

2025 WAGE & POLICIES SURVEY

The purpose of the survey is to provide a comprehensive benchmarking tool for area companies to stay competitive by providing local wage, company policies and benefits information. Your participation is incredibly valuable and qualifies you for significant savings on the results.

We invite you to report on operations occurring in Berks County, Cumberland County, Dauphin County, Lancaster County, Lebanon County, and York County to provide a robust regional dataset.

Your data is confidential and stored in an encrypted system. To ensure data validity and regulatory compliance, we will only report on positions with data provided by 3 or more participating companies.

GENERAL INSTRUCTIONS

- Complete the REQUIRED Company Information section (page 1).
- The positions are grouped according to overarching function/role. Please carefully review our included job descriptions to determine which sections you should complete.
- Once the Company Information section is complete, please provide data in any section you wish to participate in. We kindly remind you that your participation enables us to provide a robust report for you – and the broader Lancaster community.
- At the end of each section, you can jump to any section you want to complete next. You do not need to go in order.
- You do not need to complete the survey all at once. You can bookmark your unique edit link (the URL for this page) to return to complete different portions of the survey.
- Please refer to our comprehensive overview on our website here for FAQs and other helpful information.

HOW TO SAVE THE EDIT LINK YOURSELF

Once you begin the survey, the URL link that is generated upon starting is your unique link throughout the survey. Please save or bookmark the link to be able to access your responses.

Please contact us if you need assistance: Ashley Glensor, Workforce & Education Initiatives Manager, (aglensor@lancasterchamber.com).

Thank you to our partners!

- Greater Reading Chamber Alliance
- Central Penn Business Group on Health

HOW TO COMPLETE THE SECTIONS

- Enter whole numbers where applicable.
- Indicate whether you will be providing pay information annually or hourly by entering 1 or 2 respectively.

Although not required, we encourage participation in all sections. If you do not wish to complete a section, you can skip it.

There is no cost to participate, and your information is only used in the aggregate. The Wage & Policies Report will be available in the fall. All participating companies will receive a discount on the purchase of the report.

COMPANY INFORMATION – PAGE 1

1. Please complete the following information:
 - a. Name
 - b. Company
 - c. Title
 - d. Email Address
 - e. Phone Number
2. Is your company a member of any of the below organizations? (Select all that apply.)
 - Greater Reading Chamber Alliance
 - Harrisburg Regional Chamber & CREDC
 - Lancaster Chamber
 - Lebanon Valley Chamber of Commerce
 - York County Economic Alliance
3. Of the counties below, which county would you consider as your primary location
 - Berks County
 - Cumberland County
 - Dauphin County
 - Lancaster County
 - Lebanon County
 - York County
4. Your data represents which counties: (Select all that apply.)
 - Berks County
 - Cumberland County
 - Dauphin County
 - Lancaster County
 - Lebanon County
 - York County
5. Do you want your company name published on the listing of the participating companies that is included at the end of the report? Please note that your name is not tied to your data in any way.
6. Primary industry
7. Secondary industry
8. Total number of employees
9. Total part-time employees
10. Total full-time employees
11. Total full-time equivalent (FTE) employees
12. Minimum number of hours per week to be classified as full-time
13. Total percentage of part-time workers per employee level (exempt; non-exempt)
14. I understand that the survey requires [FULL-TIME-EQUIVALENT \(FTE\) PAY](#) and I will only submit data for positions for which I have the appropriate data.
15. I understand that the survey requires data pertaining to a 40-hour work week. All data will be consistent for this work week.

EXECUTIVE POSITIONS – PAGE 2

- Chief Administrative Officer
- Chief Business Development Officer
- Chief Engineering Officer/Engineering Manager
- Chief Executive – Multifunction Responsibility
- Chief Executive Officer/President
- Chief Financial/Accounting Officer
- Chief Human Resources/People Officer
- Chief Information Officer
- Chief Manufacturing Officer
- Chief Marketing Officer
- Chief Operating Officer
- Chief Sales Officer
- Chief Technology Officer
- Controller
- Executive Director
- Executive Vice President
- Partner/Managing Partner
- Plant Manager/Manufacturing Manager
- President

Each executive position includes:

- Number of Executives
- Base Salary
- Bonus
- Current Year Benefits Cost

Executive Perks and Supplementary Benefits

- Annual incentive
- Automobile
- Business/Social club membership
- Clothing allowances
- College tuition for children
- Company technology
- Disability insurance
- Financial/Tax/Estate planning services
- First-class air travel
- Golden parachute provisions/Termination provisions
- Health insurance
- Life insurance
- Legal services
- Loan forgiveness
- Relocation package

- Sabbaticals
- Signing bonus
- Stock options
- Tax gross-ups for taxable benefits
- Other:

ACCOUNTING & FINANCE POSITIONS – PAGE 3

Each position includes exempt and non-exempt options.

- Accountant/CPA
- Accountant/CPA, Senior
- Accounting Clerk
- Accounting Manager
- Accounts Payable Specialist
- Accounts Receivable Specialist
- Auditor
- Billing Clerk
- Bookkeeper
- Estimator
- Financial Analyst
- Financial Analyst, Senior
- Payroll Clerk
- Tax Accountant

Each position collects data on the following:

- Number of FTE Equivalent Employees
- Actual Base Pay – Lowest
- Actual Base Pay – Highest
- Actual Base Pay – Weighted Average
- Rate Range – Minimum
- Rate Range – Maximum

BUILDING, CONSTRUCTION, & UTILITY POSITIONS – PAGE 4

Each position includes exempt and non-exempt options.

- Architect
- Carpenter
- Cement Mason & Concrete Finisher
- Construction Laborer
- Construction Manager
- Electrician
- Equipment Operator (Construction)
- First-Line Supervisor (Construction)
- Geologist
- Interior Designer

- Painter, Construction and Maintenance
- Plumber
- Project Scheduler
- Welder I
- Welder II

Each position collects data on the following:

- Number of FTE Equivalent Employees
- Actual Base Pay – Lowest
- Actual Base Pay – Highest
- Actual Base Pay – Weighted Average
- Rate Range – Minimum
- Rate Range – Maximum

CUSTOMER SERVICE & OPERATIONS POSITIONS – PAGE 5

Each position includes exempt and non-exempt options.

