

2006 Employee Compensation Report

Volume I



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Introduction

This report reviews the DHI results from the cross-industry Employee Compensation survey completed in April 2006. The survey was sponsored by DHI and 40 other organizations in the distribution industries. A total of 2,080 firms participated in the cross-industry survey; of that total, 50 were members of DHI. The complete results of this survey are contained in two separate documents.

Detailed Report

Volume I contains information only for the DHI firms taking part in the survey. Where appropriate, the DHI figures are compared to the results for the entire cross-industry sample of firms.

This report provides information on both executive and employee compensation, including salaries, bonuses, commissions and perks. It also includes details on fringe benefit packages such as health insurance, retirement programs, employee time off and the like.

Cross-Industry Report

Volume II takes advantage of the large sample of firms to provide information at its most detailed level. The cross-industry report provides breakouts for 23 different sales volume categories. In addition, over 100 specific geographic areas are also profiled.

This means that a firm in Atlanta can make meaningful comparisons to other firms in the same market. Similarly, firms interested in expanding their geographic coverage can compare wage rates in their existing markets to rates paid in territories under consideration.

Together these two reports provide the most thoroughgoing review of compensation and benefits in the distribution industries ever presented. This information is available only through the combined effort of all of the organizations involved.

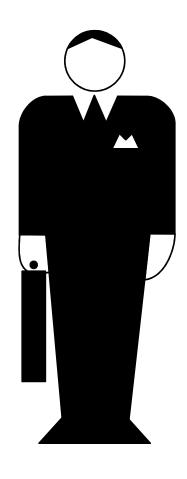
Understanding the Numbers

An explanation of the statistics utilized in the survey is included at the end of the report. At this point, it should be noted that all figures utilized in the report are medians. Throughout the report, N/A designates data that are not available due to an inadequate sample size for a particular statistic.

	Typical U.S. <u>Distributor</u>	Typical DHI <u>Distributor</u>	Sales Under \$5 <u>Million</u>	Sales \$5 - \$10 <u>Million</u>	Sales Over \$10 <u>Million</u>
General Information Number of Firms Reporting	2,080 \$15,820,600	50 \$7,430,000	15 \$3,566,433	13 \$7,000,000	19 \$15,000,000
Typical Company Sales Volume Typical Branch Sales Volume	\$5,727,128	\$5,426,658	\$3,566,433	\$6,171,000	\$7,800,000
Number of Employees (FTE) Employee Turnover Rate	44.5 17%	24.7 16%	12.0 13%	25.5 10%	45.3 24%
Scope of Operations					
Local	26%	22%	20%	38%	16%
Regional	58	57	73	46	47
National	10	18	7	15	32
International	<u>6</u> 100%	<u>2</u>	<u>0</u> 100%	<u>0</u>	<u>5</u> 100%
Total Firms	100%	10 0 %	100%	10 0 %	100%
Ownership Base					
Private Company	96%	100%	100%	100%	100%
Public Company	<u>4</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Firms	10 0 %	10 0 %	100%	10 0 %	10 0 %
Organizational Structure					
Sole Proprietorship	1%	0%	0%	0%	0%
Partnership	1	0	0	0	0
S Corporation	48	46	43	62	37
C Corporation	42	44	43	31	53
Limited Liability Corp. (LLC)	6	10	14	8	11
Limited Liability Partnership (LLP)	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Firms	100%	100%	100%	10 0 %	100%

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Executive Compensation Overview



The Typical DHI Firm...

Sales	\$7,430,000
Number of Employees	24.7

CEO Profile...

Base Salary	\$120,000
Total Compensation	\$147,502
Bonus % of Salary	51%
Age	52
Years with Company	23
Equity Owned	48%
Company Founder	45%

Executive Bonuses...

Executive Bonus Program	64%
Discretionary	70%
Achievement of Sales Goals	
Achievement of Profit Goals	40%
Percentage of Sales	7%
Percentage of Profit	
Return on Equity/Assets/Sales	

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Executive Benefits & Perks...

	<u>CEO</u>	<u>COO</u>	<u>CFO</u>	<u>CMO</u>
Company Car & Expenses	85%	68%	50%	58%
Supplemental Life Insurance*	67%	47%	31%	50%
Supplemental Medical Insurance*	28%	18%	8%	25%
Tax Return Preparation	41%	26%	19%	25%
Club Dues & Expenses	24%	24%	4%	0%
Personal Tax & Financial Planning	37%	26%	15%	25%
Annual Physical Examination	13%	11%	12%	33%
Low or No-interest Loans	13%	5%	4%	0%
Supplemental Retirement Benefits*	17%	16%	12%	17%
Deferred Compensation	17%	21%	8%	25%
First Class Air Travel	0%	0%	0%	0%
Use of Corporate Aircraft	0%	0%	0%	0%

^{*}Beyond customary company-wide benefits

Summary of Executive Compensation

The table below displays executive salaries, total compensation (salary + bonus or commission), and bonus as a percent of salary, when a bonus is paid. The "Range of Common Experience" profiles the first quartile (25%) to third quartile (75%) data for total compensation. This range represents the W-2 compensation for most managers in the survey.

Executive Compensation

	Base	Total	Range of Comm	non Experience	Bonus
	<u>Salary</u>	<u>Compensation</u>	1st Quartile	3rd Quartile	% of Salary
All U.S. Distributors					
Chief Executive Officer (CEO)/President	\$126,000	\$170,450	\$104,400	\$284,075	50%
COO/Vice President/#2 Officer	\$100,000	\$132,000	\$86,859	\$204,000	40%
Chief Financial Officer (CFO)	\$88,000	\$108,180	\$77,804	\$159,144	24%
Chief Marketing Officer (CMO)	\$95,000	\$120,964	\$88,298	\$172,000	30%
DHI Distributors					
Chief Executive Officer (CEO)/President	\$120,000	\$147,502	\$106,000	\$198,200	51%
COO/Vice President/#2 Officer	\$89,563	\$110,000	\$64,914	\$140,769	30%
Chief Financial Officer (CFO)	\$63,440	\$80,091	\$70,000	\$100,012	17%
Chief Marketing Officer (CMO)	\$80,004	\$93,400	\$84,322	\$138,843	21%

Executive Compensation Pay Relationships

The table below indicates the relationship of the typical compensation of top management to the CEO.

