

2020 PLASTICS SALARY SURVEY

FULL REPORT

Prepared by SPE and MBS Advisors



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INTRODUCTION

- » Online survey conducted in January and February 2020
- » Total sample – 1,323
- » All references to statistical significance in the report are at the 95% confidence level.
- » The margin of error for the total survey sample is approximately $\pm 2.60\%$ at the 95% confidence level. The margin of error is larger for smaller groups analyzed and can vary widely depending on the size of the sample groups in question. The 95% confidence level essentially indicates how certain we can be that our results are reflective of the population.
- » For satisfaction and advocacy ratings in this report, we use the terms top 2 box scores and bottom 2 scores. Top 2 box means the top 2 positions on a ratings scale combined. Bottom 2 box means the bottom 2 positions on a ratings scale combined. We generally consider a top 2 box score of 80% or higher as indicative of reasonably strong performance.

COMPENSATION:

Current and Historical



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COMPENSATION TRENDS:

2008 – 2020

- » Base salary and total cash compensation improved in the 2020 survey
- » The average base salary increased 5.00% and the average total compensation increased 1.13%.

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Base Salary	\$91,827	\$90,998	\$93,473	\$96,174	\$98,094	\$95,411	\$103,999	\$102,866	\$98,930	\$96,804	\$100,988	\$106,354	\$111,667
Diff - Prev Yr		-0.90%	2.70%	2.90%	2.00%	-2.70%	9.00%	-1.10%	-3.80%	-2.10%	4.32%	5.31%	5.00%
Total Comp	\$105,540	\$103,546	\$105,183	\$110,481	\$111,565	\$109,392	\$121,706	\$117,637	\$113,871	\$112,740	\$119,540	\$134,229	\$135,743
Diff - Prev Yr		-1.90%	1.60%	5.00%	1.00%	-1.90%	11.30%	-3.30%	-3.20%	-1.00%	6.03%	12.29%	1.13%

Salary figures above are based to respondents who were employed in the plastics industry at the time of each survey.

Year to year comparisons vary based on random participation of different individuals each year.

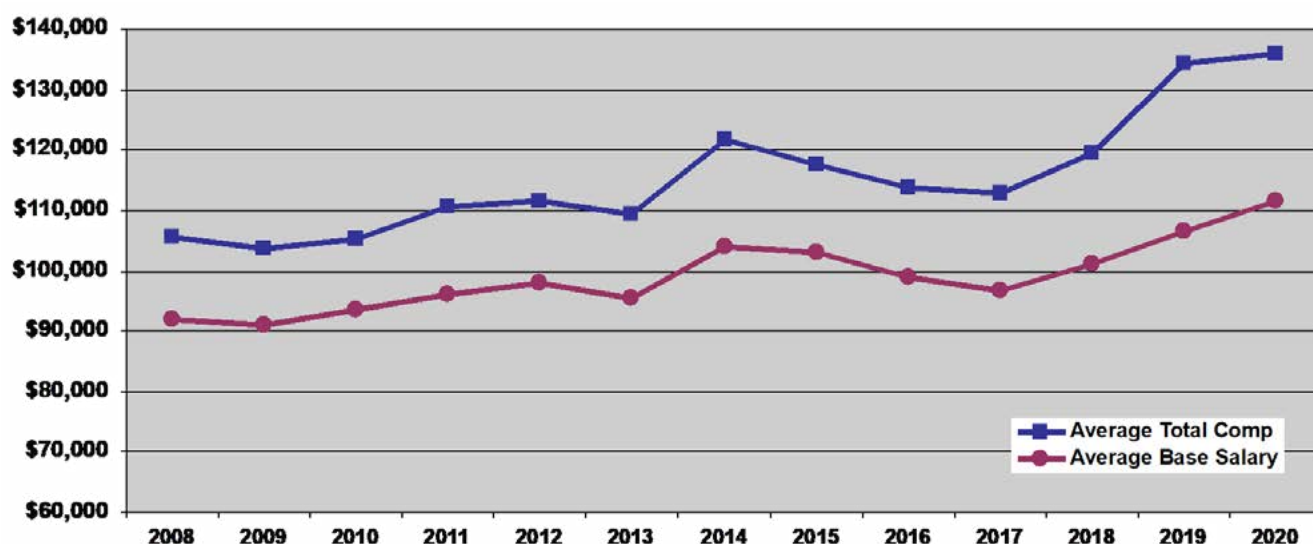
2020 sample for compensation questions = 1,106



AVERAGE BASE & TOTAL COMP REPORTED SALARY BY YEAR OF SURVEY

2008 – 2020

The graph below depicts the base salary and total compensation trends shown in the table on the previous page. As noted, both base salary and total compensation improved in 2020. The growth rate for base salary was stronger than that for total compensation this year.



Salary figures above are based to respondents who were employed in the plastics industry at the time of each survey.

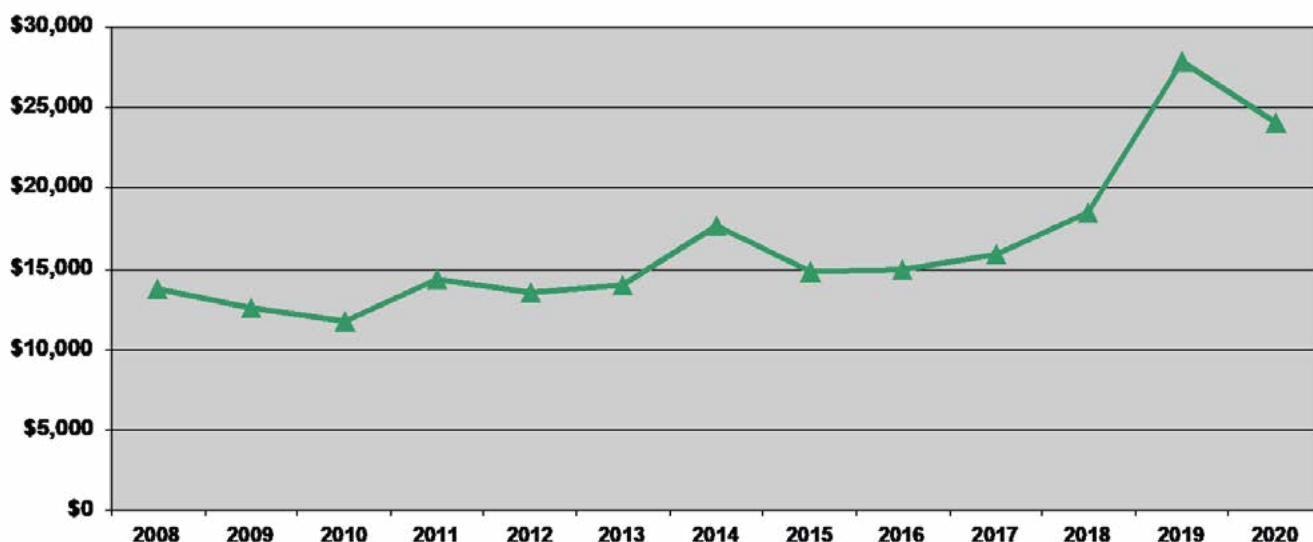
Year to year comparisons vary based on random participation of different individuals each year.



AVERAGE BONUS / COMMISSION / INCENTIVE BY YEAR OF SURVEY

2008 – 2020

The graph below depicts the average bonus / incentive / commission by year for 2008 – 2020. Performance-based compensation improved strongly in 2019 and decreased this year. The average additional compensation for 2020 was \$24,076.



Salary figures above are based to respondents who were employed in the plastics industry at the time of each survey.

Year to year comparisons vary based on random participation of different individuals each year.

COMPENSATION:

Employee Segments



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COMPENSATION BY EMPLOYEE SEGMENTS

Gender / Age / Education

The table below shows average compensation figures by gender, age and education for 2018, 2019 and 2020.

	N			Average Base Salary			Average Additional Comp			Average Total Cash Comp		
	2018	2019	2020	2018	2019	2020	2018	2019	2020	2018	2019	2020
Gender												
Male	1,780	1,251	948	\$102,152	\$107,647	\$115,196	\$19,272	\$29,318	\$25,543	\$121,424	\$136,965	\$140,739
Female	176	131	147	\$91,478	\$97,064	\$91,895	\$12,678	\$20,335	\$15,461	\$104,156	\$117,400	\$107,356
Age												
21 - 34	393	304	255	\$69,572	\$76,326	\$79,551	\$7,235	\$11,003	\$13,309	\$76,807	\$87,329	\$92,860
35 - 44	372	269	215	\$92,888	\$95,499	\$112,455	\$18,346	\$23,483	\$21,052	\$111,234	\$118,983	\$133,508
45 - 54	551	370	272	\$106,422	\$117,464	\$116,090	\$19,683	\$31,927	\$26,124	\$126,105	\$149,390	\$142,214
55 - 64	541	397	299	\$118,161	\$122,089	\$132,879	\$25,411	\$34,693	\$29,368	\$143,572	\$156,783	\$162,247
65+	105	87	53	\$128,654	\$125,601	\$128,842	\$21,983	\$57,592	\$50,099	\$150,637	\$183,193	\$178,941
Education												
High School	89	54	42	\$75,165	\$71,217	\$83,318	\$8,473	\$21,800	\$27,647	\$83,638	\$93,016	\$110,965
Some College	312	185	123	\$89,513	\$94,405	\$111,704	\$18,785	\$33,255	\$23,375	\$108,298	\$127,660	\$135,079
College Degree	965	698	545	\$99,584	\$99,926	\$102,359	\$18,805	\$24,583	\$22,139	\$118,389	\$124,509	\$124,498
Masters Degree	410	345	269	\$109,197	\$119,693	\$130,962	\$18,440	\$32,080	\$29,029	\$127,637	\$151,773	\$159,990
Doctoral Degree	175	132	107	\$123,561	\$138,997	\$125,947	\$20,765	\$33,414	\$21,830	\$144,326	\$172,411	\$147,777



COMPENSATION BY EMPLOYEE SEGMENTS

Gender

The table below shows average compensation by gender. Males continue to outpace females.

	N			Average Base Salary			Average Additional Comp			Average Total Cash Comp		
	2018	2019	2020	2018	2019	2020	2018	2019	2020	2018	2019	2020
Male	1,780	1,251	948	\$102,152	\$107,647	\$115,196	\$19,272	\$29,318	\$25,543	\$121,424	\$136,965	\$140,739
Female	176	131	147	\$91,478	\$97,064	\$91,895	\$12,678	\$20,335	\$15,461	\$104,156	\$117,400	\$107,356

A Few Notes about Gender

- » Male respondents tend to be older – 60% of males are age 45+ while 33% of females are age 45+.
- » Males have longer industry tenure – 70% of males have been in the industry for more than 10 years while 48% of females of been in the industry this long.
- » Males are more likely than females to be classified as C-level / executive management – 12% for males versus 3% for females. C-level / executive management is the category with the highest average compensation.
- » Males also have longer tenure with their companies – 60% of males have been with their companies for longer than five years and 43% of females have been with their companies this long.
- » Males are more likely to manage employees – 48% for males versus 32% for females. Along with this, males are more likely to be responsible (either directly or indirectly) for more employees.

As a footnote, statistical analysis indicates that being female has a slight inverse (negative) relationship with base salary.



COMPENSATION BY EMPLOYEE SEGMENTS

Gender by Department

The table below shows average compensation by gender by departmental classification, highlighting the differences in average compensation by gender.

	Male				Female			
	N	Base	Additional	Total	N	Base	Additional	Total
Admin Support	0	-	-	-	1	\$39,720	\$1,500	\$41,220
C-level / Exec	116	\$160,646	\$53,756	\$214,402	4	\$99,750	\$55,500	\$155,250
Engineering	283	\$95,189	\$16,550	\$111,739	45	\$86,093	\$8,943	\$95,036
Finance	1	\$70,000	\$85,000	\$155,000	0	-	-	-
HR	6	\$99,259	\$25,083	\$124,343	4	91,138	6,312	97,450
IT	1	\$62,823	\$2,789	\$65,612	0	-	-	-
Maintenance	9	\$84,667	\$28,556	\$113,222	0	-	-	-
Product Development	173	\$117,327	\$17,105	\$134,433	38	\$95,329	\$12,764	\$108,092
Production	69	\$97,966	\$15,446	\$113,412	2	\$73,549	\$39,383	\$112,932
Quality	16	\$84,875	\$11,321	\$96,196	9	\$73,624	\$16,689	\$90,313
Sales / Marketing	198	\$125,795	\$35,828	\$161,623	30	\$109,234	\$26,084	\$135,317
Supply Chain	15	\$93,097	\$9,148	\$102,245	1	\$92,200	\$18,000	\$110,200
Other	60	\$121,798	\$22,293	\$144,091	14	\$79,700	\$8,289	\$87,989



COMPENSATION BY EMPLOYEE SEGMENTS

Age / Education

The table below shows average compensation by age and education level. Total compensation increases with increasing age, as is expected. Compensation is higher for personnel with advanced degrees.

	N			Average Base Salary			Average Additional Comp			Average Total Cash Comp		
	2018	2019	2020	2018	2019	2020	2018	2019	2020	2018	2019	2020
Age												
21 - 34	393	304	255	\$69,572	\$76,326	\$79,551	\$7,235	\$11,003	\$13,309	\$76,807	\$87,329	\$92,860
35 - 44	372	269	215	\$92,888	\$95,499	\$112,455	\$18,346	\$23,483	\$21,052	\$111,234	\$118,983	\$133,508
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65+	105	87	53	\$128,654	\$125,601	\$128,842	\$21,983	\$57,592	\$50,099	\$150,637	\$183,193	\$178,941
Education												
High School	89	54	42	\$75,165	\$71,217	\$83,318	\$8,473	\$21,800	\$27,647	\$83,638	\$93,016	\$110,965
Some College	312	185	123	\$89,513	\$94,405	\$111,704	\$18,785	\$33,255	\$23,375	\$108,298	\$127,660	\$135,079
College Degree	965	698	545	\$99,584	\$99,926	\$102,359	\$18,805	\$24,583	\$22,139	\$118,389	\$124,509	\$124,498
Masters Degree	410	345	269	\$109,197	\$119,693	\$130,962	\$18,440	\$32,080	\$29,029	\$127,637	\$151,773	\$159,990
Doctoral Degree	175	132	107	\$123,561	\$138,997	\$125,947	\$20,765	\$33,414	\$21,830	\$144,326	\$172,411	\$147,777



COMPENSATION BY EMPLOYEE SEGMENTS

Region / Industry Tenure

The table below shows average compensation by region and industry tenure. In this year's survey, average total compensation is highest in the South Central, Mid Atlantic, West and South Atlantic regions – above \$140,000.

Average total compensation generally increases with increasing industry tenure.