- Administrative Assistant
- Administrative Assistant, Executive
- Assistant Manager
- Corporate Events Coordinator
- Customer Service Manager
- Customer Service Representative
- Department Manager
- Director
- Operations Manager
- Project Assistant
- Project Manager
- Project Manager, Senior
- Senior Manager
- Switchboard Operator

Each position collects data on the following:

- Number of FTE Equivalent Employees
- Actual Base Pay – Lowest
- Actual Base Pay – Highest
- Actual Base Pay – Weighted Average
- Rate Range – Minimum
- Rate Range – Maximum

ENGINEERING POSITIONS – PAGE 6

Each position includes exempt and non-exempt options.

- Agricultural Engineer

- Civil Engineer
- Continuous Improvement Engineer
- Design Engineer
- Electrical Engineer
- Engineer
- Engineer, Senior
- Engineer in Training
- Engineering Manager
- Engineering Technician
- Environmental Engineer
- Industrial Engineer
- Materials Engineer
- Mechanical Engineer
- Process Engineer
- Product Engineer
- Project Manager (Engineering)
- Reliability Engineer

Each position collects data on the following:

- Number of FTE Equivalent Employees
- Actual Base Pay – Lowest
- Actual Base Pay – Highest
- Actual Base Pay – Weighted Average
- Rate Range – Minimum
- Rate Range – Maximum

HEALTH & HUMAN SERVICES – PAGE 7

Each position includes exempt and non-exempt options.

- Bus Driver
- Cafeteria Worker
- Childcare Worker
- Coach
- Collections Specialist (Medical)
- Cook, Institution & Cafeteria
- Dental Hygienist
- Dentist
- Early Childhood Administrator
- Elementary School Teacher
- Health Specialties Teacher
- Home Health Aide
- Librarian
- Medical Assistant
- Medical Billing Specialist
- Medical/Health Services Manager

- Mental Health/Substance Abuse Social Worker
- Middle School Teacher
- Nurse, Licensed Practical/Vocational
- Nurse Manager
- Nurse, Registered
- Nursing Assistant
- Personal Care Assistant
- Pharmacist
- Physician, Family Medicine
- Physician Assistant
- Principal, K-12th
- Program Manager
- School Counselor
- School Nurse
- Secondary School Teacher
- Social Worker
- Teaching Assistant

Each position collects data on the following:

- Number of FTE Equivalent Employees
- Actual Base Pay – Lowest
- Actual Base Pay – Highest
- Actual Base Pay – Weighted Average
- Rate Range – Minimum
- Rate Range – Maximum

HOSPITALITY – PAGE 8

Each position includes exempt and non-exempt options.

- Cashier
- Cook, Restaurant
- Kitchen Manager
- Retail Manager
- Retail Salesperson
- Server

Each position collects data on the following:

- Number of FTE Equivalent Employees
- Actual Base Pay – Lowest
- Actual Base Pay – Highest
- Actual Base Pay – Weighted Average
- Rate Range – Minimum
- Rate Range – Maximum

HUMAN RESOURCES, LEGAL & SAFETY POSITIONS – PAGE 9

Each position includes exempt and non-exempt options.

- Compensation/Benefits Analyst
- Compliance Officer
- EAP Coordinator
- Human Resources Manager
- Human Resources Generalist
- Human Resources Specialist
- Occupational Health and Safety Specialist
- Paralegal/Legal Assistant
- Payroll Administrator
- Recruiter
- Safety Coordinator
- Training & Development Specialist

Each position collects data on the following:

- Number of FTE Equivalent Employees
- Actual Base Pay – Lowest
- Actual Base Pay – Highest
- Actual Base Pay – Weighted Average
- Rate Range – Minimum
- Rate Range – Maximum

IT & TECHNOLOGY POSITIONS – PAGE 10

Each position includes exempt and non-exempt options.

- Applications Specialist
- Computer Network Support Specialist
- Computer Programmer
- Computer Systems Analyst
- Computer User Support Specialist
- Data Entry Specialist
- Database Administrator
- Information Security Analyst
- Information Systems Manager
- Information Technology Director
- Information Technology Manager
- Installer/Repairer, IT
- Network Administrator
- Software Engineer
- Software Quality Assurance Analyst
- Web Developer

Each position collects data on the following:

- Number of FTE Equivalent Employees
- Actual Base Pay – Lowest
- Actual Base Pay – Highest
- Actual Base Pay – Weighted Average
- Rate Range – Minimum
- Rate Range – Maximum

LABORATORY/R&D POSITIONS – PAGE 11

Each position includes exempt and non-exempt options.

- Chemist
- Data Scientist
- Laboratory Technician
- Laboratory Manager
- Research & Development Manager

Each position collects data on the following:

- Number of FTE Equivalent Employees
- Actual Base Pay – Lowest
- Actual Base Pay – Highest
- Actual Base Pay – Weighted Average
- Rate Range – Minimum
- Rate Range – Maximum

MARKETING & SALES POSITIONS – PAGE 12

Each position includes exempt and non-exempt options.

- Account Representative
- Account Manager
- Advertising Manager
- Art Director
- Business Development Director
- Business Development Manager
- Business Development Specialist
- Content Manager
- Copywriter
- Creative Director
- Editor
- Fundraising Manager
- Graphic Designer
- Inside Sales Representative
- Marketing Director
- Marketing Manager
- Marketing Specialist

- Outside Sales Representative
- Public Relations Specialist
- Sales Director
- Sales Engineer
- Sales Manager
- Sales Representative, Associate
- Sales Representative, Senior
- Social Media Manager
- Technical Sales Support Specialist
- Technical Writer
- Writer

Each position collects data on the following:

- Number of FTE Equivalent Employees
- Actual Base Pay – Lowest
- Actual Base Pay – Highest
- Actual Base Pay – Weighted Average
- Rate Range – Minimum
- Rate Range – Maximum

MAINTENANCE, INSTALLATION, & FACILITIES POSITIONS – PAGE 13

Each position includes exempt and non-exempt options.