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	Typical U.S. <u>Distributor</u>	Typical DHI <u>Distributor</u>
Chief Executive Officer (CEO)/President	100%	100%
COO/Vice President/#2 Officer	80	81
Chief Financial Officer (CFO)	55	53
Chief Marketing Officer (CMO)	57	47

Allocation of Executive Bonuses*

	Typical U.S. Distributor	Typical DHI Distributor
Executive Bonus Program	66%	64%
Discretionary	67%	70%
Achievement of Sales or Operating Goals	38	23
Achievement of Profit Goals	48	40
Percentage of Sales	9	7
Percentage of Profit	34	57
Return on Equity/Assets/Sales	13	13

^{*}Respondents could indicate more than one method of allocating bonuses.

Summary of Employee Compensation

	Base <u>Salary</u>	Total Compensation	Range of Community 1st Quartile	non Experience 3rd Quartile	Bonus % of Salary
All U.S. Distributors	450.045	404.004	* 40 - 50 -	***	4=0/
Branch Manager	\$53,815	\$64,964	\$48,797	\$93,000	17%
Senior Sales Consultant	\$38,049	\$78,079	\$59,000	\$106,921	71%
Typical Outside Salesperson	\$35,362	\$61,797	\$48,098	\$80,000	58%
Beginning Outside Salesperson	\$33,919	\$46,780	\$38,307	\$60,000	32%
Typical Inside Salesperson	\$36,702	\$41,524	\$35,000	\$50,592	11%
Beginning Inside Salesperson	\$29,842	\$32,324	\$26,896	\$40,000	10%
Sales Manager	\$65,000	\$84,299	\$64,754	\$107,332	24%
Sales Assistant	\$35,000	\$38,500	\$31,500	\$48,000	9%
Customer Service Rep	\$32,600	\$38,000	\$31,068	\$48,202	11%
Counter Salesperson	\$31,116	\$34,339	\$29,100	\$40,423	9%
Operations Manager	\$58,000	\$62,637	\$50,592	\$80,000	12%
Warehouse Supervisor	\$38,619	\$41,000	\$35,000	\$49,591	7%
Warehouse Employee	\$26,000	\$27,000	\$23,919	\$31,583	5%
Driver/Delivery Personnel	\$29,135	\$30,500	\$25,000	\$37,847	5%
Chief Information Officer (CIO)	\$85,000	\$92,030	\$70,000	\$133,743	15%
MIS/Data Processing Manager	\$60,000	\$63,719	\$50,745	\$80,700	9%
Systems Administrator	\$45,700	\$49,062	\$40,000	\$60,000	6%
IT Clerk	\$31,200	\$32,352	\$27,040	\$40,696	5%
Purchasing Manager	\$54,300	\$58,364	\$47,518	\$75,000	10%
Purchasing Agent/Buyer	\$38,480	\$40,000	\$34,000	\$47,853	6%
Controller	\$66,000	\$71,960	\$57,000	\$90,000	12%
Accountant/Bookkeeper	\$36,000	\$38,000	\$31,400	\$45,337	6%
Credit Manager	\$47,000	\$49,769	\$38,168	\$63,000	9%
Credit/Collections Clerk	\$29,800	\$30,564	\$26,525	\$35,453	5%
Human Resources Manager	\$50,000	\$53,006	\$41,000	\$70,000	9%
Office Manager	\$40,638	\$44,000	\$35,239	\$53,034	8%
Office/Clerical Personnel	\$27,000	\$27,934	\$24,000	\$32,000	5%

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Summary of Employee Compensation

	Base <u>Salary</u>	Total Compensation	Range of Comr 1st Quartile	non Experience 3rd Quartile	Bonus % of Salary
DHI Distributors					
Branch Manager	\$68,750	\$76,008	\$57,250	\$105,875	18%
Senior Sales Consultant	\$52,641	\$70,506	\$63,500	\$85,705	33%
Typical Outside Salesperson	\$44,132	\$55,000	\$45,000	\$67,661	17%
Beginning Outside Salesperson	\$30,000	\$44,388	\$40,000	\$51,023	15%
Typical Inside Salesperson	\$45,100	\$50,000	\$40,000	\$60,000	18%
Beginning Inside Salesperson	\$30,000	\$31,600	\$25,000	\$35,194	12%
Sales Manager	\$56,775	\$65,000	\$57,200	\$77,300	11%
Sales Assistant	\$33,560	\$39,000	\$32,444	\$45,000	16%
Customer Service Rep	\$40,000	\$47,000	\$35,000	\$55,750	12%
Counter Salesperson	\$34,320	\$39,856	\$30,000	\$42,925	7%
Operations Manager	\$53,362	\$54,000	\$47,996	\$60,000	11%
Warehouse Supervisor	\$37,841	\$41,000	\$34,002	\$51,736	10%
Warehouse Employee	\$27,000	\$28,400	\$23,980	\$32,570	4%
Driver/Delivery Personnel	\$25,865	\$27,037	\$23,920	\$33,000	5%
Chief Information Officer	\$N/A	\$N/A	\$N/A	\$N/A	N/A%
MIS/Data Processing Manager	\$N/A	\$63,875	\$56,493	\$79,937	N/A%
Systems Administrator	\$41,800	\$45,475	\$35,250	\$55,700	9%
IT Clerk	\$N/A	\$N/A	\$N/A	\$N/A	N/A%
Purchasing Manager	\$45,000	\$50,400	\$42,200	\$60,726	9%
Purchasing Agent/Buyer	\$32,380	\$36,000	\$27,250	\$43,750	6%
Controller	\$55,800	\$64,500	\$57,810	\$85,750	11%
Accountant/Bookkeeper	\$35,000	\$37,780	\$30,815	\$44,768	9%
Credit Manager	\$40,065	\$47,730	\$31,067	\$75,000	18%
Credit/Collections Clerk	\$28,000	\$30,089	\$21,700	\$36,525	10%
Human Resources Manager	\$N/A	\$45,000	\$29,150	\$61,375	N/A%
Office Manager	\$38,331	\$40,800	\$35,810	\$52,500	8%
Office/Clerical Personnel	\$26,000	\$27,000	\$22,750	\$31,250	6%
Inside Technical Personnel*	\$45,912	\$49,000	\$37,273	\$58,900	8%
Architectural Draftsman/Estimator*	\$37,350	\$45,000	\$38,000	\$57,000	6%
Shop Personnel*	\$29,800	\$31,000	\$27,272	\$33,400	3%
Locksmith*	\$34,697	\$36,202	\$30,500	\$40,308	6%

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^{*}These job titles apply to DHI members only.

