission	43 27%	3 10%	0 0%	5 29%	34 35%	7 25%	3 14%	12 24%	14 39%	3 50%	34 33%	9 17%	4 14%	39 30%
commission only	22 14%	4 13%	0 0%	5 29%	13 13%	3 11%	2 9%	12 24%	2 6%	0 0%	14 14%	8 15%	2 7%	20 16%
base salary plus commission & bonus	18 11%	1 3%	0 0%	1 6%	16 16%	1 4%	8 36%	5 10%	1 3%	0 0%	12 12%	6 11%	3 11%	15 12%
hourly plus commission	10 6%	1 3%	0 0%	1 6%	8 8%	2 7%	2 9%	2 4%	3 8%	1 17%	7 7%	3 6%	1 4%	9 7%
base salary only	9 6%	2 6%	2 25%	1 6%	3 3%	2 7%	1 5%	3 6%	2 6%	0 0%	5 5%	3 6%	2 7%	7 5%
draw against commission	9 6%	0 0%	0 0%	0 0%	9 9%	1 4%	0 0%	8 16%	0 0%	0 0%	7 7%	2 4%	0 0%	9 7%
hourly only	7 4%	2 6%	1 13%	1 6%	2 2%	4 14%	0 0%	1 2%	2 6%	0 0%	5 5%	2 4%	2 7%	5 4%
commission plus bonus	5 3%	1 3%	0 0%	0 0%	4 4%	0 0%	0 0%	2 4%	3 8%	0 0%	3 3%	2 4%	0 0%	5 4%
hourly plus bonus	4 3%	1 3%	0 0%	1 6%	2 2%	2 7%	0 0%	0 0%	1 3%	0 0%	2 2%	2 4%	2 7%	2 2%
hourly plus commission & bonus	2 1%	0 0%	0 0%	0 0%	2 2%	0 0%	0 0%	1 2%	1 3%	0 0%	0 0%	2 4%	1 4%	1 1%
base salary plus bonus	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
other	16 10%	11 35%	3 38%	1 6%	1 1%	4 14%	4 18%	3 6%	4 11%	1 17%	9 9%	7 13%	6 21%	10 8%
no answer	12 8%	5 16%	2 25%	1 6%	4 4%	2 7%	2 9%	2 4%	3 8%	1 17%	5 5%	7 13%	5 18%	7 5%

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Sales Person: Change in Compensation

23. In what ways, if any, have you changed how this position is compensated in the past two years?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
SALES PERSON														
base: qualified companies that employ at least one full-time Sales Person (multiple answers)	157 100%	31 100%	8 100%	17 100%	98 100%	28 100%	22 100%	51 100%	36 100%	6 100%	103 100%	53 100%	28 100%	129 100%
increased incentives	19 12%	2 6%	0 0%	4 24%	13 13%	3 11%	3 14%	7 14%	4 11%	0 0%	15 15%	4 8%	4 14%	15 12%
increased production rewards	9 6%	2 6%	0 0%	1 6%	6 6%	1 4%	2 9%	3 6%	1 3%	2 33%	6 6%	3 6%	0 0%	9 7%
switched to base salary	6 4%	1 3%	0 0%	0 0%	4 4%	1 4%	1 5%	2 4%	1 3%	0 0%	4 4%	2 4%	0 0%	6 5%
other	14 9%	8 26%	0 0%	0 0%	6 6%	1 4%	3 14%	5 10%	4 11%	1 17%	9 9%	5 9%	2 7%	12 9%
indicated at least one	43 27%	13 42%	0 0%	5 29%	24 24%	6 21%	7 32%	14 27%	10 28%	3 50%	29 28%	14 26%	6 21%	37 29%
have not changed how this position is compensated	95 61%	12 39%	5 63%	11 65%	65 66%	19 68%	12 55%	32 63%	23 64%	2 33%	64 62%	30 57%	16 57%	79 61%
no answer	19 12%	6 19%	3 38%	1 6%	9 9%	3 11%	3 14%	5 10%	3 8%	1 17%	10 10%	9 17%	6 21%	13 10%

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Sales Person: Basis for Commissions

24. What are commissions for this position based on (if offered)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
SALES PERSON														
base: qualified companies that employ at least one full-time Sales Person (multiple answers)	157 100%	31 100%	8 100%	17 100%	98 100%	28 100%	22 100%	51 100%	36 100%	6 100%	103 100%	53 100%	28 100%	129 100%
percent of sales	94 60%	7 23%	1 13%	8 47%	78 80%	12 43%	15 68%	37 73%	18 50%	4 67%	70 68%	24 45%	8 29%	86 67%
percent of service or production	20 13%	2 6%	1 13%	0 0%	15 15%	1 4%	3 14%	7 14%	7 19%	1 17%	11 11%	9 17%	1 4%	19 15%
years of service	8 5%	2 6%	1 13%	1 6%	4 4%	1 4%	1 5%	3 6%	0 0%	2 33%	6 6%	2 4%	2 7%	6 5%
balanced scorecard	2 1%	0 0%	0 0%	0 0%	2 2%	1 4%	0 0%	0 0%	1 3%	0 0%	2 2%	0 0%	1 4%	1 1%
route value	1 1%	1 3%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	1 2%	0 0%	1 1%
certification level	1 1%	0 0%	0 0%	0 0%	1 1%	0 0%	0 0%	0 0%	0 0%	1 17%	1 1%	0 0%	0 0%	1 1%
other	9 6%	8 26%	0 0%	0 0%	1 1%	2 7%	2 9%	3 6%	1 3%	1 17%	5 5%	4 8%	2 7%	7 5%
indicated at least one	110 70%	16 52%	1 13%	8 47%	83 85%	15 54%	18 82%	41 80%	23 64%	5 83%	77 75%	33 62%	11 39%	99 77%
commissions not offered for this position	25 16%	10 32%	4 50%	4 24%	6 6%	9 32%	1 5%	5 10%	8 22%	0 0%	16 16%	8 15%	9 32%	16 12%
no answer	22 14%	5 16%	3 38%	5 29%	9 9%	4 14%	3 14%	5 10%	5 14%	1 17%	10 10%	12 23%	8 29%	14 11%

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TABLE 085 page 1

Sales Person: Basis for Bonuses

25. What are bonuses for this position based on (if offered)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
SALES PERSON														
base: qualified companies that employ at least one full-time Sales Person (multiple answers)	157 100%	31 100%	8 100%	17 100%	98 100%	28 100%	22 100%	51 100%	36 100%	6 100%	103 100%	53 100%	28 100%	129 100%
revenue level	24 15%	2 6%	0 0%	2 12%	19 19%	5 18%	3 14%	7 14%	5 14%	0 0%	16 16%	8 15%	1 4%	23 18%
individual goal attainment	13 8%	0 0%	0 0%	0 0%	13 13%	2 7%	2 9%	6 12%	2 6%	0 0%	11 11%	2 4%	0 0%	13 10%
annual growth	12 8%	2 6%	0 0%	1 6%	9 9%	1 4%	3 14%	4 8%	2 6%	0 0%	7 7%	5 9%	2 7%	10 8%
productivity/efficiency	12 8%	0 0%	0 0%	0 0%	12 12%	1 4%	4 18%	4 8%	3 8%	0 0%	8 8%	4 8%	1 4%	11 9%
profits	10 6%	0 0%	0 0%	1 6%	9 9%	1 4%	3 14%	3 6%	2 6%	0 0%	5 5%	5 9%	1 4%	9 7%
customer satisfaction	8 5%	1 3%	0 0%	1 6%	6 6%	1 4%	2 9%	3 6%	1 3%	0 0%	5 5%	3 6%	0 0%	8 6%
quality	7 4%	1 3%	0 0%	1 6%	5 5%	1 4%	1 5%	2 4%	2 6%	0 0%	4 4%	3 6%	0 0%	7 5%
attendance	4 3%	0 0%	0 0%	0 0%	4 4%	0 0%	1 5%	3 6%	0 0%	0 0%	2 2%	2 4%	1 4%	3 2%
department goal attainment	4 3%	0 0%	0 0%	0 0%	4 4%	0 0%	0 0%	3 6%	1 3%	0 0%	3 3%	1 2%	0 0%	4 3%
branch goal attainment	4 3%	0 0%	0 0%	1 6%	3 3%	1 4%	1 5%	2 4%	0 0%	0 0%	3 3%	1 2%	1 4%	3 2%
market share	3 2%	1 3%	0 0%	0 0%	2 2%	0 0%	1 5%	1 2%	0 0%	1 17%	2 2%	1 2%	0 0%	3 2%
cancellations	3 2%	0 0%	0 0%	0 0%	3 3%	0 0%	1 5%	2 4%	0 0%	0 0%	2 2%	1 2%	0 0%	3 2%
unserved accounts	2 1%	1 3%	0 0%	0 0%	1 1%	0 0%	0 0%	1 2%	0 0%	0 0%	1 1%	1 2%	0 0%	2 2%
turnover	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
chargeable accidents	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
other	14 9%	7 23%	0 0%	2 12%	5 5%	4 14%	3 14%	2 4%	4 11%	1 17%	8 8%	6 11%	3 11%	11 9%

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Sales Person: Basis for Bonuses

25. What are bonuses for this position based on (if offered)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
base: qualified companies that employ at least one full-time Sales Person (multiple answers)	157 100%	31 100%	8 100%	17 100%	98 100%	28 100%	22 100%	51 100%	36 100%	6 100%	103 100%	53 100%	28 100%	129 100%
indicated at least one	61 39%	11 35%	0 0%	4 24%	45 46%	11 39%	12 55%	17 33%	15 42%	2 33%	38 37%	23 43%	8 29%	53 41%
bonuses not offered for this position	77 49%	15 48%	5 63%	11 65%	44 45%	15 54%	7 32%	29 57%	18 50%	3 50%	56 54%	20 38%	14 50%	63 49%
no answer	19 12%	5 16%	3 38%	2 12%	9 9%	2 7%	3 14%	5 10%	3 8%	1 17%	9 9%	10 19%	6 21%	13 10%

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Sales Person: Basis for Pay Increases

26. On what basis are pay increases determined for this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
SALES PERSON														
base: qualified companies that employ at least one full-time Sales Person (multiple answers)	157 100%	31 100%	8 100%	17 100%	98 100%	28 100%	22 100%	51 100%	36 100%	6 100%	103 100%	53 100%	28 100%	129 100%
merit	48 31%	3 10%	3 38%	6 35%	36 37%	8 29%	8 36%	16 31%	10 28%	2 33%	35 34%	13 25%	7 25%	41 32%
cost of living	29 18%	1 3%	3 38%	4 24%	21 21%	6 21%	3 14%	12 24%	5 14%	2 33%	20 19%	8 15%	6 21%	23 18%
length of service increases	28 18%	3 10%	0 0%	4 24%	20 20%	2 7%	2 9%	11 22%	8 22%	1 17%	18 17%	10 19%	4 14%	24 19%
promotion increases	20 13%	4 13%	2 25%	1 6%	13 13%	5 18%	2 9%	5 10%	4 11%	1 17%	13 13%	7 13%	4 14%	16 12%
across-the-board same rate	7 4%	1 3%	0 0%	0 0%	6 6%	0 0%	0 0%	3 6%	3 8%	0 0%	4 4%	3 6%	0 0%	7 5%
other	17 11%	8 26%	0 0%	1 6%	7 7%	5 18%	4 18%	4 8%	3 8%	1 17%	8 8%	9 17%	4 14%	13 10%
indicated at least one	92 59%	16 52%	4 50%	8 47%	63 64%	19 68%	15 68%	27 53%	21 58%	4 67%	63 61%	28 53%	13 46%	79 61%
none - position not eligible for pay increases	48 31%	10 32%	1 13%	8 47%	27 28%	7 25%	4 18%	20 39%	12 33%	1 17%	32 31%	16 30%	10 36%	38 29%
no answer	17 11%	5 16%	3 38%	1 6%	8 8%	2 7%	3 14%	4 8%	3 8%	1 17%	8 8%	9 17%	5 18%	12 9%

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Sales Person: Average Pay Increase

27. What is the projected (or actual, if already awarded) average pay increase for this position this year?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
SALES PERSON														
base: qualified companies that employ at least one full-time Sales Person	157 100%	31 100%	8 100%	17 100%	98 100%	28 100%	22 100%	51 100%	36 100%	6 100%	103 100%	53 100%	28 100%	129 100%
10% or more	6 4%	0 0%	0 0%	2 12%	4 4%	3 11%	0 0%	1 2%	2 6%	0 0%	5 5%	1 2%	0 0%	6 5%
8% - 9.9%	2 1%	0 0%	0 0%	0 0%	2 2%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	2 4%	0 0%	2 2%
6% - 7.9%	1 1%	0 0%	0 0%	0 0%	1 1%	0 0%	0 0%	0 0%	1 3%	0 0%	0 0%	1 2%	0 0%	1 1%
4% - 5.9%	25 16%	1 3%	2 25%	3 18%	19 19%	6 21%	4 18%	5 10%	7 19%	0 0%	18 17%	7 13%	3 11%	22 17%
3% - 3.9%	18 11%	2 6%	0 0%	1 6%	15 15%	3 11%	3 14%	6 12%	4 11%	1 17%	14 14%	4 8%	2 7%	16 12%
2% - 2.9%	12 8%	4 13%	0 0%	1 6%	7 7%	3 11%	2 9%	4 8%	1 3%	1 17%	6 6%	6 11%	3 11%	9 7%
less than 2%	14 9%	3 10%	1 13%	1 6%	9 9%	1 4%	2 9%	5 10%	3 8%	2 33%	11 11%	3 6%	3 11%	11 9%
0%	63 40%	16 52%	2 25%	8 47%	35 36%	10 36%	8 36%	26 51%	14 39%	1 17%	43 42%	19 36%	12 43%	51 40%
mean:	2.2%	1.0%	2.2%	2.6%	2.6%	3.0%	2.0%	1.5%	2.5%	1.6%	2.2%	2.4%	1.4%	2.4%
standard error:	0.23%	0.29%	1.16%	0.88%	0.29%	0.64%	0.47%	0.32%	0.53%	0.62%	0.27%	0.43%	0.39%	0.26%
median:	1%	0%	2%	0%	2%	3%	2%	0%	1%	2%	1%	2%	0%	1%
no answer	16 10%	5 16%	3 38%	1 6%	6 6%	2 7%	3 14%	4 8%	4 11%	1 17%	6 6%	10 19%	5 18%	11 9%

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Sales Person: Proportion Offering Overtime Compensation

28. Does your company offer overtime compensation to full-time employees in this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
SALES PERSON														
base: qualified companies that employ at least one full-time Sales Person	157 100%	31 100%	8 100%	17 100%	98 100%	28 100%	22 100%	51 100%	36 100%	6 100%	103 100%	53 100%	28 100%	129 100%
yes	37 24%	6 19%	2 25%	7 41%	22 22%	12 43%	3 14%	7 14%	10 28%	4 67%	23 22%	14 26%	9 32%	28 22%
no	101 64%	20 65%	2 25%	9 53%	67 68%	13 46%	15 68%	40 78%	23 64%	1 17%	71 69%	29 55%	13 46%	88 68%
no answer	19 12%	5 16%	4 50%	1 6%	9 9%	3 11%	4 18%	4 8%	3 8%	1 17%	9 9%	10 19%	6 21%	13 10%

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Sales Person: Average Annual Base Salary

29. As of July 1, 2021, what was the average annual base salary for this position (in U.S. dollars)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
SALES PERSON: AVERAGE ANNUAL BASE SALARY														
base: qualified companies that employ at least one full-time Sales Person (fill-in answers)	157 100%	31 100%	8 100%	17 100%	98 100%	28 100%	22 100%	51 100%	36 100%	6 100%	103 100%	53 100%	28 100%	129 100%
\$100,000 or more	3 2%	0 0%	0 0%	0 0%	3 3%	0 0%	0 0%	1 2%	1 3%		2 2%	1 2%	0 0%	3 2%
\$80,000 - \$99,999	3 2%	0 0%	0 0%	0 0%	3 3%	0 0%	0 0%	0 0%	3 8%		1 1%	2 4%	0 0%	3 2%
\$60,000 - \$79,999	13 8%	2 6%	0 0%	1 6%	10 10%	2 7%	2 9%	2 4%	4 11%		9 9%	4 8%	2 7%	11 9%
\$50,000 - \$59,999	16 10%	2 6%	0 0%	1 6%	13 13%	5 18%	1 5%	3 6%	4 11%		12 12%	4 8%	4 14%	12 9%
\$40,000 - \$49,999	25 16%	3 10%	2 25%	1 6%	19 19%	6 21%	3 14%	9 18%	6 17%		17 17%	7 13%	2 7%	23 18%
\$30,000 - \$39,999	28 18%	1 3%	1 13%	2 12%	23 23%	2 7%	5 23%	11 22%	6 17%		21 20%	7 13%	6 21%	22 17%
less than \$30,000	12 8%	2 6%	0 0%	4 24%	6 6%	3 11%	4 18%	3 6%	2 6%		8 8%	4 8%	3 11%	9 7%
\$0	30 19%	10 32%	3 38%	3 18%	14 14%	4 14%	3 14%	15 29%	5 14%		20 19%	10 19%	6 21%	24 19%
n:	130	20	6	12	91	22	18	44	31	3	90	39	23	107
75th percentile (thousands):	\$50.0	\$41.2	\$40.8	\$42.8	\$50.0	\$50.0	\$43.3	\$44.7	\$60.0		\$50.0	\$52.0	\$52.0	\$50.0
50th percentile (median):	\$35.6	\$10.4	\$18.7	\$28.1	\$40.0	\$40.0	\$35.0	\$33.5	\$41.6		\$35.0	\$37.4	\$35.0	\$37.4
25th percentile:	\$20.3	\$0.0	\$0.0	\$5.0	\$31.2	\$25.4	\$22.8	\$0.0	\$31.2		\$20.3	\$0.0	\$0.0	\$20.8
no answer	27 17%	11 35%	2 25%	5 29%	7 7%	6 21%	4 18%	7 14%	5 14%	3 50%	13 13%	14 26%	5 18%	22 17%

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Sales Person: Value of Other Cash Compensation Received

30. In the 12 months prior to July 1, 2021, approximately what was the average total value (in U.S. dollars) of all other cash compensation (besides base salary) received for this position?

TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---		
	<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+	
SALES PERSON: VALUE OF OTHER CASH COMPENSATION RECEIVED														
base: qualified companies that employ at least one full-time Sales Person	157 100%	31 100%	8 100%	17 100%	98 100%	28 100%	22 100%	51 100%	36 100%	6 100%	103 100%	53 100%	28 100%	129 100%
did not have full-time employees in this position all 12 months prior to July 1, 2021	24 15%	12 39%	2 25%	4 24%	5 5%	6 21%	5 23%	7 14%	5 14%	1 17%	12 12%	12 23%	9 32%	15 12%
no answer	27 17%	11 35%	2 25%	5 29%	7 7%	6 21%	4 18%	7 14%	5 14%	3 50%	13 13%	14 26%	5 18%	22 17%
base: qualified companies that employ at least one full-time Sales Person all 12 months prior to July 1, 2021 (fill-in answers)	106 100%	8 100%	4 100%	8 100%	86 100%	16 100%	13 100%	37 100%	26 100%	2 100%	78 100%	27 100%	14 100%	92 100%
\$80,000 or more	7 7%	0 0%	0 0%	7 8%	2 13%	1 8%	1 3%	1 4%	5 6%	2 7%	0 0%	7 8%	0 0%	7 8%
\$60,000 - \$79,999	9 8%	1 13%	0 0%	8 9%	3 19%	0 0%	5 14%	0 0%	6 8%	3 11%	1 7%	8 9%	1 7%	8 9%
\$40,000 - \$59,999	23 22%	4 50%	1 13%	17 20%	2 13%	1 8%	13 35%	2 8%	17 22%	6 22%	1 7%	22 24%	1 7%	22 24%
\$30,000 - \$39,999	15 14%	1 13%	2 25%	12 14%	3 19%	3 23%	4 11%	4 15%	12 15%	3 11%	3 21%	12 13%	3 21%	12 13%
\$20,000 - \$29,999	11 10%	0 0%	1 13%	9 10%	0 0%	2 15%	2 5%	7 27%	6 8%	4 15%	1 7%	10 11%	1 7%	10 11%
\$10,000 - \$19,999	10 9%	0 0%	0 0%	10 12%	1 6%	0 0%	5 14%	3 12%	7 9%	3 11%	1 7%	9 10%	1 7%	9 10%
\$5,000 - \$9,999	7 7%	0 0%	0 0%	7 8%	0 0%	3 23%	1 3%	3 12%	5 6%	2 7%	0 0%	7 8%	0 0%	7 8%
\$1,000 - \$4,999	9 8%	0 0%	3 38%	6 7%	2 13%	1 8%	1 3%	4 15%	8 10%	1 4%	3 21%	6 7%	3 21%	6 7%
less than \$1,000	1 1%	0 0%	0 0%	1 1%	0 0%	1 8%	0 0%	0 0%	1 1%	0 0%	0 0%	1 1%	0 0%	1 1%
no other cash compensation received	14 13%	2 25%	1 13%	9 10%	3 19%	1 8%	5 14%	2 8%	11 14%	3 11%	4 29%	10 11%	1 7%	10 11%
75th percentile (thousands):	\$46.3	\$48.8	\$34.2	\$50.0	\$60.0	\$33.1	\$50.0	\$30.0	\$46.3	\$50.0	\$32.5	\$50.0	\$32.5	\$50.0
50th percentile (median):	\$30.0	\$42.5	\$11.3	\$30.0	\$34.0	\$20.0	\$40.0	\$20.0	\$30.0	\$30.0	\$8.8	\$30.0	\$8.8	\$30.0
25th percentile:	\$5.0	\$7.8	\$1.1	\$6.8	\$1.1	\$4.5	\$12.0	\$4.5	\$3.8	\$10.0	\$0.0	\$7.0	\$0.0	\$7.0

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Customer Service Representative: Primary Type of Pay Plan Offered

22. What type of pay plan does your company primarily offer to full-time employees in this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
CUSTOMER SERVICE REPRESENTATIVE (ADMINISTRATIVE)														
base: qualified companies that employ at least one full-time Customer Service Representative	234 100%	39 100%	21 100%	41 100%	127 100%	43 100%	31 100%	71 100%	63 100%	12 100%	162 100%	72 100%	60 100%	174 100%
hourly only	65 28%	11 28%	6 29%	13 32%	34 27%	10 23%	10 32%	21 30%	19 30%	2 17%	44 27%	21 29%	20 33%	45 26%
base salary only	40 17%	6 15%	6 29%	10 24%	17 13%	7 16%	3 10%	15 21%	12 19%	2 17%	29 18%	11 15%	12 20%	28 16%
hourly plus bonus	25 11%	1 3%	2 10%	3 7%	18 14%	6 14%	2 6%	5 7%	10 16%	1 8%	18 11%	7 10%	5 8%	20 11%
hourly plus commission	21 9%	1 3%	0 0%	3 7%	17 13%	4 9%	3 10%	6 8%	5 8%	0 0%	16 10%	5 7%	1 2%	20 11%
base salary plus bonus	15 6%	2 5%	1 5%	4 10%	8 6%	5 12%	0 0%	3 4%	3 5%	2 17%	9 6%	6 8%	3 5%	12 7%
base salary plus commission	11 5%	1 3%	2 10%	2 5%	6 5%	1 2%	1 3%	6 8%	2 3%	0 0%	10 6%	1 1%	3 5%	8 5%
base salary plus commission & bonus	11 5%	0 0%	0 0%	0 0%	11 9%	0 0%	4 13%	4 6%	1 2%	2 17%	11 7%	0 0%	1 2%	10 6%
hourly plus commission & bonus	11 5%	0 0%	0 0%	1 2%	10 8%	2 5%	3 10%	1 1%	3 5%	0 0%	7 4%	4 6%	3 5%	8 5%
commission only	1 0%	0 0%	0 0%	1 2%	0 0%	0 0%	0 0%	1 1%	0 0%	0 0%	1 1%	0 0%	0 0%	1 1%
commission plus bonus	1 0%	0 0%	0 0%	0 0%	1 1%	0 0%	0 0%	1 1%	0 0%	0 0%	0 0%	1 1%	0 0%	1 1%
draw against commission	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
other	15 6%	11 28%	0 0%	3 7%	0 0%	6 14%	1 3%	4 6%	3 5%	1 8%	6 4%	9 13%	6 10%	9 5%
no answer	18 8%	6 15%	4 19%	1 2%	5 4%	2 5%	4 13%	4 6%	5 8%	2 17%	11 7%	7 10%	6 10%	12 7%

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Customer Service Representative: Change in Compensation

23. In what ways, if any, have you changed how this position is compensated in the past two years?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
CUSTOMER SERVICE REPRESENTATIVE (ADMINISTRATIVE)														
base: qualified companies that employ at least one full-time Customer Service Representative (multiple answers)	234 100%	39 100%	21 100%	41 100%	127 100%	43 100%	31 100%	71 100%	63 100%	12 100%	162 100%	72 100%	60 100%	174 100%
increased incentives	25 11%	1 3%	0 0%	3 7%	21 17%	5 12%	3 10%	7 10%	6 10%	1 8%	19 12%	6 8%	3 5%	22 13%
increased production rewards	14 6%	3 8%	0 0%	3 7%	8 6%	7 16%	1 3%	2 3%	2 3%	1 8%	7 4%	7 10%	2 3%	12 7%
switched to base salary	6 3%	1 3%	0 0%	0 0%	5 4%	1 2%	1 3%	2 3%	1 2%	1 8%	5 3%	1 1%	0 0%	6 3%
other	17 7%	7 18%	0 0%	6 15%	4 3%	5 12%	3 10%	4 6%	4 6%	1 8%	11 7%	6 8%	3 5%	14 8%
indicated at least one	58 25%	12 31%	0 0%	11 27%	35 28%	16 37%	7 23%	15 21%	13 21%	4 33%	41 25%	17 24%	8 13%	50 29%
have not changed how this position is compensated	149 64%	20 51%	17 81%	26 63%	82 65%	23 53%	19 61%	49 69%	44 70%	6 50%	104 64%	45 63%	45 75%	104 60%
no answer	27 12%	7 18%	4 19%	4 10%	10 8%	4 9%	5 16%	7 10%	6 10%	2 17%	17 10%	10 14%	7 12%	20 11%

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Customer Service Representative: Basis for Commissions

24. What are commissions for this position based on (if offered)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
CUSTOMER SERVICE REPRESENTATIVE (ADMINISTRATIVE)														
base: qualified companies that employ at least one full-time Customer Service Representative (multiple answers)	234 100%	39 100%	21 100%	41 100%	127 100%	43 100%	31 100%	71 100%	63 100%	12 100%	162 100%	72 100%	60 100%	174 100%
percent of sales	49 21%	0 0%	2 10%	6 15%	41 32%	5 12%	11 35%	18 25%	10 16%	2 17%	43 27%	6 8%	5 8%	44 25%
percent of service or production	8 3%	1 3%	0 0%	2 5%	5 4%	2 5%	0 0%	2 3%	0 0%	3 25%	6 4%	2 3%	1 2%	7 4%
balanced scorecard	3 1%	0 0%	0 0%	0 0%	3 2%	1 2%	1 3%	1 1%	0 0%	0 0%	3 2%	0 0%	0 0%	3 2%
certification level	2 1%	1 3%	0 0%	0 0%	1 1%	0 0%	0 0%	0 0%	0 0%	1 8%	0 0%	2 3%	0 0%	2 1%
years of service	2 1%	0 0%	0 0%	0 0%	2 2%	0 0%	1 3%	1 1%	0 0%	0 0%	2 1%	0 0%	0 0%	2 1%
route value	1 0%	0 0%	0 0%	0 0%	1 1%	0 0%	0 0%	0 0%	0 0%	1 8%	1 1%	0 0%	0 0%	1 1%
other	15 6%	7 18%	0 0%	4 10%	4 3%	6 14%	3 10%	2 3%	2 3%	1 8%	9 6%	6 8%	3 5%	12 7%
indicated at least one	72 31%	9 23%	2 10%	11 27%	50 39%	14 33%	14 45%	22 31%	12 19%	5 42%	57 35%	15 21%	9 15%	63 36%
commissions not offered for this position	132 56%	24 62%	15 71%	28 68%	61 48%	26 60%	12 39%	40 56%	42 67%	5 42%	85 52%	47 65%	44 73%	88 51%
no answer	30 13%	6 15%	4 19%	2 5%	16 13%	3 7%	5 16%	9 13%	9 14%	2 17%	20 12%	10 14%	7 12%	23 13%

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Customer Service Representative: Basis for Bonuses

25. What are bonuses for this position based on (if offered)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
CUSTOMER SERVICE REPRESENTATIVE (ADMINISTRATIVE)														
base: qualified companies that employ at least one full-time Customer Service Representative (multiple answers)	234 100%	39 100%	21 100%	41 100%	127 100%	43 100%	31 100%	71 100%	63 100%	12 100%	162 100%	72 100%	60 100%	174 100%
productivity/efficiency	24 10%	1 3%	0 0%	3 7%	20 16%	4 9%	4 13%	10 14%	3 5%	1 8%	17 10%	7 10%	2 3%	22 13%
revenue level	23 10%	1 3%	1 5%	4 10%	16 13%	6 14%	2 6%	2 3%	7 11%	5 42%	19 12%	4 6%	8 13%	15 9%
annual growth	21 9%	2 5%	1 5%	4 10%	14 11%	7 16%	2 6%	3 4%	5 8%	3 25%	15 9%	6 8%	7 12%	14 8%
attendance	19 8%	1 3%	0 0%	3 7%	15 12%	5 12%	2 6%	6 8%	5 8%	1 8%	13 8%	6 8%	1 2%	18 10%
customer satisfaction	19 8%	1 3%	0 0%	2 5%	16 13%	5 12%	2 6%	6 8%	2 3%	3 25%	17 10%	2 3%	3 5%	16 9%
profits	17 7%	3 8%	1 5%	5 12%	8 6%	6 14%	4 13%	3 4%	3 5%	1 8%	11 7%	6 8%	3 5%	14 8%
quality	17 7%	0 0%	1 5%	2 5%	14 11%	6 14%	1 3%	6 8%	2 3%	1 8%	14 9%	3 4%	4 7%	13 7%
individual goal attainment	17 7%	1 3%	0 0%	0 0%	16 13%	4 9%	3 10%	5 7%	3 5%	1 8%	9 6%	8 11%	1 2%	16 9%
department goal attainment	14 6%	1 3%	0 0%	1 2%	12 9%	2 5%	2 6%	5 7%	2 3%	2 17%	7 4%	7 10%	2 3%	12 7%
cancellations	11 5%	0 0%	0 0%	0 0%	11 9%	4 9%	1 3%	3 4%	1 2%	1 8%	7 4%	4 6%	0 0%	11 6%
branch goal attainment	7 3%	0 0%	0 0%	2 5%	5 4%	4 9%	3 10%	0 0%	0 0%	0 0%	6 4%	1 1%	0 0%	7 4%
turnover	3 1%	0 0%	0 0%	0 0%	3 2%	1 2%	0 0%	0 0%	0 0%	2 17%	3 2%	0 0%	0 0%	3 2%
unserved accounts	3 1%	0 0%	0 0%	0 0%	3 2%	1 2%	1 3%	1 1%	0 0%	0 0%	3 2%	0 0%	0 0%	3 2%
market share	1 0%	0 0%	0 0%	1 2%	0 0%	1 2%	0 0%	0 0%	0 0%	0 0%	0 0%	1 1%	0 0%	1 1%
chargeable accidents	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
other	19 8%	5 13%	0 0%	5 12%	8 6%	5 12%	3 10%	3 4%	6 10%	1 8%	12 7%	7 10%	1 2%	18 10%

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Customer Service Representative: Basis for Bonuses

25. What are bonuses for this position based on (if offered)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
base: qualified companies that employ at least one full-time Customer Service Representative (multiple answers)	234 100%	39 100%	21 100%	41 100%	127 100%	43 100%	31 100%	71 100%	63 100%	12 100%	162 100%	72 100%	60 100%	174 100%
indicated at least one	93 40%	10 26%	4 19%	15 37%	62 49%	22 51%	14 45%	22 31%	24 38%	7 58%	67 41%	26 36%	15 25%	78 45%
bonuses not offered for this position	116 50%	23 59%	13 62%	24 59%	54 43%	19 44%	12 39%	41 58%	33 52%	3 25%	78 48%	38 53%	39 65%	77 44%
no answer	25 11%	6 15%	4 19%	2 5%	11 9%	2 5%	5 16%	8 11%	6 10%	2 17%	17 10%	8 11%	6 10%	19 11%

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Customer Service Representative: Basis for Pay Increases

26. On what basis are pay increases determined for this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
CUSTOMER SERVICE REPRESENTATIVE (ADMINISTRATIVE)														
base: qualified companies that employ at least one full-time Customer Service Representative (multiple answers)	234 100%	39 100%	21 100%	41 100%	127 100%	43 100%	31 100%	71 100%	63 100%	12 100%	162 100%	72 100%	60 100%	174 100%
merit	116 50%	4 10%	6 29%	21 51%	84 66%	20 47%	19 61%	36 51%	28 44%	4 33%	89 55%	27 38%	20 33%	96 55%
cost of living	71 30%	7 18%	4 19%	14 34%	46 36%	19 44%	5 16%	18 25%	18 29%	8 67%	54 33%	17 24%	18 30%	53 30%
length of service increases	64 27%	8 21%	7 33%	10 24%	37 29%	7 16%	5 16%	27 38%	17 27%	4 33%	37 23%	27 38%	20 33%	44 25%
promotion increases	33 14%	2 5%	1 5%	3 7%	27 21%	8 19%	3 10%	10 14%	7 11%	2 17%	23 14%	10 14%	6 10%	27 16%
across-the-board same rate	6 3%	0 0%	1 5%	0 0%	5 4%	1 2%	0 0%	3 4%	2 3%	0 0%	6 4%	0 0%	1 2%	5 3%
other	21 9%	8 21%	0 0%	5 12%	8 6%	7 16%	3 10%	7 10%	2 3%	2 17%	13 8%	8 11%	5 8%	16 9%
indicated at least one	186 79%	22 56%	14 67%	34 83%	113 89%	35 81%	23 74%	59 83%	49 78%	10 83%	133 82%	53 74%	45 75%	141 81%
none - position not eligible for pay increases	23 10%	11 28%	3 14%	4 10%	4 3%	6 14%	3 10%	6 8%	7 11%	0 0%	15 9%	8 11%	9 15%	14 8%
no answer	25 11%	6 15%	4 19%	3 7%	10 8%	2 5%	5 16%	6 8%	7 11%	2 17%	14 9%	11 15%	6 10%	19 11%

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Customer Service Representative: Average Pay Increase

27. What is the projected (or actual, if already awarded) average pay increase for this position this year?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
CUSTOMER SERVICE REPRESENTATIVE (ADMINISTRATIVE)														
base: qualified companies that employ at least one full-time Customer Service Representative	234 100%	39 100%	21 100%	41 100%	127 100%	43 100%	31 100%	71 100%	63 100%	12 100%	162 100%	72 100%	60 100%	174 100%
10% or more	9 4%	0 0%	3 14%	1 2%	5 4%	2 5%	0 0%	4 6%	2 3%	1 8%	6 4%	3 4%	4 7%	5 3%
8% - 9.9%	4 2%	0 0%	0 0%	0 0%	4 3%	1 2%	0 0%	1 1%	2 3%	0 0%	4 2%	0 0%	0 0%	4 2%
6% - 7.9%	4 2%	0 0%	0 0%	1 2%	3 2%	1 2%	1 3%	1 1%	1 2%	0 0%	2 1%	2 3%	0 0%	4 2%
4% - 5.9%	52 22%	4 10%	2 10%	9 22%	37 29%	10 23%	8 26%	14 20%	13 21%	2 17%	38 23%	14 19%	10 17%	42 24%
3% - 3.9%	34 15%	0 0%	2 10%	3 7%	28 22%	5 12%	5 16%	13 18%	9 14%	1 8%	29 18%	5 7%	3 5%	31 18%
2% - 2.9%	35 15%	3 8%	2 10%	12 29%	17 13%	4 9%	6 19%	10 14%	10 16%	2 17%	25 15%	10 14%	13 22%	22 13%
less than 2%	31 13%	8 21%	3 14%	6 15%	13 10%	7 16%	1 3%	10 14%	9 14%	3 25%	19 12%	12 17%	10 17%	21 12%
0%	38 16%	18 46%	4 19%	6 15%	9 7%	8 19%	6 19%	12 17%	10 16%	1 8%	23 14%	15 21%	12 20%	26 15%
mean:	3.1%	1.1%	3.4%	2.9%	3.8%	3.2%	3.0%	3.2%	3.1%	3.1%	3.3%	2.8%	2.7%	3.3%
standard error:	0.18%	0.29%	0.91%	0.36%	0.22%	0.45%	0.39%	0.33%	0.35%	0.93%	0.21%	0.34%	0.38%	0.20%
median:	3%	0%	2%	3%	4%	3%	3%	3%	3%	2%	3%	2%	2%	3%
no answer	27 12%	6 15%	5 24%	3 7%	11 9%	5 12%	4 13%	6 8%	7 11%	2 17%	16 10%	11 15%	8 13%	19 11%

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Customer Service Representative: Proportion Offering Overtime Compensation

28. Does your company offer overtime compensation to full-time employees in this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
CUSTOMER SERVICE REPRESENTATIVE (ADMINISTRATIVE)														
base: qualified companies that employ at least one full-time Customer Service Representative	234 100%	39 100%	21 100%	41 100%	127 100%	43 100%	31 100%	71 100%	63 100%	12 100%	162 100%	72 100%	60 100%	174 100%
yes	124 53%	6 15%	6 29%	18 44%	92 72%	27 63%	14 45%	37 52%	32 51%	6 50%	92 57%	32 44%	20 33%	104 60%
no	79 34%	26 67%	9 43%	22 54%	20 16%	13 30%	12 39%	26 37%	22 35%	4 33%	52 32%	27 38%	32 53%	47 27%
no answer	31 13%	7 18%	6 29%	1 2%	15 12%	3 7%	5 16%	8 11%	9 14%	2 17%	18 11%	13 18%	8 13%	23 13%

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Customer Service Representative: Average Annual Base Salary