- Cleaner, Commercial or Industrial
- Facilities Manager
- Field Service Technician
- Groundskeeper
- HVAC Technician
- Installation/Repairs Manager
- Leasing Agent/Property Manager
- Maintenance Manager
- Maintenance Mechanic
- Maintenance Technician
- Mechanical Inspector

Each position collects data on the following:

- Number of FTE Equivalent Employees
- Actual Base Pay – Lowest
- Actual Base Pay – Highest
- Actual Base Pay – Weighted Average
- Rate Range – Minimum
- Rate Range – Maximum

PRODUCTION POSITIONS – PAGE 14

Each position includes exempt and non-exempt options.

- Assembler
- Baker
- Boilermaker
- Butcher
- Cabinetmaker/Bench Carpenter
- Computer Numerically Controlled (CNC) Tool Programmer
- Control Room Operator
- Costumer/Designer
- Crushing, Grinding, and Polishing Machine Operator
- Cutting, Punching, and /or Press Machine Operator
- Drafter
- Designer (Product)
- Fabricator
- First-Line Supervisor (Manufacturing) <first line supervisor definition for manufacturing
- Forklift Operator
- Heavy Equipment Operator
- Helper, Production
- Industrial Engineering Technician
- Industrial Production Manager
- Injection Molding Technician
- Instrumentation & Electronics Technician
- Laser Operator
- Machine Operator
- Machinist
- Manufacturing Laborer
- Material Handler
- Material Planning Manager
- Materials Coordinator
- Materials Manager
- Materials Supervisor
- Mechanic, Automotive
- Mechanic, Diesel
- Millwright
- Mixing and Blending Operator
- Pipefitter
- Quality Control Inspector
- Quality Control Manager
- Quality Technician
- Sheet Metal Worker
- Shop Technician
- Tool and Die Maker
- Tool/Parts Room Attendant

Each position collects data on the following:

- Number of FTE Equivalent Employees
- Actual Base Pay – Lowest
- Actual Base Pay – Highest
- Actual Base Pay – Weighted Average
- Rate Range – Minimum
- Rate Range – Maximum

PURCHASING & TRANSPORTATION POSITIONS – PAGE 15

Each position includes exempt and non-exempt options.

- Buyer
- Buyer, Senior
- Dispatcher
- Driver
- Fleet Manager
- Inventory Clerk
- Inventory Control Manager
- Order Clerk
- Packer/Picker
- Purchasing Manager
- Shipping/Receiving Clerk
- Stock Associate
- Supply Chain Manager
- Truck Driver, Light Duty (under 26,000 GVW)
- Truck Driver, Heavy Duty (over 26,000 GVW)
- Warehouse Manager

Each position collects data on the following:

- Number of FTE Equivalent Employees
- Actual Base Pay – Lowest
- Actual Base Pay – Highest
- Actual Base Pay – Weighted Average
- Rate Range – Minimum
- Rate Range – Maximum

WORK-BASED LEARNING - PAGES 16-18

Does your company/organization offer [work-based learning](#) (i.e., internships, job shadowing, apprenticeships, business tours)?

NO (PAGE 17):

What are the primary reasons your company/organization does not offer work-based learning? (Select all that apply.)

- Lack of time or staff resources

- Financial constraints
- Uncertainty about how to structure a program
- No student interest in our industry
- Other (please specify)

Is your company/organization willing to provide work-based learning experiences for high school or post-secondary students?

YES: If yes, please select the areas you'd like to [learn more](#) about offering to high school or post-secondary students:

- Apprenticeship
- Business tour
- Career day
- Career exploration activities
- Guest speaker (at school/in class)
- Internship
- Job shadowing
- None
- Other (add comment)

YES (PAGE 18): Please select the types of work-based or experiential learning opportunities you've offered to high school or post-secondary students in the past twelve months:

- Apprenticeship
- Business tour
- Career day
- Career exploration activities
- Guest speaker (at school/in class)
- Internship
- Job shadowing
- None
- Other (please specify)

Please select the areas you'd like to [learn more about](#) offering to high school or post-secondary students:

- Apprenticeship
- Business tour
- Career day
- Career exploration activities or partnerships
- Guest speaker (at school/in class)
- Internship
- Job shadowing
- None
- Other (please specify)

Where do you search?

- Within County
- Within South-Central Pennsylvania
- Within Pennsylvania
- Nationally
- No preference

What types of resources do you use to recruit an intern or apprentice?

- Career Connect
- Career fairs
- Handshake
- High school faculty (i.e., teachers, counselors, WBL coordinators)
- Inspire Lancaster
- Intern/employee referrals
- Interns contact us
- Online job board (i.e., Indeed, ZipRecruiter)
- Postsecondary institutions
- Social media
- Website
- Other (please specify)

Please select the technical and postsecondary institutions you've worked with in the past 12 months:

- Albright College
- Bloomsburg University
- Central Penn College
- Dickinson College
- Eastern Mennonite University
- Elizabethtown College
- Franklin and Marshall College
- Harrisburg Area Community College
- Harrisburg University
- Kutztown University
- Messiah University
- Millersville University
- Moravian University (Lancaster Seminary)
- Lancaster Bible College
- Lancaster County Career and Technology Center
- Lebanon Valley College
- Pennsylvania College of Art & Design
- Pennsylvania State University System
- Reading Area Community College
- St. Joseph's University/PA College of Health Sciences
- Susquehanna University
- Temple University

- Thaddeus Stevens College of Technology
- Susquehanna University
- University of Pittsburgh
- West Chester University
- York College of Pennsylvania
- York Technical Institute
- Other (please specify)