	N			Average Base Salary			Average Additional Comp			Average Total Cash Comp		
	2018	2019	2020	2018	2019	2020	2018	2019	2020	2018	2019	2020
Region												
East North Central	589	448	354	\$105,130	\$107,145	\$105,959	\$18,078	\$31,569	\$21,067	\$123,208	\$138,714	\$127,025
Mid Atlantic	209	160	129	\$101,605	\$109,384	\$114,629	\$14,765	\$18,507	\$28,900	\$116,370	\$127,891	\$143,529
New England	134	90	97	\$103,278	\$112,112	\$115,483	\$14,193	\$38,637	\$22,248	\$117,470	\$150,750	\$137,731
South Atlantic	257	197	134	\$111,984	\$111,265	\$120,601	\$22,370	\$30,246	\$21,841	\$134,355	\$141,511	\$142,442
South Central	201	138	143	\$117,181	\$116,953	\$124,226	\$24,894	\$33,946	\$34,804	\$142,075	\$150,899	\$159,030
West	143	124	77	\$114,814	\$123,648	\$118,288	\$22,974	\$34,739	\$24,817	\$137,788	\$158,387	\$143,104
West North Central	108	93	64	\$86,389	\$87,220	\$100,942	\$10,976	\$14,374	\$20,579	\$97,365	\$101,594	\$121,522
Outside United States	320	177	96	\$71,316	\$82,800	\$100,081	\$17,821	\$19,075	\$20,695	\$89,137	\$101,875	\$120,776
Industry Tenure												
Less than 1 Year	43	37	36	\$66,619	\$61,953	\$72,376	\$4,450	\$5,697	\$9,701	\$71,069	\$67,650	\$82,077
1 - 5 Years	284	203	180	\$72,124	\$81,485	\$80,525	\$8,211	\$10,067	\$13,623	\$80,335	\$91,553	\$94,148
6 - 10 Years	235	193	137	\$83,425	\$83,472	\$98,999	\$12,749	\$17,846	\$19,377	\$96,174	\$101,319	\$118,376
11 -15 Years	234	157	123	\$92,933	\$109,007	\$120,618	\$19,907	\$23,662	\$22,001	\$112,840	\$132,670	\$142,619
16 - 20 Years	233	154	104	\$106,633	\$112,584	\$114,710	\$20,067	\$34,604	\$26,631	\$126,700	\$147,188	\$141,341
More than 20 years	932	683	514	\$116,260	\$120,578	\$126,791	\$23,293	\$37,347	\$30,215	\$139,553	\$157,924	\$157,006



COMPENSATION BY EMPLOYEE SEGMENTS

Number of Employees

The table below shows average compensation by number of employees – a proxy for overall company size. There is some variation in compensation by headcount.

	N			Average Base Salary			Average Additional Comp			Average Total Cash Comp		
	2018	2019	2020	2018	2019	2020	2018	2019	2020	2018	2019	2020
Less than 10	64	57	37	\$88,197	\$82,249	\$148,171	\$17,434	\$31,074	\$29,578	\$105,631	\$113,322	\$177,749
10 - 25	141	95	82	\$90,372	\$91,969	\$94,945	\$21,028	\$30,766	\$24,191	\$111,401	\$122,735	\$119,137
26 - 99	354	257	199	\$91,130	\$95,862	\$96,859	\$21,166	\$19,926	\$24,807	\$112,296	\$115,788	\$121,666
100 - 249	381	222	195	\$93,548	\$100,327	\$104,428	\$14,290	\$25,087	\$25,775	\$107,838	\$125,415	\$130,202
250 - 499	215	155	115	\$102,214	\$95,410	\$120,487	\$17,631	\$23,513	\$21,518	\$119,845	\$118,924	\$142,005
500 - 999	173	116	83	\$106,895	\$102,605	\$105,260	\$19,834	\$29,152	\$21,888	\$126,729	\$131,758	\$127,148
1,000 - 2,499	176	129	77	\$97,659	\$126,465	\$119,265	\$17,785	\$40,567	\$24,637	\$115,444	\$167,032	\$143,902
2,500 - 4,999	102	90	66	\$111,923	\$120,141	\$124,734	\$16,539	\$44,324	\$24,015	\$128,462	\$164,465	\$148,749
5,000 or More	317	283	215	\$117,327	\$123,280	\$125,900	\$20,021	\$22,048	\$24,914	\$137,348	\$145,328	\$150,815



COMPENSATION BY EMPLOYEE SEGMENTS

Functional Department

The table below shows average compensation by employee segment (department, as reported in the survey). As we would expect, average total compensation is highest for C-Level / Executive Management personnel. Sales / Marketing ranks second.

	N			Average Base Salary			Average Additional Comp			Average Total Cash Comp		
	2018	2019	2020	2018	2019	2020	2018	2019	2020	2018	2019	2020
Admin Support	8	9	1	\$59,850	\$60,897	\$39,720	\$9,543	\$2,002	\$1,500	\$69,393	\$62,898	\$41,220
C-Level / Exec	225	154	120	\$143,743	\$147,390	\$158,616	\$44,453	\$76,775	\$53,814	\$188,195	\$224,165	\$212,430
Engineering	573	435	327	\$90,058	\$93,846	\$93,965	\$8,866	\$16,151	\$15,527	\$98,924	\$109,997	\$109,492
Finance	5	3	1	\$87,000	\$133,667	\$70,000	\$440	\$67,523	\$85,000	\$87,440	\$201,190	\$155,000
Human Resources	15	16	10	\$83,040	\$146,296	\$96,011	\$6,139	\$16,045	\$17,575	\$89,179	\$162,341	\$113,586
Information Tech	3	2	1	\$63,809	\$97,500	\$62,823	\$19,600	\$15,400	\$2,789	\$83,409	\$112,900	\$65,612
Maintenance	30	12	9	\$71,891	\$98,732	\$84,667	\$7,352	\$8,500	\$28,556	\$79,243	\$107,232	\$113,222
Product Dev	294	260	211	\$101,793	\$114,143	\$113,366	\$12,189	\$17,614	\$16,323	\$113,982	\$131,758	\$129,689
Production	152	75	71	\$74,806	\$89,705	\$97,278	\$6,708	\$21,927	\$16,120	\$81,514	\$111,632	\$113,398
Quality	60	29	25	\$72,708	\$76,992	\$80,825	\$6,920	\$8,506	\$13,254	\$79,628	\$85,498	\$94,078
Sales / Marketing	430	273	228	\$109,493	\$106,644	\$123,616	\$30,921	\$36,609	\$34,545	\$140,414	\$143,253	\$158,161
Supply Chain	32	36	16	\$93,053	\$91,106	\$93,041	\$16,884	\$24,953	\$9,701	\$109,937	\$116,059	\$102,743
Other	136	124	74	\$101,391	\$101,525	\$113,833	\$15,824	\$27,610	\$19,644	\$117,215	\$129,135	\$133,477

TOTAL COMPENSATION BY CATEGORY 2020



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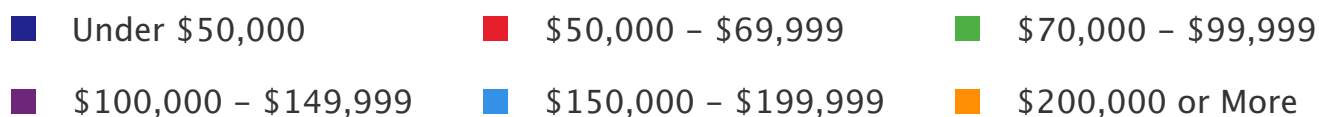
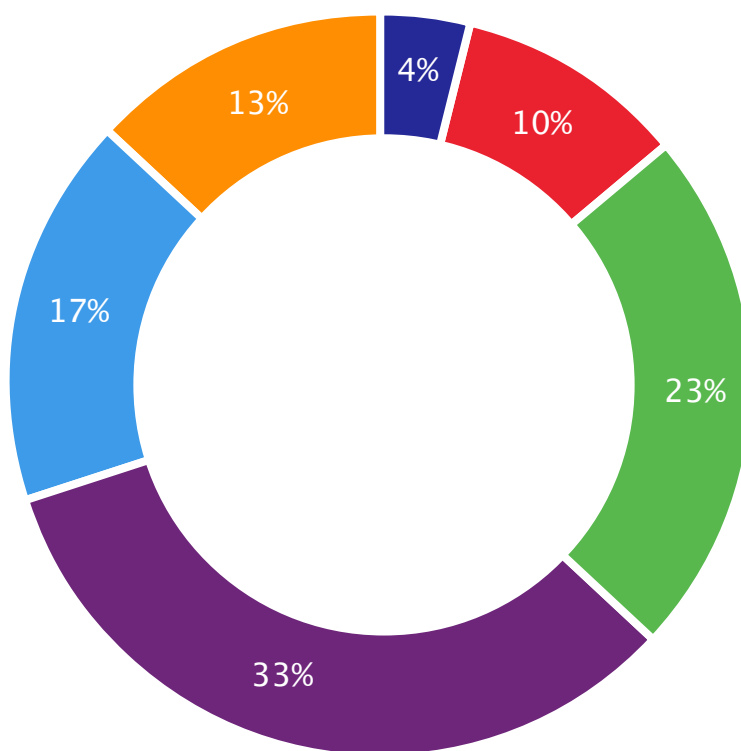


TOTAL COMPENSATION

Total Sample

The pie chart below shows the percentage breakdown for total compensation for the overall survey sample. This table reads as follows: 4% of the total sample report total compensation under \$50,000, etc.

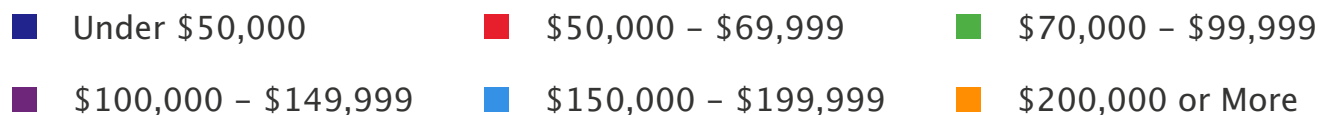
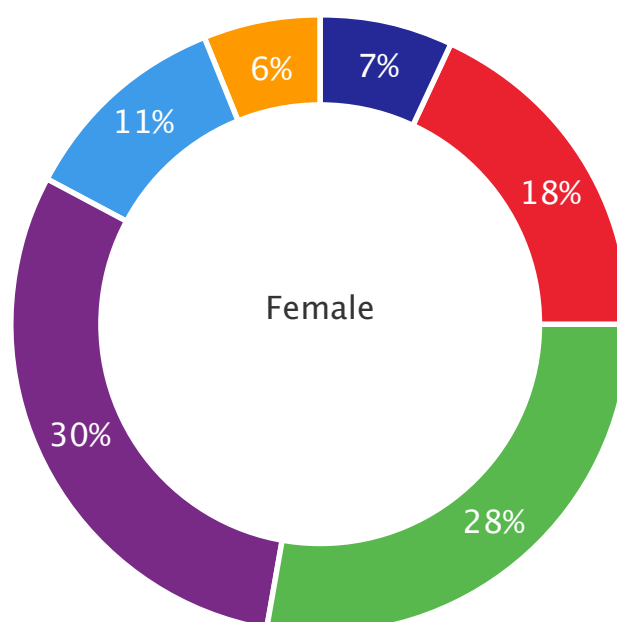
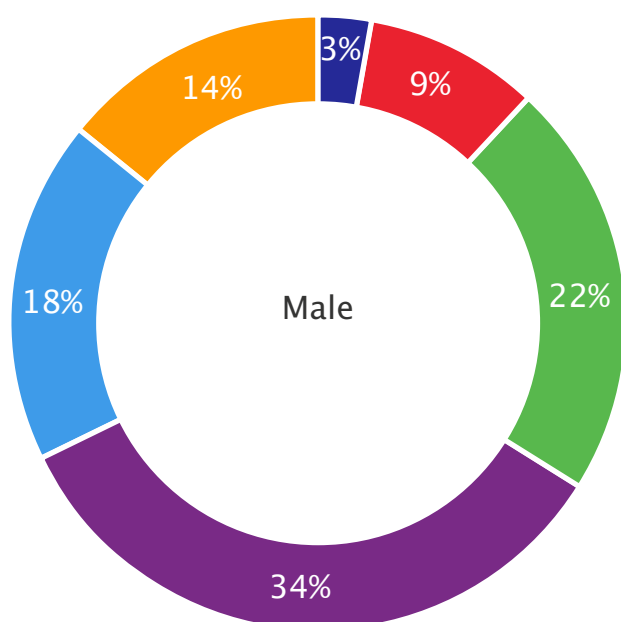
The pie charts on the following pages in this section present breakdowns by gender, age, industry tenure and education.





TOTAL COMPENSATION

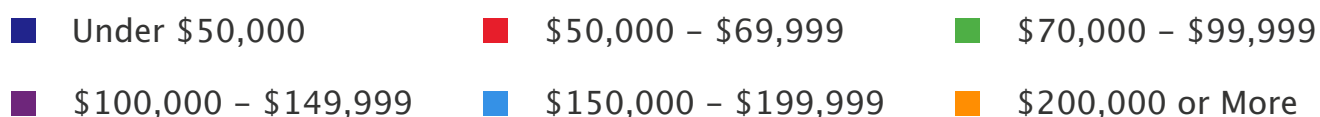
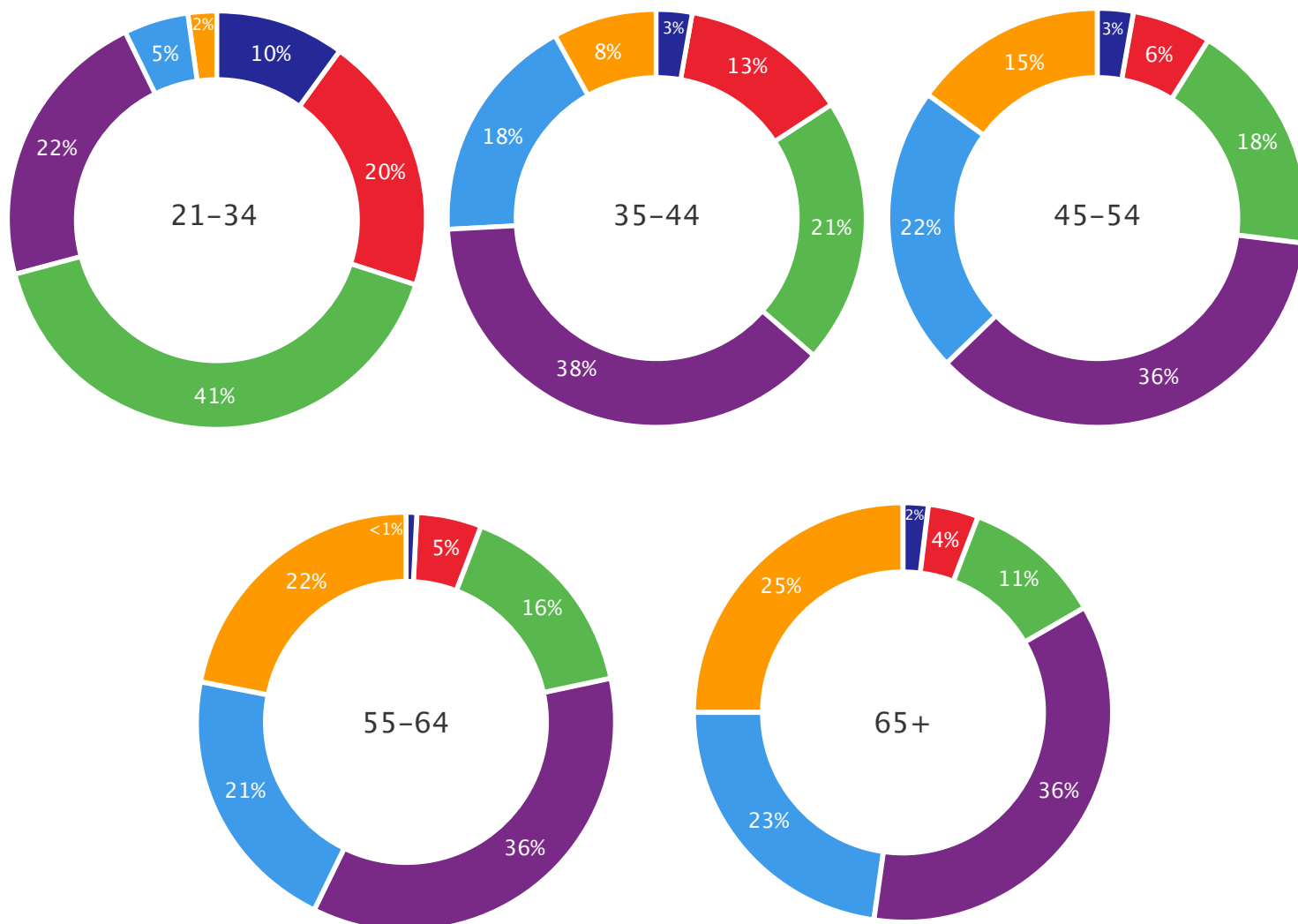
Gender