Executive Compensation

Object Freezestine Officers (070)	Typical	Typical	Sales	Sales	Sales
	U.S.	DHI	Under \$5	\$5 - \$10	Over \$10
	<u>Distributor</u>	<u>Distributor</u>	<u>Million</u>	<u>Million</u>	<u>Million</u>
Chief Executive Officer (CEO) Salary Total Compensation Change versus Previous Year Bonus % of Salary Firms Paying Bonus	\$126,000	\$120,000	\$107,500	\$119,000	\$161,188
	\$170,450	\$147,502	\$120,500	\$147,671	\$174,895
	3%	3%	0%	9%	4%
	50%	51%	40%	38%	75%
	73%	71%	63%	73%	71%
Age	54	52	52	54	52
Years with Company	25	23	16	25	25
Equity Owned	50%	48%	67%	34%	37%
Company Founder	32%	45%	62%	46%	32%
CEO Benefits & Perks Company Car & Expenses Supplemental Life Insurance* Supplemental Medical Insurance* Tax Return Preparation Club Dues & Expenses Personal Tax & Financial Planning Annual Physical Examination Low or No-interest Loans Supplemental Retirement Benefits* Deferred Compensation First Class Air Travel Use of Corporate Aircraft	85% 57% 26% 50% 34% 38% 18% 12% 14% 14% 8% 4%	85% 67% 28% 41% 24% 37% 13% 13% 17% 0%	83% 83% 75% 17% 58% 8% 8% 8% 0%	85% 62% 62% 38% 8% 31% 23% 15% 38% 15% 0%	84% 63% 5% 26% 32% 32% 11% 16% 5% 21% 0%
COO/Vice President/#2 Officer Salary Total Compensation Change versus Previous Year Bonus % of Salary Firms Paying Bonus	\$100,000	\$89,563	\$57,384	\$101,154	\$97,850
	\$132,000	\$110,000	\$63,096	\$131,624	\$137,000
	5%	4%	0%	8%	4%
	40%	30%	15%	23%	55%
	79%	79%	75%	86%	75%
Age	49	48	47	49	47
Years with Company	18	14	10	16	15
Equity Owned	10%	5%	1%	10%	9%
Company Founder	8%	15%	23%	8%	11%
COO/VP Benefits & Perks Company Car & Expenses Supplemental Life Insurance* Supplemental Medical Insurance* Tax Return Preparation Club Dues & Expenses Personal Tax & Financial Planning Annual Physical Examination Low or No-interest Loans Supplemental Retirement Benefits* Deferred Compensation First Class Air Travel Use of Corporate Aircraft	75% 46% 23% 34% 21% 25% 16% 8% 12% 15% 5% 4%	68% 47% 18% 26% 24% 26% 11% 5% 16% 21% 0%	70% 50% 30% 50% 30% 40% 10% 0% 10% 30% 0%	75% 63% 38% 25% 0% 25% 25% 25% 0% 25% 0%	61% 39% 6% 17% 22% 22% 6% 11% 11% 11% 0%

^{*}Beyond customary company-wide benefits

Executive Compensation

Object Financial Officers	Typical U.S. <u>Distributor</u>	Typical DHI <u>Distributor</u>	Sales Under \$5 <u>Million</u>	Sales \$5 - \$10 <u>Million</u>	Sales Over \$10 <u>Million</u>	
Chief Financial Officer (CFO) Salary Total Compensation Change versus Previous Year	\$88,000 \$108,180 5%	\$63,440 \$80,091 5%	\$N/A \$70,000 0%	\$69,500 \$89,000 11%	\$67,809 \$80,000 4%	
Bonus % of Salary Firms Paying Bonus	24% 82%	17% 95%	18% 100%	27% 100%	9% 90%	
Age Years with Company Equity Owned Company Founder	49 10 0% 2%	48 10 0% 0%	46 9 0% 0%	57 24 0% 0%	47 8 0% 0%	
CFO Benefits & Perks Company Car & Expenses Supplemental Life Insurance* Supplemental Medical Insurance* Tax Return Preparation Club Dues & Expenses	45% 34% 16% 16% 10%	50% 31% 8% 19% 4%	40% 40% 20% 40% 0%	71% 43% 14% 29% 0%	38% 15% 0% 8% 8%	
Personal Tax & Financial Planning Annual Physical Examination Low or No-interest Loans Supplemental Retirement Benefits* Deferred Compensation First Class Air Travel	11% 14% 4% 11% 16% 4%	15% 12% 4% 12% 8% 0%	20% 0% 0% 0% 0% 0%	29% 29% 0% 14% 0%	8% 8% 8% 8% 8% 0%	
Jse of Corporate Aircraft	4%	0%	0%	0%	0%	
Chief Marketing Officer (CMO) Salary Total Compensation Change versus Previous Year Bonus % of Salary Firms Paying Bonus	\$95,000 \$120,964 5% 30% 85%	\$80,004 \$93,400 3% 21% 100%	\$N/A \$N/A N/A% N/A% N/A%	\$90,002 \$113,843 5% 13% 100%	\$78,450 \$90,450 1% 34% 100%	
Age Years with Company Equity Owned Company Founder	48 14 0% 1%	48 22 2% 2%	N/A N/A N/A% N/A%	45 16 19% 8%	51 25 0% 0%	
CMO Benefits & Perks Company Car & Expenses Supplemental Life Insurance* Supplemental Medical Insurance* Tax Return Preparation Club Dues & Expenses Personal Tax & Financial Planning Annual Physical Examination Low or No-interest Loans Supplemental Retirement Benefits* Deferred Compensation First Class Air Travel Use of Corporate Aircraft	70% 34% 15% 15% 13% 11% 15% 5% 10% 48%	58% 50% 25% 25% 0% 25% 33% 0% 17% 25% 0%	N/A% N/A% N/A% N/A% N/A% N/A% N/A% N/A%	60% 80% 60% 40% 0% 40% 40% 40% 40% 0%	57% 29% 0% 14% 0% 14% 29% 0% 14% 0% 0%	

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^{*}Beyond customary company-wide benefits

