



2019 FLEXIBLE PACKAGING INDUSTRY COMPENSATION REPORT

185 Admiral Cochrane Drive, Suite 105
Annapolis, MD 21401
(410) 694-0800
www.flexpack.org

This report was produced by the Flexible Packaging Association with Robert A. Casey Consulting, acting as the confidential source for data collection and tabulation.

© 2020 Flexible Packaging Association. The contents of this report may not be reproduced or redistributed without the written consent of the Flexible Packaging Association.

CONTENTS

TABLE OF CONTENTS..... i
GRAPHS INDEX..... vi
TABLES INDEX..... viii
LETTER FROM R.A. CASEY CONSULTING..... x
SURVEY METHODOLOGY xi
EXECUTIVE SUMMARY xii

I. GENERAL INFORMATION

2019 Company Sales Revenue 1
Employment Data 1
Plants Operated per Company 2
Union vs Non-Union Plants..... 2
Primary Manufacturing Operation, by Company 3

II. BENEFITS

Employee Benefits 4
Pension Plan..... 5
'Other' Category..... 6
Benefit Costs 6
Other Benefits..... 7
 Health Benefit Premiums 7
 Vacations..... 8
 Sick Days..... 9
 Holidays..... 9
2019 Compensation Increases 10
Expected Compensation Increases in 2020..... 11

III. SALES REPRESENTATIVES' COMPENSATION PRACTICES

Method of Compensation..... 12
Automobile/Mileage Practices..... 13
Commissions Paid to Company Sales Force..... 13
 Frequency of Commission Payments 13
 Base for Commissions..... 13
 Constant or Prorated Commissions..... 13
 Limitations Imposed on Commissions 13
 Formula Used to Determine Commission Payments 14

Bonuses Paid to Company Sales Force	14
Frequency of Bonus Payments	14
Base for Bonuses	14
Constant or Prorated Bonuses	15
Limitations Imposed on Bonuses.....	15
Formula Used to Determine Bonuses.....	15
Sales Management Personnel.....	16
First Level of Sales Management	16
Number of Sales Representatives Reporting to First Level Manager	16
Number of First Level Sales Managers	16
Managers Required to Sell	17
Sales Volume Supervised by First Level Sales Managers	17
External Sales Force	17
IV. SALARY COMPENSATION PRACTICES	
Range Structures	18
Salary Differential	18
Merit Increases	18
V. COMPANY SALARY DATA	
Company Locations	20
Annual Net Sales of Companies	23
Primary Manufacturing Operations, by Company	23
Total Number of Employees	24
Average Number of Incumbents	24
Average Annual Base Salary	25
Average “Other Cash Compensation”	26
Average Annual Total Compensation	26
Number of Years in Position	28
Executive Positions, by Company.....	28
Average Incumbents per Executive Position, by Company.....	29
VI. PLANT SALARY DATA	
Plant Locations	31
Annual Net Sales of Plants	34
Primary Manufacturing Operations, by Plant	34
Total Number of Employees	35
Average Number of Incumbents	35

Average Annual Base Salary	36
Average “Other Cash Compensation”	36
Average Annual Total Compensation	37
Number of Years in Position	39

VII. LABOR COMPENSATION PRACTICES

Unionized Labor	40
Average Dollar per Hour and Shift Differentials	41
Overtime	41
Weekend and Holiday Overtime	41
Hourly Compensation Rate Ranges—All Employees	42

APPENDIX I—DATA TABLES

APPENDIX II—RAW SURVEY DATA SUMMARY

APPENDIX III—SURVEY QUESTIONNAIRE

GRAPHS

Graph 1-A: Flexible Packaging Net Sales Revenue, 2019 1

Graph 1-B: Type of Employee as a Percent of Total Survey 2

Graph 1-C: Primary Manufacturing Operation 3

Graph 2-A: Percent of Respondents Providing Annual/Year-End Bonuses 5

Graph 2-B: Average Percent of Health Benefit Premiums the Employee Pays, by Type of Employee 7

Graph 2-C: 2018-2019 Average Percent Increases in Compensation, by Employee Category..... 10

Graph 2-D: 2019-2020 Average Expected Percent Increases in Compensation, by Employee Category..... 11

Graph 3-A: Method of Compensation Used For Sales Force 12

Graph 3-B: Commission Payment Formulas Used (Percent of Respondents) 14

Graph 3-C: Limitations on Bonuses, by Category 15

Graph 3-D: First Level of Sales Management Above Sales Representative 16

Graph 4-A: Companies Using Salary Ranges (Percent of Respondents) 18

Graph 5-A: Top States with Company Headquarters 20

Graph 5-B: 2019 Dollar Volume of Annual Net Sales (Percent of Respondents) 23

Graph 5-C: Primary Manufacturing Operation, by Company 23

Graph 5-D: Number of Employees Per Company (Percent of Companies)..... 24

Graph 5-E: Top Average Base Executive Salaries, 2019..... 25

Graph 6-A: Top States with % Total Plants 31

Graph 6-B: 2019 Dollar Volume of Annual Net Sales (Percent of Plants) 34

Graph 6-C: Primary Manufacturing Operations, by Plant 34

Graph 6-D: Number of Employees Per Plant (Percent of Plants).....35
Graph 6-E: Top Average Base Plant Level Salaries, 2019..... 36
Graph 7-A: Is Your Labor Unionized? (Percent of Plants)..... 40

TABLES

	Page
Table 2-1: Top Benefits Companies Offered to Employees, by Type of Employee (Percent of Respondents)	4
Table 2-2: Types of Pension Plans Offered to Various Levels of Employees (Percent of Respondents).....	6
Table 2-3: Most Common Number of Years in Service Required to Receive Indicated Hours of Vacation by Type of Employee, as a Percent of Respondents.....	8
Table 2-4: Holidays Provided to Employees, by Type of Employee (Percent of Respondents).....	9
Table 4-1: Average Budgeted and Actual Merit Increases, 2019 and 2020	18
Table 5-1: Companies by Region, as a Percent of Participating Companies.....	21
Table 5-2: The Regions and Their Representative States for the Continental (lower 48) States.....	22
Table 5-3: Top and Bottom Five Company Level Positions Receiving Average Other Cash Compensation, as a Percent of Annual Average Base Salary, by Position Title	26
Table 5-4: 2019 Average Annual Total Compensation for Company Salaried Positions, by Overall, Sales Volume, Primary Manufacturing Operation, and Region	27
Table 5-5: Number of Years in Company Level Position Compared With Average Annual Total Compensation.....	28
Table 5-6: Average Annual Total Compensation for Executive Positions, by Number of Plants Operated by a Company	29
Table 5-7: Average Number of Incumbents per Company for Executive Positions, by Number of Plants Operated	30
Table 6-1: Plants by Region, as a Percent of U.S. Plants.....	32
Table 6-2: The Regions and Their Representative States	33

Table 6-3: Top and Bottom Five Plant Level Positions Receiving Average Other Cash Compensation, as a Percent of Annual Average Base Salary, by Position Title 37

Table 6-4: 2019 Average Annual Total Compensation for Plant Salaried Positions, by Overall, Sales Volume, Primary Manufacturing Operation, and Region 38

Table 6-5: Number of Years in Plant Level Position Compared with Average Annual Total Compensation..... 39

Table 7-1: Overall Average Hourly Pay and Shift Differentials..... 41

Table 7-2: Minimum, Average, and Maximum Hourly Rates by Position, 2019 42