29. As of July 1, 2021, what was the average annual base salary for this position (in U.S. dollars)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
CUSTOMER SERVICE REPRESENTATIVE (ADMINISTRATIVE): AVERAGE ANNUAL BASE SALARY														
base: qualified companies that employ at least one full-time Customer Service Representative (fill-in answers)	234 100%	39 100%	21 100%	41 100%	127 100%	43 100%	31 100%	71 100%	63 100%	12 100%	162 100%	72 100%	60 100%	174 100%
\$100,000 or more	1 0%	0 0%	0 0%	1 2%	0 0%	0 0%	0 0%	1 1%	0 0%	0 0%	0 0%	1 1%	1 2%	0 0%
\$80,000 - \$99,999	1 0%	0 0%	0 0%	0 0%	1 1%	0 0%	0 0%	0 0%	1 2%	0 0%	0 0%	1 1%	0 0%	1 1%
\$60,000 - \$79,999	1 0%	0 0%	0 0%	0 0%	1 1%	1 2%	0 0%	0 0%	0 0%	0 0%	1 1%	0 0%	0 0%	1 1%
\$50,000 - \$59,999	8 3%	1 3%	1 5%	1 2%	5 4%	4 9%	1 3%	1 1%	1 2%	0 0%	6 4%	2 3%	2 3%	6 3%
\$40,000 - \$49,999	35 15%	3 8%	3 14%	2 5%	27 21%	8 19%	4 13%	3 4%	14 22%	4 33%	27 17%	8 11%	4 7%	31 18%
\$30,000 - \$39,999	98 42%	8 21%	8 38%	15 37%	64 50%	15 35%	12 39%	36 51%	29 46%	1 8%	72 44%	26 36%	26 43%	72 41%
less than \$30,000	37 16%	6 15%	4 19%	10 24%	17 13%	4 9%	6 19%	16 23%	7 11%	1 8%	26 16%	11 15%	11 18%	26 15%
\$0	12 5%	9 23%	1 5%	1 2%	0 0%	3 7%	1 3%	6 8%	2 3%	0 0%	3 2%	9 13%	4 7%	8 5%
n:	193	27	17	30	115	35	24	63	54	6	135	58	48	145
75th percentile (thousands):	\$39.0	\$35.0	\$38.7	\$35.5	\$40.0	\$44.0	\$37.2	\$36.0	\$40.4	\$41.6	\$40.0	\$37.6	\$37.4	\$40.0
50th percentile (median):	\$35.0	\$25.0	\$31.2	\$33.3	\$35.4	\$37.4	\$33.3	\$31.2	\$35.4	\$40.0	\$35.0	\$34.0	\$33.3	\$35.0
25th percentile:	\$29.4	\$0.0	\$26.0	\$28.9	\$31.2	\$33.3	\$29.1	\$25.0	\$30.8	\$32.8	\$30.0	\$24.5	\$27.0	\$30.0
no answer	41 18%	12 31%	4 19%	11 27%	12 9%	8 19%	7 23%	8 11%	9 14%	6 50%	27 17%	14 19%	12 20%	29 17%

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TABLE 099 page 1

Customer Service Representative: Value of Other Cash Compensation Received

30. In the 12 months prior to July 1, 2021, approximately what was the average total value (in U.S. dollars) of all other cash compensation (besides base salary) received for this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA		NUMBER OF	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
CUSTOMER SERVICE REPRESENTATIVE (ADMINISTRATIVE): VALUE OF OTHER CASH COMPENSATION RECEIVED														
base: qualified companies that employ at least one full-time Customer Service Representative	234 100%	39 100%	21 100%	41 100%	127 100%	43 100%	31 100%	71 100%	63 100%	12 100%	162 100%	72 100%	60 100%	174 100%
did not have full-time employees in this position all 12 months prior to July 1, 2021	31 13%	19 49%	4 19%	0 0%	6 5%	9 21%	3 10%	8 11%	10 16%	1 8%	11 7%	20 28%	13 22%	18 10%
no answer	41 18%	12 31%	4 19%	11 27%	12 9%	8 19%	7 23%	8 11%	9 14%	6 50%	27 17%	14 19%	12 20%	29 17%
base: qualified companies that employ at least one full-time Customer Service Representative all 12 months prior to July 1, 2021 (fill-in answers)	162 100%	8 100%	13 100%	30 100%	109 100%	26 100%	21 100%	55 100%	44 100%	5 100%	124 100%	38 100%	35 100%	127 100%
\$80,000 or more	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
\$60,000 - \$79,999	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
\$40,000 - \$59,999	8 5%	2 25%	0 0%	1 3%	5 5%	0 0%	1 5%	3 5%	2 5%	0 0%	5 4%	3 8%	0 0%	8 6%
\$30,000 - \$39,999	12 7%	0 0%	1 8%	3 10%	8 7%	3 12%	0 0%	4 7%	4 9%	0 0%	9 7%	3 8%	1 3%	11 9%
\$20,000 - \$29,999	3 2%	0 0%	0 0%	0 0%	3 3%	0 0%	0 0%	2 4%	0 0%	0 0%	3 2%	0 0%	0 0%	3 2%
\$10,000 - \$19,999	14 9%	0 0%	0 0%	0 0%	14 13%	2 8%	4 19%	4 7%	2 5%	1 20%	11 9%	3 8%	1 3%	13 10%
\$5,000 - \$9,999	22 14%	0 0%	1 8%	2 7%	19 17%	1 4%	4 19%	6 11%	9 20%	1 20%	16 13%	6 16%	0 0%	22 17%
\$1,000 - \$4,999	37 23%	1 13%	4 31%	10 33%	22 20%	6 23%	5 24%	12 22%	10 23%	2 40%	30 24%	7 18%	13 37%	24 19%
less than \$1,000	12 7%	0 0%	2 15%	4 13%	6 6%	1 4%	2 10%	5 9%	4 9%	0 0%	11 9%	1 3%	3 9%	9 7%
no other cash compensation received	54 33%	5 63%	5 38%	10 33%	32 29%	13 50%	5 24%	19 35%	13 30%	1 20%	39 31%	15 39%	17 49%	37 29%
75th percentile (thousands):	\$8.0	\$30.4	\$1.3	\$2.4	\$10.0	\$4.3	\$9.3	\$9.0	\$5.8	\$8.5	\$7.8	\$8.5	\$1.5	\$10.0
50th percentile (median):	\$1.5	\$0.0	\$0.3	\$1.0	\$3.5	\$0.1	\$4.0	\$1.0	\$1.5	\$1.5	\$1.5	\$1.3	\$0.1	\$3.0
25th percentile:	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.3	\$0.0	\$0.0	\$0.8	\$0.0	\$0.0	\$0.0	\$0.0

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TABLE 100 page 1

Pest Management Service Technician: Primary Type of Pay Plan Offered

22. What type of pay plan does your company primarily offer to full-time employees in this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
PEST MANAGEMENT SERVICE TECHNICIAN (PMST)														
base: qualified companies that employ at least one full-time Pest Management Service Technician	355 100%	104 100%	49 100%	60 100%	134 100%	67 100%	51 100%	105 100%	98 100%	20 100%	232 100%	122 100%	173 100%	182 100%
base salary plus commission	51 14%	14 13%	8 16%	8 13%	21 16%	5 7%	5 10%	20 19%	15 15%	3 15%	40 17%	11 9%	23 13%	28 15%
hourly plus commission	44 12%	6 6%	5 10%	9 15%	23 17%	11 16%	4 8%	10 10%	16 16%	1 5%	27 12%	17 14%	16 9%	28 15%
base salary only	43 12%	23 22%	12 24%	5 8%	2 1%	8 12%	9 18%	12 11%	13 13%	1 5%	21 9%	21 17%	34 20%	9 5%
hourly plus commission & bonus	33 9%	1 1%	2 4%	10 17%	20 15%	8 12%	5 10%	8 8%	8 8%	2 10%	25 11%	8 7%	10 6%	23 13%
hourly plus bonus	31 9%	8 8%	3 6%	7 12%	11 8%	9 13%	2 4%	5 5%	10 10%	4 20%	24 10%	7 6%	18 10%	13 7%
hourly only	29 8%	11 11%	5 10%	3 5%	7 5%	7 10%	5 10%	8 8%	9 9%	0 0%	19 8%	10 8%	16 9%	13 7%
commission only	25 7%	7 7%	4 8%	4 7%	10 7%	1 1%	6 12%	9 9%	6 6%	1 5%	17 7%	8 7%	11 6%	14 8%
base salary plus commission & bonus	23 6%	4 4%	1 2%	3 5%	14 10%	1 1%	3 6%	9 9%	7 7%	3 15%	15 6%	8 7%	9 5%	14 8%
base salary plus bonus	21 6%	6 6%	7 14%	2 3%	6 4%	7 10%	3 6%	3 3%	6 6%	2 10%	14 6%	7 6%	13 8%	8 4%
commission plus bonus	18 5%	3 3%	1 2%	3 5%	11 8%	0 0%	2 4%	9 9%	5 5%	0 0%	11 5%	7 6%	4 2%	14 8%
draw against commission	7 2%	0 0%	0 0%	1 2%	6 4%	0 0%	1 2%	6 6%	0 0%	0 0%	6 3%	1 1%	0 0%	7 4%
other	17 5%	12 12%	1 2%	3 5%	1 1%	6 9%	3 6%	4 4%	2 2%	1 5%	5 2%	12 10%	11 6%	6 3%
no answer	13 4%	9 9%	0 0%	2 3%	2 1%	4 6%	3 6%	2 2%	1 1%	2 10%	8 3%	5 4%	8 5%	5 3%

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TABLE 101 page 1

Pest Management Service Technician: Change in Compensation

23. In what ways, if any, have you changed how this position is compensated in the past two years?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
PEST MANAGEMENT SERVICE TECHNICIAN (PMST)														
base: qualified companies that employ at least one full-time Pest Management Service Technician (multiple answers)	355 100%	104 100%	49 100%	60 100%	134 100%	67 100%	51 100%	105 100%	98 100%	20 100%	232 100%	122 100%	173 100%	182 100%
increased incentives	52 15%	7 7%	6 12%	14 23%	25 19%	12 18%	4 8%	15 14%	18 18%	2 10%	35 15%	17 14%	21 12%	31 17%
increased production rewards	34 10%	7 7%	4 8%	9 15%	14 10%	7 10%	6 12%	12 11%	7 7%	0 0%	20 9%	14 11%	14 8%	20 11%
switched to base salary	11 3%	2 2%	1 2%	3 5%	4 3%	0 0%	2 4%	4 4%	3 3%	1 5%	8 3%	3 2%	2 1%	9 5%
other	22 6%	12 12%	1 2%	3 5%	6 4%	5 7%	4 8%	8 8%	4 4%	1 5%	14 6%	8 7%	10 6%	12 7%
indicated at least one	106 30%	27 26%	12 24%	25 42%	41 31%	24 36%	13 25%	33 31%	29 30%	4 20%	69 30%	37 30%	43 25%	63 35%
have not changed how this position is compensated	228 64%	68 65%	37 76%	32 53%	85 63%	39 58%	35 69%	67 64%	66 67%	13 65%	151 65%	76 62%	121 70%	107 59%
no answer	21 6%	9 9%	0 0%	3 5%	8 6%	4 6%	3 6%	5 5%	3 3%	3 15%	12 5%	9 7%	9 5%	12 7%

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TABLE 102 page 1

Pest Management Service Technician: Basis for Commissions

24. What are commissions for this position based on (if offered)?

TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---		
	<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+	
PEST MANAGEMENT SERVICE TECHNICIAN (PMST)														
base: qualified companies that employ at least one full-time Pest Management Service Technician (multiple answers)	355 100%	104 100%	49 100%	60 100%	134 100%	67 100%	51 100%	105 100%	98 100%	20 100%	232 100%	122 100%	173 100%	182 100%
percent of sales	141 40%	17 16%	17 35%	31 52%	76 57%	22 33%	16 31%	54 51%	36 37%	6 30%	103 44%	38 31%	51 29%	90 49%
percent of service or production	106 30%	19 18%	10 20%	16 27%	59 44%	8 12%	13 25%	43 41%	31 32%	6 30%	78 34%	28 23%	35 20%	71 39%
years of service	40 11%	8 8%	3 6%	9 15%	20 15%	6 9%	5 10%	15 14%	13 13%	0 0%	26 11%	14 11%	16 9%	24 13%
certification level	26 7%	8 8%	1 2%	1 2%	16 12%	2 3%	2 4%	9 9%	8 8%	2 10%	16 7%	10 8%	10 6%	16 9%
route value	17 5%	1 1%	2 4%	1 2%	13 10%	1 1%	1 2%	7 7%	6 6%	2 10%	10 4%	7 6%	4 2%	13 7%
balanced scorecard	7 2%	0 0%	0 0%	2 3%	5 4%	2 3%	2 4%	2 2%	1 1%	0 0%	6 3%	1 1%	1 1%	6 3%
other	23 6%	10 10%	2 4%	5 8%	5 4%	8 12%	0 0%	4 4%	7 7%	3 15%	12 5%	11 9%	11 6%	12 7%
indicated at least one	225 63%	44 42%	27 55%	41 68%	110 82%	38 57%	26 51%	77 73%	61 62%	14 70%	157 68%	68 56%	87 50%	138 76%
commissions not offered for this position	105 30%	50 48%	18 37%	16 27%	16 12%	25 37%	22 43%	22 21%	31 32%	4 20%	60 26%	44 36%	73 42%	32 18%
no answer	25 7%	10 10%	4 8%	3 5%	8 6%	4 6%	3 6%	6 6%	6 6%	2 10%	15 6%	10 8%	13 8%	12 7%

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TABLE 103 page 1

Pest Management Service Technician: Basis for Bonuses

25. What are bonuses for this position based on (if offered)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
PEST MANAGEMENT SERVICE TECHNICIAN (PMST)														
base: qualified companies that employ at least one full-time Pest Management Service Technician (multiple answers)	355 100%	104 100%	49 100%	60 100%	134 100%	67 100%	51 100%	105 100%	98 100%	20 100%	232 100%	122 100%	173 100%	182 100%
productivity/efficiency	75 21%	8 8%	6 12%	19 32%	42 31%	15 22%	10 20%	21 20%	20 20%	5 25%	56 24%	19 16%	28 16%	47 26%
revenue level	63 18%	9 9%	10 20%	11 18%	30 22%	13 19%	11 22%	10 10%	19 19%	8 40%	45 19%	18 15%	30 17%	33 18%
customer satisfaction	56 16%	9 9%	6 12%	13 22%	28 21%	10 15%	5 10%	18 17%	13 13%	6 30%	42 18%	14 11%	22 13%	34 19%
profits	53 15%	9 9%	13 27%	12 20%	19 14%	11 16%	9 18%	13 12%	13 13%	6 30%	37 16%	16 13%	30 17%	23 13%
quality	50 14%	3 3%	7 14%	16 27%	24 18%	10 15%	4 8%	18 17%	14 14%	1 5%	35 15%	15 12%	20 12%	30 16%
annual growth	43 12%	8 8%	6 12%	7 12%	22 16%	9 13%	8 16%	11 10%	9 9%	4 20%	32 14%	11 9%	17 10%	26 14%
attendance	38 11%	4 4%	4 8%	10 17%	20 15%	8 12%	4 8%	13 12%	13 13%	0 0%	22 9%	16 13%	11 6%	27 15%
individual goal attainment	35 10%	5 5%	2 4%	3 5%	25 19%	8 12%	3 6%	14 13%	7 7%	3 15%	26 11%	9 7%	11 6%	24 13%
cancellations	23 6%	1 1%	0 0%	5 8%	17 13%	1 1%	5 10%	10 10%	5 5%	1 5%	14 6%	9 7%	2 1%	21 12%
unserviced accounts	12 3%	1 1%	1 2%	2 3%	8 6%	1 1%	2 4%	8 8%	0 0%	0 0%	6 3%	6 5%	2 1%	10 5%
branch goal attainment	12 3%	3 3%	2 4%	2 3%	5 4%	3 4%	1 2%	4 4%	3 3%	0 0%	10 4%	2 2%	3 2%	9 5%
department goal attainment	8 2%	1 1%	0 0%	1 2%	6 4%	0 0%	0 0%	3 3%	3 3%	2 10%	5 2%	3 2%	2 1%	6 3%
market share	6 2%	3 3%	0 0%	1 2%	2 1%	2 3%	0 0%	1 1%	1 1%	2 10%	3 1%	3 2%	4 2%	2 1%
turnover	4 1%	0 0%	0 0%	1 2%	3 2%	1 1%	0 0%	1 1%	1 1%	1 5%	3 1%	1 1%	0 0%	4 2%
chargeable accidents	3 1%	0 0%	0 0%	0 0%	3 2%	0 0%	1 2%	1 1%	0 0%	0 0%	2 1%	1 1%	0 0%	3 2%
other	27 8%	12 12%	4 8%	3 5%	7 5%	6 9%	1 2%	8 8%	11 11%	1 5%	19 8%	7 6%	10 6%	17 9%

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TABLE 103 page 2

Pest Management Service Technician: Basis for Bonuses

25. What are bonuses for this position based on (if offered)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
base: qualified companies that employ at least one full-time Pest Management Service Technician (multiple answers)	355 100%	104 100%	49 100%	60 100%	134 100%	67 100%	51 100%	105 100%	98 100%	20 100%	232 100%	122 100%	173 100%	182 100%
indicated at least one	200 56%	42 40%	28 57%	38 63%	88 66%	43 64%	28 55%	51 49%	59 60%	13 65%	136 59%	63 52%	86 50%	114 63%
bonuses not offered for this position	132 37%	53 51%	21 43%	15 25%	39 29%	18 27%	20 39%	47 45%	36 37%	5 25%	80 34%	52 43%	76 44%	56 31%
no answer	23 6%	9 9%	0 0%	7 12%	7 5%	6 9%	3 6%	7 7%	3 3%	2 10%	16 7%	7 6%	11 6%	12 7%

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TABLE 104 page 1

Pest Management Service Technician: Basis for Pay Increases

26. On what basis are pay increases determined for this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
PEST MANAGEMENT SERVICE TECHNICIAN (PMST)														
base: qualified companies that employ at least one full-time Pest Management Service Technician (multiple answers)	355 100%	104 100%	49 100%	60 100%	134 100%	67 100%	51 100%	105 100%	98 100%	20 100%	232 100%	122 100%	173 100%	182 100%
merit	170 48%	29 28%	29 59%	36 60%	72 54%	31 46%	26 51%	53 50%	46 47%	10 50%	116 50%	54 44%	80 46%	90 49%
length of service increases	116 33%	24 23%	21 43%	23 38%	46 34%	16 24%	14 27%	42 40%	30 31%	8 40%	71 31%	45 37%	56 32%	60 33%
cost of living	106 30%	25 24%	14 29%	21 35%	44 33%	23 34%	10 20%	28 27%	32 33%	9 45%	70 30%	35 29%	49 28%	57 31%
promotion increases	52 15%	7 7%	7 14%	7 12%	31 23%	13 19%	7 14%	15 14%	14 14%	1 5%	37 16%	15 12%	18 10%	34 19%
across-the-board same rate	20 6%	5 5%	3 6%	0 0%	12 9%	1 1%	1 2%	9 9%	4 4%	3 15%	15 6%	5 4%	8 5%	12 7%
other	33 9%	17 16%	3 6%	5 8%	8 6%	8 12%	5 10%	8 8%	9 9%	2 10%	19 8%	14 11%	18 10%	15 8%
indicated at least one	287 81%	76 73%	45 92%	51 85%	109 81%	55 82%	37 73%	87 83%	80 82%	18 90%	191 82%	95 78%	138 80%	149 82%
none - position not eligible for pay increases	45 13%	19 18%	3 6%	6 10%	16 12%	8 12%	11 22%	13 12%	12 12%	0 0%	27 12%	18 15%	22 13%	23 13%
no answer	23 6%	9 9%	1 2%	3 5%	9 7%	4 6%	3 6%	5 5%	6 6%	2 10%	14 6%	9 7%	13 8%	10 5%