	Typical U.S. Distributor	Typical DHI Distributor	Sales Under \$5 Million	Sales \$5 - \$10 Million	Sales Over \$10 Million	
Sales Manager	DISTIBUTOR	DISTIDUTOL	WIIIIOII	WIIIIOII	IVIIIIOII	
Salary	\$65,000	\$56,775	\$54,080	\$N/A	\$56,199	
Total Compensation	\$84,299	\$65,000	\$65,000	\$N/A	\$66,492	
Bonus % of Salary	24%	11%	11%	N/A%	10%	
Firms Paying Bonus	88%	85%	71%	N/A%	90%	
Sales Assistant						
Salary	\$35,000	\$33,560	\$31,200	\$35,000	\$29,832	
Total Compensation	\$38,500	\$39,000	\$35,232	\$42,790	\$40,000	
Bonus % of Salary	9%	16%	N/A%	N/A%	8%	
Firms Paying Bonus	69%	59%	43%	60%	78%	
Customer Service Rep			4			
Salary	\$32,600	\$40,000	\$N/A	\$37,347	\$35,210	
Total Compensation	\$38,000	\$47,000	\$N/A	\$43,000	\$47,000	
Bonus % of Salary	11% 73%	12% 89%	N/A%	16% 100%	12% 80%	
Firms Paying Bonus	13%	09%	N/A%	100%	80%	
Counter Salesperson	604 440	#24.200	ው አ ፣ / ል	ቀኃስ ስስስ	ቀ ጋር ርጋር	
Salary	\$31,116 \$34,330	\$34,320	\$N/A	\$30,000	\$35,628 \$40,335	
Total Compensation Bonus % of Salary	\$34,339 9%	\$39,856 7%	\$N/A N/A%	\$36,950 7%	\$40,325 7%	
Firms Paying Bonus	71%	7 % 80%	N/A%	100%	82%	
	7 1 70	00 /0	IN/A /0	100 /0	02 /0	
Operations Manager	ሲ ደር 000	ሰ ደን ንርር	ΦN1/A	¢ EO 000	ΦΕΛ Λ1Λ	
Salary Total Compensation	\$58,000 \$62,637	\$53,362 \$54,000	\$N/A \$N/A	\$50,000 \$51,500	\$54,414 \$55,000	
Bonus % of Salary	12%	434,000 11%	N/A%	431,300 17%	7%	
Firms Paying Bonus	77%	67%	N/A%	80%	71%	
Warehouse Supervisor						
Salary	\$38,619	\$37,841	\$N/A	\$37,125	\$37,841	
Total Compensation	\$41,000	\$41,000	\$35,662	\$42,925	\$41,000	
Bonus % of Salary	7%	10%	N/A%	3%	10%	
Firms Paying Bonus	66%	64%	33%	67%	82%	
Warehouse Employee						
Salary	\$26,000	\$27,000	\$26,762	\$25,750	\$28,747	
Total Compensation	\$27,000	\$28,400	\$26,858	\$26,000	\$29,872	
Bonus % of Salary	5%	4%	N/A%	2%	7%	
Firms Paying Bonus	55%	61%	43%	70%	71%	
Driver/Delivery Personnel						
Salary	\$29,135	\$25,865	\$26,588	\$23,807	\$28,625	
Total Compensation	\$30,500	\$27,037	\$27,480	\$24,846	\$29,000	
Bonus % of Salary	5%	5%	9%	5%	5%	
Firms Paying Bonus	56%	62%	50%	75%	64%	
Chief Information Officer (CIO)		4.				
Salary	\$85,000	\$N/A	\$N/A	\$N/A	\$N/A	
Total Compensation	\$92,030	\$N/A	\$N/A	\$N/A	\$N/A	
Bonus % of Salary	15%	N/A%	N/A%	N/A%	N/A%	
Firms Paying Bonus	79%	N/A%	N/A%	N/A%	N/A%	

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	Typical U.S. Distributor	Typical DHI Distributor	Sales Under \$5 Million	Sales \$5 - \$10 Million	Sales Over \$10 Million	
MIS/Data Processing Manager	Distributor	Distributor	WIIIIOII	WIIIIOII	WIIIIOII	
Salary	\$60,000	\$N/A	\$N/A	\$N/A	\$N/A	
Total Compensation	\$63,719	\$63,875	\$N/A	\$N/A	\$63,875	
Bonus % of Salary	9%	N/A%	N/A%	N/A%	N/A%	
Firms Paying Bonus	70%	N/A%	N/A%	N/A%	N/A%	
Systems Administrator						
Salary	\$45,700	\$41,800	\$N/A	\$N/A	\$49,976	
Total Compensation	\$49,062	\$45,475	\$N/A	\$N/A	\$51,400	
Bonus % of Salary	6%	9%	N/A%	N/A%	N/A%	
Firms Paying Bonus	62%	56%	N/A%	N/A%	60%	
IT Clerk						
Salary	\$31,200	\$N/A	\$N/A	\$N/A	\$N/A	
Total Compensation	\$32,352	\$N/A	\$N/A	\$N/A	\$N/A	
Bonus % of Salary	5%	N/A%	N/A%	N/A%	N/A%	
Firms Paying Bonus	54%	N/A%	N/A%	N/A%	N/A%	
Purchasing Manager						
Salary	\$54,300	\$45,000	\$N/A	\$N/A	\$46,500	
Total Compensation	\$58,364	\$50,400	\$N/A	\$N/A	\$58,159	
Bonus % of Salary	10%	9%	N/A%	N/A%	N/A%	
Firms Paying Bonus	73%	56%	N/A%	N/A%	75%	
Purchasing Agent/Buyer						
Salary	\$38,480	\$32,380	\$N/A	\$N/A	\$33,246	
Total Compensation	\$40,000	\$36,000	\$N/A	\$43,000	\$37,000	
Bonus % of Salary	6%	6%	N/A%	N/A%	9%	
Firms Paying Bonus	64%	71%	N/A%	N/A%	80%	
Controller						
Salary	\$66,000	\$55,800	\$N/A	\$N/A	\$55,000	
Total Compensation	\$71,960	\$64,500	\$N/A	\$N/A	\$68,589	
Bonus % of Salary	12%	11%	N/A%	N/A%	N/A%	
Firms Paying Bonus	74%	78%	N/A%	N/A%	60%	
Accountant/Bookkeeper			4			
Salary	\$36,000	\$35,000	\$N/A	\$35,000	\$37,000	
Total Compensation	\$38,000	\$37,780	\$30,680	\$38,000	\$40,500	
Bonus % of Salary	6%	9%	N/A%	6%	11%	
Firms Paying Bonus	63%	75%	50%	86%	80%	
Credit Manager	A 1	A40.00 -	A 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	A.	* *****	
Salary	\$47,000	\$40,065	\$N/A	\$N/A	\$41,940	
Total Compensation	\$49,769	\$47,730	\$N/A	\$N/A	\$N/A	
Bonus % of Salary	9%	18%	N/A%	N/A%	N/A%	
Firms Paying Bonus	100%	100%	N/A%	N/A%	N/A%	
Credit/Collections Clerk	***	400.000	A	000 000	400 -00	
Salary	\$29,800	\$28,000	\$N/A	\$22,090	\$33,500	
Total Compensation	\$30,564	\$30,089	\$N/A	\$24,590	\$36,200	
Bonus % of Salary	5%	10%	N/A%	N/A%	8%	
Firms Paying Bonus	100%	100%	N/A%	100%	100%	