Lancaster-based Employers: Please select the Lancaster County K-12 school districts you've worked with in the past months. Use other to enter your private school partners:

- Cocalico
- Columbia Borough
- Conestoga Valley
- Donegal
- Eastern Lancaster County
- Elizabethtown Area
- Ephrata Area
- Hempfield
- Lampeter-Strasburg
- Manheim Central
- Manheim Township
- Octorara Area School District
- Penn Manor
- Pequea Valley
- Solanco
- School District of Lancaster
- Warwick
- Other (please specify)

Berks-based Employers: Please select the Lancaster County K-12 school districts you've worked with in the past months. Use other to enter your private school partners:

- Antietam
- Boyertown Area
- Brandywine Heights Area
- Conrad Weiser Area
- Daniel Boone Area
- Exeter Township
- Fleetwood Area
- Governor Mifflin
- Hamburg
- Kutztown Area
- Muhlenberg
- Oley Valley
- Reading

- Schuylkill Valley
- Tulpehocken Area
- Twin Valley
- Upper Perkiomen
- Wilson
- Wyomissing Area

Have you had an intern in the past 12 months?

Please select the degree attainment required for your interns (check all that apply):

- Some high school
- High school diploma
- Some postsecondary
- Associate
- Bachelor's
- Master's

Do you offer a paid or unpaid internship?

- Unpaid
- Paid

If paid, please enter your internship hourly rate range:

Do you offer college credits?

Have you had an apprentice in the past 12 months?

Please enter your apprenticeship hourly rate range:

Is the apprenticeship:

- Employer-sponsored (you)?
- Group employer-sponsored?
- Sponsored by an industry association or third-party?
- Other (please specify):

Do you differentiate pay based on educational level or technical training/experience?

What benefits do you offer interns and/or apprentices?

- Paid vacation days
- Paid holidays
- Paid sick leave
- Service time
- Social activities (i.e., Chamber's Young Professionals Network)
- Medical/dental/vision
- Scholarship

- Tuition assistance/reimbursement
- Flexible work
- Professional development opportunities
- No benefits
- Other (please specify)

Where do your interns work? (Select all that apply.)

- Remote
- Hybrid
- In person

What percentage of your interns receive a job offer at the end of their internship?

For interns who receive job offers, what percentage accept and stay with your company?

What is the average length of time an intern stays with your company after being hired?

- Less than 6 months
- 6–12 months
- 1–2 years
- More than 2 years

What are the primary reasons interns do not continue with your company after their internship? (Select all that apply)

- No available full-time positions
- Interns choose to pursue other opportunities
- Compensation is not competitive
- Lack of alignment with company culture or work environment
- Interns return to school and do not seek employment yet
- Other (please specify)

What factors contribute most to converting interns into long-term employees? (Select up to three.)

- Competitive pay and benefits
- Clear career advancement opportunities
- Strong mentorship and professional development
- Positive company culture/work environment
- Flexibility in work arrangements
- Engaging and meaningful work experiences
- Other (please specify)

What challenges do you face in retaining interns as employees? (Select all that apply.)

- Interns leave for higher-paying opportunities
- Limited full-time job openings
- Interns relocate after completing school

- No clear career path for interns
- No challenges; most interns stay
- Other (please specify)

What percentage of your apprenticeships have remained with your company beyond their apprenticeship period?

What is the average length of time an apprentice stays with your company after the apprenticeship period?

- Less than 6 months
- 6–12 months
- 1–2 years
- More than 2 years

What factors contribute most to retaining apprentices after completing their apprenticeship period? (Select up to three.)

- Competitive pay and benefits
- Clear career advancement opportunities
- Strong mentorship and professional development
- Positive company culture/work environment
- Flexibility in work arrangements
- Engaging and meaningful work experiences
- Other (please specify)

What challenges do you face in retaining apprentices? (Select all that apply.)

- Apprentices leave for higher-paying opportunities
- Apprentices relocate after completing school
- No clear career path for interns
- No challenges; most interns stay
- Other (please specify)

What are the top three skills interns/apprentices gain through your program?

- Industry-specific technical skills
- Communication skills
- Problem-solving skills
- Teamwork/collaboration
- Leadership skills
- Customer service skills
- Other (please specify)

Would you like us to connect with you to offer more support and resources for growing your work-based learning opportunities?

1. Do you offer the same wage benefits to all employees, regardless of exempt or non-exempt status?

2. Shift differential: Second shift (per hour)
 - Full-Time (\$)
 - Part-Time (\$)
 - Full-Time (%)
 - Part-Time (%)
3. Shift differential: Third shift (per hour)
 - Full-Time (\$)
 - Part-Time (\$)
 - Full-Time (%)
 - Part-Time (%)
4. Shift differential: Weekend shift (per hour)
 - Full-Time (\$)
 - Part-Time (\$)
 - Full-Time (%)
 - Part-Time (%)
5. Do you offer a swing shift or a rotating shift?
 - Rotating
 - Swing
6. Do you offer a compressed work week?
 - Four 10-hour days
 - Three 12-hour days
7. Please indicate the wage strategies used:
 - Call-in pay
 - On-call pay
 - Paid rest periods
 - Paid lunch periods
 - Other (please enter for consideration for future surveys)
8. What do you include in calculating overtime?
 - Paid holidays (Exempt; Non-Exempt)
 - Paid sick leave (Exempt; Non-exempt)
 - Paid vacation days (Exempt; Non-exempt)

INCREASES, INCENTIVES, & COMPENSATION TRENDS – PAGE 20

1. Did your company offer or does your company plan to offer a pay increase for 2025?
2. If yes, what type?
 - Cost of living (COL)
 - Merit
 - Market-based
 - Step progression system
 - Other (please specify)
3. Was this increase applied equally across all employee levels (or will it be applied equally)?
4. If not equally applied, please indicate the types of pay increases offered to each employee level:
5. Is there an expected increase for 2026?
6. Is a general COL increase planned for 2025? If yes, please indicate the expected date and percentage.