TOTAL COMPENSATION

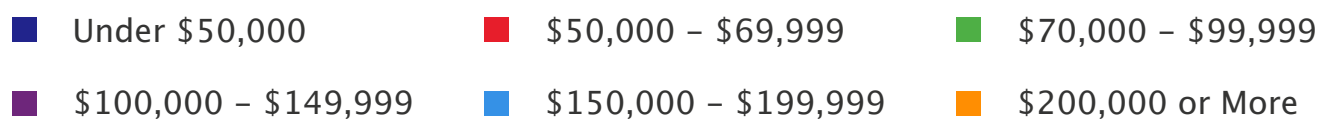
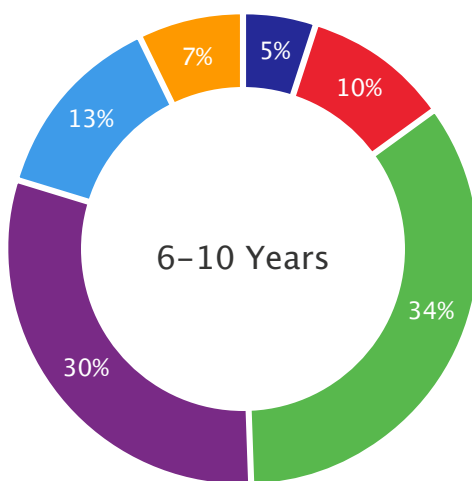
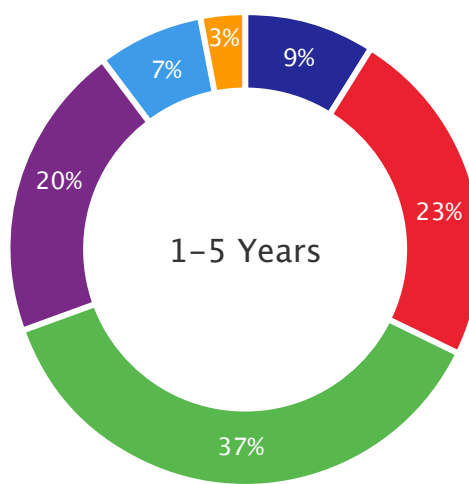
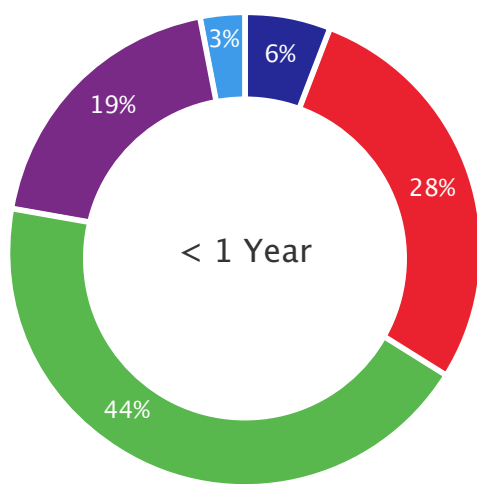
Age





TOTAL COMPENSATION

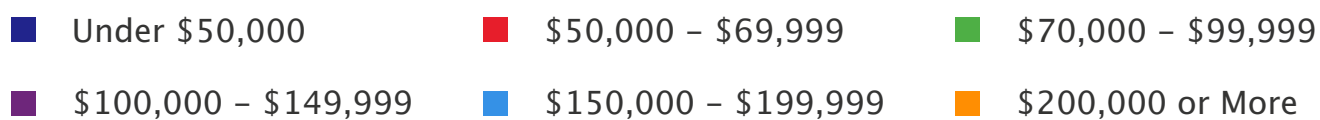
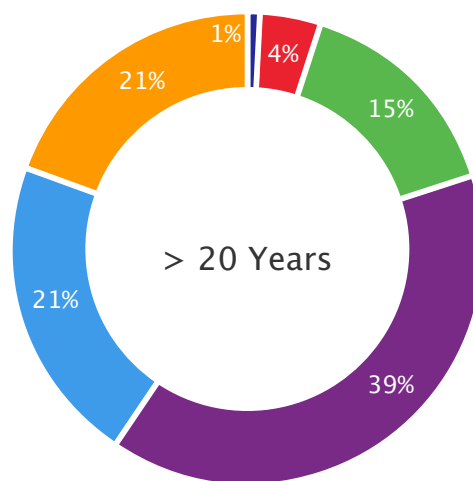
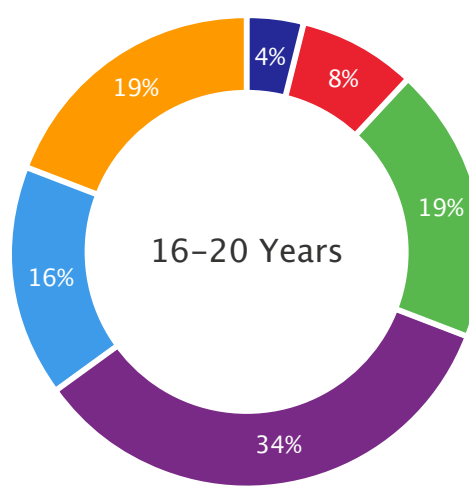
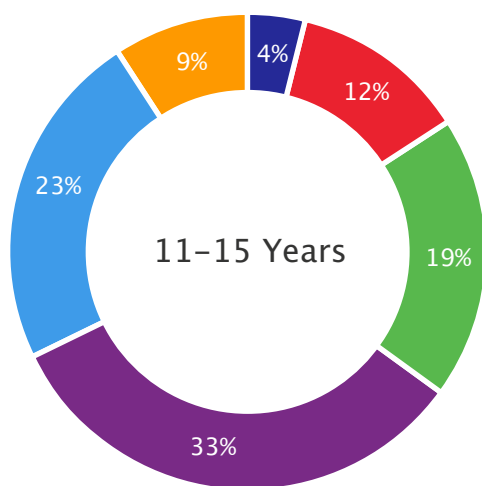
Industry Tenure





TOTAL COMPENSATION

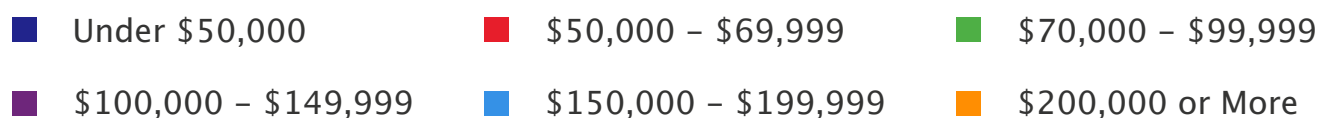
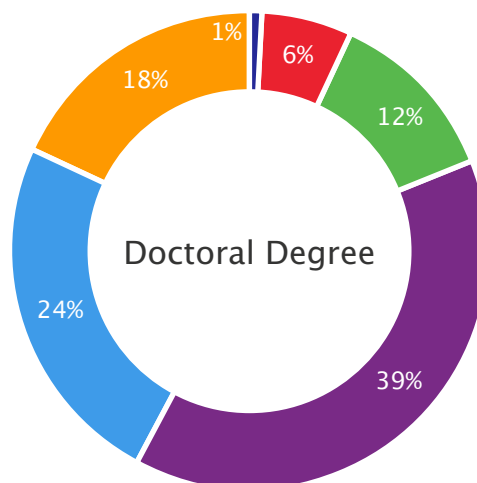
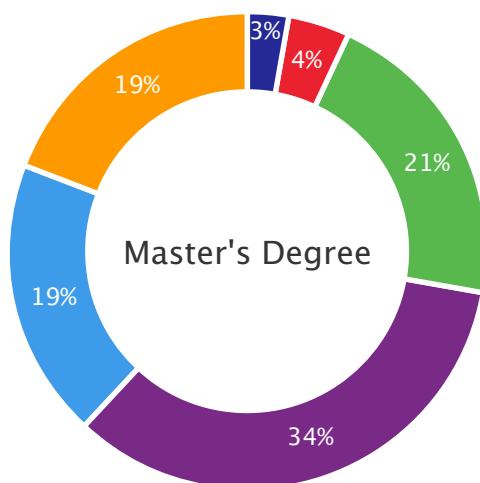
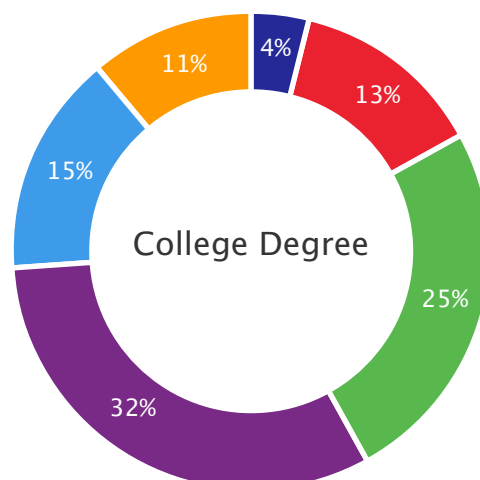
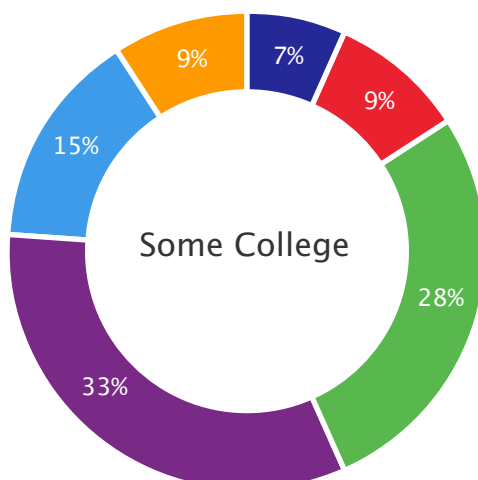
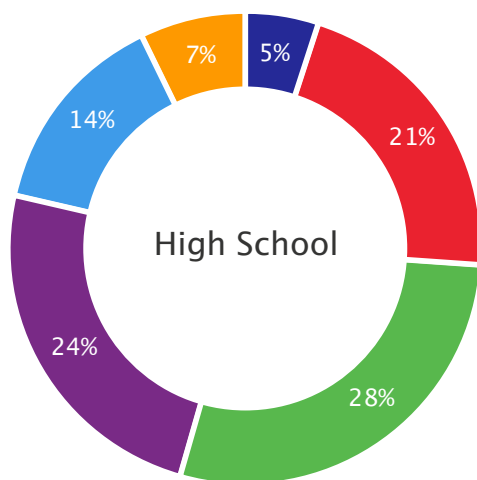
Industry Tenure (Continued)





TOTAL COMPENSATION

Education



COMPENSATION:

Outlook for 2020 / Trends



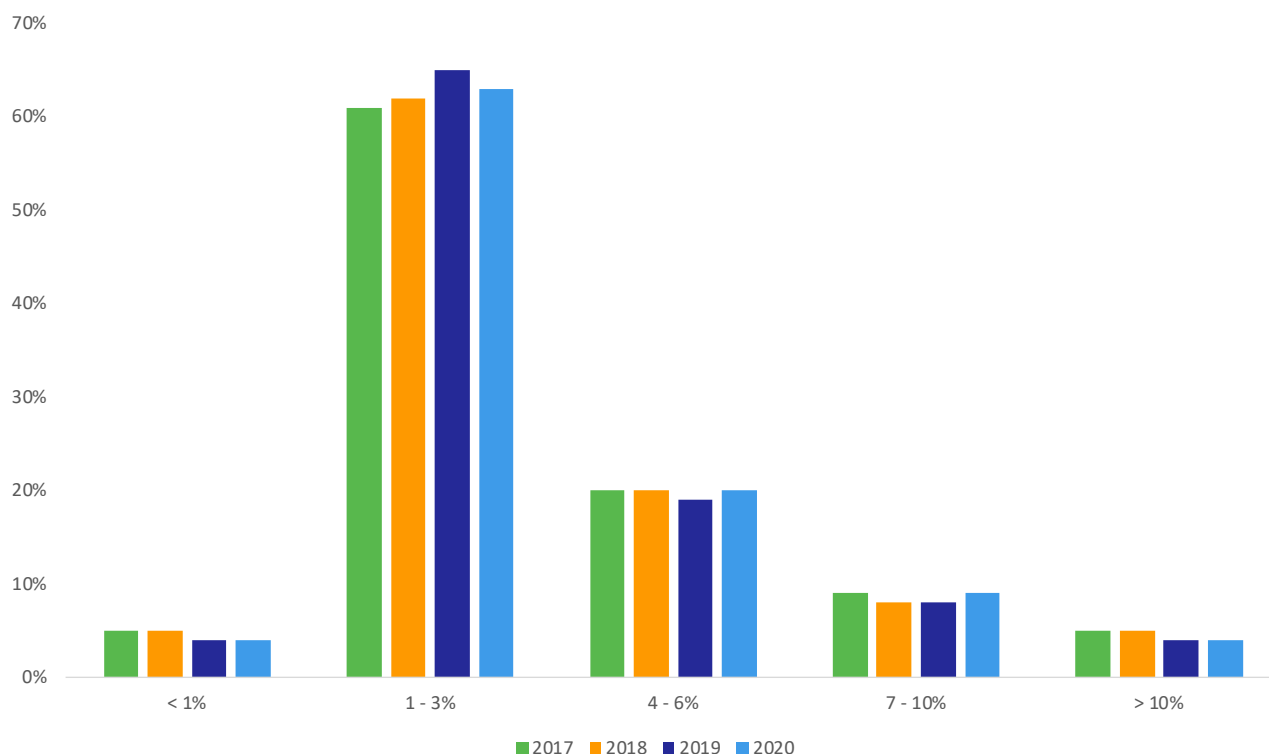
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RAISE IN PAST 12 MONTHS

74% of respondents received a raise in the past 12 months – a slight increase from 72% in the 2019 survey.