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Human Resources Manager	Typical U.S. <u>Distributor</u>	Typical DHI <u>Distributor</u>	Sales Under \$5 <u>Million</u>	Sales \$5 - \$10 <u>Million</u>	Sales Over \$10 <u>Million</u>	
Salary Total Compensation Bonus % of Salary Firms Paying Bonus	\$50,000 \$53,006 9% 100%	\$N/A \$45,000 N/A% N/A%	\$N/A \$N/A N/A% N/A%	\$N/A \$N/A N/A% N/A%	\$N/A \$45,000 N/A% N/A%	
Office Manager Salary Total Compensation Bonus % of Salary Firms Paying Bonus	\$40,638 \$44,000 8% 67%	\$38,331 \$40,800 8% 92%	\$N/A \$N/A N/A% N/A%	\$N/A \$40,800 N/A% N/A%	\$36,000 \$40,000 10% 100%	
Office/Clerical Personnel Salary Total Compensation Bonus % of Salary Firms Paying Bonus	\$27,000 \$27,934 5% 56%	\$26,000 \$27,000 6% 68%	\$24,000 \$24,356 N/A% 43%	\$23,750 \$26,890 3% 83%	\$27,000 \$27,315 6% 75%	
Inside Technical Personnel* Salary Total Compensation Bonus % of Salary Firms Paying Bonus	N/A N/A N/A N/A	\$45,912 \$49,000 8% 71%	\$42,204 \$43,204 N/A% 50%	\$48,500 \$62,250 8% 100%	\$50,000 \$52,000 8% 80%	
Architectural Draftsman/Estimator* Salary Total Compensation Bonus % of Salary Firms Paying Bonus	N/A N/A N/A N/A	\$37,350 \$45,000 6% 80%	\$N/A \$N/A N/A% N/A%	\$44,150 \$57,000 5% 100%	\$37,000 \$45,000 18% 88%	
Shop Personnel* Salary Total Compensation Bonus % of Salary Firms Paying Bonus	N/A N/A N/A N/A	\$29,800 \$31,000 3% 65%	\$N/A \$31,000 7% 100%	\$25,072 \$27,865 N/A% 43%	\$30,325 \$31,000 5% 73%	
Locksmith* Salary Total Compensation Bonus % of Salary Firms Paying Bonus	N/A N/A N/A N/A	\$34,697 \$36,202 6% 76%	\$N/A \$N/A N/A% N/A%	\$34,697 \$40,000 2% 71%	\$33,500 \$34,000 9% 75%	

^{*}These job titles apply to DHI members only.

	Typical U.S. <u>Distributor</u>	Typical DHI <u>Distributor</u>	Sales Under \$5 <u>Million</u>	Sales \$5 - \$10 <u>Million</u>	Sales Over \$10 <u>Million</u>	
Compensation Practices						
Employee Raise Policy Cost of Living Adjustment (COLA)	33%	39%	40%	31%	47%	
Annual Merit Raise	56	45	40 %	38	53	
Lump Sum	8	6	Ö	8	11	
Variable Pay Plan	40	43	47	46	42	
No Raises	3	4	0	0	11	
No Set Policy for Raises	58	63	53	62	74	
Allocation of Employee Bonuses						
Employee Bonus Program	89%	94%	87%	100%	95%	
Special Recognition Bonus	38%	39%	15%	38%	61%	
Achievement of Individual Goals	49	43	38	46	44	
Achievement of Company/Dept. Goals	52	43	38	38	50	
Cash Profit Sharing	28	33	54	23	28	
CEO/Owner Discretion	68	72	46	69	94	
Retention Bonuses	5%	4%	0%	8%	5%	
Severance Program	11%	4%	0%	15%	0%	
Service Requirement (years)	1	N/A	N/A	N/A	N/A	
Maximum Pay Offered (weeks)	8	N/A	N/A	N/A	N/A	