7. Was a general COL increase implemented in 2024? If yes, please indicate the date and percentage.
8. Was a general COL increase implemented in 2023? If yes, please indicate the date and percentage.
9. Did you provide merit increases in 2024?
10. Will you provide merit increases in 2025?
11. Average percent (%) merit increase projected for 2025?
 - Hourly
 - Salaried (non-exempt)
 - Salaried (exempt)
12. Average percent (%) merit increase in 2024?
 - Hourly
 - Salaried (non-exempt)
 - Salaried (exempt)
13. Average percent (%) merit increase in 2023?
 - Hourly
 - Salaried (non-exempt)
 - Salaried (exempt)
14. Did your company offer any special bonuses or pay adjustments due to economic conditions (i.e., inflation, labor shortages) in the past two years?
15. If yes, what type? (Select all that apply.)
 - Retention bonuses
 - Inflation adjustments
 - Hazard pay
 - Sign-on bonuses
 - Referral bonuses
 - One-time discretionary bonuses
 - Performance-based bonuses
 - Loyalty/tenure-based bonuses
 - Equity-based compensation
 - Cost of living adjustments beyond standard policy
 - Other (please specify)
16. Does your company have a formal incentive pay plan?
17. If yes, is it:
 - Company-wide
 - Department-specific
 - Role-specific
 - Performance-based for all
18. Please indicate the basis for the formal incentive pay plan:
 - Financial/operational goals
 - Performance-based goals
 - Both
19. Do you offer the same incentives to all employees, regardless of exempt or non-exempt status?
20. Please indicate the variable pay strategies used:
 - Deferred compensation plan
 - Extending stock option eligibility
 - Individual incentives

- Lump sum payment (not salary increase)
 - Profit-sharing plan
 - Quietly oriented incentives
 - Recognition program
 - Retention bonuses
 - Short-term performance-based incentives
 - Skill-based or broad banding pay system
 - Suggestion program
 - Team-based performance bonuses
 - Wellness incentives
 - Workforce team incentives
 - Other (please specify)
21. Please indicate the non-monetary incentives offered to each employee level:
- Gift certificates
 - Vacation travel
 - Wholesale club membership
 - Other (please specify)
22. Please indicate awards offered to each employee level:
- Bonuses not tied to profits
 - Perfect attendance
 - Production bonuses
 - Safety awards
 - Service awards
 - Technical achievement awards
 - Other (please specify)
23. Have you faced challenges with wage compression (new hires earning close to or more than experienced employees)?
24. Does your company have a structured process for communicating pay decisions to employees?
- Yes, formally (e.g., structured meetings, reports, dashboards)
 - Yes, but informally (e.g., case-by-case conversations)
 - No, we do not share details on pay decisions
25. How frequently does your company assess internal pay equity?
- Annually
 - Every two years
 - Only when issues arise
 - We do not evaluate internal pay equity
26. How does your company benchmark pay against comparable businesses?
- Third-party compensation reports
 - Industry-specific surveys
 - Internal research
 - Other (please specify)

1. Please indicate recruitment strategies used for each employee level: (Exempt/nonexempt)

- AI-driven recruitment tools
 - College/university career services
 - Community outreach programs
 - Competitors
 - Employee referrals
 - Employment agencies
 - Internal promotion/internal job postings
 - Newspaper/printed material advertisements
 - Online recruiting (i.e., job boards)
 - PA CareerLink
 - Temporary-to-permanent hiring (i.e., staffing agency)
 - Walk-ins
 - Website
 - Word-of-mouth
 - Other (please specify)
2. What recruitment initiatives does your company offer or plan on offering?
- Mentoring program
 - Onboarding program
 - Relocation assistance
 - Sign-on bonus
 - Other (please specify)
3. Do you research a candidate online as part of the hiring process?
4. If yes, which sources do you use? (Select all that apply.)
- Professional networks (e.g., LinkedIn)
 - Personal social media (e.g., Facebook, Instagram, X)
 - Google search
 - Industry databases/public records
 - We do not research candidates online
 - Other (please specify)
5. Please indicate the tools used to qualify employees at each employee level: (Exempt/nonexempt)
- AI-based candidate assessment tools
 - Pre-employment applications
 - Personal interview
 - Skills assessment
 - Personality assessment
 - Pre-placement physical
 - Pre-employment drug screen
 - Reference checks
 - Criminal background check
 - Work sample tests/job simulations
 - Credit checks (if applicable)
 - Other (please specify)
6. What are the biggest recruitment challenges your company faces? (Select up to 3.)
- Not enough qualified applicants

- High competition for talent
 - Difficulty finding candidates with technical skills
 - Difficulty finding candidates with soft skills (e.g., communication, teamwork)
 - Pay expectations higher than what we can offer
 - Lack of awareness of our company/brand
 - Difficulty retaining new hires
 - Other (please specify)
7. On average, how long does it take to fill an open position at your company?
- Less than 1 week
 - 1–2 weeks
 - 3–4 weeks
 - 1–2 months
 - More than 2 months
8. Does your company use AI-driven tools or automation in recruiting and hiring?
- Yes, for resume screening
 - Yes, for interview scheduling
 - Yes, for candidate assessments
 - No, but we are considering it
 - No, we do not use AI in hiring
9. Does your company disclose salary ranges in job postings?
- Yes, for all positions
 - Yes, for some positions
 - No, but we plan to start
 - No, and we have no plans to start
10. What is the typical probationary or introductory period for new employees?
- No probationary period
 - 30 days
 - 60 days
 - 90 days
 - 6 months
 - Other (please specify)
11. Which onboarding and employee development programs does your company offer (exempt/nonexempt)?
(Select all that apply.)
- Structured orientation program
 - Informal onboarding (shadowing, self-guided learning)
 - Internal mentoring program
 - Buddy system (pairing with a peer)
 - Leadership training for new hires
 - Other (please specify)
12. How frequently does your company conduct performance evaluations? (Select all that apply):
(Exempt/nonexempt)
- 30-day check-in
 - 60-day check-in
 - 90-day review

- 6-month review
- 1-year review
- Ongoing (weekly/bi-weekly check-ins)
- Quarterly review
- Peer/360-degree evaluation
- Continuous feedback model (real-time evaluations)
- Other (please specify)

COMPANY POLICIES – PAGE 22

Many of the questions below require differentiation between full-time and part-time.