The graph below summarizes the percentage increases for respondents who received a raise. Current figures are in line with previous years. About two thirds (63%) received a raise of 1 to 3% – by far the most prevalent range reported. A third report a raise of more than 3%. Very few received a raise of less than 1% or more than 10%.



Year to year comparisons vary based on random participation of different individuals each year.

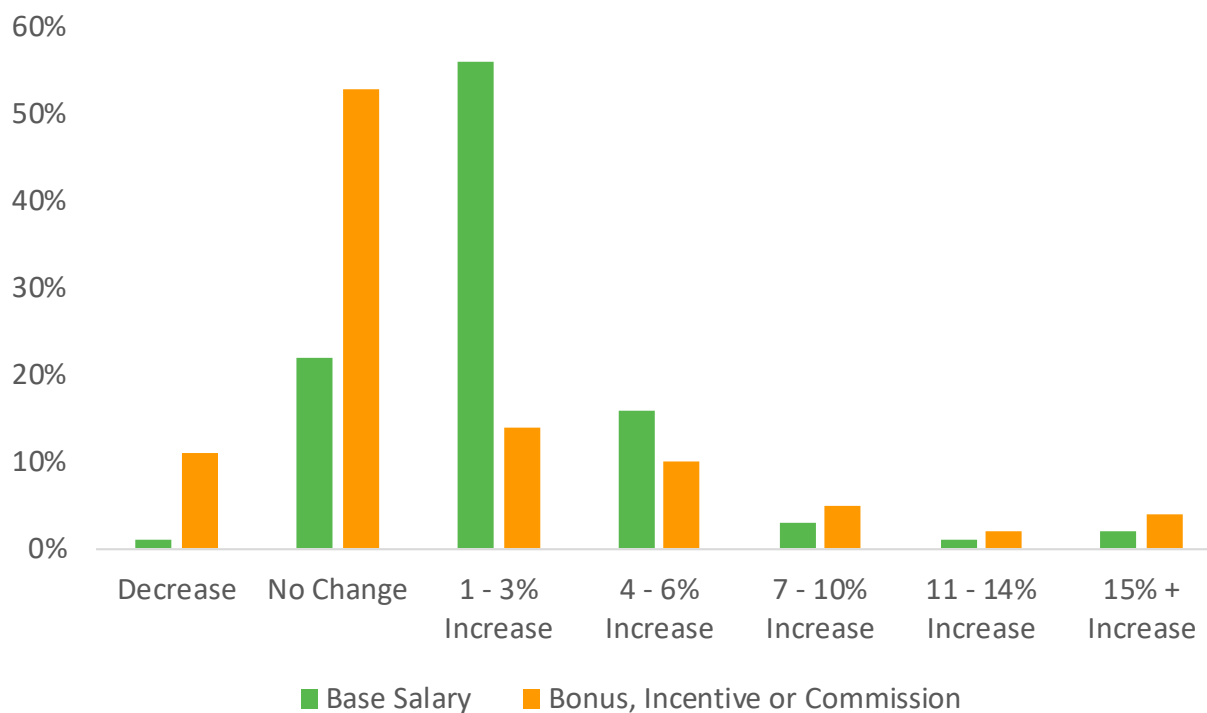


COMPENSATION EXPECTATIONS

2020

Base Salary: Consistent with last year, over half (56%) expect their base salary to increase by 1 – 3% this year. 22% anticipate no change. 22% expect their base salary to increase by > 3%. Only 3% are expecting an increase of more than 10%

Additional Compensation – Bonus, Incentive or Commission: Over half of respondents (53%) expect their bonuses or other incentives to hold steady for 2019 – no change. 11% anticipate a decrease. Comparable to last year, few (11%) expect an increase greater than 6%.

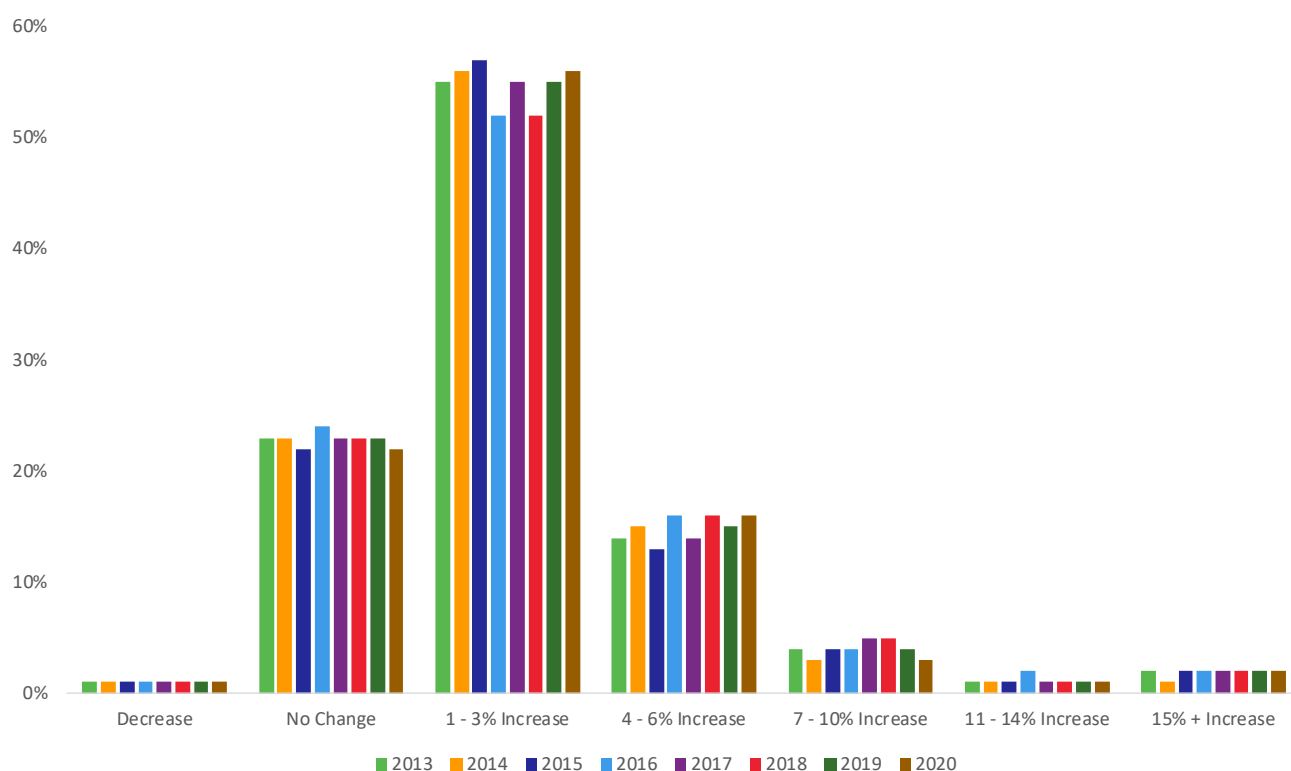




BASE SALARY EXPECTATIONS

Trend

Base salary expectations have been fairly consistent over recent years. Looking back to 2013, on average 55% have expected a salary increase of 1 – 3% and 23% have anticipated no change in base salary. The percentage expecting a decrease has remained minimal at 1% over time.



Year to year comparisons vary based on random participation of different individuals each year.

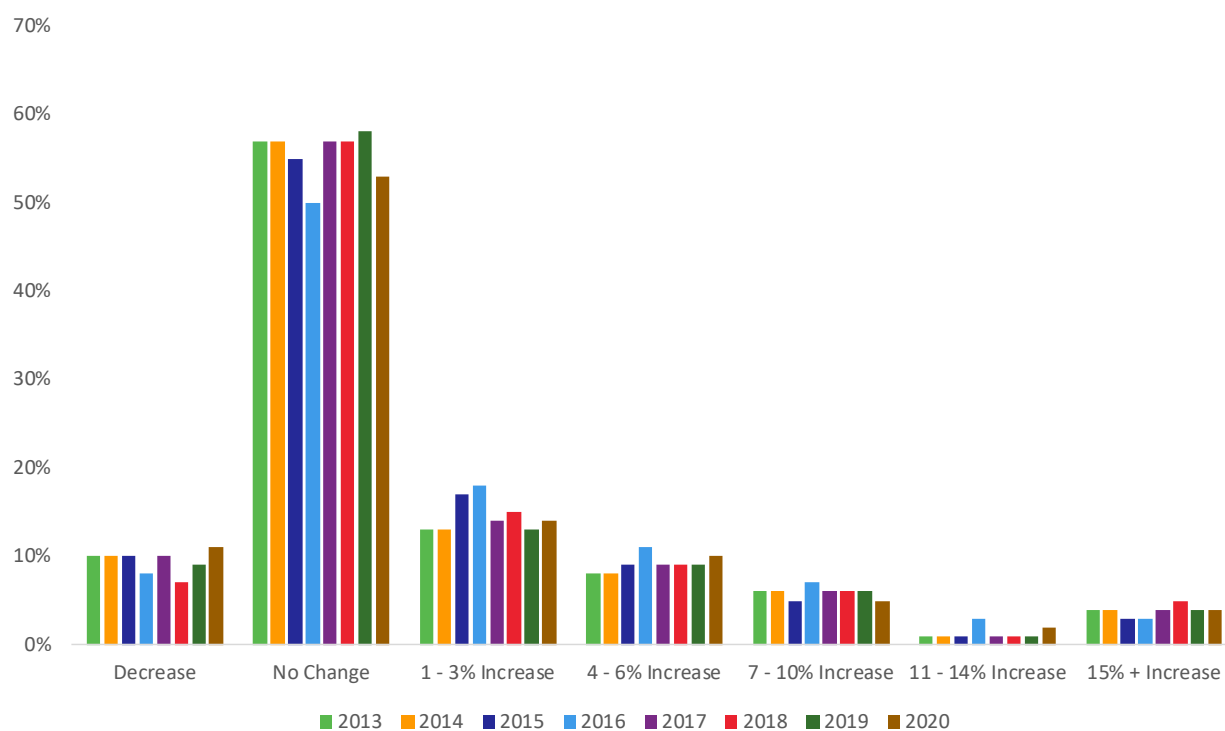


BONUS, INCENTIVE OR COMMISSION EXPECTATIONS

Trend

The percentage expecting no change decreased significantly this year – now 53%. The figure has remained in the 50% range over time.

Respondents expecting a decrease inched up this year to 11%. The percentage expecting a 1 – 3% increase holds steady at 14%. The percentage anticipating an increase of more than 10% has remained low over time.



Year to year comparisons vary based on random participation of different individuals each year.



COMPENSATION EXPECTATIONS

Gender

Females were more likely than males to have received a raise in the 7 – 10% range this past year. Males were more likely to have received a raise in the 1 – 3% range.

There are no notable differences in expectations for changes in base salary for 2020. Females are significantly more likely to expect no change in additional compensation this year. Males are more likely to expect an increase in the 7 – 10% range.

	Male	Female
Received Raise in Past 12 Months	74%	73%
Amount of Raise Received		
< 1%	4%	6%
1 - 3%	64%	55%
4 - 6%	20%	22%
7 - 10%	8%	14%
> 10%	4%	4%
Expect a Change in Base Salary in 2020		
Decrease	1%	0%
No Change	22%	20%
1 - 3% Increase	55%	59%
4 - 6% increase	16%	16%
7 - 10% Increase	3%	3%
11 - 14% Increase	1%	0%
15% +	2%	3%
Expect a Change in Additional Comp in 2020		
Decrease	12%	8%
No Change	51%	66%
1 - 3% Increase	15%	11%
4 - 6% increase	11%	8%
7 - 10% Increase	5%	2%
11 - 14% Increase	2%	1%
15% +	4%	4%



COMPENSATION EXPECTATIONS

Age

Consistent with last year's survey, respondents age 65+ are less likely to have received a raise in the past 12 months.

Respondents age 45 – 64 are more likely than all other age groups to have received a raise in the 1% – 3% range. Younger respondents are more likely to have received a raise in the 4 – 6% range. Older respondents age 65+ are more likely to expect no change in base salary in 2020.

Close to half of all respondents expect no change in additional compensation in 2020.

	21 - 34	35 - 44	45 - 54	55 - 64	65+
Received Raise in Past 12 Months	73%	77%	76%	73%	64%
Amount of Raise Received					
< 1%	5%	6%	5%	2%	3%
1 - 3%	48%	55%	72%	76%	54%
4 - 6%	26%	25%	14%	15%	21%
7 - 10%	15%	10%	6%	5%	13%
> 10%	7%	5%	3%	2%	11%
Expected Change in Base Salary in 2020					
Decrease	0%	.5%	2%	1%	0%
No Change	14%	19%	22%	26%	42%
1 - 3% Increase	54%	56%	57%	57%	45%
4 - 6% increase	23%	15%	16%	13%	7%
7 - 10% Increase	5%	6%	2%	1%	2%
11 - 14% Increase	1%	1%	0%	1%	0%
15% +	2%	2%	2%	1%	4%
Expected Change in Additional Comp in 2020					
Decrease	5%	11%	14%	14%	18%
No Change	55%	53%	55%	52%	44%
1 - 3% Increase	20%	13%	11%	13%	18%
4 - 6% increase	9%	11%	10%	11%	7%
7 - 10% Increase	4%	7%	3%	5%	7%
11 - 14% Increase	2%	1%	2%	2%	2%
15% +	4%	4%	4%	4%	4%



COMPENSATION EXPECTATIONS

Industry Tenure

Consistent with overall results, most respondents received a raise in the 1 – 3% range in 2019. Virtually none expect a decrease in base salary in 2020.

Respondents with longer tenure (> 10 years) are somewhat more likely to expect a decrease in additional compensation this year. Regardless of tenure, about half expect no change in additional compensation.