Branch Sales Staff Compensation

	Typical U.S. <u>Distributor</u>	Typical DHI Distributor	Sales Under \$5 Million	Sales \$5 - \$10 <u>Million</u>	Sales Over \$10 <u>Million</u>	
Branch Manager	<u>Diotributor</u>	<u> Diotributor</u>	<u> </u>	<u></u>	<u> </u>	
Branch Manager						
Salary	\$53,815	\$68,750	\$72,943	\$51,000	\$74,506	
Total Compensation	\$64,964	\$76,008	\$77,193	\$58,521	\$79,864	
Bonus/Commission (% of salary) Firms Paying Commission/Bonus	17% 88%	18% 76%	11 % 67 %	25 % 80 %	19% 75%	
Branch Manager Bonus Program	90% 38%	91% 78%	78% 71%	100% 55%	92% 91%	
Discretionary Achievement of Sales Goals	34	27	43	18	27	
Achievement of Gross Margin Goals	43	17	29	0	23	
Achievement of Profit Goals	57	24	14	45	18	
Percentage of Sales	9	2	14	0	0	
Percentage of Gross Margin	10	2	14	0	0	
Percentage of Profits	27	15	29	27	5	
Return on Equity/Assets/Sales	31	5	29	0	0	
Outside Sales						
Number of Outside Salespeople (per branch)	2	2	2	1	3	
Average Length of Employment (years)	7	8	10	14	8	
Senior Sales Consultant	*	\$=0.044	4 5.174	4.5.400	\$ =4.004	
Salary	\$38,049	\$52,641	\$N/A	\$45,160	\$51,321	
Total Compensation	\$78,079 71%	\$70,506 33%	\$N/A N/A%	\$66,808 48%	\$73,730 28%	
Bonus/Commission (% of salary) Firms Paying Commission/Bonus	92%	33% 100%	N/A% N/A%	46% 100%	20% 100%	
Typical Outside Salesperson	JZ /0	10070	14/7470	10070	10070	
Salary	\$35,362	\$44,132	\$43,000	\$32,500	\$45,000	
Total Compensation	\$61,797	\$55,000	\$52,000	\$34,000	\$56,422	
Bonus/Commission (% of salary)	58%	17%	12%	N/A%	20%	
Firms Paying Commission/Bonus	92%	88%	100%	25%	100%	
Beginning Outside Salesperson						
Salary	\$33,919	\$30,000	\$N/A	\$N/A	\$38,399	
Total Compensation	\$46,780	\$44,388	\$N/A	\$N/A	\$46,954	
Bonus/Commission (% of salary)	32%	15%	N/A%	N/A%	15%	
Firms Paying Commission/Bonus	76%	79%	N/A%	N/A%	94%	
Inside Sales	_	_				
Number of Inside Salespeople (per branch)	2	2	3	2	2	
Average Length of Employment (years)	6	10	9	10	6	
Typical Inside Salesperson	# 00 700	645 400	¢47.000	#40.000	645.000	
Salary Total Compensation	\$36,702 \$41,524	\$45,100 \$50,000	\$47,000 \$50,000	\$43,000 \$40,238	\$45,200 \$50,000	
Bonus/Commission (% of salary)	\$41,524 11%	\$50,000 18%	\$50,000 14%	\$49,238 3%	\$50,000 19%	
Firms Paying Commission/Bonus	80%	87%	86%	3 % 88%	92%	
Beginning Inside Salesperson	30 /0	01 /0	50 /0	00 /0	<i>52</i> /0	
Salary	\$29,842	\$30,000	\$30,600	\$27,500	\$32,000	
Total Compensation	\$32,324	\$31,600	\$30,600	\$30,000	\$34,877	
Bonus/Commission (% of salary)	10%	12%	N/A%	N/A%	14%	
Firms Paying Commission/Bonus	63%	63%	50%	25%	100%	

Sales Staff Policies

Inside Sales	Typical U.S. <u>Distributor</u>	Typical DHI <u>Distributor</u>	Sales Under \$5 <u>Million</u>	Sales \$5 - \$10 <u>Million</u>	Sales Over \$10 <u>Million</u>	
Inside/Telemarketing Sales Staff (% firms)	65%	45%	31%	53%	43%	
Inside Sales Compensation Plans Straight Salary	12%	40%	25%	13%	56%	
Hourly	31	13	0	0	25	
Salary & Commission Salary & Bonus	39 10	13 30	0 75	38 50	0 13	
Salary & Commission & Bonus	3	3	0	0	6	
Other Total	5 100%	0 100%	<u>0</u> 100%	0 100%	<u>0</u> 100%	
Outside Sales	070/	700/	200/	600/	00%	
Outside Sales Staff (% firms) Outside Sales Compensation Plans	97%	73%	38%	60%	92%	
Straight Salary	2%	14%	0%	0%	18%	
Salary & Bonus	9	37	40	33	38	
Salary & Commission	43 47	24	40	22	24	
Salary & Commission & Bonus Straight Commission	17 8	4 8	20 0	11 0	0 12	
Commission & Bonus (no salary)	2	Ö	Ö	0	0	
Draw (against commission) & Commission	17	12	0	33	9	
Other Total	<u>2</u> 100%	<u>0</u> 100%	<u>0</u> 100%	<u>0</u> 100%	<u>0</u> 100%	
Commission Payment Plans	100 /0	100 /0	100 /0	100 /0	100 /0	
Flat Percentage of Sales	12%	28%	25%	0%	39%	
Escalating Percentage of Sales	4	3	0	0	6	
Flat Percentage of Gross Margin Escalating Percentage of Gross Margin	48 22	45 17	25 25	83 0	33 22	
Other Payment Plan	<u>14</u>	7	<u>25</u>	17	0	
Total	100%	10 0 %	100%	1 00 %	10 <u>0</u> %	
Other Bases for Commission Payments	470/	040/	0.07	0.07	000/	
Prompt Payment/Billing Discounts Service	17% 33	21% 32	0% 25	0% 0	33% 43	
Repair Parts	36	29	25 25	25	29	
Accessories/Tooling	45	35	25	0	48	
Finance Plans	5	9	0	0	14	
Cancellation Charges Collected	4	32	25	13	43	
Sales Productivity Lowest Volume Salesperson						
Total Sales	\$808,222	\$511,493	\$N/A	\$272,631	\$636,949	
Gross Profit Contribution	\$199,023	\$137,489	\$N/A	\$61,642	\$171,212	
Gross Margin	24.6%	26.9%	N/A%	22.6%	26.9%	
Highest Volume Salesperson Total Sales	\$4,232,958	\$2,000,000	\$N/A	\$2,100,000	\$2,000,000	
Gross Profit Contribution	\$994,799	\$600,000	\$N/A	\$630,000	\$500,000	
Gross Margin	23.5%	30.0%	N/A%	30.0%	25.0%	
Commissions Credited to Salesperson						
Order Booked	6%	0%	0%	0%	0%	
Order Shipped	14 50	6 52	0	17	5	
Upon Billing Payment Received	58 21	53 41	100 0	83 0	33 <u>62</u>	
Total	1 <u>2 1</u>	100%	100%	10 0 %	1 <u>02</u> %	