1. Do you offer the same benefits to all employees, regardless of full-time or part-time status?
2. What 'traditional' benefits does your company offer or plan on offering? (Please select all that apply.)
 - Employee assistance programs (EAP)
 - Employee stock options
 - Health insurance (medical, dental, vision)
 - Health savings accounts (HSA) or flexible spending accounts (FSA)
 - Holiday/year-end bonus
 - Life insurance
 - Paid Time Off (PTO) (vacation, sick days, personal days)
 - Profit sharing
 - Recognition/award programs
 - Referral bonuses
 - Retirement plans (401k, pensions)
 - Short-term and long-term disability
 - Vested 401k or retirement contributions
3. What additional benefits does your company offer or plan on offering?
 - Career pathing/leadership development programs
 - Cell phone reimbursement
 - Company car or mileage reimbursement
 - Company outings or team building events
 - Dependent care benefits (i.e., childcare stipends)
 - Education-related reimbursement
 - Employee discounts
 - Extra Paid Time Off (PTO)
 - Financial planning
 - Flexible schedules
 - Health and wellness programs/stipends
 - Home office stipends or reimbursements
 - Housing or transportation stipends
 - In-house amenities/free meals
 - Job-sharing opportunities
 - On-site health services
 - Parental leave

- Pet insurance
 - Remote/hybrid work flexibility
 - Sabbaticals/unpaid leave options
 - Training and development programs
 - Other (please specify)
4. Has your company changed its approach to employee retention in the past year?
- Yes, we've added new incentives or benefits
 - Yes, we've improved workplace culture
 - Yes, we've increased wages or bonuses
 - No, our approach has remained the same
 - Other (please specify)
5. Please indicate severance benefits offered to dislocated workers for each employee level:
- Compensation
 - Health benefits
 - Job counseling
 - Life insurance
 - Retraining assistance
 - Outplacement
 - Payout of unused accrued PTO/sick leave
 - Other (please specify)
6. If you offer paid time off (PTO) or special benefits for vacation, personal days, sick days, holidays, etc., what are they for each employee level?
- Bereavement days
 - Floating holidays
 - Holidays
 - Jury duty
 - Personal days
 - Sick days
 - Vacation days
 - Volunteer service
 - Other (please specify)
7. Please indicate the number of bereavement days employees receive:
- Aunt/uncle
 - Child
 - Cousin
 - Death of an unrelated loved one
 - Grandparent
 - Parent
 - Spouse/Partner
 - Other (please specify)
8. Please indicate the total vacation days granted:
- Upon hire:
 - After 1 year of service:
 - After 2 years of service:

- After 3 years of service:
 - After 5 years of service:
 - After 10 years of service:
 - After 15 years of service:
 - After 20 years of service:
 - After 25 years of service:
9. When are employees eligible to use vacation days?
- Immediately (when accrued)
 - After 3 months of service
 - After 6 months of service
 - After 1 year of service
 - Other (please specify)
10. Please indicate from the federal holiday list below the paid holidays granted to employees:
- New Year's Day
 - Martin Luther King, Jr.
 - President's Day/Washington's Birthday
 - Memorial Day
 - Juneteenth
 - Independence Day
 - Labor Day
 - Columbus Day/Indigenous Peoples' Day
 - Veterans Day
 - Thanksgiving Day
 - Christmas Day
11. Please indicate from the list below additional days off granted to employees:
- Day after Thanksgiving
 - Christmas Eve
 - Employee's birthday
 - Other (please specify)
12. Please list other religious holidays you offer your employees:
13. Please indicate the provisions to qualify for holiday pay:
- Must work the day before and after a holiday
 - Must be full-time
 - Must be scheduled to work the day of the holiday
14. If you offer a sabbatical, after how many years of service do you offer this benefit? How long?
15. Do you offer parental leave through:
- Short-term disability
 - PTO
 - Other paid leave
16. How long does your parental leave policy allow employees to have off using:
- Short-term disability
 - PTO
 - Other paid leave
17. Is your parental leave policy inclusive of foster parents? Adoptive parents?

18. If you offer dependent care benefits, which of the following are available for your employees?
- Childcare stipends or assistance
 - On-site childcare
 - Backup childcare
 - Elder care support
 - None of the above
 - Other (please specify)
19. Does your company have an extended leave of absence policy?
20. If your company offers mileage reimbursement, please indicate the per-mile allowance for auto use.
21. Please indicate education-related reimbursement for each employment level: (Select all that apply.)
- Tuition for job-related courses
 - Tuition for potential job-related courses
 - Fees
 - Books/materials
 - Exams/certifications
 - Other (please specify)
22. Please indicate your company's current drug testing policies:
- Pre-employment
 - Post accident/incident testing
 - Random testing
 - Reasonable cause
 - Other (please specify)
23. Do you still test for marijuana for conditional hires?
24. Do you require all employees to disclose if they have medical marijuana cards?
25. Do you require HR staff or employment decision-makers to attend Americans with Disabilities Act (ADA) or Family and Medical Leave Act (FMLA) trainings?
26. Please indicate dress code policies for your company:
- Business casual
 - Casual
 - Dress for your day
 - Professional
 - Uniform
 - Other (please enter for consideration for future surveys)
27. Do you offer flex time?
28. If so, do you offer a formal policy for flex time?
29. Does your company offer or plan to offer any of the following alternative work schedules? (Select all that apply.)
- Four-day workweek (same pay, fewer hours)
 - Four-day workweek (same hours, compressed schedule)
 - Summer hours (early Fridays off or reduced summer schedule)
 - Shift flexibility (i.e., staggered start times)
 - No alternative work schedules
 - Other (please specify)
30. Do you have a formal policy for job-sharing?
31. Does your company operate under an employee ownership model?