	Years in the Industry					
	< 1	1 - 5	6 - 10	11 - 15	16 - 20	> 20
Received Raise in Past 12 Months	30%	77%	80%	83%	75%	72%
Amount of Raise Received						
< 1%	0%	6%	4%	4%	4%	4%
1 - 3%	67%	50%	51%	59%	69%	71%
4 - 6%	17%	22%	29%	25%	15%	16%
7 - 10%	8%	17%	8%	8%	11%	5%
> 10%	8%	5%	7%	5%	1%	3%
Expect a Change in Base Salary in 2020						
Decrease	0%	0%	0%	1%	0%	2%
No Change	13%	16%	21%	14%	20%	27%
1 - 3% Increase	69%	53%	49%	59%	55%	57%
4 - 6% increase	16%	17%	25%	20%	17%	12%
7 - 10% Increase	3%	7%	5%	4%	4%	1%
11 - 14% Increase	0%	2%	1%	1%	1%	0%
15% +	0%	3%	0%	2%	3%	1%
Expect a Change in Additional Comp in 2020						
Decrease	6%	3%	7%	15%	11%	15%
No Change	50%	56%	55%	48%	54%	53%
1 - 3% Increase	25%	19%	14%	15%	13%	12%
4 - 6% increase	16%	9%	14%	9%	13%	9%
7 - 10% Increase	0%	6%	4%	9%	2%	5%
11 - 14% Increase	0%	1%	2%	1%	1%	2%
15% +	3%	6%	5%	3%	6%	3%

EMPLOYEE SATISFACTION AND LOYALTY

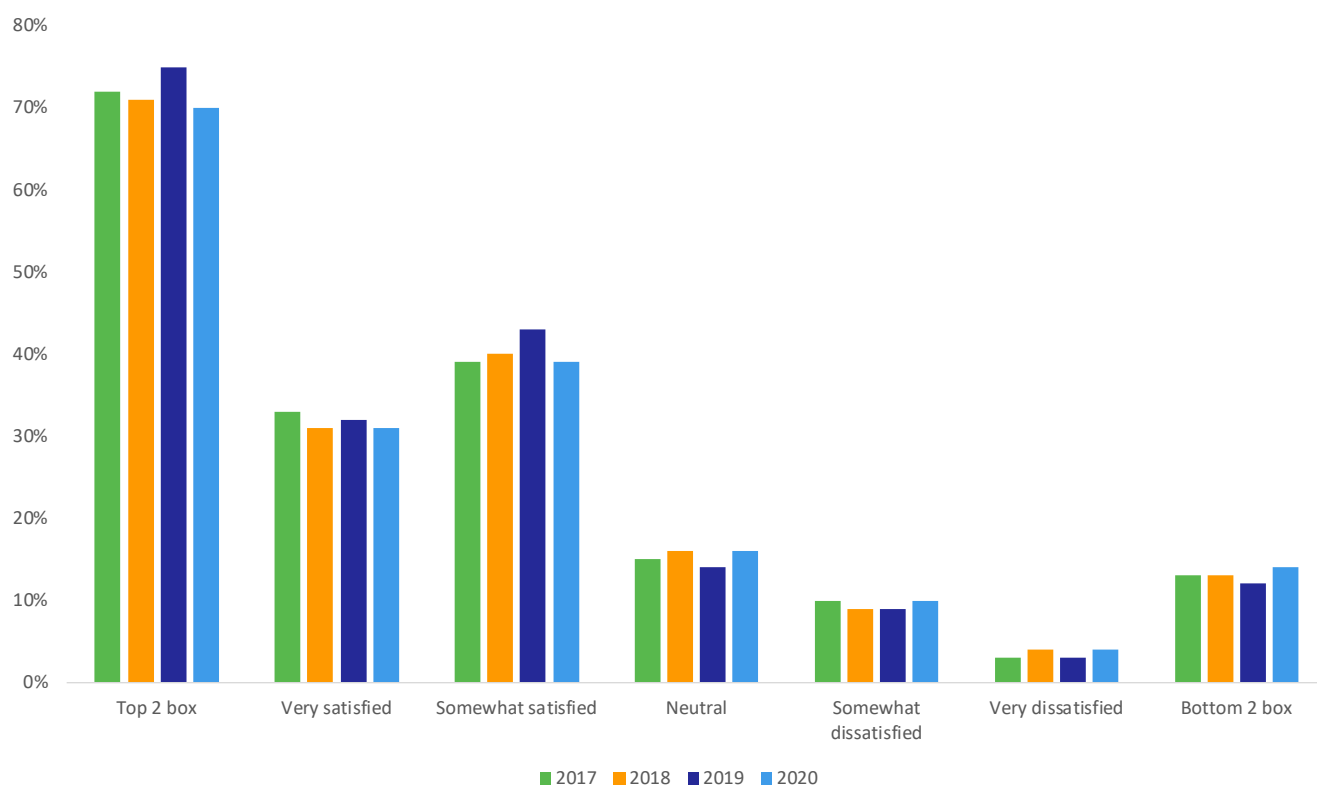


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SATISFACTION WITH CURRENT POSITION

There are no major shifts in job satisfaction ratings this year. Satisfaction ratings continue to skew toward the positive end of the scale. The top 2 box score decreased somewhat this year. 70% are either very or somewhat satisfied in their current jobs. At the top of the scale, 31% are very satisfied. At the opposite end of the scale, only 14% are dissatisfied to any degree.



Top 2 Box: ratings of very and somewhat satisfied combined

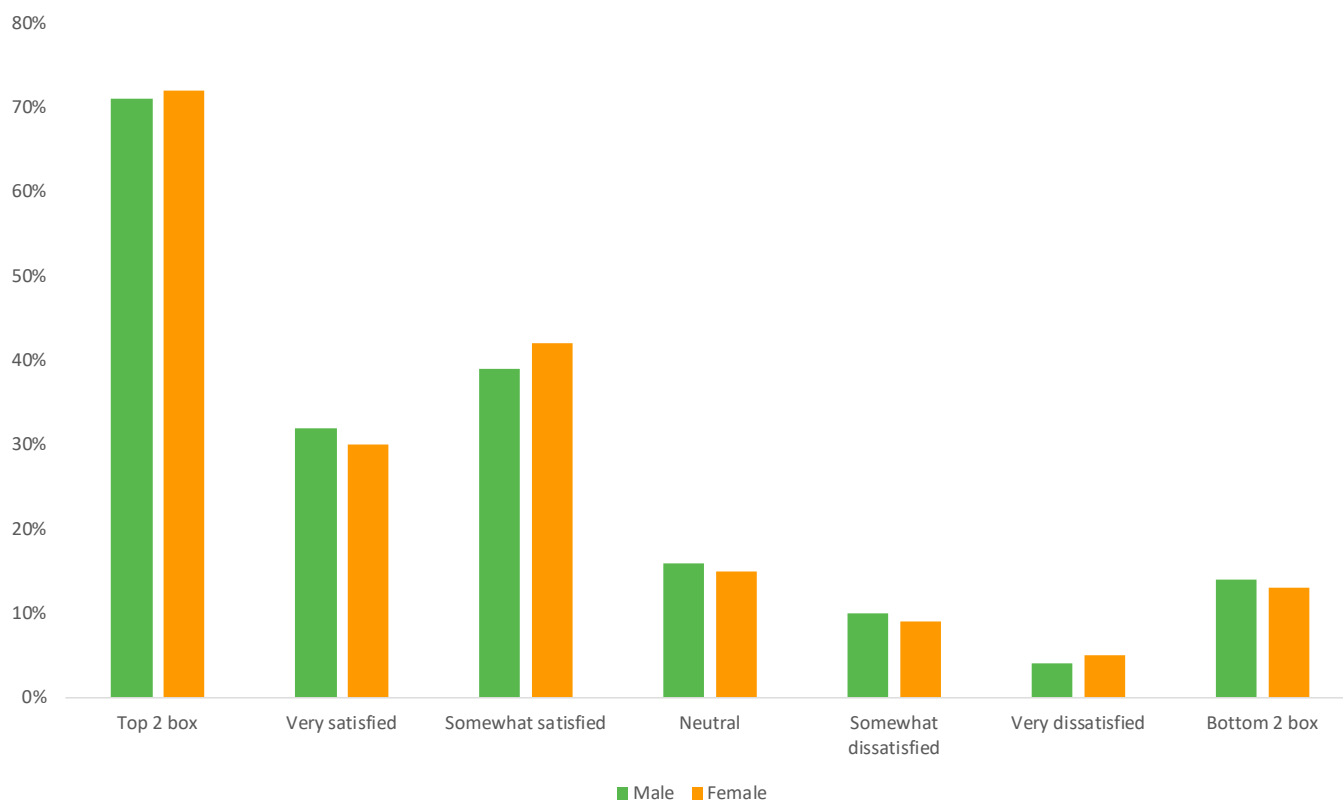
Bottom 2 Box: ratings of somewhat and very dissatisfied combined



SATISFACTION WITH CURRENT POSITION

Gender

Below are the 2020 job satisfaction ratings by gender. Scores for males and females are consistent – no notable differences.



Top 2 Box: ratings of very and somewhat satisfied combined

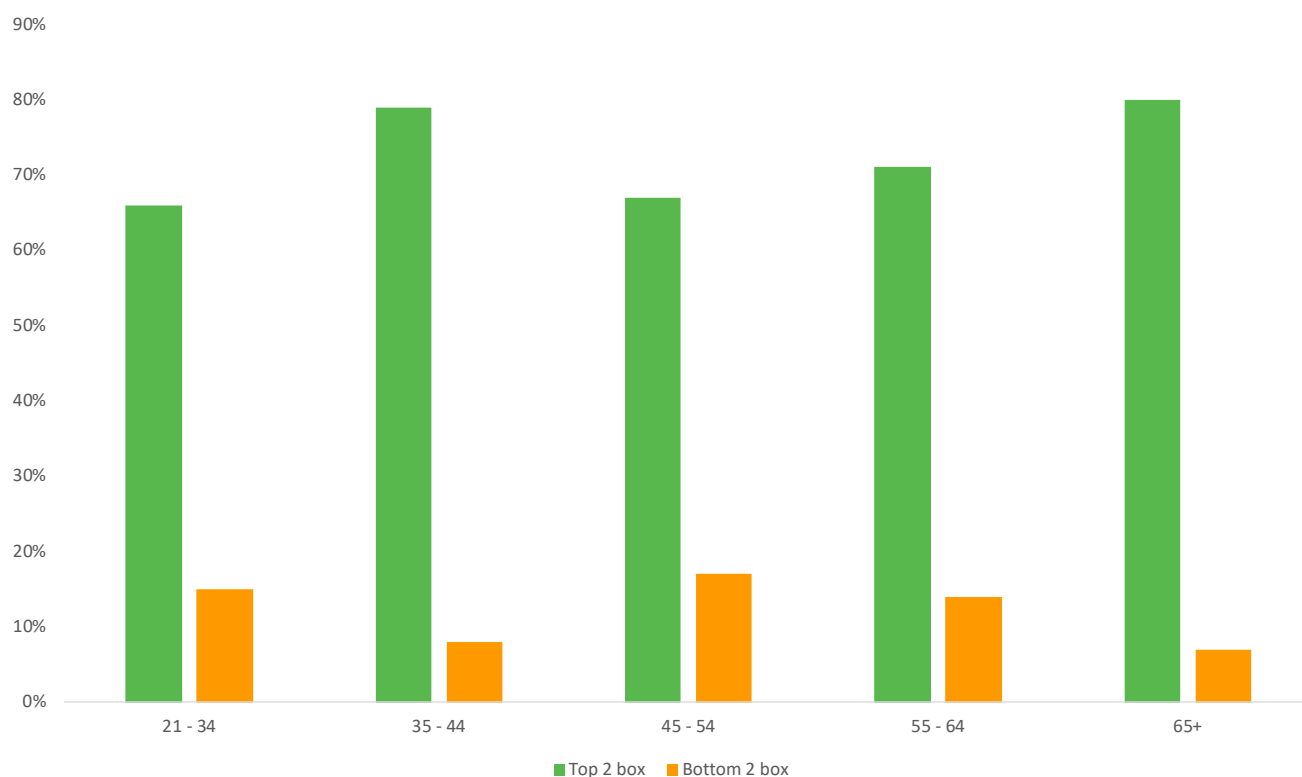
Bottom 2 Box: ratings of somewhat and very dissatisfied combined



SATISFACTION WITH CURRENT POSITION

Age

Below are the 2020 top 2 and bottom 2 box satisfaction scores by age. The top 2 box scores for respondents age 34 – 44 and age 65+ are higher than the scores for the other age groups. At 79% and 80% respectively, we consider these to be reasonably strong satisfaction scores.



Top 2 Box: ratings of very and somewhat satisfied combined

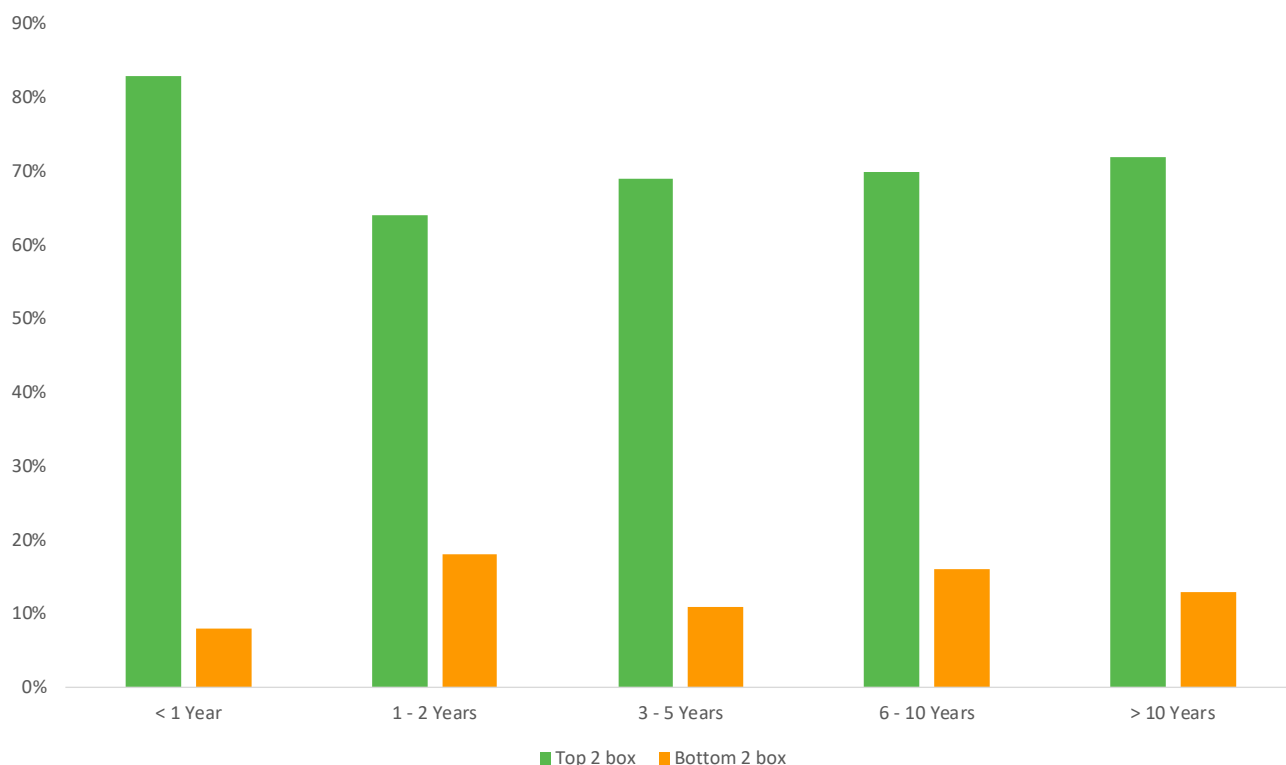
Bottom 2 Box: ratings of somewhat and very dissatisfied combined



SATISFACTION WITH CURRENT POSITION

Tenure with Current Company

Below are the 2020 top 2 and bottom 2 box satisfaction scores by company tenure. As this shows, satisfaction is highest for new employees. Employees of <1 year have a significantly higher top 2 box score and a lower bottom 2 box score.