Sales Staff Policies

Employment/Commission Policies	Typical U.S. <u>Distributor</u>	Typical DHI <u>Distributor</u>	Sales Under \$5 <u>Million</u>	Sales \$5 - \$10 <u>Million</u>	Sales Over \$10 <u>Million</u>	
Written Employment Contract	22%	50%	33%	11%	62%	
Ceiling to Prevent Commission Windfalls	33	9	0	0	14	
Surpass Quota Before Commission Earned	42	47	75	100	29	
New Salespeople Paid on Backlog	20	9	0	50	0	
Backlog Paid Upon Termination	38	28	0	17	38	
Charge Back for Bad Debt	54	69	50	83	67	
Sales Contests Used						
Never	18%	71%	80%	78%	68%	
Rarely	49	20	20	22	21	
Regularly	<u>33</u>	<u>8</u>	0	0	<u>12</u>	
Total	1 <u>00</u> %	100%	10 <mark>0</mark> %	100%	1 <u>12</u> %	
	100 /0	100 /0	100 /0	100 /0	100 /0	
Sales Contest Prizes	000/	740/	N1/A 0/	N1/A 0/	C40/	
Cash	82%	71%	N/A%	N/A%	64%	
Travel	54	36	N/A	N/A	27	
Merchandise	57	50	N/A	N/A	45	
Other	17	0	N/A	N/A	0	
Expense Reimbursement Policy						
All Expenses Reimbursed	74%	92%	100%	100%	88%	
Per Diem Payment	1	0	0	0	0	
Compensation Covers Expenses	8	8	0	0	12	
Travel Expenses Only Reimbursed	10	0	0	0	0	
Fixed Monthly Expense Allowance	7	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
Total	10 0 %	10 0 %	10 0 %	10 0 %	10 0 %	
Car Arrangements						
None	3%	13%	N/A%	0%	13%	
Company Leased	1	20	N/A	0	26	
Company Owned	1	3	N/A	20	0	
Employee Owned (reimbursed)	<u>95</u>	<u>63</u>	N/A	80	<u>61</u>	
Total	1 00 %	1 00 %	100%	1 00 %	1 00 %	
Reimbursement Policy (emp. owned vehicles)						
Monthly Allowance	69%	23%	N/A%	40%	17%	
Gas/Oil	2	20	N/A	0	26	
Mileage (41¢ per mile)	<u>29</u>	57	<u>N/A</u>	<u>60</u>	57	
Total	100%	1 00 %	100%	1 <u>00</u> %	1 00 %	
Cell Phone Arrangements						
None	9%	12%	0%	22%	12%	
Company Provided	53	86	100	67	88	
Employee Owned (reimbursed)	16	0	0	0	0	
Monthly Allowance	21	0	0	0	0	
Other	1	<u>2</u>	<u>0</u>	11	<u>0</u>	
Total	100%	100%	100%	100%	100%	
iolai	100 /0	100 /0	100 /0	100 /0	100 /0	

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	Typical U.S. <u>Distributor</u>	Typical DHI <u>Distributor</u>	Sales Under \$5 <u>Million</u>	Sales \$5 - \$10 <u>Million</u>	Sales Over \$10 <u>Million</u>	
Health Care	CA 0/	E00/	24 0/	67%	72%	
Offer Cafeteria Plan	64%	58%	31%			
Offer Health Benefits	98%	100%	100%	100%	100%	
Medical/Hospitalization Plans Offered	• • • • • • • • • • • • • • • • • • • •	2-0/				
Traditional (indemnity)	21%	27%	27%	38%	21%	
Traditional HMO	32	27	27	23	32	
Point of Service HMO (POS)	16	12	7	15 40	16	
Preferred Provider (PPO)	71	57	53	46	63	
Exclusive Provider (EPO) HMO & PPO	5 10	2	0	0	5	
	18 10	10	7	8	16	
Traditional & PPO POS & PPO	10	4	0	8	5 5	
HMO & POS	9 9	4 6	7 7	0 0	5 11	
11VIO & POS	9	0				
Employer Paid Percentage	700/	E00/	EO 0/	FE 0/	700/	
Traditional (indemnity)	70%	50%	50 %	55%	70%	
Traditional HMO	75 70	70	85 N/A	N/A	68 N/A	
Point of Service HMO (POS)	70 75	63 85	N/A 93	N/A 90	N/A 75	
Preferred Provider (PPO) Exclusive Provider (EPO)	75 0	ob N/A	93 N/A	90 N/A	75 N/A	
-voinsing Linning! (ELO)	<u> </u>	IN/A	IW/A	IN/A	IN/A	
Medical Insurance Premium (per month)	ሲ ባባባ	<u></u>		ሲ ባባባ	ሶ ጋርር	
Single	\$292	\$279	\$285	\$282	\$285	
Single Plus One	000	626	050	626	COF	
Employee Plus Spouse	608	636	650	636	605	
Employee Plus Child	543	547	572	571	520 707	
Family	828	836	882	838	797	
Annual Deductible (per person)						
Traditional (indemnity)	\$500	\$400	\$N/A	\$450	\$N/A	
Traditional HMO	500	N/A	N/A	N/A	N/A	
Point of Service HMO (POS)	500	N/A	N/A	N/A	N/A	
Preferred Provider (PPO)	500	500	400	N/A	500 N/A	
Exclusive Provider (EPO)	500	N/A	N/A	N/A	N/A	
Co-Pay Amount (per visit)						
Traditional (indemnity)	\$20	\$23	\$N/A	\$23	\$N/A	
Traditional HMO	20	15	N/A	N/A	20	
Point of Service HMO (POS)	20	20	N/A	N/A	N/A	
Preferred Provider (PPO)	20	20	15	20	25	
Exclusive Provider (EPO)	20	N/A	N/A	N/A	N/A	
Deductibles Number Required for Family Coverage	2	3	3	3	3	
various required for Lattilly Coverage	۷	J	J	J	J	
Carrier Requirements	400/	000/	400/	000/	440/	
Second Opinion Required	19%	23%	42%	20%	11%	
Pre-Notification for non-Emergency						
Hospital Admittance	69%	70%	75%	73%	63%	