32. Would your company consider operating under an employee ownership model?
33. For employees who could work from home and assuming no performance concerns, do you have policies that:
 - prohibit remote work,
 - policies that set a definitive schedule, or
 - policies that show the employee discretion?
34. For employees eligible for remote work, what type of work arrangements do you offer? (Select all that apply.)
 - Fully remote
 - Hybrid (specific in-office days required)
 - Hybrid (employee can choose in-office days)
 - In-person only
 - Other (please specify)
35. For employees operating on a hybrid schedule, how many days a week, on average, are they in the office? Please enter a whole number.
36. Have you made changes to your remote work policy in the past year?
 - Yes, we have increased flexibility
 - Yes, we have reduced flexibility
 - No, it has remained the same
37. What employee equity initiatives do you have in place?
 - Affinity groups/employee resource groups (ERGs)
 - Language access programs and/or trainings
 - Intentional hiring/recruitment events
 - Lunch and Learns
 - Cultural celebration days
 - Other (please enter for consideration for future surveys)

RETIREMENT PLANS & POLICIES – PAGE 23

1. What types of retirement plans does your company offer?
 - 401(k)
 - Solo 401(k)
 - 403b
 - Simple IRA
 - SEP Plan
 - Profit Sharing
 - Defined Benefit Plan
 - ESOP
 - 457
 - FERS (Federal Employees Retirement System)
 - Cash Balance Plan
 - Nonqualified Deferred Compensation Plan
 - Other (please enter for consideration for future surveys)
2. If your company allows employee contribution, do you match contributions?
3. If so, what is the maximum percentage of the company match?

4. Please indicate the type of vesting:
 - Cliff vesting
 - Graded vesting
 - Hybrid
 - N/A
5. Does your company offer loans?
6. Does your company allow hardship withdrawals?
7. Does your plan allow in-service withdrawals?
8. Does your plan accept rollovers?
9. Does your company offer financial wellness programs? (Select all that apply.)
 - Yes, including financial literacy training
 - Yes, including student loan repayment assistance
 - Yes, including employer contributions to HSAs or FSAs
 - No, we do not offer financial wellness programs
 - Other (please specify)
10. Do you have an internal retirement policy?
11. Do you utilize succession planning?
12. Do you offer alternative work arrangements as employees approach retirement?

HEALTHCARE PLANS & POLICIES – PAGE 24

In this section, **please provide the details of the plan which covers the largest number of your employees. We are looking for information on your primary plan of coverage.** If you use a Defined Contribution Approach to provide healthcare benefits, please report on the plan selected by the greatest number of employees.

1. In total, how many healthcare plans do you offer?
2. In total, how many prescription (Rx) plans do you offer?
3. How many employees are eligible for health benefits?
4. How many employees are enrolled in all your plans?
5. What is your organization's average employee healthcare plan enrollment rate?
 - Less than 50%
 - 50% - 74%
 - 75% - 89%
 - 90% or more
6. Please indicate what is covered by your plan(s): (Select all that apply.)
 - Medical
 - Dental
 - Vision
 - Prescription
7. Does your organization offer healthcare coverage to part-time employees? (Select all that apply.)
 - Medical
 - Dental
 - Vision
 - Prescription
 - None of the above
8. What type(s) of health insurance plans does your organization offer to employees? (Select all that apply.)

- PPO
 - Qualified Health Deductible Plan with HSA (QHDP with HSA)
 - Exclusive Provider Organization (EPO)
 - High Deductible Health Plan with HRA (HDHP with HRA)
 - Individual Coverage Health Reimbursement Arrangement (ICHRA)
 - Minimum Essential Coverage
 - Other (please specify)
9. What pharmacy benefit manager (PBM) does your organization use?
- Capital Blue Cross
 - Highmark
 - MagellanRX
 - UPMC Health Plan
 - Express Scripts
 - Aetna
 - Other (please specify):
10. Which provider(s) do you use for vision coverage? (Select all that apply.)
- VSP
 - EyeMed
 - UnitedHealthcare Vision
 - Highmark Davis Vision
 - Spectera
 - Other (please specify)
11. What is the primary funding method for your organization's healthcare plan that covers the largest number of your employees?
- Fully insured
 - Self-insured
 - Part of a purchasing group
 - Other (please specify)
12. Who is your primary healthcare plan carrier?
- Capital Blue Cross
 - Highmark
 - UPMC Health Plan
 - Aetna
 - Express Scripts
 - Other (please specify)
13. What is your organization's waiting period for new employees to become eligible for healthcare coverage?
- No waiting period (immediate coverage)
 - 1-30 days
 - 1st of the month following 30 days
 - 31-60 days
 - 1st of the month following 60 days
 - 61-90 days
 - Other (please specify)

14. What is your organization's average monthly premium cost per employee?
- Less than \$500
 - \$500 - \$749
 - \$750 - \$999
 - \$1,000 or more
15. What percentage of the premium cost does your organization cover for employees?
- Less than 50%
 - 50% - 74%
 - 75% - 89%
 - 90% or more
16. By what percentage did your healthcare plan costs increase in the most recent renewal period?
- Less than 5%
 - 5-10%
 - 11-15%
 - More than 15%
17. What is your organization's expected healthcare cost increase for the next renewal period?
- Less than 5%
 - 5-10%
 - 11-15%
 - More than 15%
18. Has your organization implemented any of the following cost-containment strategies? (Select all that apply.)
- Increasing employee premiums
 - Implementing a wellness program
 - Implementing employee education programs
 - Changing healthcare carrier
 - Using site-of-care steerage for certain procedures
 - Implementing a spousal surcharge
 - Using an on-site or near-site clinic
 - Joining a purchasing coalition
 - Other (please specify)
19. Does your organization offer a formal wellness program?
- Yes, with incentives for participation
 - Yes, without incentives
 - No, but considering implementing one
 - No, and not considering implementing one
20. If your organization has a wellness program, what components are included? (Select all that apply.)
- Biometric screenings
 - Tobacco cessation programs
 - Mental health and well-being programs
 - Health coaching or disease management programs
 - Fitness or activity-based incentives
 - Spousal participation allowed
 - Dependent children over 18 allowed