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TABLE 105 page 1

Pest Management Service Technician: Average Pay Increase

27. What is the projected (or actual, if already awarded) average pay increase for this position this year?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
PEST MANAGEMENT SERVICE TECHNICIAN (PMST)														
base: qualified companies that employ at least one full-time Pest Management Service Technician	355 100%	104 100%	49 100%	60 100%	134 100%	67 100%	51 100%	105 100%	98 100%	20 100%	232 100%	122 100%	173 100%	182 100%
10% or more	16 5%	4 4%	2 4%	2 3%	8 6%	3 4%	1 2%	3 3%	5 5%	2 10%	9 4%	6 5%	7 4%	9 5%
8% - 9.9%	6 2%	2 2%	0 0%	0 0%	3 2%	1 1%	0 0%	3 3%	2 2%	0 0%	4 2%	2 2%	1 1%	5 3%
6% - 7.9%	18 5%	6 6%	5 10%	4 7%	3 2%	2 3%	2 4%	9 9%	5 5%	0 0%	9 4%	9 7%	9 5%	9 5%
4% - 5.9%	73 21%	12 12%	9 18%	14 23%	38 28%	15 22%	11 22%	20 19%	22 22%	2 10%	51 22%	22 18%	29 17%	44 24%
3% - 3.9%	55 15%	10 10%	10 20%	11 18%	22 16%	7 10%	8 16%	16 15%	18 18%	4 20%	37 16%	18 15%	26 15%	29 16%
2% - 2.9%	63 18%	16 15%	12 24%	9 15%	23 17%	12 18%	7 14%	19 18%	18 18%	5 25%	47 20%	16 13%	37 21%	26 14%
less than 2%	30 8%	7 7%	5 10%	8 13%	10 7%	6 9%	5 10%	8 8%	7 7%	2 10%	21 9%	9 7%	15 9%	15 8%
0%	72 20%	37 36%	5 10%	8 13%	20 15%	15 22%	14 27%	22 21%	18 18%	2 10%	41 18%	31 25%	38 22%	34 19%
mean:	3.3%	2.6%	3.5%	3.3%	3.6%	3.1%	2.7%	3.3%	3.4%	3.4%	3.2%	3.2%	3.0%	3.5%
standard error:	0.15%	0.30%	0.35%	0.32%	0.23%	0.35%	0.35%	0.27%	0.27%	0.69%	0.17%	0.27%	0.20%	0.21%
median:	3%	2%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
no answer	22 6%	10 10%	1 2%	4 7%	7 5%	6 9%	3 6%	5 5%	3 3%	3 15%	13 6%	9 7%	11 6%	11 6%

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TABLE 106 page 1

Pest Management Service Technician: Proportion Offering Overtime Compensation

28. Does your company offer overtime compensation to full-time employees in this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
PEST MANAGEMENT SERVICE TECHNICIAN (PMST)														
base: qualified companies that employ at least one full-time Pest Management Service Technician	355 100%	104 100%	49 100%	60 100%	134 100%	67 100%	51 100%	105 100%	98 100%	20 100%	232 100%	122 100%	173 100%	182 100%
yes	184 52%	39 38%	21 43%	35 58%	83 62%	49 73%	21 41%	41 39%	55 56%	12 60%	128 55%	56 46%	85 49%	99 54%
no	146 41%	53 51%	28 57%	23 38%	40 30%	14 21%	25 49%	58 55%	38 39%	6 30%	91 39%	54 44%	77 45%	69 38%
no answer	25 7%	12 12%	0 0%	2 3%	11 8%	4 6%	5 10%	6 6%	5 5%	2 10%	13 6%	12 10%	11 6%	14 8%

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Pest Management Service Technician: Average Annual Base Salary

29. As of July 1, 2021, what was the average annual base salary for this position (in U.S. dollars)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
PEST MANAGEMENT SERVICE TECHNICIAN (PMST): AVERAGE ANNUAL BASE SALARY														
base: qualified companies that employ at least one full-time Pest Management Service Technician (fill-in answers)														
	355 100%	104 100%	49 100%	60 100%	134 100%	67 100%	51 100%	105 100%	98 100%	20 100%	232 100%	122 100%	173 100%	182 100%
\$100,000 or more	2 1%	2 2%	0 0%	0 0%	0 0%	0 0%	2 4%	0 0%	0 0%	0 0%	0 0%	2 2%	1 1%	1 1%
\$80,000 - \$99,999	1 0%	0 0%	0 0%	0 0%	1 1%	1 1%	0 0%	0 0%	0 0%	0 0%	1 0%	0 0%	1 1%	0 0%
\$60,000 - \$79,999	11 3%	4 4%	1 2%	0 0%	6 4%	2 3%	1 2%	1 1%	7 7%	0 0%	8 3%	3 2%	5 3%	6 3%
\$50,000 - \$59,999	37 10%	10 10%	7 14%	6 10%	14 10%	7 10%	3 6%	7 7%	18 18%	2 10%	22 9%	15 12%	20 12%	17 9%
\$40,000 - \$49,999	87 25%	18 17%	13 27%	15 25%	37 28%	22 33%	14 27%	21 20%	20 20%	6 30%	59 25%	27 22%	40 23%	47 26%
\$30,000 - \$39,999	120 34%	26 25%	17 35%	24 40%	52 39%	18 27%	20 39%	40 38%	34 35%	4 20%	83 36%	37 30%	52 30%	68 37%
less than \$30,000	27 8%	12 12%	6 12%	3 5%	6 4%	3 4%	3 6%	12 11%	7 7%	0 0%	15 6%	12 10%	17 10%	10 5%
\$0	18 5%	8 8%	3 6%	2 3%	5 4%	4 6%	2 4%	6 6%	4 4%	0 0%	9 4%	9 7%	10 6%	8 4%
n:	303	80	47	50	121	57	45	87	90	12	197	105	146	157
75th percentile (thousands):	\$45.0	\$47.1	\$45.0	\$41.6	\$45.3	\$45.6	\$45.0	\$40.0	\$50.0	\$47.8	\$45.0	\$46.4	\$45.2	\$45.0
50th percentile (median):	\$38.0	\$36.4	\$38.5	\$37.4	\$39.5	\$41.6	\$39.5	\$35.4	\$39.2	\$43.3	\$38.0	\$37.5	\$38.0	\$38.0
25th percentile:	\$31.2	\$29.3	\$30.0	\$31.8	\$35.0	\$33.5	\$34.1	\$30.0	\$32.8	\$38.9	\$32.4	\$30.1	\$30.2	\$33.3
no answer	52 15%	24 23%	2 4%	10 17%	13 10%	10 15%	6 12%	18 17%	8 8%	8 40%	35 15%	17 14%	27 16%	25 14%

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Pest Management Service Technician: Value of Other Cash Compensation Received

30. In the 12 months prior to July 1, 2021, approximately what was the average total value (in U.S. dollars) of all other cash compensation (besides base salary) received for this position?

TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
	<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
PEST MANAGEMENT SERVICE TECHNICIAN (PMST): VALUE OF OTHER CASH COMPENSATION RECEIVED													
base: qualified companies that employ at least one full-time Pest Management Service Technician													
355 100%	104 100%	49 100%	60 100%	134 100%	67 100%	51 100%	105 100%	98 100%	20 100%	232 100%	122 100%	173 100%	182 100%
did not have full-time employees in this position all 12 months prior to July 1, 2021													
43 12%	33 32%	5 10%	2 3%	2 1%	12 18%	6 12%	9 9%	13 13%	3 15%	20 9%	23 19%	31 18%	12 7%
no answer													
52 15%	24 23%	2 4%	10 17%	13 10%	10 15%	6 12%	18 17%	8 8%	8 40%	35 15%	17 14%	27 16%	25 14%
base: qualified companies that employ at least one full-time Pest Management Service Technician all 12 months prior to July 1, 2021 (fill-in answers)													
260 100%	47 100%	42 100%	48 100%	119 100%	45 100%	39 100%	78 100%	77 100%	9 100%	177 100%	82 100%	115 100%	145 100%
\$80,000 or more	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
\$60,000 - \$79,999	9 3%	1 2%	2 5%	0 0%	6 5%	1 2%	0 0%	3 4%	4 5%	0 0%	6 3%	3 4%	5 3%
\$40,000 - \$59,999	31 12%	5 11%	2 5%	7 15%	17 14%	6 13%	4 10%	11 14%	7 9%	0 0%	24 14%	7 9%	21 14%
\$30,000 - \$39,999	8 3%	3 6%	0 0%	1 2%	4 3%	2 4%	1 3%	2 3%	2 3%	0 0%	6 3%	2 2%	6 4%
\$20,000 - \$29,999	12 5%	2 4%	4 10%	2 4%	4 3%	2 4%	2 5%	3 4%	5 6%	0 0%	7 4%	4 5%	5 3%
\$10,000 - \$19,999	30 12%	1 2%	3 7%	3 6%	23 19%	4 9%	5 13%	9 12%	9 12%	3 33%	23 13%	7 9%	24 17%
\$5,000 - \$9,999	38 15%	2 4%	6 14%	9 19%	20 17%	6 13%	4 10%	14 18%	11 14%	0 0%	26 15%	12 15%	24 17%
\$1,000 - \$4,999	51 20%	7 15%	6 14%	12 25%	26 22%	4 9%	10 26%	15 19%	16 21%	4 44%	39 22%	12 15%	29 20%
less than \$1,000	16 6%	4 9%	5 12%	4 8%	3 3%	2 4%	3 8%	5 6%	4 5%	2 22%	13 7%	3 4%	5 3%
no other cash compensation received	65 25%	22 47%	14 33%	10 21%	16 13%	18 40%	10 26%	16 21%	19 25%	0 0%	33 19%	32 39%	26 18%
75th percentile (thousands):	\$15.0	\$12.0	\$10.5	\$11.5	\$20.0	\$17.5	\$15.0	\$17.0	\$16.5	\$10.0	\$17.5	\$12.0	\$20.0
50th percentile (median):	\$4.0	\$0.3	\$1.8	\$3.3	\$7.7	\$2.0	\$2.0	\$5.0	\$4.5	\$2.0	\$5.0	\$2.3	\$7.0
25th percentile:	\$0.0	\$0.0	\$0.0	\$0.5	\$2.0	\$0.0	\$0.0	\$0.3	\$0.3	\$1.4	\$0.8	\$0.0	\$1.5

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Termite Technician, Baiting: Primary Type of Pay Plan Offered

22. What type of pay plan does your company primarily offer to full-time employees in this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
TERMITE TECHNICIAN, BAITING														
base: qualified companies that employ at least one full-time Termite Technician, Baiting	127 100%	36 100%	13 100%	17 100%	60 100%	26 100%	19 100%	51 100%	24 100%	84 100%	43 100%	33 100%	94 100%	
hourly only	20 16%	5 14%	2 15%	2 12%	11 18%	3 12%	3 16%	9 18%	4 17%	15 18%	5 12%	4 12%	16 17%	
base salary only	17 13%	7 19%	3 23%	3 18%	4 7%	5 19%	1 5%	7 14%	4 17%	10 12%	7 16%	7 21%	10 11%	
base salary plus commission	16 13%	2 6%	3 23%	1 6%	10 17%	3 12%	1 5%	10 20%	1 4%	11 13%	5 12%	4 12%	12 13%	
hourly plus bonus	10 8%	1 3%	1 8%	0 0%	8 13%	0 0%	2 11%	4 8%	4 17%	10 12%	0 0%	2 6%	8 9%	
hourly plus commission	7 6%	0 0%	0 0%	2 12%	5 8%	2 8%	0 0%	4 8%	1 4%	5 6%	2 5%	1 3%	6 6%	
base salary plus bonus	6 5%	1 3%	1 8%	1 6%	3 5%	1 4%	1 5%	2 4%	2 8%	4 5%	2 5%	3 9%	3 3%	
hourly plus commission & bonus	5 4%	0 0%	0 0%	2 12%	3 5%	3 12%	1 5%	1 2%	0 0%	3 4%	2 5%	0 0%	5 5%	
draw against commission	4 3%	0 0%	0 0%	2 12%	2 3%	0 0%	2 11%	2 4%	0 0%	4 5%	0 0%	0 0%	4 4%	
base salary plus commission & bonus	3 2%	2 6%	0 0%	0 0%	1 2%	1 4%	0 0%	1 2%	0 0%	1 1%	2 5%	1 3%	2 2%	
commission only	3 2%	1 3%	1 8%	0 0%	1 2%	0 0%	0 0%	1 2%	2 8%	3 4%	0 0%	2 6%	1 1%	
commission plus bonus	2 2%	1 3%	0 0%	0 0%	1 2%	0 0%	0 0%	1 2%	1 4%	0 0%	2 5%	1 3%	1 1%	
other	10 8%	7 19%	1 8%	2 12%	0 0%	2 8%	3 16%	4 8%	1 4%	5 6%	5 12%	3 9%	7 7%	
no answer	24 19%	9 25%	1 8%	2 12%	11 18%	6 23%	5 26%	5 10%	4 17%	13 15%	11 26%	5 15%	19 20%	

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TABLE 110 page 1

Termite Technician, Baiting: Change in Compensation

23. In what ways, if any, have you changed how this position is compensated in the past two years?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
TERMITE TECHNICIAN, BAITING														
base: qualified companies that employ at least one full-time Termite Technician, Baiting (multiple answers)	127 100%	36 100%	13 100%	17 100%	60 100%	26 100%	19 100%	51 100%	24 100%	84 100%	43 100%	33 100%	94 100%	
increased production rewards	8 6%	3 8%	0 0%	1 6%	4 7%	5 19%	0 0%	3 6%	0 0%	4 5%	4 9%	2 6%	6 6%	
increased incentives	6 5%	1 3%	1 8%	0 0%	4 7%	1 4%	0 0%	5 10%	0 0%	5 6%	1 2%	2 6%	4 4%	
switched to base salary	2 2%	0 0%	0 0%	0 0%	2 3%	0 0%	0 0%	2 4%	0 0%	2 2%	0 0%	0 0%	2 2%	
other	12 9%	6 17%	0 0%	5 29%	1 2%	4 15%	2 11%	4 8%	2 8%	6 7%	6 14%	1 3%	11 12%	
indicated at least one	26 20%	10 28%	1 8%	5 29%	10 17%	9 35%	2 11%	13 25%	2 8%	16 19%	10 23%	5 15%	21 22%	
have not changed how this position is compensated	74 58%	16 44%	11 85%	10 59%	37 62%	12 46%	11 58%	31 61%	17 71%	52 62%	22 51%	22 67%	52 55%	
no answer	27 21%	10 28%	1 8%	2 12%	13 22%	5 19%	6 32%	7 14%	5 21%	16 19%	11 26%	6 18%	21 22%	

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TABLE 111 page 1

Termite Technician, Baiting: Basis for Commissions

24. What are commissions for this position based on (if offered)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
TERMITE TECHNICIAN, BAITING														
base: qualified companies that employ at least one full-time Termite Technician, Baiting (multiple answers)	127 100%	36 100%	13 100%	17 100%	60 100%	26 100%	19 100%	51 100%	24 100%	84 100%	43 100%	33 100%	94 100%	
percent of sales	27 21%	2 6%	2 15%	5 29%	18 30%	7 27%	5 26%	11 22%	2 8%	20 24%	7 16%	4 12%	23 24%	
percent of service or production	24 19%	3 8%	2 15%	7 41%	12 20%	4 15%	3 16%	15 29%	1 4%	15 18%	9 21%	4 12%	20 21%	
years of service	11 9%	3 8%	1 8%	4 24%	3 5%	2 8%	1 5%	5 10%	2 8%	4 5%	7 16%	3 9%	8 9%	
route value	6 5%	2 6%	1 8%	1 6%	2 3%	2 8%	0 0%	2 4%	1 4%	2 2%	4 9%	1 3%	5 5%	
balanced scorecard	5 4%	1 3%	1 8%	1 6%	2 3%	0 0%	1 5%	3 6%	0 0%	3 4%	2 5%	0 0%	5 5%	
certification level	3 2%	1 3%	1 8%	0 0%	1 2%	0 0%	0 0%	2 4%	0 0%	1 1%	2 5%	0 0%	3 3%	
other	9 7%	5 14%	0 0%	2 12%	2 3%	3 12%	2 11%	2 4%	2 8%	4 5%	5 12%	0 0%	9 10%	
indicated at least one	53 42%	11 31%	3 23%	9 53%	30 50%	13 50%	7 37%	24 47%	7 29%	36 43%	17 40%	9 27%	44 47%	
commissions not offered for this position	45 35%	16 44%	8 62%	6 35%	15 25%	8 31%	7 37%	19 37%	11 46%	30 36%	15 35%	17 52%	28 30%	
no answer	29 23%	9 25%	2 15%	2 12%	15 25%	5 19%	5 26%	8 16%	6 25%	18 21%	11 26%	7 21%	22 23%	

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TABLE 112 page 1

Termite Technician, Baiting: Basis for Bonuses

25. What are bonuses for this position based on (if offered)?

	TOTAL	GROSS REVENUE				REGION SERVICED					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF EMPLOYEES	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South-east	Rocky Mtn/ Far West/ Southwest	Canada	member	non-member	<10	10+
TERMITE TECHNICIAN, BAITING														
base: qualified companies that employ at least one full-time Termite Technician, Baiting (multiple answers)	127 100%	36 100%	13 100%	17 100%	60 100%	26 100%	19 100%	51 100%	24 100%		84 100%	43 100%	33 100%	94 100%
productivity/efficiency	17 13%	0 0%	2 15%	3 18%	12 20%	2 8%	4 21%	9 18%	1 4%		14 17%	3 7%	1 3%	16 17%
revenue level	13 10%	1 3%	1 8%	3 18%	8 13%	3 12%	2 11%	5 10%	3 13%		10 12%	3 7%	2 6%	11 12%
quality	13 10%	1 3%	2 15%	2 12%	8 13%	2 8%	3 16%	5 10%	2 8%		8 10%	5 12%	1 3%	12 13%
profits	12 9%	1 3%	5 38%	4 24%	2 3%	2 8%	3 16%	4 8%	3 13%		6 7%	6 14%	5 15%	7 7%
annual growth	10 8%	3 8%	2 15%	2 12%	3 5%	1 4%	3 16%	3 6%	2 8%		6 7%	4 9%	2 6%	8 9%
individual goal attainment	8 6%	0 0%	1 8%	0 0%	7 12%	1 4%	1 5%	5 10%	0 0%		7 8%	1 2%	0 0%	8 9%
customer satisfaction	6 5%	0 0%	2 15%	1 6%	3 5%	1 4%	2 11%	3 6%	0 0%		4 5%	2 5%	1 3%	5 5%
attendance	5 4%	0 0%	2 15%	0 0%	3 5%	0 0%	2 11%	3 6%	0 0%		3 4%	2 5%	1 3%	4 4%
unserviced accounts	5 4%	0 0%	0 0%	1 6%	4 7%	1 4%	2 11%	1 2%	1 4%		4 5%	1 2%	0 0%	5 5%
cancellations	4 3%	0 0%	0 0%	1 6%	3 5%	1 4%	1 5%	2 4%	0 0%		3 4%	1 2%	0 0%	4 4%
department goal attainment	3 2%	1 3%	1 8%	0 0%	1 2%	1 4%	1 5%	1 2%	0 0%		1 1%	2 5%	1 3%	2 2%
market share	1 1%	1 3%	0 0%	0 0%	0 0%	1 4%	0 0%	0 0%	0 0%		0 0%	1 2%	1 3%	0 0%
chargeable accidents	1 1%	0 0%	0 0%	0 0%	1 2%	0 0%	1 5%	0 0%	0 0%		1 1%	0 0%	0 0%	1 1%
branch goal attainment	1 1%	0 0%	0 0%	0 0%	1 2%	0 0%	1 5%	0 0%	0 0%		1 1%	0 0%	0 0%	1 1%
turnover	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%		0 0%	0 0%	0 0%	0 0%
other	9 7%	4 11%	0 0%	2 12%	3 5%	3 12%	3 16%	2 4%	1 4%		5 6%	4 9%	0 0%	9 10%

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TABLE 112 page 2

Termite Technician, Baiting: Basis for Bonuses

25. What are bonuses for this position based on (if offered)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
base: qualified companies that employ at least one full-time Termite Technician, Baiting (multiple answers)	127 100%	36 100%	13 100%	17 100%	60 100%	26 100%	19 100%	51 100%	24 100%		84 100%	43 100%	33 100%	94 100%
indicated at least one	44 35%	9 25%	5 38%	7 41%	23 38%	10 38%	8 42%	17 33%	7 29%		28 33%	16 37%	8 24%	36 38%
bonuses not offered for this position	56 44%	17 47%	7 54%	8 47%	24 40%	11 42%	6 32%	27 53%	11 46%		42 50%	14 33%	19 58%	37 39%
no answer	27 21%	10 28%	1 8%	2 12%	13 22%	5 19%	5 26%	7 14%	6 25%		14 17%	13 30%	6 18%	21 22%