Other Health Develte Offered	Typical U.S. <u>Distributor</u>	Typical DHI <u>Distributor</u>	Sales Under \$5 <u>Million</u>	Sales \$5 - \$10 <u>Million</u>	Sales Over \$10 <u>Million</u>
Other Health Benefits Offered	070/	90%	80%	100%	89%
Dependent Coverage Dental Plan	87% 77	90 % 80	60 % 67	77	89 89
	42		67	23	58
Vision/Optical Plan Retiree Medical Insurance		49 4	7	23 0	
	8 84	4 71	80	92	5 53
Prescription Drug Plan	62	71 55	53	92 69	
Mail-order Drug Plan		55 70			47
Group Term Life Insurance	79	78 57	60 27	92	79 70
Long-term Disability Insurance	61	57 40	27	62	79 53
Short-term Disability Insurance	58	49	40	54	53
Long-term Care Insurance	11	14	20	15	11
Employee Assistance Program	27	18	13	15	21
Employer Paid Percentage					
Dependent Coverage	58%	50%	50%	53%	50%
Dental Plan	50	50	25	55	50
Vision/Optical Plan	62	65	90	N/A	38
Retiree Medical Insurance	0	N/A	N/A	N/A	N/A
Prescription Drug Plan	75	75	85	85	63
Mail-order Drug Plan	75	85	100	88	75
Group Term Life Insurance	100	100	75	100	100
Long-term Disability Insurance	100	100	25	100	100
Short-term Disability Insurance	100	100	100	100	50
Long-term Care Insurance	0	0	N/A	N/A	N/A
Employee Assistance Program	100	100	N/A	N/A	100
Annual Deductible (per person)					
Dependent Coverage	\$500	\$450	\$225	\$750	\$500
Dental Plan	50	50	N/A	50	50
Vision/Optical Plan	100	N/A	N/A	N/A	N/A
Retiree Medical Insurance	300	N/A	N/A	N/A	N/A
Co-Pay Amount (per visit)					
Dependent Coverage	\$20	\$20	\$15	\$20	\$20
Dental Plan	20	25	N/A	N/A	25
Vision/Optical Plan	15	13	N/A	N/A	18
Retiree Medical Insurance	20	N/A	N/A	N/A	N/A
Health Savings Accounts	9%	12%	0%	15%	21%
Annual Deductible under HDHP (FTE/family)	\$3,800	\$4,000	\$N/A	\$N/A	\$4,500
Firm Contributes to Employee HSA	51%	60%	N/A %	N/A%	50%
Percent of Deductible	50%	N/A%	N/A%	N/A%	N/A%
Dollar Amount	\$1,000	\$N/A	\$N/A	\$N/A	\$N/A

	Typical U.S. <u>Distributor</u>	Typical DHI <u>Distributor</u>	Sales Under \$5 <u>Million</u>	Sales \$5 - \$10 <u>Million</u>	Sales Over \$10 <u>Million</u>	
Retirement				<u> </u>		
Offer Retirement Plan	93%	88%	73%	92%	95%	
Retirement Plans Available						
401(k)	86%	86%	73%	92%	94%	
Profit Sharing Plan	47	56	36	50	72	
Payroll Deduction/SEP/SIMPLE IRA	14	14	36	8	0	
Defined Benefit Plan	5	0	0	0	0	
Money Purchase Plan	1	0	0	0	0	
401(k) Plan Options						
Traditional	83%	76%	50%	64%	94%	
Safe Harbor	18	27	25	36	24	
SIMPLE	4	<u>-</u> . 11	38	9	0	
Catch-up Contributions Allowed	84%	76%	75%	91%	65%	
Health Care Dependent Care Adoption Assistance Child Care (allowance or facilities) Flexible Work Scheduling Educational Assistance	42% 39 5 7 39 38	40% 33 4 4 53 46	7% 0 0 7 53 43	62% 46 8 0 69 46	47% 47 5 5 47 47	
Pre-Retirement Counseling	8	4	7	8	0	
Annual Computerized Benefits Statement	20	19	7	23	26	
Smoking Restrictions in Workplace	90	98	93	100	100	
Employee Policy Manual	83	84	73	85	95	
Union Representation	11	6	7	8	5	
Year-end/Christmas Perks						
Cash	33%	45%	47%	38%	42%	
Gift	44	37	27	62	32	
Party	72	84	87	69	89	
Year-end Bonus	27	24	27	15	26	

Francisco Timo Off	Typical U.S. <u>Distributor</u>	Typical DHI <u>Distributor</u>	Sales Under \$5 <u>Million</u>	Sales \$5 - \$10 <u>Million</u>	Sales Over \$10 <u>Million</u>	
Employee Time Off Paid Time Off Program (PTO) Days Off Accrued (per year) Carry Over Accrued PTO (% of firms) PTO Includes Paid Holidays (% of firms) Paid Holidays (# days, if not incl. in PTO)	42% 15 38% 30% 7	38% 15 67% 33% 8	64% 14 44% 44% 7	8% N/A N/A% N/A% N/A	37% 15 100% 14% 8	
Separate Sick/Vacation Programs Paid Sick Days for Salaried Employees Sick Days (per year) Paid Sick Days for Hourly Employees Sick Days (per year)	100% 5 100% 5	100% 5 100% 5	N/A% N/A N/A% N/A	100% 5 100% 5	100% 5 100% 5	
Paid Holidays (per year) Vacation Policy (years required) 1 Week Paid Vacation 2 Weeks 3 Weeks 4 Weeks	8 1.0 2 8 15	1.0 2 10 20	9 1.0 3 10 N/A	1.0 2 9 15	8 1.0 2 10 20	
Other Time Off Policies Paid Parental Leave Paid Jury Duty Paid Military Duty	14% 73 23	15% 61 27	29% 47 27	23% 77 46	0% 58 16	
Holidays Observed New Year's Eve New Year's Day Martin Luther King's Birthday Presidents' Day Good Friday	20% 100 2 8 20	13% 100 0 6 21	13% 100 0 7 33	8% 100 0 8 8	16% 100 0 5 21	
Memorial Day Independence Day Labor Day Veteran's Day Thanksgiving Day	96 99 98 6 98	94 98 100 8 98	87 93 100 27 93	100 100 100 0 100	95 100 100 0 100	
Day After Thanksgiving Christmas Eve Christmas Day Personal/Floating Holiday Other Religious Holidays Other	62 43 98 29 2 6	69 60 96 17 10	53 67 93 20 13	75 33 100 8 8 17	79 74 95 21 11	

Explanation of Statistics

Median

This report profiles the median result for all variables and calculations. The median is the middle number of all values reported arranged from lowest to highest, and is also referred to as the 50th percentile. In comparison to the average or mean, the median is not influenced by any extremely high or low values reported. Therefore, the median is the preferred statistic for this analysis as it best represents the typical company. Medians are determined separately for each statistic in this report.

Percentiles

Given a list of values for a particular variable or calculation arrayed from lowest to highest, the lowest value at the beginning of the list is the 1st percentile and the highest value at the end of the list is the 100th percentile. The Range of Common Experience for compensation is based on the middle 50% of the results reported, from the 25th percentile to the 75th percentile. This range provides the reader with an understanding of the variability of the data without having to consider extreme results.

Throughout the report, N/A designates data that are not available due to insufficient sample size.