Top 2 Box: ratings of very and somewhat satisfied combined

Bottom 2 Box: ratings of somewhat and very dissatisfied combined



WHAT STEPS COULD YOUR COMPANY TAKE TO INCREASE YOUR JOB SATISFACTION?

Respondents cited a wide range of actions their employers could take to improve job satisfaction. As we would expect, suggestions often center on compensation and benefits. Some comments indicate undercurrents of negativity toward company management based on a tendency to micromanage, a lack of respect for employees, a lack of appreciation or recognition, a lack of empowerment, poor leadership and poor communication. The list underscores the variety of changes that could boost employee satisfaction and morale.

More compensation, bonuses

More focus on product quality

Fewer, higher quality projects

More entry level engineers and technicians

Recognition

Leadership

Pay fairly for performing multiple roles

Training, education

Additional investment in people and resources

Align goals and projects in the entire company

Less micromanagement

Honesty

Commission for all sales

More innovation

Better culture

Customer service and support

Strategic planning

Better organization

Treat employees equally

Eliminate low performers

More stability

More appreciation

Better ethics

Improve benefits

Communication

More transparency

Improve collaboration

Define roles

More engagement by management

Better structure

More diversity

More support

Career progression, advancement opportunities

Capital improvements



WHAT STEPS COULD YOUR COMPANY TAKE TO INCREASE YOUR JOB SATISFACTION?

continued

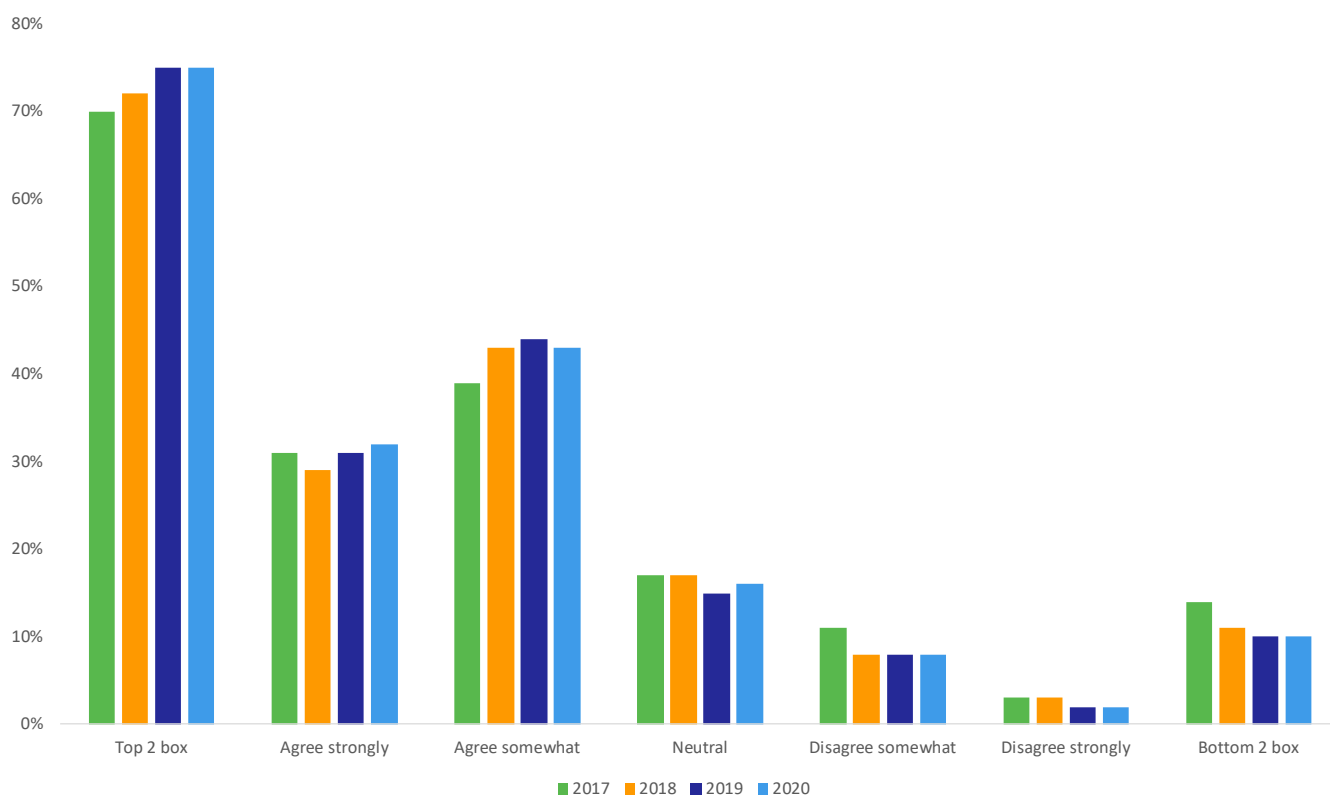
Change in politics
More independent work
Continuous improvement
Decrease lead time on components
Focus on product rather than financial goals
More involvement in decision making
Delegate
More flexibility, improve work / life balance
More vacation
Invest in R & D
Expand in North America
Reasonable expectations
Provide resources to do the job
Management listen to suggestions
Proper performance review process
Follow through on plans

Hire experienced employees
Modernize equipment and processes
Invest in new technology
Hold employees accountable
IT and systems support
Fewer rules and procedures
Empower employees
Mentorship
More proactive management
More responsibility
Promote a positive work environment
Promotions
Clear vision for future direction
Reduce complexity
Right size the professional staff
Set goals and objectives
Team building
Treat employees with respect



MY COMPANY IS A “GREAT PLACE TO WORK”

Respondents rated their agreement with the following statement: "Taking everything into account – my compensation, responsibilities, work environment, coworkers, etc. – I would say my company is a great place to work." This is worded purposefully to reflect a superlative level and is intended to be a summary score for the employment experience. It is similar to the language used in the annual Fortune 100 Great Places to Work study. Responses below track very closely with current job satisfaction, as we might expect. 75% agree with the statement to some extent. As with the satisfaction question, about a third are particularly enthusiastic (agree strongly). 16% are middle of the road (neutral) and only 10% express some level of disagreement.



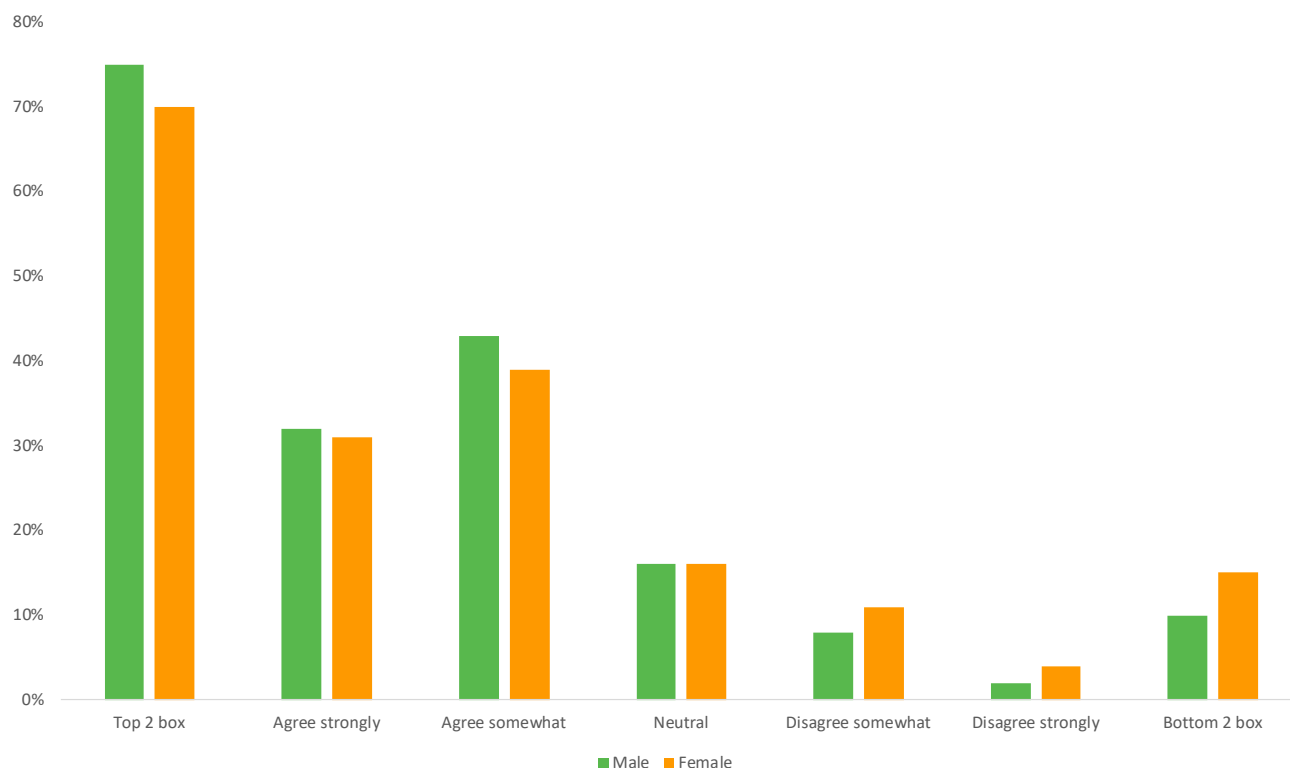
Year to year comparisons vary based on random participation of different individuals each year.



MY COMPANY IS A “GREAT PLACE TO WORK”

Gender

Respondents rated their agreement with the following statement: "Taking everything into account – my compensation, responsibilities, work environment, coworkers, etc. – I would say my company is a great place to work." Males are somewhat more likely to agree with this statement – a 75% top 2 box score.



Top 2 Box: ratings of very and somewhat satisfied combined

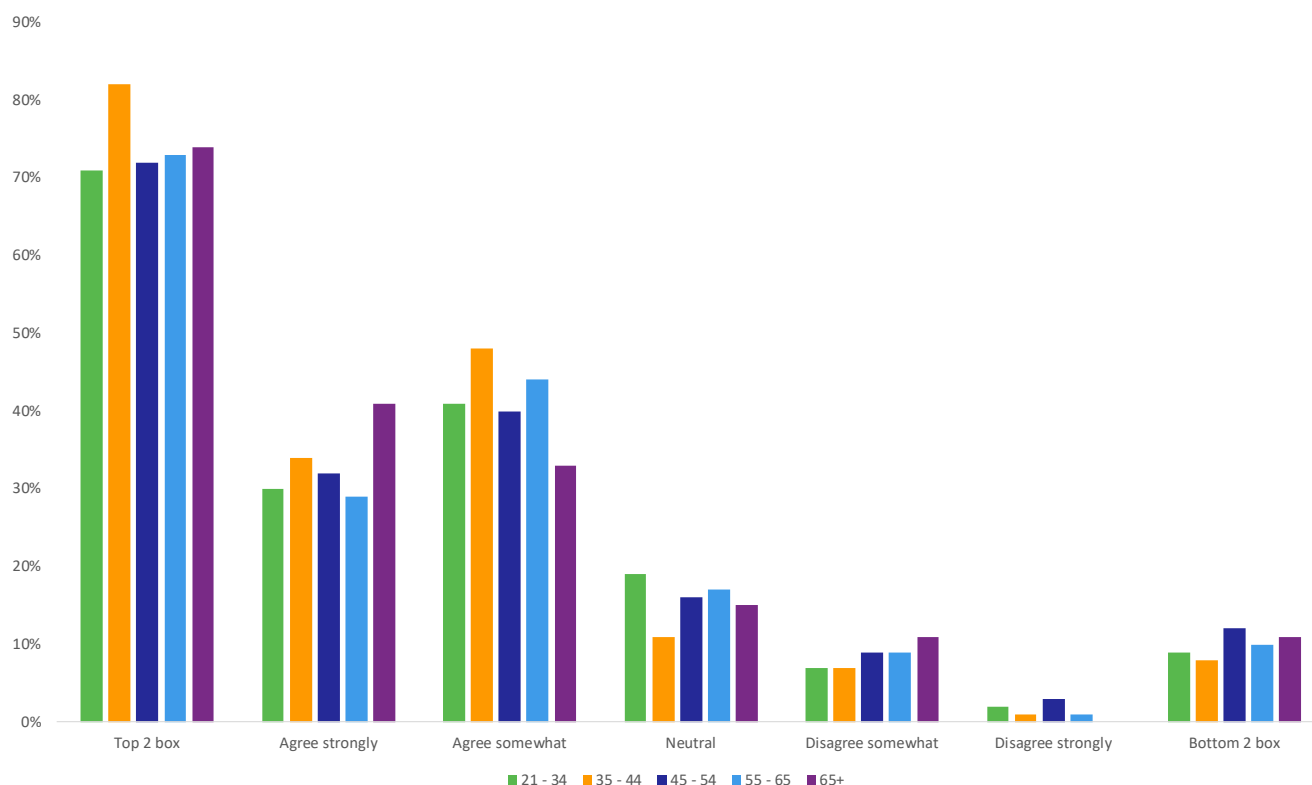
Bottom 2 Box: ratings of somewhat and very dissatisfied combined



MY COMPANY IS A “GREAT PLACE TO WORK”

Age

Respondents rated their agreement with the following statement: "Taking everything into account – my compensation, responsibilities, work environment, coworkers, etc. – I would say my company is a great place to work." The top 2 box score for respondents age 35 – 44 is significantly higher than those for most other age groups. Bottom 2 box scores are consistent across age groups.