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TABLE 113 page 1

Termite Technician, Baiting: Basis for Pay Increases

26. On what basis are pay increases determined for this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
TERMITE TECHNICIAN, BAITING														
base: qualified companies that employ at least one full-time Termite Technician, Baiting (multiple answers)	127 100%	36 100%	13 100%	17 100%	60 100%	26 100%	19 100%	51 100%	24 100%	84 100%	43 100%	33 100%	94 100%	
merit	47 37%	5 14%	5 38%	7 41%	30 50%	10 38%	7 37%	22 43%	7 29%	34 40%	13 30%	9 27%	38 40%	
length of service increases	34 27%	4 11%	5 38%	6 35%	19 32%	3 12%	4 21%	23 45%	3 13%	21 25%	13 30%	9 27%	25 27%	
cost of living	30 24%	4 11%	4 31%	4 24%	18 30%	9 35%	4 21%	13 25%	4 17%	21 25%	9 21%	8 24%	22 23%	
promotion increases	18 14%	1 3%	3 23%	2 12%	12 20%	4 15%	4 21%	8 16%	2 8%	14 17%	4 9%	5 15%	13 14%	
across-the-board same rate	7 6%	2 6%	0 0%	1 6%	4 7%	0 0%	1 5%	4 8%	1 4%	5 6%	2 5%	1 3%	6 6%	
other	15 12%	7 19%	0 0%	2 12%	6 10%	3 12%	3 16%	5 10%	3 13%	10 12%	5 12%	1 3%	14 15%	
indicated at least one	84 66%	18 50%	9 69%	11 65%	46 77%	16 62%	11 58%	41 80%	13 54%	57 68%	27 63%	18 55%	66 70%	
none - position not eligible for pay increases	18 14%	9 25%	3 23%	4 24%	2 3%	5 19%	2 11%	4 8%	7 29%	13 15%	5 12%	9 27%	9 10%	
no answer	25 20%	9 25%	1 8%	2 12%	12 20%	5 19%	6 32%	6 12%	4 17%	14 17%	11 26%	6 18%	19 20%	

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Termite Technician, Baiting: Average Pay Increase

27. What is the projected (or actual, if already awarded) average pay increase for this position this year?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
TERMITE TECHNICIAN, BAITING														
base: qualified companies that employ at least one full-time Termite Technician, Baiting	127 100%	36 100%	13 100%	17 100%	60 100%	26 100%	19 100%	51 100%	24 100%	84 100%	43 100%	33 100%	94 100%	
10% or more	2 2%	0 0%	1 8%	0 0%	1 2%	0 0%	0 0%	2 4%	0 0%	2 2%	0 0%	1 3%	1 1%	
8% - 9.9%	1 1%	0 0%	0 0%	0 0%	1 2%	1 4%	0 0%	0 0%	0 0%	0 0%	1 2%	0 0%	1 1%	
6% - 7.9%	4 3%	2 6%	1 8%	1 6%	0 0%	0 0%	0 0%	4 8%	0 0%	1 1%	3 7%	1 3%	3 3%	
4% - 5.9%	14 11%	0 0%	2 15%	3 18%	9 15%	4 15%	1 5%	6 12%	2 8%	11 13%	3 7%	1 3%	13 14%	
3% - 3.9%	21 17%	2 6%	2 15%	2 12%	15 25%	3 12%	3 16%	11 22%	3 13%	15 18%	6 14%	6 18%	15 16%	
2% - 2.9%	15 12%	3 8%	1 8%	3 18%	8 13%	2 8%	1 5%	8 16%	4 17%	11 13%	4 9%	2 6%	13 14%	
less than 2%	15 12%	3 8%	2 15%	2 12%	8 13%	3 12%	3 16%	6 12%	2 8%	10 12%	5 12%	5 15%	10 11%	
0%	29 23%	17 47%	3 23%	4 24%	5 8%	7 27%	5 26%	8 16%	9 38%	19 23%	10 23%	11 33%	18 19%	
mean:	2.5%	1.2%	3.2%	2.6%	3.1%	2.4%	1.6%	3.2%	1.6%	2.5%	2.5%	2.0%	2.7%	
standard error:	0.24%	0.39%	0.91%	0.58%	0.31%	0.56%	0.49%	0.38%	0.40%	0.28%	0.45%	0.48%	0.27%	
median:	2%	0%	3%	2%	3%	2%	1%	3%	1%	2%	2%	1%	3%	
no answer	26 20%	9 25%	1 8%	2 12%	13 22%	6 23%	6 32%	6 12%	4 17%	15 18%	11 26%	6 18%	20 21%	

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TABLE 115 page 1

Termite Technician, Baiting: Proportion Offering Overtime Compensation

28. Does your company offer overtime compensation to full-time employees in this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
TERMITE TECHNICIAN, BAITING														
base: qualified companies that employ at least one full-time Termite Technician, Baiting	127 100%	36 100%	13 100%	17 100%	60 100%	26 100%	19 100%	51 100%	24 100%	84 100%	43 100%	33 100%	94 100%	
yes	54 43%	6 17%	5 38%	7 41%	36 60%	13 50%	6 32%	22 43%	12 50%	40 48%	14 33%	10 30%	44 47%	
no	44 35%	20 56%	5 38%	7 41%	12 20%	8 31%	6 32%	21 41%	7 29%	27 32%	17 40%	15 45%	29 31%	
no answer	29 23%	10 28%	3 23%	3 18%	12 20%	5 19%	7 37%	8 16%	5 21%	17 20%	12 28%	8 24%	21 22%	

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TABLE 116 page 1

Termite Technician, Baiting: Average Annual Base Salary

29. As of July 1, 2021, what was the average annual base salary for this position (in U.S. dollars)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
TERMITE TECHNICIAN, BAITING: AVERAGE ANNUAL BASE SALARY														
base: qualified companies that employ at least one full-time Termite Technician, Baiting (fill-in answers)	127 100%	36 100%	13 100%	17 100%	60 100%	26 100%	19 100%	51 100%	24 100%	84 100%	43 100%	33 100%	94 100%	
\$100,000 or more	2 2%	2 6%	0 0%	0 0%	0 0%	0 0%	2 11%	0 0%	0 0%	0 0%	2 5%	1 3%	1 1%	
\$80,000 - \$99,999	1 1%	0 0%	1 8%	0 0%	0 0%	0 0%	0 0%	1 2%	0 0%	1 1%	0 0%	1 3%	0 0%	
\$60,000 - \$79,999	4 3%	1 3%	1 8%	0 0%	2 3%	1 4%	0 0%	2 4%	1 4%	1 1%	3 7%	0 0%	4 4%	
\$50,000 - \$59,999	5 4%	1 3%	1 8%	0 0%	3 5%	0 0%	0 0%	3 6%	2 8%	2 2%	3 7%	1 3%	4 4%	
\$40,000 - \$49,999	21 17%	5 14%	2 15%	3 18%	11 18%	4 15%	3 16%	7 14%	6 25%	16 19%	5 12%	5 15%	16 17%	
\$30,000 - \$39,999	41 32%	7 19%	3 23%	7 41%	24 40%	7 27%	7 37%	20 39%	6 25%	32 38%	9 21%	12 36%	29 31%	
less than \$30,000	9 7%	1 3%	2 15%	2 12%	4 7%	2 8%	0 0%	5 10%	1 4%	5 6%	4 9%	2 6%	7 7%	
\$0	8 6%	5 14%	1 8%	1 6%	1 2%	1 4%	1 5%	5 10%	1 4%	5 6%	3 7%	2 6%	6 6%	
n:	91	22	11	13	45	15	13	43	17	62	29	24	67	
75th percentile (thousands):	\$41.6	\$42.8	\$50.0	\$39.8	\$41.6	\$40.0	\$43.3	\$40.0	\$45.0	\$40.3	\$50.0	\$41.6	\$41.6	
50th percentile (median):	\$37.4	\$36.7	\$35.4	\$35.4	\$37.4	\$38.0	\$37.4	\$35.4	\$41.0	\$35.7	\$38.0	\$35.7	\$37.4	
25th percentile:	\$31.2	\$18.8	\$25.0	\$29.1	\$33.3	\$31.2	\$35.2	\$30.0	\$35.2	\$31.8	\$28.1	\$31.2	\$32.0	
no answer	36 28%	14 39%	2 15%	4 24%	15 25%	11 42%	6 32%	8 16%	7 29%	22 26%	14 33%	9 27%	27 29%	

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TABLE 117 page 1

Termite Technician, Baiting: Value of Other Cash Compensation Received

30. In the 12 months prior to July 1, 2021, approximately what was the average total value (in U.S. dollars) of all other cash compensation (besides base salary) received for this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
TERMITE TECHNICIAN, BAITING: VALUE OF OTHER CASH COMPENSATION RECEIVED														
base: qualified companies that employ at least one full-time Termite Technician, Baiting	127 100%	36 100%	13 100%	17 100%	60 100%	26 100%	19 100%	51 100%	24 100%	84 100%	43 100%	33 100%	94 100%	
did not have full-time employees in this position all 12 months prior to July 1, 2021	21 17%	14 39%	2 15%	2 12%	3 5%	3 12%	5 26%	8 16%	5 21%	8 10%	13 30%	9 27%	12 13%	
no answer	36 28%	14 39%	2 15%	4 24%	15 25%	11 42%	6 32%	8 16%	7 29%	22 26%	14 33%	9 27%	27 29%	
base: qualified companies that employ at least one full-time Termite Technician, Baiting all 12 months prior to July 1, 2021 (fill-in answers)	70 100%	8 100%	9 100%	11 100%	42 100%	12 100%	8 100%	35 100%	12 100%	54 100%	16 100%	15 100%	55 100%	
\$80,000 or more	1 1%	1 13%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	1 8%	1 2%	0 0%	1 7%	0 0%	
\$60,000 - \$79,999	1 1%	0 0%	0 0%	0 0%	1 2%	0 0%	0 0%	1 3%	0 0%	0 0%	1 6%	0 0%	1 2%	
\$40,000 - \$59,999	7 10%	2 25%	0 0%	3 27%	2 5%	3 25%	0 0%	2 6%	1 8%	5 9%	2 13%	0 0%	7 13%	
\$30,000 - \$39,999	3 4%	1 13%	0 0%	1 9%	1 2%	0 0%	0 0%	3 9%	0 0%	2 4%	1 6%	2 13%	1 2%	
\$20,000 - \$29,999	2 3%	0 0%	2 22%	0 0%	0 0%	1 8%	0 0%	1 3%	0 0%	0 0%	2 13%	2 13%	0 0%	
\$10,000 - \$19,999	11 16%	0 0%	0 0%	1 9%	10 24%	3 25%	1 13%	5 14%	2 17%	11 20%	0 0%	0 0%	11 20%	
\$5,000 - \$9,999	5 7%	0 0%	1 11%	1 9%	3 7%	1 8%	0 0%	2 6%	2 17%	4 7%	1 6%	1 7%	4 7%	
\$1,000 - \$4,999	15 21%	0 0%	0 0%	3 27%	12 29%	1 8%	5 63%	6 17%	2 17%	11 20%	4 25%	1 7%	14 25%	
less than \$1,000	4 6%	1 13%	0 0%	1 9%	2 5%	0 0%	0 0%	4 11%	0 0%	3 6%	1 6%	1 7%	3 5%	
no other cash compensation received	21 30%	3 38%	6 67%	1 9%	11 26%	3 25%	2 25%	11 31%	4 33%	17 31%	4 25%	7 47%	14 25%	
75th percentile (thousands):	\$12.1	\$47.5	\$13.5	\$41.0	\$10.5	\$36.3	\$2.5	\$12.5	\$11.5	\$12.0	\$34.0	\$28.0	\$12.0	
50th percentile (median):	\$2.3	\$18.3	\$0.0	\$5.0	\$2.5	\$10.0	\$1.8	\$1.5	\$3.0	\$2.3	\$2.0	\$0.5	\$2.5	
25th percentile:	\$0.0	\$0.0	\$0.0	\$1.0	\$0.0	\$0.3	\$0.3	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	

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Termite Technician, Liquid: Primary Type of Pay Plan Offered

22. What type of pay plan does your company primarily offer to full-time employees in this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
TERMITE TECHNICIAN, LIQUID														
base: qualified companies that employ at least one full-time Termite Technician, Liquid	163 100%	38 100%	22 100%	29 100%	71 100%	30 100%	21 100%	62 100%	40 100%	2 100%	100 100%	62 100%	52 100%	111 100%
hourly only	27 17%	5 13%	3 14%	6 21%	13 18%	3 10%	6 29%	10 16%	7 18%	0 0%	18 18%	9 15%	9 17%	18 16%
hourly plus commission	20 12%	1 3%	0 0%	5 17%	13 18%	4 13%	1 5%	8 13%	6 15%	0 0%	10 10%	10 16%	5 10%	15 14%
base salary plus commission	19 12%	3 8%	3 14%	3 10%	10 14%	2 7%	1 5%	11 18%	2 5%	1 50%	13 13%	6 10%	7 13%	12 11%
base salary only	18 11%	4 11%	6 27%	4 14%	4 6%	5 17%	1 5%	8 13%	4 10%	0 0%	12 12%	6 10%	9 17%	9 8%
base salary plus bonus	8 5%	2 5%	2 9%	1 3%	3 4%	2 7%	2 10%	0 0%	4 10%	0 0%	7 7%	1 2%	5 10%	3 3%
hourly plus bonus	8 5%	0 0%	1 5%	0 0%	7 10%	0 0%	1 5%	3 5%	4 10%	0 0%	6 6%	2 3%	1 2%	7 6%
base salary plus commission & bonus	7 4%	1 3%	0 0%	4 14%	1 1%	2 7%	0 0%	4 6%	0 0%	0 0%	4 4%	3 5%	1 2%	6 5%
hourly plus commission & bonus	7 4%	0 0%	0 0%	3 10%	4 6%	3 10%	1 5%	2 3%	1 3%	0 0%	4 4%	3 5%	2 4%	5 5%
commission only	5 3%	3 8%	2 9%	0 0%	0 0%	0 0%	1 5%	2 3%	2 5%	0 0%	2 2%	3 5%	4 8%	1 1%
draw against commission	4 2%	0 0%	0 0%	1 3%	3 4%	0 0%	0 0%	4 6%	0 0%	0 0%	4 4%	0 0%	0 0%	4 4%
commission plus bonus	2 1%	1 3%	0 0%	0 0%	1 1%	0 0%	0 0%	0 0%	2 5%	0 0%	1 1%	1 2%	1 2%	1 1%
other	13 8%	10 26%	2 9%	1 3%	0 0%	3 10%	3 14%	3 5%	3 8%	1 50%	5 5%	7 11%	4 8%	9 8%
no answer	25 15%	8 21%	3 14%	1 3%	12 17%	6 20%	4 19%	7 11%	5 13%	0 0%	14 14%	11 18%	4 8%	21 19%

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TABLE 119 page 1

Termite Technician, Liquid: Change in Compensation

23. In what ways, if any, have you changed how this position is compensated in the past two years?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
TERMITE TECHNICIAN, LIQUID														
base: qualified companies that employ at least one full-time Termite Technician, Liquid (multiple answers)	163 100%	38 100%	22 100%	29 100%	71 100%	30 100%	21 100%	62 100%	40 100%	2 100%	100 100%	62 100%	52 100%	111 100%
increased incentives	9 6%	0 0%	1 5%	0 0%	8 11%	1 3%	0 0%	6 10%	2 5%	0 0%	6 6%	3 5%	2 4%	7 6%
increased production rewards	8 5%	1 3%	1 5%	4 14%	2 3%	2 7%	0 0%	5 8%	0 0%	1 50%	6 6%	2 3%	3 6%	5 5%
switched to base salary	6 4%	1 3%	0 0%	1 3%	4 6%	1 3%	0 0%	4 6%	0 0%	0 0%	4 4%	2 3%	1 2%	5 5%
other	14 9%	10 26%	0 0%	3 10%	1 1%	5 17%	2 10%	4 6%	2 5%	1 50%	6 6%	8 13%	5 10%	9 8%
indicated at least one	35 21%	12 32%	2 9%	7 24%	14 20%	9 30%	2 10%	17 27%	4 10%	2 100%	21 21%	14 23%	11 21%	24 22%
have not changed how this position is compensated	98 60%	16 42%	17 77%	21 72%	43 61%	14 47%	15 71%	37 60%	28 70%	0 0%	61 61%	36 58%	37 71%	61 55%
no answer	30 18%	10 26%	3 14%	1 3%	14 20%	7 23%	4 19%	8 13%	8 20%	0 0%	18 18%	12 19%	4 8%	26 23%

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TABLE 120 page 1

Termite Technician, Liquid: Basis for Commissions

24. What are commissions for this position based on (if offered)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
TERMITE TECHNICIAN, LIQUID														
base: qualified companies that employ at least one full-time Termite Technician, Liquid (multiple answers)	163 100%	38 100%	22 100%	29 100%	71 100%	30 100%	21 100%	62 100%	40 100%	2 100%	100 100%	62 100%	52 100%	111 100%
percent of sales	44 27%	4 11%	2 9%	11 38%	26 37%	6 20%	2 10%	25 40%	7 18%	1 50%	25 25%	19 31%	12 23%	32 29%
percent of service or production	32 20%	3 8%	2 9%	10 34%	17 24%	5 17%	2 10%	21 34%	4 10%	0 0%	21 21%	11 18%	7 13%	25 23%
years of service	12 7%	2 5%	0 0%	3 10%	7 10%	2 7%	1 5%	6 10%	2 5%	0 0%	6 6%	6 10%	2 4%	10 9%
certification level	6 4%	0 0%	0 0%	0 0%	6 8%	1 3%	0 0%	5 8%	0 0%	0 0%	5 5%	1 2%	1 2%	5 5%
route value	3 2%	0 0%	0 0%	1 3%	2 3%	0 0%	0 0%	1 2%	2 5%	0 0%	1 1%	2 3%	0 0%	3 3%
balanced scorecard	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
other	10 6%	7 18%	1 5%	1 3%	1 1%	3 10%	3 14%	2 3%	1 3%	1 50%	4 4%	6 10%	3 6%	7 6%
indicated at least one	75 46%	14 37%	5 23%	16 55%	39 55%	13 43%	7 33%	37 60%	13 33%	2 100%	43 43%	32 52%	20 38%	55 50%
commissions not offered for this position	54 33%	15 39%	13 59%	11 38%	15 21%	9 30%	10 48%	18 29%	17 43%	0 0%	38 38%	15 24%	26 50%	28 25%
no answer	34 21%	9 24%	4 18%	2 7%	17 24%	8 27%	4 19%	7 11%	10 25%	0 0%	19 19%	15 24%	6 12%	28 25%