- Other (please specify): _____
21. Who is eligible to participate in your wellness program? (Select all that apply.)
- Employees
 - Spouses
 - Dependent children over 18
22. What is your organization's average annual deductible for employees?
- Less than \$1,500
 - \$1,500 - \$2,999
 - \$3,000 - \$4,999
 - \$5,000 or more
23. What is the most common primary care co-pay in your organization's plan(s)?
- Less than \$20
 - \$20 - \$29
 - \$30 - \$49
 - \$50 or more
 - No co-pay (covered 100%)
24. What is the average out-of-pocket maximum for your healthcare plan?
- Less than \$3,000
 - \$3,000 - \$4,999
 - \$5,000 - \$6,999
 - \$7,000 or more
25. What are the average prescription co-pays for your healthcare plan? (Select all that apply.)
- \$0 - \$9 (generic)
 - \$10 - \$24 (generic)
 - \$25 - \$49 (preferred brand)
 - \$50 - \$99 (preferred brand)
 - \$100 or more (specialty drugs)
 - Coinsurance-based pricing (percentage of drug cost)
26. Does your organization offer a health savings account (HSA) or health reimbursement arrangement (HRA)? (Select all that apply.)
- Yes, HSA
 - Yes, HRA
 - No
27. If your organization offers an HSA or HRA, what is the average employer contribution?
- Less than \$500 per year
 - \$500 - \$999 per year
 - \$1,000 - \$1,499 per year
 - \$1,500 or more per year
 - No employer contribution
28. What is the average annual maximum benefit for dental coverage?
- Less than \$1,000
 - \$1,000 - \$1,499
 - \$1,500 - \$1,999
 - \$2,000 or more

- No annual maximum
29. What percentage of your employees actively use available wellness programs?
- Less than 10%
 - 10% - 24%
 - 25% - 49%
 - 50% or more
 - Not sure
30. What types of mental health services are covered under your healthcare plan? (Select all that apply.)
- Counseling/Therapy
 - Psychiatric Care
 - Substance Abuse Treatment
 - Employee Assistance Program (EAP)
 - Inpatient Mental Health Services
 - Outpatient Mental Health Services
 - None
 - Other (please specify)
31. Have you seen a shift in the number of employees enrolling dependents in healthcare plans?
- Yes, an increase in dependent enrollment
 - Yes, a decrease in dependent enrollment
 - No significant change
 - Not sure
32. Do you offer different contribution structures for dependent coverage?
- Yes, our company covers a higher percentage for family coverage than individual coverage
 - Yes, contribution structures vary based on employee salary level
 - No, our company contributions are the same for all employees
 - Not sure
 - Other (please specify)
33. Are fertility treatments, maternity care, or parental leave benefits included in your healthcare offerings? (Select all that apply.)
- Fertility Treatments
 - Maternity Care (e.g., prenatal visits, childbirth coverage)
 - Paid Parental Leave
 - Unpaid Parental Leave
 - Adoption Assistance
 - None of the above
34. Does your plan offer telemedicine options for general healthcare, mental health, or specialty care? (Select all that apply.)
- General Healthcare
 - Mental Health Services
 - Specialty Care
 - Prescription Consultations
 - None of the above
35. What percentage of your employees utilize telehealth services?
- Less than 10%

- 10% - 24%
 - 25% - 49%
 - 50% or more
 - Not sure
36. Has telehealth been effective in reducing costs for your organization?
- Yes, significantly reduced costs
 - Yes, somewhat reduced costs
 - No noticeable impact on costs
 - No, costs have increased
 - Not sure
37. Does your plan offer chronic disease management programs? (Select all that apply.)
- Diabetes Management
 - Heart Disease/Hypertension Programs
 - Cancer Support Programs
 - None
 - Other (please specify): _____
38. Do you provide incentives for preventive screenings? (Select all that apply.)
- Discounted Premiums for Annual Check-Ups
 - Cash Incentives or Gift Cards
 - Employer-Sponsored Health Screenings
 - Wellness Program Participation Incentives
 - Other (please specify)
 - None of the above
39. Are you seeing an increase in employees struggling to afford healthcare costs?
- Yes, a significant increase
 - Yes, a slight increase
 - No change
 - Not sure
40. Do you provide financial assistance? (Select all that apply.)
- Employer-Funded HSA Contributions
 - Hardship Funds for Medical Expenses
 - Health Stipends or Wellness Reimbursements
 - None
 - Other (please specify)
41. Have you considered implementing tiered healthcare contributions based on employee income levels?
- Yes, we have implemented tiered contributions
 - Yes, we are considering it
 - No, but we are open to exploring it
 - No, we do not plan to implement this
42. How do you assess whether your healthcare plan remains competitive in the market? (Select all that apply.)
- Employee Feedback/Surveys
 - Benchmarking Against Industry Standards
 - Consulting with Benefits Brokers or Advisors

- Reviewing Competitor Benefit Packages
 - We do not formally assess competitiveness
 - Other (please specify)
43. Have you adjusted benefits in response to retention or recruitment challenges?
- Yes, we have expanded benefits to attract/retain employees
 - Yes, we have reduced benefits due to cost concerns
 - No, our benefits remain unchanged
 - Not sure
44. Are your healthcare benefits a key factor in attracting and retaining talent?
- Yes, they are a major factor in recruitment and retention
 - Yes, they play a role but are not the primary factor
 - No, other benefits and compensation have a greater impact
 - Not sure

CONCLUSION OF SURVEY