Top 2 Box: ratings of very and somewhat satisfied combined

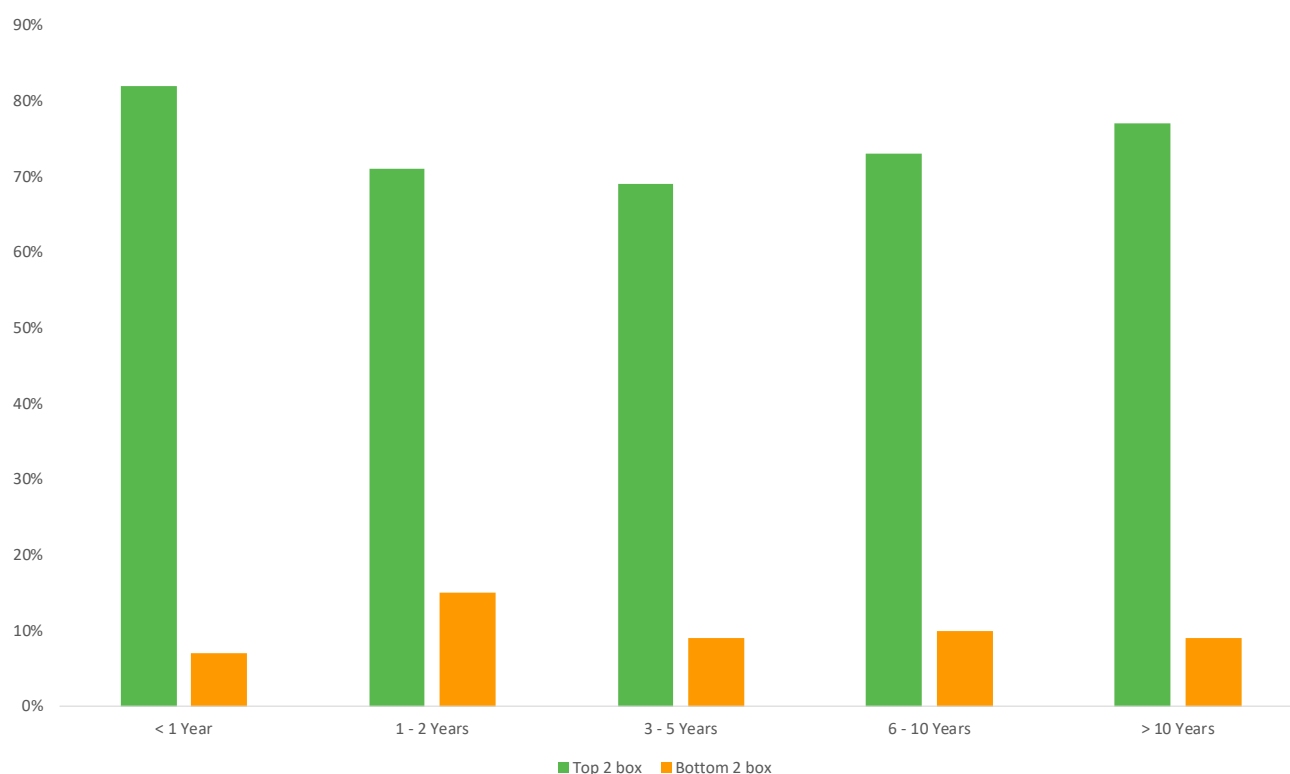
Bottom 2 Box: ratings of somewhat and very dissatisfied combined



MY COMPANY IS A “GREAT PLACE TO WORK”

Tenure with Current Company

Respondents rated their agreement with the following statement: "Taking everything into account – my compensation, responsibilities, work environment, coworkers, etc. – I would say my company is a great place to work." The top 2 box score for new employees (< 1 year) is somewhat higher than the scores for other tenure categories.



Top 2 Box: ratings of very and somewhat satisfied combined

Bottom 2 Box: ratings of somewhat and very dissatisfied combined

EMPLOYEE LOYALTY



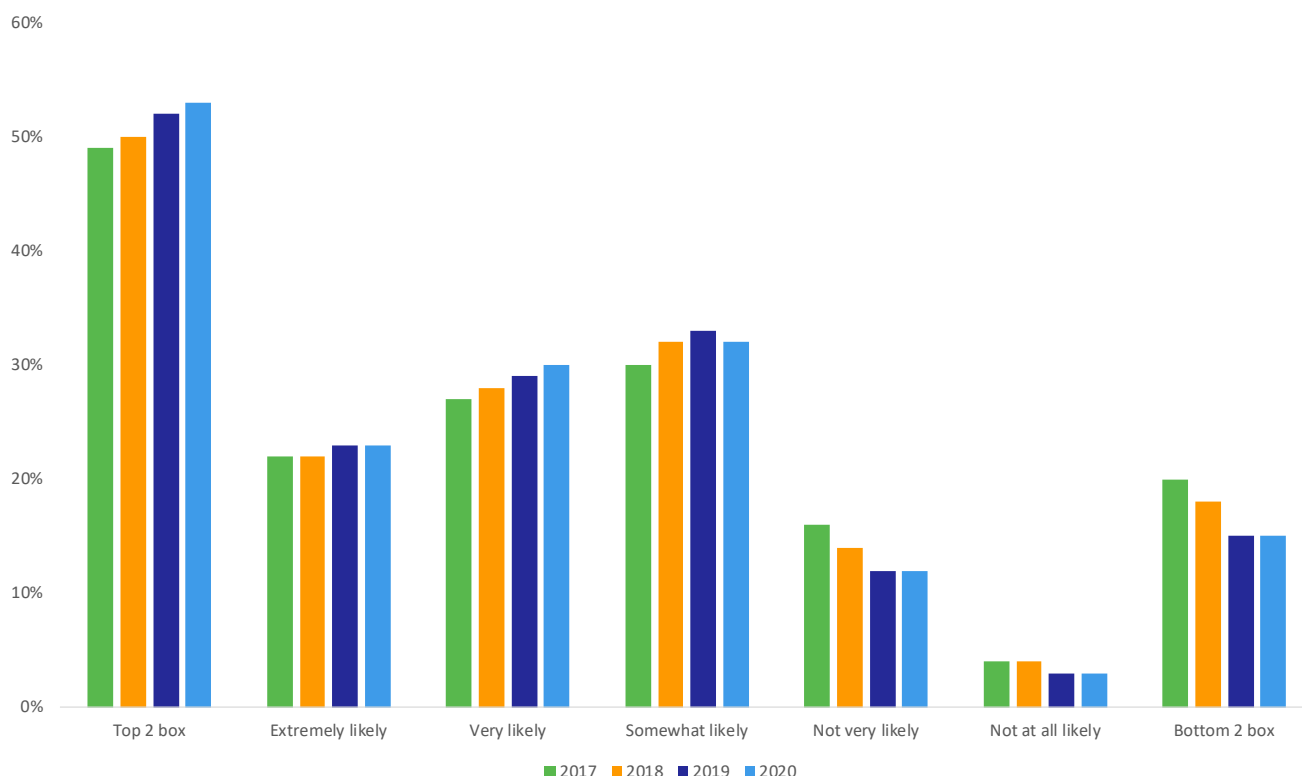
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RECOMMENDING YOUR COMPANY TO OTHERS AS A PLACE TO WORK

Trend

We see no significant changes in advocacy for 2020. The percentage who would be extremely or very likely to recommend their company has increased somewhat over time – now 53%. A third are lukewarm (somewhat likely). 15% would be more reticent to recommend their employers – steady this year.



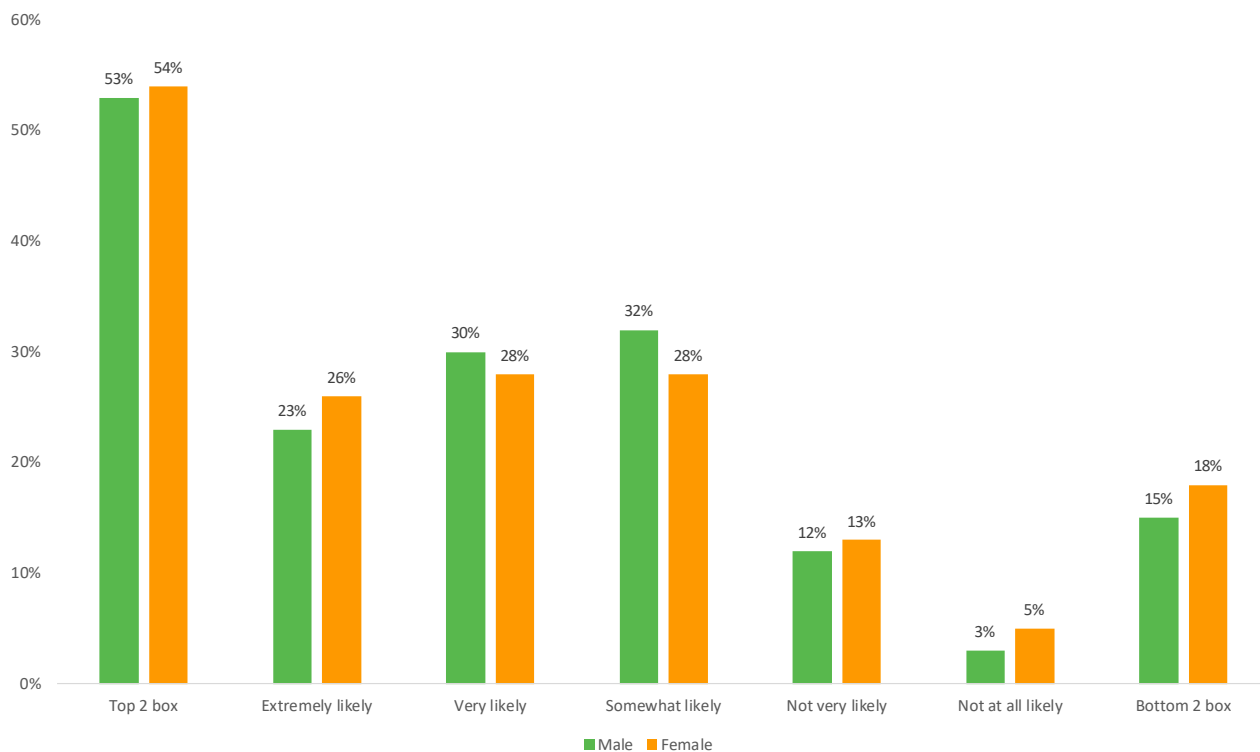
Year to year comparisons vary based on random participation of different individuals each year.



RECOMMENDING YOUR COMPANY TO OTHERS AS A PLACE TO WORK

Gender

There are no significant differences in advocacy by gender. The emotional climate for recommending their companies to others is statistically the same for males and females.



Top 2 Box: ratings of extremely likely and very likely combined

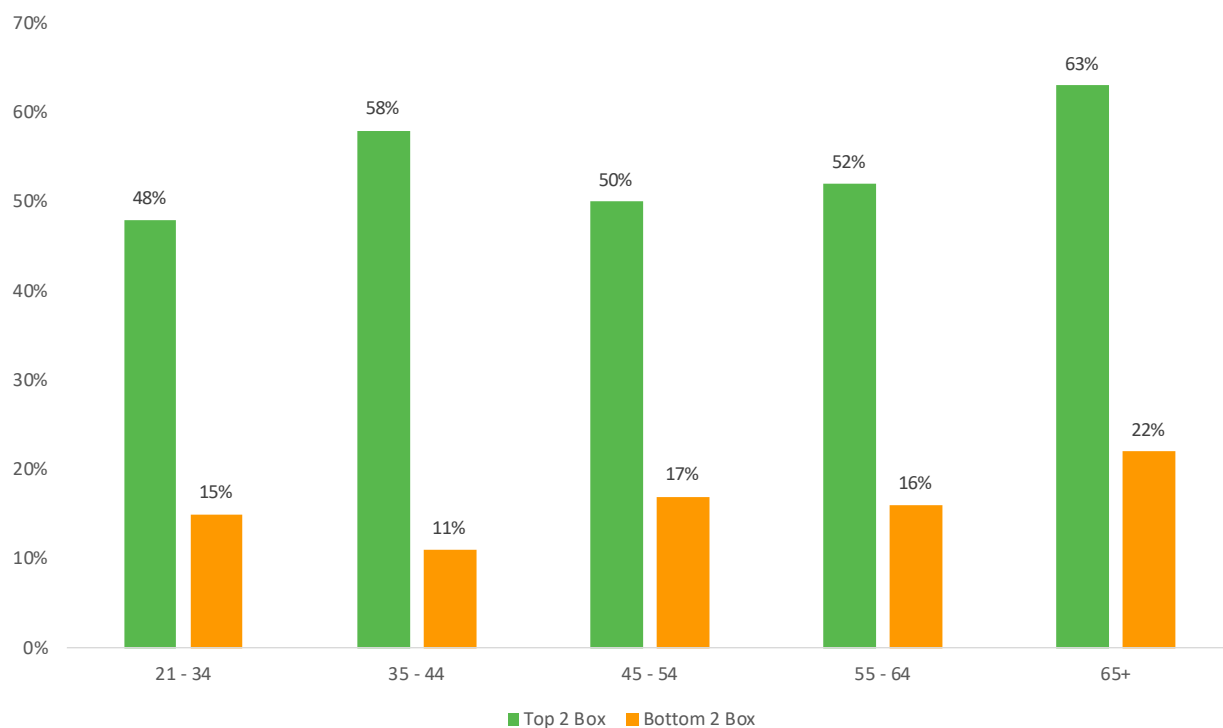
Bottom 2 Box: ratings of not very likely and not at all likely combined



RECOMMENDING YOUR COMPANY TO OTHERS AS A PLACE TO WORK

Age

Recommendation likelihood is significantly stronger for respondents age 65+ and age 35 – 44 than for those age 21 – 34.



Top 2 Box: ratings of extremely likely and very likely combined

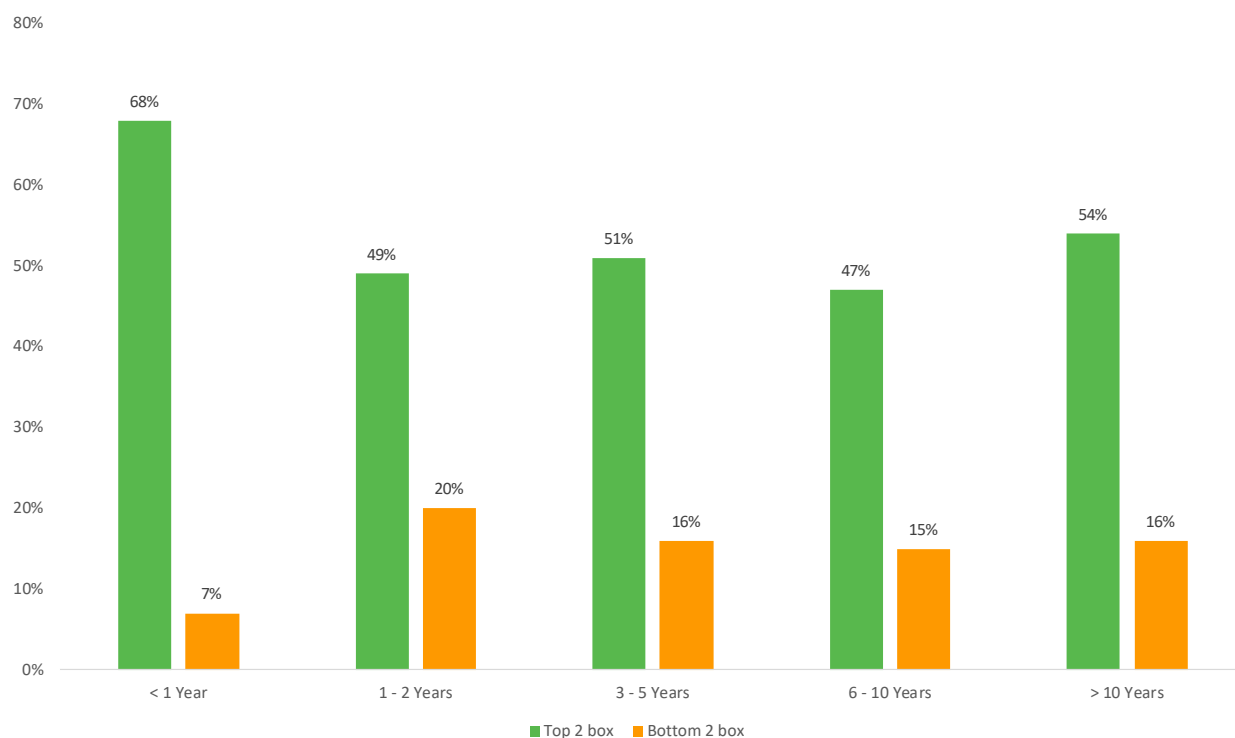
Bottom 2 Box: ratings of not very likely and not at all likely combined



RECOMMENDING YOUR COMPANY TO OTHERS AS A PLACE TO WORK

Tenure with Current Company

Newer employees (< 1 year) are significantly more likely to recommend their company to others seeking a job.