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TABLE 121 page 1

Termite Technician, Liquid: Basis for Bonuses

25. What are bonuses for this position based on (if offered)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
TERMITE TECHNICIAN, LIQUID														
base: qualified companies that employ at least one full-time Termite Technician, Liquid (multiple answers)	163 100%	38 100%	22 100%	29 100%	71 100%	30 100%	21 100%	62 100%	40 100%	2 100%	100 100%	62 100%	52 100%	111 100%
productivity/efficiency	19 12%	0 0%	1 5%	5 17%	13 18%	3 10%	2 10%	8 13%	6 15%	0 0%	13 13%	6 10%	4 8%	15 14%
quality	16 10%	1 3%	1 5%	2 7%	12 17%	1 3%	2 10%	7 11%	4 10%	1 50%	12 12%	4 6%	4 8%	12 11%
revenue level	15 9%	0 0%	1 5%	4 14%	9 13%	2 7%	1 5%	6 10%	5 13%	1 50%	12 12%	3 5%	3 6%	12 11%
profits	13 8%	0 0%	4 18%	3 10%	6 8%	3 10%	2 10%	3 5%	4 10%	1 50%	8 8%	5 8%	4 8%	9 8%
annual growth	12 7%	1 3%	1 5%	2 7%	8 11%	2 7%	2 10%	2 3%	5 13%	1 50%	9 9%	3 5%	3 6%	9 8%
attendance	11 7%	0 0%	1 5%	4 14%	6 8%	2 7%	2 10%	6 10%	1 3%	0 0%	5 5%	6 10%	4 8%	7 6%
customer satisfaction	10 6%	1 3%	1 5%	2 7%	6 8%	1 3%	2 10%	5 8%	1 3%	0 0%	9 9%	1 2%	3 6%	7 6%
individual goal attainment	6 4%	0 0%	0 0%	0 0%	6 8%	1 3%	1 5%	3 5%	1 3%	0 0%	5 5%	1 2%	1 2%	5 5%
market share	3 2%	1 3%	0 0%	1 3%	1 1%	2 7%	0 0%	0 0%	0 0%	1 50%	1 1%	2 3%	1 2%	2 2%
unserved accounts	2 1%	0 0%	0 0%	0 0%	2 3%	0 0%	2 10%	0 0%	0 0%	0 0%	1 1%	1 2%	0 0%	2 2%
chargeable accidents	2 1%	0 0%	0 0%	0 0%	2 3%	0 0%	1 5%	1 2%	0 0%	0 0%	2 2%	0 0%	0 0%	2 2%
department goal attainment	2 1%	0 0%	0 0%	1 3%	1 1%	1 3%	1 5%	0 0%	0 0%	0 0%	2 2%	0 0%	0 0%	2 2%
branch goal attainment	2 1%	0 0%	0 0%	1 3%	1 1%	0 0%	1 5%	1 2%	0 0%	0 0%	1 1%	1 2%	0 0%	2 2%
turnover	1 1%	0 0%	0 0%	0 0%	1 1%	0 0%	0 0%	0 0%	1 3%	0 0%	1 1%	0 0%	0 0%	1 1%
cancellations	1 1%	0 0%	0 0%	0 0%	1 1%	0 0%	1 5%	0 0%	0 0%	0 0%	0 0%	1 2%	0 0%	1 1%
other	10 6%	7 18%	0 0%	1 3%	1 1%	4 13%	2 10%	2 3%	1 3%	1 50%	4 4%	6 10%	2 4%	8 7%

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TABLE 121 page 2

Termite Technician, Liquid: Basis for Bonuses

25. What are bonuses for this position based on (if offered)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
base: qualified companies that employ at least one full-time Termite Technician, Liquid (multiple answers)	163 100%	38 100%	22 100%	29 100%	71 100%	30 100%	21 100%	62 100%	40 100%	2 100%	100 100%	62 100%	52 100%	111 100%
indicated at least one	52 32%	10 26%	5 23%	12 41%	23 32%	12 40%	6 29%	19 31%	12 30%	2 100%	30 30%	22 35%	14 27%	38 34%
bonuses not offered for this position	81 50%	19 50%	13 59%	16 55%	33 46%	12 40%	11 52%	35 56%	19 48%	0 0%	52 52%	28 45%	32 62%	49 44%
no answer	30 18%	9 24%	4 18%	1 3%	15 21%	6 20%	4 19%	8 13%	9 23%	0 0%	18 18%	12 19%	6 12%	24 22%

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TABLE 122 page 1

Termite Technician, Liquid: Basis for Pay Increases

26. On what basis are pay increases determined for this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
TERMITE TECHNICIAN, LIQUID														
base: qualified companies that employ at least one full-time Termite Technician, Liquid (multiple answers)	163 100%	38 100%	22 100%	29 100%	71 100%	30 100%	21 100%	62 100%	40 100%	2 100%	100 100%	62 100%	52 100%	111 100%
merit	71 44%	5 13%	9 41%	16 55%	39 55%	12 40%	8 38%	31 50%	15 38%	1 50%	49 49%	22 35%	25 48%	46 41%
length of service increases	42 26%	2 5%	4 18%	12 41%	24 34%	7 23%	7 33%	20 32%	7 18%	0 0%	23 23%	19 31%	11 21%	31 28%
cost of living	41 25%	1 3%	6 27%	7 24%	27 38%	8 27%	5 24%	16 26%	9 23%	1 50%	28 28%	12 19%	13 25%	28 25%
promotion increases	23 14%	2 5%	2 9%	4 14%	15 21%	3 10%	4 19%	7 11%	6 15%	1 50%	17 17%	6 10%	7 13%	16 14%
across-the-board same rate	10 6%	1 3%	0 0%	2 7%	7 10%	1 3%	1 5%	6 10%	2 5%	0 0%	8 8%	2 3%	1 2%	9 8%
other	16 10%	10 26%	2 9%	1 3%	3 4%	5 17%	4 19%	2 3%	4 10%	1 50%	6 6%	10 16%	5 10%	11 10%
indicated at least one	113 69%	17 45%	15 68%	23 79%	56 79%	22 73%	14 67%	46 74%	25 63%	2 100%	72 72%	40 65%	37 71%	76 68%
none - position not eligible for pay increases	23 14%	12 32%	4 18%	5 17%	2 3%	2 7%	3 14%	9 15%	9 23%	0 0%	13 13%	10 16%	11 21%	12 11%
no answer	27 17%	9 24%	3 14%	1 3%	13 18%	6 20%	4 19%	7 11%	6 15%	0 0%	15 15%	12 19%	4 8%	23 21%

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TABLE 123 page 1

Termite Technician, Liquid: Average Pay Increase

27. What is the projected (or actual, if already awarded) average pay increase for this position this year?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
TERMITE TECHNICIAN, LIQUID														
base: qualified companies that employ at least one full-time Termite Technician, Liquid	163 100%	38 100%	22 100%	29 100%	71 100%	30 100%	21 100%	62 100%	40 100%	2 100%	100 100%	62 100%	52 100%	111 100%
10% or more	3 2%	0 0%	1 5%	1 3%	1 1%	1 3%	0 0%	1 2%	1 3%	0 0%	3 3%	0 0%	2 4%	1 1%
8% - 9.9%	2 1%	0 0%	0 0%	0 0%	2 3%	0 0%	0 0%	1 2%	1 3%	0 0%	2 2%	0 0%	0 0%	2 2%
6% - 7.9%	6 4%	2 5%	1 5%	1 3%	2 3%	0 0%	0 0%	4 6%	1 3%	1 50%	2 2%	4 6%	0 0%	6 5%
4% - 5.9%	27 17%	1 3%	4 18%	4 14%	18 25%	7 23%	3 14%	10 16%	4 10%	0 0%	16 16%	11 18%	3 6%	24 22%
3% - 3.9%	23 14%	1 3%	2 9%	5 17%	14 20%	3 10%	4 19%	10 16%	5 13%	0 0%	17 17%	6 10%	7 13%	16 14%
2% - 2.9%	27 17%	4 11%	3 14%	7 24%	12 17%	3 10%	1 5%	13 21%	10 25%	0 0%	18 18%	9 15%	13 25%	14 13%
less than 2%	15 9%	4 11%	2 9%	4 14%	5 7%	3 10%	4 19%	3 5%	3 8%	1 50%	9 9%	6 10%	7 13%	8 7%
0%	34 21%	19 50%	6 27%	6 21%	3 4%	6 20%	5 24%	13 21%	10 25%	0 0%	17 17%	16 26%	16 31%	18 16%
mean:	2.8%	1.2%	2.8%	2.7%	3.8%	2.9%	2.1%	3.0%	2.6%	4.0%	3.0%	2.5%	2.1%	3.2%
standard error:	0.21%	0.36%	0.65%	0.45%	0.28%	0.53%	0.47%	0.33%	0.43%	3.00%	0.27%	0.32%	0.33%	0.25%
median:	3%	0%	2%	3%	4%	3%	2%	3%	2%	4%	3%	2%	2%	3%
no answer	26 16%	7 18%	3 14%	1 3%	14 20%	7 23%	4 19%	7 11%	5 13%	0 0%	16 16%	10 16%	4 8%	22 20%

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TABLE 124 page 1

Termite Technician, Liquid: Proportion Offering Overtime Compensation

28. Does your company offer overtime compensation to full-time employees in this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
TERMITE TECHNICIAN, LIQUID														
base: qualified companies that employ at least one full-time Termite Technician, Liquid	163 100%	38 100%	22 100%	29 100%	71 100%	30 100%	21 100%	62 100%	40 100%	2 100%	100 100%	62 100%	52 100%	111 100%
yes	73 45%	5 13%	5 23%	17 59%	44 62%	13 43%	9 43%	28 45%	20 50%	0 0%	49 49%	24 39%	19 37%	54 49%
no	59 36%	23 61%	12 55%	11 38%	13 18%	8 27%	7 33%	27 44%	13 33%	2 100%	33 33%	25 40%	26 50%	33 30%
no answer	31 19%	10 26%	5 23%	1 3%	14 20%	9 30%	5 24%	7 11%	7 18%	0 0%	18 18%	13 21%	7 13%	24 22%

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TABLE 125 page 1

Termite Technician, Liquid: Average Annual Base Salary

29. As of July 1, 2021, what was the average annual base salary for this position (in U.S. dollars)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
TERMITE TECHNICIAN, LIQUID: AVERAGE ANNUAL BASE SALARY														
base: qualified companies that employ at least one full-time Termite Technician, Liquid (fill-in answers)	163 100%	38 100%	22 100%	29 100%	71 100%	30 100%	21 100%	62 100%	40 100%	2 100%	100 100%	62 100%	52 100%	111 100%
\$100,000 or more	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
\$80,000 - \$99,999	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
\$60,000 - \$79,999	6 4%	2 5%	1 5%	1 3%	2 3%	3 10%	0 0%	2 3%	1 3%	2 6%	4 6%	4 8%	2 2%	
\$50,000 - \$59,999	9 6%	2 5%	2 9%	0 0%	5 7%	2 7%	1 5%	3 5%	2 5%	6 6%	3 5%	3 6%	6 5%	
\$40,000 - \$49,999	35 21%	3 8%	5 23%	11 38%	16 23%	5 17%	5 24%	12 19%	10 25%	20 20%	14 23%	14 27%	21 19%	
\$30,000 - \$39,999	50 31%	6 16%	7 32%	10 34%	26 37%	4 13%	8 38%	24 39%	13 33%	37 37%	13 21%	15 29%	35 32%	
less than \$30,000	9 6%	1 3%	2 9%	3 10%	3 4%	3 10%	1 5%	3 5%	1 3%	5 5%	4 6%	3 6%	6 5%	
\$0	13 8%	8 21%	2 9%	1 3%	2 3%	2 7%	2 10%	5 8%	3 8%	6 6%	7 11%	4 8%	9 8%	
n:	122	22	19	26	54	19	17	49	30	76	45	43	79	
75th percentile (thousands):	\$41.7	\$40.4	\$42.0	\$41.6	\$46.3	\$50.0	\$41.6	\$41.6	\$43.5	\$41.6	\$47.8	\$47.0	\$41.6	
50th percentile (median):	\$35.4	\$31.6	\$33.3	\$36.7	\$37.4	\$40.0	\$36.0	\$33.3	\$37.4	\$35.4	\$38.0	\$37.4	\$35.4	
25th percentile:	\$31.2	\$0.0	\$30.0	\$31.2	\$33.3	\$29.1	\$30.6	\$31.2	\$34.7	\$31.2	\$29.6	\$31.2	\$31.2	
no answer	41 25%	16 42%	3 14%	3 10%	17 24%	11 37%	4 19%	13 21%	10 25%	0 0%	24 24%	17 27%	9 17%	32 29%

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TABLE 126 page 1

Termite Technician, Liquid: Value of Other Cash Compensation Received

30. In the 12 months prior to July 1, 2021, approximately what was the average total value (in U.S. dollars) of all other cash compensation (besides base salary) received for this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
TERMITE TECHNICIAN, LIQUID: VALUE OF OTHER CASH COMPENSATION RECEIVED														
base: qualified companies that employ at least one full-time Termite Technician, Liquid	163 100%	38 100%	22 100%	29 100%	71 100%	30 100%	21 100%	62 100%	40 100%	2 100%	100 100%	62 100%	52 100%	111 100%
did not have full-time employees in this position all 12 months prior to July 1, 2021	22 13%	15 39%	4 18%	2 7%	1 1%	5 17%	3 14%	9 15%	4 10%	1 50%	11 11%	11 18%	12 23%	10 9%
no answer	41 25%	16 42%	3 14%	3 10%	17 24%	11 37%	4 19%	13 21%	10 25%	0 0%	24 24%	17 27%	9 17%	32 29%
base: qualified companies that employ at least one full-time Termite Technician, Liquid all 12 months prior to July 1, 2021 (fill-in answers)	100 100%	7 100%	15 100%	24 100%	53 100%	14 100%	14 100%	40 100%	26 100%	1 100%	65 100%	34 100%	31 100%	69 100%
\$80,000 or more	1 1%	0 0%	0 0%	0 0%	1 2%	0 0%	0 0%	0 0%	0 0%		0 0%	1 3%	0 0%	1 1%
\$60,000 - \$79,999	1 1%	0 0%	0 0%	0 0%	1 2%	0 0%	0 0%	1 3%	0 0%		0 0%	1 3%	0 0%	1 1%
\$40,000 - \$59,999	13 13%	4 57%	1 7%	4 17%	4 8%	2 14%	1 7%	6 15%	3 12%		9 14%	4 12%	4 13%	9 13%
\$30,000 - \$39,999	2 2%	0 0%	0 0%	1 4%	1 2%	0 0%	0 0%	2 5%	0 0%		1 2%	1 3%	0 0%	2 3%
\$20,000 - \$29,999	5 5%	0 0%	3 20%	1 4%	1 2%	2 14%	1 7%	0 0%	2 8%		1 2%	3 9%	3 10%	2 3%
\$10,000 - \$19,999	13 13%	0 0%	1 7%	2 8%	10 19%	1 7%	1 7%	7 18%	4 15%		10 15%	3 9%	1 3%	12 17%
\$5,000 - \$9,999	5 5%	0 0%	0 0%	1 4%	4 8%	0 0%	0 0%	4 10%	1 4%		3 5%	2 6%	1 3%	4 6%
\$1,000 - \$4,999	25 25%	1 14%	0 0%	7 29%	16 30%	2 14%	4 29%	11 28%	6 23%		16 25%	9 26%	8 26%	17 25%
less than \$1,000	3 3%	0 0%	0 0%	1 4%	2 4%	1 7%	1 7%	1 3%	0 0%		1 2%	2 6%	0 0%	3 4%
no other cash compensation received	32 32%	2 29%	10 67%	7 29%	13 25%	6 43%	6 43%	8 20%	10 38%		24 37%	8 24%	14 45%	18 26%
75th percentile (thousands):	\$15.0	\$50.0	\$22.0	\$22.0	\$12.0	\$21.3	\$5.6	\$18.0	\$12.1		\$12.3	\$22.3	\$19.0	\$15.0
50th percentile (median):	\$2.0	\$40.0	\$0.0	\$2.0	\$2.5	\$0.8	\$0.5	\$4.8	\$2.0		\$2.0	\$2.3	\$1.0	\$2.5
25th percentile:	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$1.1	\$0.0		\$0.0	\$0.0	\$0.0	\$0.0

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TABLE 127 page 1

Lawn Technician: Primary Type of Pay Plan Offered

22. What type of pay plan does your company primarily offer to full-time employees in this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
LAWN TECHNICIAN														
base: qualified companies that employ at least one full-time Lawn Technician	50 100%	14 100%	2 100%	5 100%	27 100%	4 100%	5 100%	18 100%	18 100%	1 100%	30 100%	20 100%	8 100%	42 100%
base salary plus commission	6 12%	1 7%	1 50%	0 0%	4 15%	0 0%	0 0%	4 22%	1 6%	0 0%	5 17%	1 5%	1 13%	5 12%
base salary only	5 10%	1 7%	0 0%	2 40%	2 7%	0 0%	0 0%	3 17%	2 11%	0 0%	2 7%	3 15%	1 13%	4 10%
hourly only	5 10%	1 7%	0 0%	0 0%	2 7%	1 25%	1 20%	1 6%	2 11%	0 0%	2 7%	3 15%	1 13%	4 10%
base salary plus bonus	4 8%	1 7%	1 50%	0 0%	2 7%	0 0%	1 20%	0 0%	3 17%	0 0%	3 10%	1 5%	2 25%	2 5%
hourly plus commission & bonus	3 6%	0 0%	0 0%	1 20%	2 7%	1 25%	0 0%	0 0%	2 11%	0 0%	2 7%	1 5%	0 0%	3 7%
commission plus bonus	3 6%	0 0%	0 0%	0 0%	3 11%	0 0%	0 0%	2 11%	1 6%	0 0%	2 7%	1 5%	0 0%	3 7%
hourly plus bonus	2 4%	0 0%	0 0%	0 0%	2 7%	0 0%	1 20%	0 0%	1 6%	0 0%	2 7%	0 0%	0 0%	2 5%
commission only	2 4%	0 0%	0 0%	0 0%	2 7%	0 0%	0 0%	0 0%	1 6%	0 0%	2 7%	0 0%	1 13%	1 2%
base salary plus commission & bonus	1 2%	0 0%	0 0%	0 0%	1 4%	0 0%	0 0%	1 6%	0 0%	0 0%	0 0%	1 5%	0 0%	1 2%
hourly plus commission	1 2%	0 0%	0 0%	0 0%	1 4%	0 0%	0 0%	0 0%	1 6%	0 0%	0 0%	1 5%	0 0%	1 2%
draw against commission	1 2%	0 0%	0 0%	0 0%	1 4%	0 0%	0 0%	1 6%	0 0%	0 0%	0 0%	1 5%	0 0%	1 2%
other	12 24%	8 57%	0 0%	1 20%	3 11%	2 50%	1 20%	5 28%	3 17%	1 100%	6 20%	6 30%	2 25%	10 24%
no answer	5 10%	2 14%	0 0%	1 20%	2 7%	0 0%	1 20%	1 6%	1 6%	0 0%	4 13%	1 5%	0 0%	5 12%

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TABLE 128 page 1

Lawn Technician: Change in Compensation

23. In what ways, if any, have you changed how this position is compensated in the past two years?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
LAWN TECHNICIAN														
base: qualified companies that employ at least one full-time Lawn Technician (multiple answers)	50 100%	14 100%	2 100%	5 100%	27 100%	4 100%	5 100%	18 100%	18 100%	1 100%	30 100%	20 100%	8 100%	42 100%
increased production rewards	3 6%	1 7%	0 0%	0 0%	2 7%	0 0%	0 0%	3 17%	0 0%	0 0%	1 3%	2 10%	0 0%	3 7%
increased incentives	2 4%	0 0%	0 0%	0 0%	2 7%	0 0%	0 0%	2 11%	0 0%	0 0%	1 3%	1 5%	0 0%	2 5%
switched to base salary	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
other	7 14%	5 36%	0 0%	1 20%	1 4%	2 50%	1 20%	2 11%	1 6%	1 100%	4 13%	3 15%	0 0%	7 17%
indicated at least one	11 22%	6 43%	0 0%	1 20%	4 15%	2 50%	1 20%	6 33%	1 6%	1 100%	6 20%	5 25%	0 0%	11 26%
have not changed how this position is compensated	32 64%	6 43%	2 100%	2 40%	20 74%	1 25%	3 60%	10 56%	16 89%	0 0%	18 60%	14 70%	8 100%	24 57%
no answer	7 14%	2 14%	0 0%	2 40%	3 11%	1 25%	1 20%	2 11%	1 6%	0 0%	6 20%	1 5%	0 0%	7 17%

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TABLE 129 page 1

Lawn Technician: Basis for Commissions

24. What are commissions for this position based on (if offered)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
LAWN TECHNICIAN														
base: qualified companies that employ at least one full-time Lawn Technician (multiple answers)	50 100%	14 100%	2 100%	5 100%	27 100%	4 100%	5 100%	18 100%	18 100%	1 100%	30 100%	20 100%	8 100%	42 100%
percent of service or production	13 26%	1 7%	2 100%	1 20%	9 33%	1 25%	0 0%	6 33%	5 28%	0 0%	8 27%	5 25%	3 38%	10 24%
percent of sales	12 24%	0 0%	1 50%	1 20%	10 37%	1 25%	0 0%	5 28%	4 22%	0 0%	8 27%	4 20%	1 13%	11 26%
certification level	3 6%	0 0%	0 0%	1 20%	2 7%	1 25%	0 0%	2 11%	0 0%	0 0%	2 7%	1 5%	0 0%	3 7%
years of service	3 6%	0 0%	1 50%	0 0%	2 7%	0 0%	0 0%	3 17%	0 0%	0 0%	2 7%	1 5%	1 13%	2 5%
route value	2 4%	0 0%	0 0%	0 0%	2 7%	0 0%	0 0%	2 11%	0 0%	0 0%	1 3%	1 5%	0 0%	2 5%
balanced scorecard	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
other	7 14%	5 36%	0 0%	1 20%	1 4%	2 50%	1 20%	2 11%	1 6%	1 100%	4 13%	3 15%	0 0%	7 17%
indicated at least one	24 48%	6 43%	2 100%	2 40%	14 52%	3 75%	1 20%	9 50%	8 44%	1 100%	15 50%	9 45%	3 38%	21 50%
commissions not offered for this position	19 38%	6 43%	0 0%	2 40%	9 33%	1 25%	3 60%	7 39%	8 44%	0 0%	9 30%	10 50%	5 63%	14 33%
no answer	7 14%	2 14%	0 0%	1 20%	4 15%	0 0%	1 20%	2 11%	2 11%	0 0%	6 20%	1 5%	0 0%	7 17%

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TABLE 130 page 1

Lawn Technician: Basis for Bonuses

25. What are bonuses for this position based on (if offered)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
LAWN TECHNICIAN														
base: qualified companies that employ at least one full-time Lawn Technician (multiple answers)	50 100%	14 100%	2 100%	5 100%	27 100%	4 100%	5 100%	18 100%	18 100%	1 100%	30 100%	20 100%	8 100%	42 100%
productivity/efficiency	10 20%	0 0%	0 0%	1 20%	9 33%	1 25%	1 20%	5 28%	3 17%	0 0%	6 20%	4 20%	0 0%	10 24%
customer satisfaction	7 14%	0 0%	0 0%	1 20%	6 22%	1 25%	0 0%	5 28%	1 6%	0 0%	4 13%	3 15%	0 0%	7 17%
annual growth	6 12%	1 7%	1 50%	1 20%	3 11%	1 25%	1 20%	3 17%	1 6%	0 0%	4 13%	2 10%	1 13%	5 12%
quality	6 12%	0 0%	0 0%	0 0%	6 22%	0 0%	0 0%	4 22%	2 11%	0 0%	3 10%	3 15%	0 0%	6 14%
revenue level	5 10%	0 0%	0 0%	1 20%	4 15%	1 25%	1 20%	2 11%	1 6%	0 0%	5 17%	0 0%	0 0%	5 12%
attendance	5 10%	0 0%	0 0%	0 0%	5 19%	0 0%	0 0%	3 17%	2 11%	0 0%	3 10%	2 10%	0 0%	5 12%
profits	5 10%	0 0%	0 0%	1 20%	4 15%	1 25%	1 20%	2 11%	1 6%	0 0%	3 10%	2 10%	0 0%	5 12%
cancellations	5 10%	0 0%	0 0%	0 0%	5 19%	0 0%	0 0%	5 28%	0 0%	0 0%	2 7%	3 15%	0 0%	5 12%
individual goal attainment	4 8%	0 0%	0 0%	0 0%	4 15%	0 0%	0 0%	4 22%	0 0%	0 0%	1 3%	3 15%	0 0%	4 10%
unserved accounts	2 4%	0 0%	0 0%	0 0%	2 7%	0 0%	0 0%	2 11%	0 0%	0 0%	1 3%	1 5%	0 0%	2 5%
department goal attainment	2 4%	0 0%	0 0%	0 0%	2 7%	0 0%	0 0%	1 6%	1 6%	0 0%	0 0%	2 10%	0 0%	2 5%
turnover	1 2%	0 0%	0 0%	0 0%	1 4%	0 0%	0 0%	1 6%	0 0%	0 0%	0 0%	1 5%	0 0%	1 2%
market share	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
chargeable accidents	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
branch goal attainment	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
other	10 20%	6 43%	0 0%	1 20%	3 11%	2 50%	2 40%	3 17%	2 11%	1 100%	7 23%	3 15%	1 13%	9 21%

NPMA and PCT

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TABLE 130 page 2

Lawn Technician: Basis for Bonuses

25. What are bonuses for this position based on (if offered)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
base: qualified companies that employ at least one full-time Lawn Technician (multiple answers)	50 100%	14 100%	2 100%	5 100%	27 100%	4 100%	5 100%	18 100%	18 100%	1 100%	30 100%	20 100%	8 100%	42 100%
indicated at least one	25 50%	7 50%	1 50%	2 40%	15 56%	3 75%	4 80%	9 50%	8 44%	1 100%	16 53%	9 45%	2 25%	23 55%
bonuses not offered for this position	20 40%	5 36%	1 50%	2 40%	10 37%	1 25%	0 0%	8 44%	9 50%	0 0%	10 33%	10 50%	6 75%	14 33%
no answer	5 10%	2 14%	0 0%	1 20%	2 7%	0 0%	1 20%	1 6%	1 6%	0 0%	4 13%	1 5%	0 0%	5 12%

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TABLE 131 page 1

Lawn Technician: Basis for Pay Increases

26. On what basis are pay increases determined for this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
LAWN TECHNICIAN														
base: qualified companies that employ at least one full-time Lawn Technician (multiple answers)	50 100%	14 100%	2 100%	5 100%	27 100%	4 100%	5 100%	18 100%	18 100%	1 100%	30 100%	20 100%	8 100%	42 100%
merit	20 40%	2 14%	2 100%	3 60%	12 44%	2 50%	2 40%	5 28%	10 56%	0 0%	12 40%	8 40%	5 63%	15 36%
length of service increases	13 26%	2 14%	1 50%	1 20%	9 33%	0 0%	2 40%	6 33%	5 28%	0 0%	8 27%	5 25%	3 38%	10 24%
cost of living	10 20%	0 0%	0 0%	1 20%	8 30%	1 25%	1 20%	5 28%	3 17%	0 0%	4 13%	6 30%	0 0%	10 24%
promotion increases	6 12%	1 7%	0 0%	0 0%	5 19%	0 0%	1 20%	2 11%	3 17%	0 0%	4 13%	2 10%	1 13%	5 12%
across-the-board same rate	1 2%	0 0%	0 0%	0 0%	1 4%	0 0%	0 0%	0 0%	1 6%	0 0%	0 0%	1 5%	0 0%	1 2%
other	10 20%	5 36%	0 0%	1 20%	4 15%	2 50%	1 20%	3 17%	2 11%	1 100%	6 20%	4 20%	0 0%	10 24%
indicated at least one	33 66%	8 57%	2 100%	4 80%	18 67%	4 100%	4 80%	10 56%	12 67%	1 100%	20 67%	13 65%	5 63%	28 67%
none - position not eligible for pay increases	9 18%	3 21%	0 0%	0 0%	5 19%	0 0%	0 0%	5 28%	4 22%	0 0%	5 17%	4 20%	2 25%	7 17%
no answer	8 16%	3 21%	0 0%	1 20%	4 15%	0 0%	1 20%	3 17%	2 11%	0 0%	5 17%	3 15%	1 13%	7 17%

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TABLE 132 page 1

Lawn Technician: Average Pay Increase

27. What is the projected (or actual, if already awarded) average pay increase for this position this year?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
LAWN TECHNICIAN														
base: qualified companies that employ at least one full-time Lawn Technician	50 100%	14 100%	2 100%	5 100%	27 100%	4 100%	5 100%	18 100%	18 100%	1 100%	30 100%	20 100%	8 100%	42 100%
10% or more	1 2%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	1 6%	0 0%	0 0%	0 0%	1 5%	0 0%	1 2%
8% - 9.9%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
6% - 7.9%	1 2%	1 7%	0 0%	0 0%	0 0%	0 0%	0 0%	1 6%	0 0%	0 0%	0 0%	1 5%	0 0%	1 2%
4% - 5.9%	7 14%	2 14%	0 0%	1 20%	4 15%	2 50%	1 20%	0 0%	3 17%	1 100%	5 17%	2 10%	0 0%	7 17%
3% - 3.9%	6 12%	1 7%	1 50%	0 0%	4 15%	0 0%	1 20%	2 11%	2 11%	0 0%	3 10%	3 15%	2 25%	4 10%
2% - 2.9%	10 20%	1 7%	1 50%	2 40%	6 22%	1 25%	0 0%	4 22%	5 28%	0 0%	7 23%	3 15%	2 25%	8 19%
less than 2%	5 10%	0 0%	0 0%	1 20%	4 15%	0 0%	0 0%	2 11%	2 11%	0 0%	3 10%	2 10%	1 13%	4 10%
0%	13 26%	6 43%	0 0%	0 0%	6 22%	1 25%	1 20%	7 39%	4 22%	0 0%	7 23%	6 30%	2 25%	11 26%
mean:	2.4%	2.1%	3.0%	2.7%	2.2%	3.1%	2.8%	2.1%	2.3%	5.0%	2.2%	2.6%	1.9%	2.5%
standard error:	0.35%	0.79%	0.50%	0.83%	0.36%	1.20%	1.48%	0.68%	0.45%	0.37%	0.66%	0.57%	0.40%	0.40%
median:	2%	0%	3%	2%	2%	3%	4%	2%	2%	6%	2%	2%	2%	2%
no answer	7 14%	3 21%	0 0%	1 20%	3 11%	0 0%	2 40%	1 6%	2 11%	0 0%	5 17%	2 10%	1 13%	6 14%

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TABLE 133 page 1

Lawn Technician: Proportion Offering Overtime Compensation

28. Does your company offer overtime compensation to full-time employees in this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
LAWN TECHNICIAN														
base: qualified companies that employ at least one full-time Lawn Technician	50 100%	14 100%	2 100%	5 100%	27 100%	4 100%	5 100%	18 100%	18 100%	1 100%	30 100%	20 100%	8 100%	42 100%
yes	17 34%	2 14%	1 50%	2 40%	11 41%	2 50%	3 60%	3 17%	8 44%	0 0%	11 37%	6 30%	2 25%	15 36%
no	27 54%	10 71%	1 50%	2 40%	13 48%	2 50%	1 20%	14 78%	8 44%	1 100%	14 47%	13 65%	6 75%	21 50%
no answer	6 12%	2 14%	0 0%	1 20%	3 11%	0 0%	1 20%	1 6%	2 11%	0 0%	5 17%	1 5%	0 0%	6 14%

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TABLE 134 page 1

Lawn Technician: Average Annual Base Salary

29. As of July 1, 2021, what was the average annual base salary for this position (in U.S. dollars)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
LAWN TECHNICIAN: AVERAGE ANNUAL BASE SALARY														
base: qualified companies that employ at least one full-time Lawn Technician (fill-in answers)	50 100%	14 100%	2 100%	5 100%	27 100%	4 100%	5 100%	18 100%	18 100%	1 100%	30 100%	20 100%	8 100%	42 100%
\$100,000 or more	0 0%	0 0%			0 0%			0 0%	0 0%		0 0%	0 0%	0 0%	0 0%
\$80,000 - \$99,999	1 2%	0 0%			0 0%			0 0%	1 6%		1 3%	0 0%	0 0%	1 2%
\$60,000 - \$79,999	1 2%	0 0%			1 4%			0 0%	1 6%		1 3%	0 0%	0 0%	1 2%
\$50,000 - \$59,999	3 6%	0 0%			3 11%			2 11%	1 6%		1 3%	2 10%	0 0%	3 7%
\$40,000 - \$49,999	6 12%	1 7%			3 11%			5 28%	1 6%		1 3%	5 25%	1 13%	5 12%
\$30,000 - \$39,999	19 38%	4 29%			13 48%			5 28%	9 50%		13 43%	6 30%	3 38%	16 38%
less than \$30,000	4 8%	1 7%			1 4%			2 11%	0 0%		3 10%	1 5%	1 13%	3 7%
\$0	7 14%	4 29%			3 11%			3 17%	3 17%		4 13%	3 15%	2 25%	5 12%
n:	41	10			24			17	16		24	17	7	34
75th percentile (thousands):	\$40.0	\$36.0			\$41.5			\$43.9	\$42.4		\$37.4	\$44.7	\$38.0	\$40.5
50th percentile (median):	\$35.4	\$27.5			\$37.4			\$38.0	\$34.7		\$35.4	\$38.0	\$31.2	\$35.7
25th percentile:	\$26.0	\$0.0			\$33.5			\$18.5	\$30.3		\$24.8	\$28.1	\$0.0	\$29.3
no answer	9 18%	4 29%	0 0%	2 40%	3 11%	0 0%	2 40%	1 6%	2 11%	1 100%	6 20%	3 15%	1 13%	8 19%

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TABLE 135 page 1

Lawn Technician: Value of Other Cash Compensation Received

30. In the 12 months prior to July 1, 2021, approximately what was the average total value (in U.S. dollars) of all other cash compensation (besides base salary) received for this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
LAWN TECHNICIAN: VALUE OF OTHER CASH COMPENSATION RECEIVED														
base: qualified companies that employ at least one full-time Lawn Technician	50 100%	14 100%	2 100%	5 100%	27 100%	4 100%	5 100%	18 100%	18 100%	1 100%	30 100%	20 100%	8 100%	42 100%
did not have full-time employees in this position all 12 months prior to July 1, 2021	11 22%	8 57%	0 0%	0 0%	2 7%	1 25%	1 20%	5 28%	4 22%	0 0%	5 17%	6 30%	4 50%	7 17%
no answer	9 18%	4 29%	0 0%	2 40%	3 11%	0 0%	2 40%	1 6%	2 11%	1 100%	6 20%	3 15%	1 13%	8 19%
base: qualified companies that employ at least one full-time Lawn Technician all 12 months prior to July 1, 2021 (fill-in answers)	30 100%	2 100%	2 100%	3 100%	22 100%	3 100%	2 100%	12 100%	12 100%		19 100%	11 100%	3 100%	27 100%
\$80,000 or more	1 3%				1 5%			0 0%	1 8%		1 5%	0 0%		0 0%
\$60,000 - \$79,999	1 3%				1 5%			0 0%	1 8%		1 5%	0 0%		1 4%
\$40,000 - \$59,999	4 13%				2 9%			3 25%	0 0%		1 5%	3 27%		4 15%
\$30,000 - \$39,999	2 7%				1 5%			1 8%	0 0%		2 11%	0 0%		2 7%
\$20,000 - \$29,999	0 0%				0 0%			0 0%	0 0%		0 0%	0 0%		0 0%
\$10,000 - \$19,999	3 10%				2 9%			1 8%	1 8%		3 16%	0 0%		2 7%
\$5,000 - \$9,999	3 10%				3 14%			3 25%	0 0%		2 11%	1 9%		3 11%
\$1,000 - \$4,999	8 27%				6 27%			1 8%	5 42%		6 32%	2 18%		7 26%
less than \$1,000	2 7%				2 9%			0 0%	1 8%		0 0%	2 18%		2 7%
no other cash compensation received	6 20%				4 18%			3 25%	3 25%		3 16%	3 27%		6 22%
75th percentile (thousands):	\$36.0				\$20.3			\$42.0	\$12.4		\$36.0	\$44.0		\$36.0
50th percentile (median):	\$3.8				\$3.3			\$5.0	\$2.0		\$5.0	\$1.5		\$2.5
25th percentile:	\$0.5				\$0.5			\$0.3	\$0.1		\$1.0	\$0.0		\$0.5

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TABLE 136 page 1

Wildlife Technician: Primary Type of Pay Plan Offered

22. What type of pay plan does your company primarily offer to full-time employees in this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
WILDLIFE TECHNICIAN														
base: qualified companies that employ at least one full-time Wildlife Technician	101 100%	30 100%	9 100%	16 100%	42 100%	29 100%	15 100%	28 100%	17 100%	6 100%	61 100%	39 100%	26 100%	75 100%
hourly only	14 14%	2 7%	2 22%	2 13%	6 14%	2 7%	2 13%	5 18%	3 18%	0 0%	9 15%	5 13%	4 15%	10 13%
base salary only	9 9%	2 7%	3 33%	2 13%	2 5%	3 10%	1 7%	2 7%	3 18%	0 0%	4 7%	4 10%	4 15%	5 7%
base salary plus commission & bonus	9 9%	2 7%	1 11%	1 6%	4 10%	2 7%	0 0%	6 21%	0 0%	0 0%	5 8%	4 10%	2 8%	7 9%
commission only	8 8%	2 7%	0 0%	1 6%	5 12%	2 7%	1 7%	3 11%	1 6%	1 17%	6 10%	2 5%	2 8%	6 8%
hourly plus commission	7 7%	0 0%	0 0%	1 6%	6 14%	5 17%	0 0%	2 7%	0 0%	0 0%	5 8%	2 5%	1 4%	6 8%
hourly plus commission & bonus	7 7%	0 0%	0 0%	3 19%	4 10%	3 10%	3 20%	0 0%	0 0%	1 17%	4 7%	3 8%	0 0%	7 9%
base salary plus commission	5 5%	1 3%	0 0%	0 0%	4 10%	0 0%	1 7%	0 0%	3 18%	0 0%	5 8%	0 0%	1 4%	4 5%
base salary plus bonus	5 5%	5 17%	0 0%	0 0%	0 0%	0 0%	2 13%	0 0%	0 0%	2 33%	2 3%	3 8%	3 12%	2 3%
hourly plus bonus	4 4%	3 10%	0 0%	0 0%	1 2%	0 0%	0 0%	1 4%	2 12%	1 17%	1 2%	3 8%	3 12%	1 1%
commission plus bonus	3 3%	0 0%	0 0%	1 6%	2 5%	0 0%	0 0%	2 7%	1 6%	0 0%	1 2%	2 5%	0 0%	3 4%
draw against commission	1 1%	0 0%	0 0%	0 0%	1 2%	0 0%	1 7%	0 0%	0 0%	0 0%	1 2%	0 0%	0 0%	1 1%
other	16 16%	10 33%	1 11%	4 25%	1 2%	7 24%	2 13%	4 14%	2 12%	1 17%	9 15%	7 18%	6 23%	10 13%
no answer	13 13%	3 10%	2 22%	1 6%	6 14%	5 17%	2 13%	3 11%	2 12%	0 0%	9 15%	4 10%	0 0%	13 17%

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TABLE 137 page 1

Wildlife Technician: Change in Compensation

23. In what ways, if any, have you changed how this position is compensated in the past two years?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
WILDLIFE TECHNICIAN														
base: qualified companies that employ at least one full-time Wildlife Technician (multiple answers)	101 100%	30 100%	9 100%	16 100%	42 100%	29 100%	15 100%	28 100%	17 100%	6 100%	61 100%	39 100%	26 100%	75 100%
increased production rewards	6 6%	2 7%	0 0%	1 6%	3 7%	1 3%	1 7%	1 4%	2 12%	1 17%	4 7%	2 5%	1 4%	5 7%
increased incentives	4 4%	0 0%	0 0%	0 0%	4 10%	0 0%	1 7%	2 7%	0 0%	0 0%	3 5%	1 3%	0 0%	4 5%
switched to base salary	1 1%	0 0%	0 0%	1 6%	0 0%	0 0%	0 0%	1 4%	0 0%	0 0%	0 0%	1 3%	0 0%	1 1%
other	13 13%	7 23%	0 0%	4 25%	2 5%	8 28%	2 13%	2 7%	0 0%	1 17%	8 13%	5 13%	4 15%	9 12%
indicated at least one	22 22%	9 30%	0 0%	5 31%	8 19%	9 31%	3 20%	5 18%	2 12%	2 33%	14 23%	8 21%	5 19%	17 23%
have not changed how this position is compensated	62 61%	18 60%	6 67%	8 50%	27 64%	14 48%	10 67%	18 64%	12 71%	4 67%	37 61%	24 62%	20 77%	42 56%
no answer	17 17%	3 10%	3 33%	3 19%	7 17%	6 21%	2 13%	5 18%	3 18%	0 0%	10 16%	7 18%	1 4%	16 21%

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TABLE 138 page 1

Wildlife Technician: Basis for Commissions

24. What are commissions for this position based on (if offered)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
WILDLIFE TECHNICIAN														
base: qualified companies that employ at least one full-time Wildlife Technician (multiple answers)	101 100%	30 100%	9 100%	16 100%	42 100%	29 100%	15 100%	28 100%	17 100%	6 100%	61 100%	39 100%	26 100%	75 100%
percent of sales	31 31%	2 7%	2 22%	7 44%	19 45%	10 34%	6 40%	10 36%	1 6%	2 33%	23 38%	8 21%	3 12%	28 37%
percent of service or production	19 19%	1 3%	0 0%	4 25%	14 33%	2 7%	5 33%	7 25%	3 18%	0 0%	13 21%	6 15%	1 4%	18 24%
years of service	6 6%	2 7%	0 0%	2 13%	2 5%	2 7%	2 13%	2 7%	0 0%	0 0%	3 5%	3 8%	2 8%	4 5%
certification level	5 5%	1 3%	0 0%	1 6%	3 7%	1 3%	0 0%	3 11%	1 6%	0 0%	3 5%	2 5%	1 4%	4 5%
route value	4 4%	1 3%	0 0%	1 6%	2 5%	0 0%	0 0%	3 11%	0 0%	1 17%	2 3%	2 5%	0 0%	4 5%
balanced scorecard	2 2%	0 0%	0 0%	1 6%	1 2%	0 0%	1 7%	1 4%	0 0%	0 0%	2 3%	0 0%	0 0%	2 3%
other	10 10%	5 17%	0 0%	3 19%	2 5%	5 17%	1 7%	3 11%	0 0%	1 17%	7 11%	3 8%	2 8%	8 11%
indicated at least one	50 50%	9 30%	2 22%	10 63%	28 67%	17 59%	8 53%	14 50%	4 24%	4 67%	35 57%	15 38%	6 23%	44 59%
commissions not offered for this position	34 34%	17 57%	5 56%	4 25%	6 14%	7 24%	4 27%	9 32%	10 59%	2 33%	15 25%	18 46%	19 73%	15 20%
no answer	17 17%	4 13%	2 22%	2 13%	8 19%	5 17%	3 20%	5 18%	3 18%	0 0%	11 18%	6 15%	1 4%	16 21%

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TABLE 139 page 1

Wildlife Technician: Basis for Bonuses

25. What are bonuses for this position based on (if offered)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
WILDLIFE TECHNICIAN														
base: qualified companies that employ at least one full-time Wildlife Technician (multiple answers)	101 100%	30 100%	9 100%	16 100%	42 100%	29 100%	15 100%	28 100%	17 100%	6 100%	61 100%	39 100%	26 100%	75 100%
revenue level	14 14%	3 10%	0 0%	5 31%	6 14%	3 10%	2 13%	5 18%	1 6%	2 33%	8 13%	6 15%	2 8%	12 16%
profits	11 11%	5 17%	1 11%	3 19%	2 5%	0 0%	1 7%	4 14%	3 18%	3 50%	4 7%	7 18%	5 19%	6 8%
productivity/efficiency	10 10%	1 3%	0 0%	4 25%	5 12%	2 7%	2 13%	4 14%	1 6%	0 0%	5 8%	5 13%	1 4%	9 12%
quality	7 7%	1 3%	0 0%	3 19%	3 7%	1 3%	1 7%	2 7%	2 12%	0 0%	3 5%	4 10%	1 4%	6 8%
attendance	6 6%	0 0%	0 0%	3 19%	3 7%	3 10%	0 0%	2 7%	1 6%	0 0%	2 3%	4 10%	0 0%	6 8%
annual growth	6 6%	2 7%	0 0%	3 19%	1 2%	2 7%	2 13%	0 0%	1 6%	1 17%	4 7%	2 5%	2 8%	4 5%
individual goal attainment	6 6%	2 7%	0 0%	0 0%	4 10%	2 7%	2 13%	1 4%	0 0%	1 17%	3 5%	3 8%	2 8%	4 5%
customer satisfaction	5 5%	1 3%	0 0%	2 13%	2 5%	1 3%	1 7%	1 4%	1 6%	1 17%	4 7%	1 3%	1 4%	4 5%
department goal attainment	4 4%	2 7%	0 0%	0 0%	2 5%	2 7%	0 0%	0 0%	0 0%	1 17%	2 3%	2 5%	2 8%	2 3%
unserved accounts	2 2%	1 3%	0 0%	1 6%	0 0%	1 3%	0 0%	0 0%	0 0%	1 17%	1 2%	1 3%	0 0%	2 3%
branch goal attainment	2 2%	1 3%	0 0%	1 6%	0 0%	0 0%	0 0%	1 4%	1 6%	0 0%	0 0%	2 5%	1 4%	1 1%
market share	1 1%	0 0%	0 0%	0 0%	1 2%	0 0%	0 0%	0 0%	0 0%	1 17%	1 2%	0 0%	0 0%	1 1%
turnover	1 1%	0 0%	0 0%	0 0%	1 2%	0 0%	0 0%	0 0%	1 6%	0 0%	1 2%	0 0%	0 0%	1 1%
cancellations	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
chargeable accidents	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
other	16 16%	5 17%	3 33%	3 19%	4 10%	6 21%	3 20%	6 21%	0 0%	1 17%	12 20%	4 10%	3 12%	13 17%

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TABLE 139 page 2

Wildlife Technician: Basis for Bonuses

25. What are bonuses for this position based on (if offered)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
base: qualified companies that employ at least one full-time Wildlife Technician (multiple answers)	101 100%	30 100%	9 100%	16 100%	42 100%	29 100%	15 100%	28 100%	17 100%	6 100%	61 100%	39 100%	26 100%	75 100%
indicated at least one	46 46%	14 47%	4 44%	10 63%	17 40%	12 41%	8 53%	13 46%	5 29%	6 100%	26 43%	20 51%	10 38%	36 48%
bonuses not offered for this position	39 39%	13 43%	3 33%	5 31%	16 38%	11 38%	5 33%	10 36%	10 59%	0 0%	25 41%	13 33%	16 62%	23 31%
no answer	16 16%	3 10%	2 22%	1 6%	9 21%	6 21%	2 13%	5 18%	2 12%	0 0%	10 16%	6 15%	0 0%	16 21%

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TABLE 140 page 1

Wildlife Technician: Basis for Pay Increases

26. On what basis are pay increases determined for this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
WILDLIFE TECHNICIAN														
base: qualified companies that employ at least one full-time Wildlife Technician (multiple answers)	101 100%	30 100%	9 100%	16 100%	42 100%	29 100%	15 100%	28 100%	17 100%	6 100%	61 100%	39 100%	26 100%	75 100%
merit	35 35%	7 23%	1 11%	9 56%	16 38%	8 28%	9 60%	9 32%	4 24%	3 50%	21 34%	14 36%	8 31%	27 36%
length of service increases	21 21%	5 17%	3 33%	3 19%	10 24%	4 14%	2 13%	8 29%	4 24%	1 17%	10 16%	11 28%	6 23%	15 20%
cost of living	20 20%	3 10%	1 11%	5 31%	10 24%	8 28%	2 13%	5 18%	2 12%	2 33%	11 18%	8 21%	7 27%	13 17%
promotion increases	10 10%	2 7%	0 0%	1 6%	7 17%	3 10%	0 0%	2 7%	2 12%	1 17%	5 8%	5 13%	2 8%	8 11%
across-the-board same rate	3 3%	0 0%	0 0%	0 0%	3 7%	0 0%	0 0%	2 7%	1 6%	0 0%	3 5%	0 0%	0 0%	3 4%
other	13 13%	8 27%	0 0%	3 19%	2 5%	7 24%	1 7%	3 11%	0 0%	1 17%	7 11%	6 15%	5 19%	8 11%
indicated at least one	68 67%	19 63%	5 56%	13 81%	29 69%	20 69%	11 73%	17 61%	10 59%	5 83%	42 69%	25 64%	19 73%	49 65%
none - position not eligible for pay increases	19 19%	8 27%	2 22%	2 13%	6 14%	4 14%	2 13%	7 25%	5 29%	1 17%	10 16%	9 23%	7 27%	12 16%
no answer	14 14%	3 10%	2 22%	1 6%	7 17%	5 17%	2 13%	4 14%	2 12%	0 0%	9 15%	5 13%	0 0%	14 19%

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TABLE 141 page 1

Wildlife Technician: Average Pay Increase

27. What is the projected (or actual, if already awarded) average pay increase for this position this year?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
WILDLIFE TECHNICIAN														
base: qualified companies that employ at least one full-time Wildlife Technician	101 100%	30 100%	9 100%	16 100%	42 100%	29 100%	15 100%	28 100%	17 100%	6 100%	61 100%	39 100%	26 100%	75 100%
10% or more	3 3%	2 7%	1 11%	0 0%	0 0%	1 3%	0 0%	1 4%	0 0%	1 17%	2 3%	1 3%	3 12%	0 0%
8% - 9.9%	2 2%	0 0%	0 0%	1 6%	1 2%	1 3%	0 0%	1 4%	0 0%	0 0%	1 2%	1 3%	0 0%	2 3%
6% - 7.9%	1 1%	0 0%	0 0%	1 6%	0 0%	0 0%	0 0%	0 0%	1 6%	0 0%	1 2%	0 0%	0 0%	1 1%
4% - 5.9%	19 19%	3 10%	2 22%	2 13%	12 29%	6 21%	3 20%	4 14%	3 18%	1 17%	12 20%	7 18%	2 8%	17 23%
3% - 3.9%	10 10%	0 0%	1 11%	2 13%	7 17%	1 3%	3 20%	3 11%	1 6%	1 17%	6 10%	4 10%	0 0%	10 13%
2% - 2.9%	10 10%	2 7%	0 0%	4 25%	3 7%	3 10%	2 13%	2 7%	1 6%	1 17%	7 11%	3 8%	5 19%	5 7%
less than 2%	7 7%	3 10%	0 0%	1 6%	2 5%	1 3%	0 0%	3 11%	2 12%	0 0%	3 5%	4 10%	2 8%	5 7%
0%	30 30%	14 47%	3 33%	3 19%	9 21%	8 28%	3 20%	10 36%	7 41%	2 33%	17 28%	12 31%	10 38%	20 27%
mean:	2.6%	1.8%	3.4%	3.1%	3.0%	2.9%	2.8%	2.4%	2.0%	3.5%	2.8%	2.5%	2.5%	2.7%
standard error:	0.30%	0.62%	1.41%	0.71%	0.40%	0.66%	0.60%	0.59%	0.63%	1.53%	0.39%	0.48%	0.73%	0.32%
median:	2%	0%	4%	3%	3%	2%	3%	1%	0%	3%	3%	2%	1%	3%
no answer	19 19%	6 20%	2 22%	2 13%	8 19%	8 28%	4 27%	4 14%	2 12%	0 0%	12 20%	7 18%	4 15%	15 20%

NPMA and PCT

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TABLE 142 page 1

Wildlife Technician: Proportion Offering Overtime Compensation

28. Does your company offer overtime compensation to full-time employees in this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
WILDLIFE TECHNICIAN														
base: qualified companies that employ at least one full-time Wildlife Technician	101 100%	30 100%	9 100%	16 100%	42 100%	29 100%	15 100%	28 100%	17 100%	6 100%	61 100%	39 100%	26 100%	75 100%
yes	41 41%	6 20%	4 44%	8 50%	21 50%	11 38%	8 53%	13 46%	3 18%	3 50%	28 46%	13 33%	10 38%	31 41%
no	40 40%	20 67%	3 33%	5 31%	11 26%	9 31%	4 27%	11 39%	11 65%	3 50%	21 34%	18 46%	14 54%	26 35%
no answer	20 20%	4 13%	2 22%	3 19%	10 24%	9 31%	3 20%	4 14%	3 18%	0 0%	12 20%	8 21%	2 8%	18 24%

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TABLE 143 page 1

Wildlife Technician: Average Annual Base Salary

29. As of July 1, 2021, what was the average annual base salary for this position (in U.S. dollars)?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
WILDLIFE TECHNICIAN: AVERAGE ANNUAL BASE SALARY														
base: qualified companies that employ at least one full-time Wildlife Technician (fill-in answers)	101 100%	30 100%	9 100%	16 100%	42 100%	29 100%	15 100%	28 100%	17 100%	6 100%	61 100%	39 100%	26 100%	75 100%
\$100,000 or more	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
\$80,000 - \$99,999	1 1%	1 3%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	1 2%	0 0%	1 4%	0 0%
\$60,000 - \$79,999	5 5%	2 7%	1 11%	0 0%	2 5%	1 3%	0 0%	2 7%	1 6%	0 0%	2 3%	3 8%	2 8%	3 4%
\$50,000 - \$59,999	10 10%	3 10%	0 0%	0 0%	7 17%	5 17%	0 0%	1 4%	2 12%	0 0%	8 13%	2 5%	3 12%	7 9%
\$40,000 - \$49,999	15 15%	3 10%	2 22%	3 19%	5 12%	2 7%	4 27%	3 11%	4 24%	0 0%	7 11%	7 18%	4 15%	11 15%
\$30,000 - \$39,999	26 26%	7 23%	2 22%	6 38%	11 26%	6 21%	4 27%	10 36%	4 24%	0 0%	17 28%	9 23%	6 23%	20 27%
less than \$30,000	6 6%	2 7%	1 11%	1 6%	2 5%	1 3%	2 13%	0 0%	2 12%	0 0%	2 3%	4 10%	2 8%	4 5%
\$0	9 9%	4 13%	0 0%	1 6%	4 10%	3 10%	1 7%	4 14%	1 6%	0 0%	5 8%	4 10%	1 4%	8 11%
n:	72	22	6	11	31	18	11	20	14	4	42	29	19	53
75th percentile (thousands):	\$43.7	\$52.0	\$47.3	\$41.6	\$50.0	\$50.0	\$41.6	\$41.2	\$45.3		\$50.0	\$42.6	\$52.0	\$41.8
50th percentile (median):	\$37.0	\$36.4	\$37.5	\$35.4	\$37.0	\$37.2	\$37.0	\$35.0	\$39.0		\$37.0	\$36.0	\$41.6	\$36.4
25th percentile:	\$30.0	\$25.8	\$31.2	\$30.0	\$33.3	\$28.7	\$25.0	\$30.3	\$29.8		\$32.8	\$25.5	\$30.0	\$30.0
no answer	29 29%	8 27%	3 33%	5 31%	11 26%	11 38%	4 27%	8 29%	3 18%	2 33%	19 31%	10 26%	7 27%	22 29%

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TABLE 144 page 1

Wildlife Technician: Value of Other Cash Compensation Received

30. In the 12 months prior to July 1, 2021, approximately what was the average total value (in U.S. dollars) of all other cash compensation (besides base salary) received for this position?

	TOTAL	-----GROSS REVENUE-----				-----REGION SERVICED-----					COMPANY NPMA MEMBERSHIP STATUS		NUMBER OF ---EMPLOYEES---	
		<\$250k	\$250k - \$499k	\$500k - \$999k	\$1M+	Mideast/ New England	Great Lakes & Plains	South- east	Rocky Mtn/ Far West/ Southwest	Canada	member	non- member	<10	10+
WILDLIFE TECHNICIAN: VALUE OF OTHER CASH COMPENSATION RECEIVED														
base: qualified companies that employ at least one full-time Wildlife Technician	101 100%	30 100%	9 100%	16 100%	42 100%	29 100%	15 100%	28 100%	17 100%	6 100%	61 100%	39 100%	26 100%	75 100%
did not have full-time employees in this position all 12 months prior to July 1, 2021	19 19%	14 47%	1 11%	1 6%	2 5%	5 17%	2 13%	6 21%	5 29%	1 17%	7 11%	11 28%	11 42%	8 11%
no answer	29 29%	8 27%	3 33%	5 31%	11 26%	11 38%	4 27%	8 29%	3 18%	2 33%	19 31%	10 26%	7 27%	22 29%
base: qualified companies that employ at least one full-time Wildlife Technician all 12 months prior to July 1, 2021 (fill-in answers)	53 100%	8 100%	5 100%	10 100%	29 100%	13 100%	9 100%	14 100%	9 100%	3 100%	35 100%	18 100%	8 100%	45 100%
\$80,000 or more	1 2%	0 0%	0 0%	0 0%	1 3%	0 0%	0 0%	0 0%	0 0%		0 0%	1 6%	0 0%	1 2%
\$60,000 - \$79,999	2 4%	0 0%	0 0%	0 0%	2 7%	0 0%	0 0%	1 7%	1 11%		2 6%	0 0%	0 0%	2 4%
\$40,000 - \$59,999	5 9%	1 13%	0 0%	2 20%	2 7%	3 23%	1 11%	0 0%	0 0%		3 9%	2 11%	0 0%	5 11%
\$30,000 - \$39,999	4 8%	0 0%	0 0%	2 20%	2 7%	1 8%	0 0%	1 7%	1 11%		3 9%	1 6%	0 0%	4 9%
\$20,000 - \$29,999	4 8%	2 25%	1 20%	1 10%	0 0%	0 0%	1 11%	2 14%	0 0%		2 6%	2 11%	3 38%	1 2%
\$10,000 - \$19,999	6 11%	0 0%	0 0%	0 0%	6 21%	2 15%	1 11%	3 21%	0 0%		5 14%	1 6%	0 0%	6 13%
\$5,000 - \$9,999	5 9%	0 0%	2 40%	0 0%	3 10%	0 0%	1 11%	2 14%	2 22%		4 11%	1 6%	0 0%	5 11%
\$1,000 - \$4,999	10 19%	1 13%	0 0%	3 30%	5 17%	1 8%	3 33%	2 14%	1 11%		8 23%	2 11%	2 25%	8 18%
less than \$1,000	4 8%	0 0%	0 0%	1 10%	3 10%	1 8%	1 11%	2 14%	0 0%		1 3%	3 17%	0 0%	4 9%
no other cash compensation received	12 23%	4 50%	2 40%	1 10%	5 17%	5 38%	1 11%	1 7%	4 44%		7 20%	5 28%	3 38%	9 20%
75th percentile (thousands):	\$26.5	\$20.0	\$15.0	\$34.5	\$24.6	\$37.0	\$16.8	\$25.8	\$19.5		\$25.0	\$30.8	\$20.0	\$30.5
50th percentile (median):	\$5.0	\$1.3	\$5.0	\$14.8	\$6.0	\$1.0	\$3.5	\$7.5	\$1.0		\$5.0	\$2.3	\$1.8	\$5.0
25th percentile:	\$0.2	\$0.0	\$0.0	\$0.8	\$0.7	\$0.0	\$0.7	\$1.3	\$0.0		\$1.0	\$0.0	\$0.0	\$0.5