Top 2 Box: ratings of extremely likely and very likely combined

Bottom 2 Box: ratings of not very likely and not at all likely combined

LIKELIHOOD OF A JOB CHANGE / INFLUENCERS

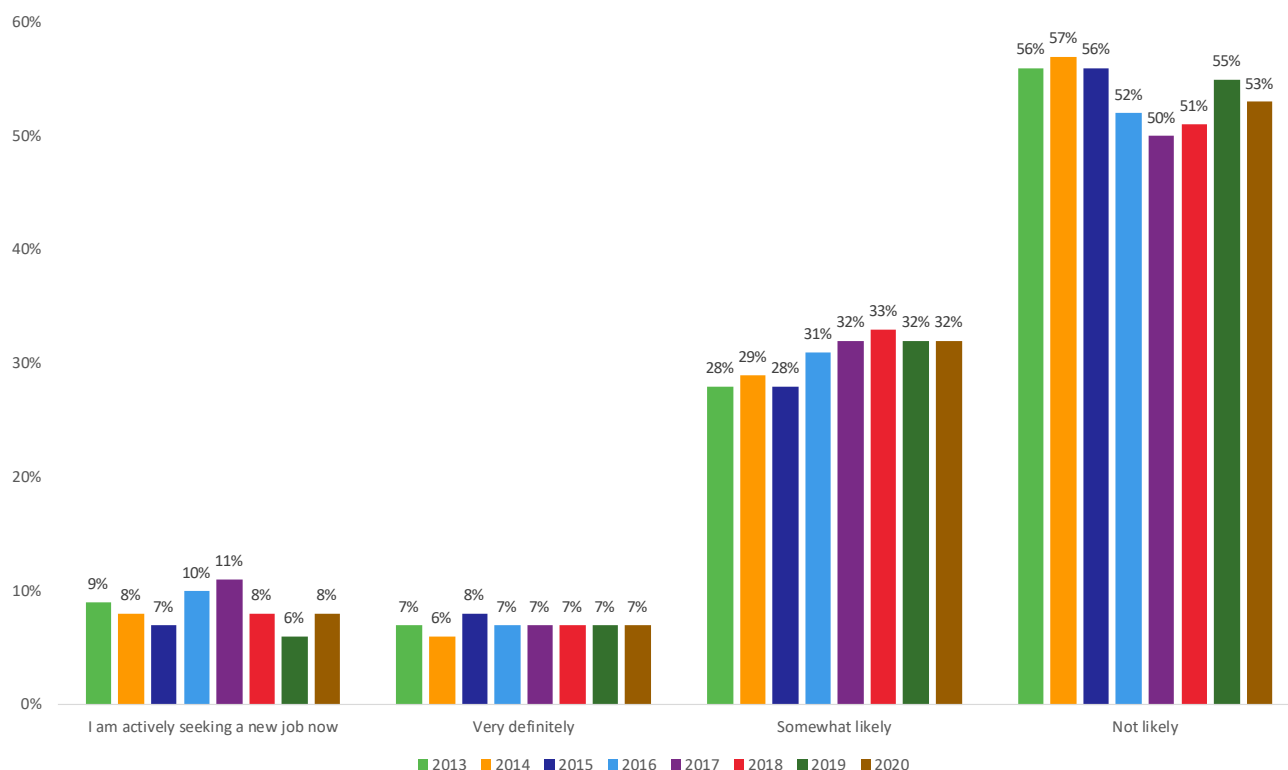


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LIKELIHOOD OF ACTIVELY SEEKING A NEW JOB IN THE NEXT 12 MONTHS

2020 expectations for seeking a new job are consistent with recent years. Over half are not likely to seek a new job in the next 12 months. A third are somewhat likely to do so. Only 7% feel certain they will seek employment elsewhere over the next year, and 8% currently are in the job market.



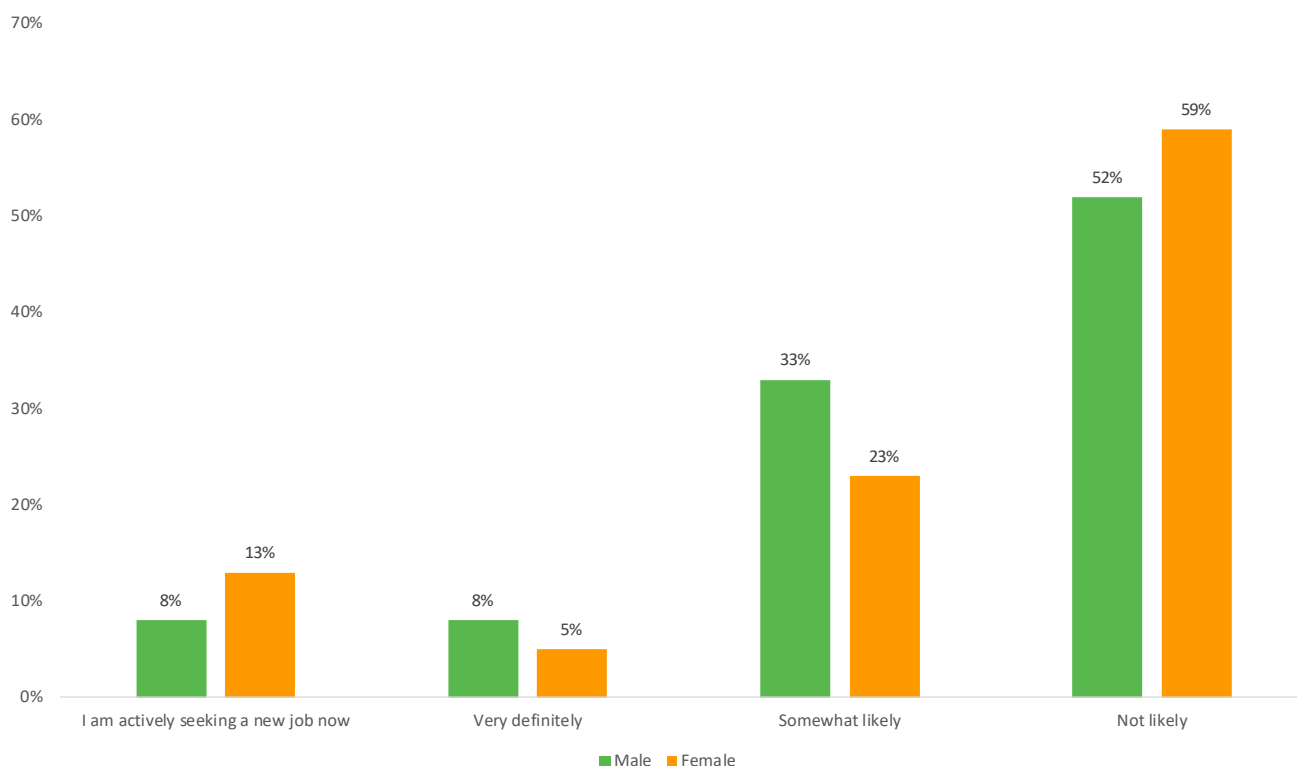
Year to year comparisons vary based on random participation of different individuals each year.



LIKELIHOOD OF ACTIVELY SEEKING A NEW JOB IN THE NEXT 12 MONTHS

Gender

13% of females are actively seeking a new job – borderline in terms of being significantly higher than males.

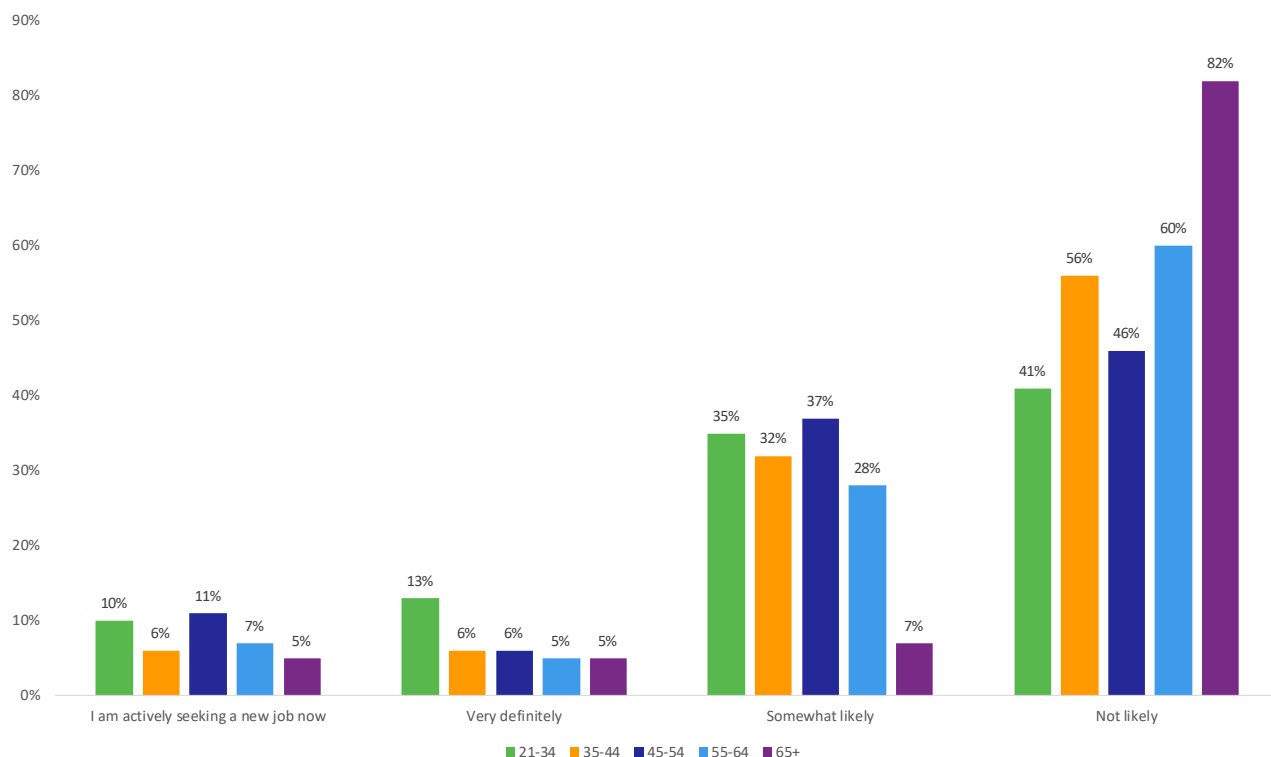




LIKELIHOOD OF ACTIVELY SEEKING A NEW JOB IN THE NEXT 12 MONTHS

Age

Below are the 2020 expectations for seeking a new job by age. As we would expect, the percentage who are not likely to do so is significantly higher for the oldest respondents. Respondents age 21 – 34 and 45 – 54 have lower job satisfaction and in turn are slightly more likely to be looking for a new opportunity.

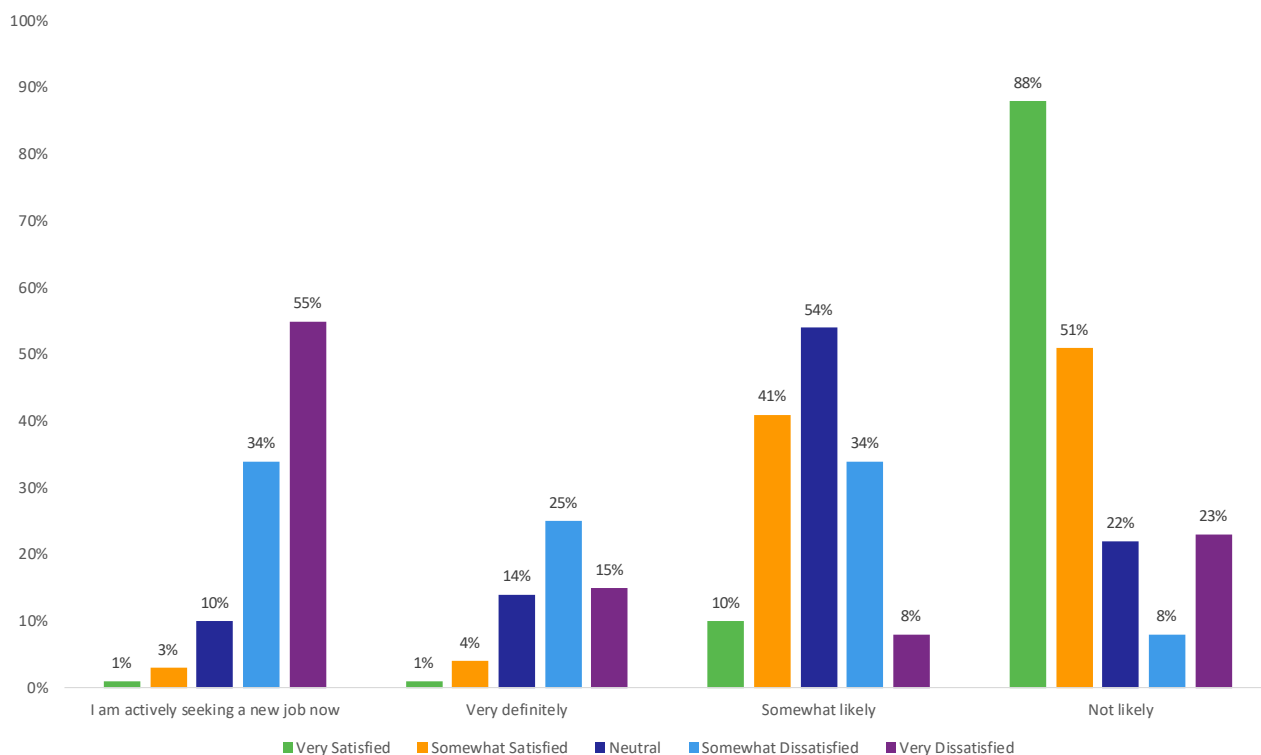




LIKELIHOOD OF ACTIVELY SEEKING A NEW JOB IN THE NEXT 12 MONTHS

Satisfaction with Current Position

Below are the 2020 expectations for seeking a new job by satisfaction with current position. As we would expect, the likelihood of being in the job market increases with decreasing job satisfaction. At the other end of the continuum, 88% of those who are very satisfied are not likely to be seeking a new job in the next year.





IMPACT ON THE DESIRE TO WORK FOR ANOTHER COMPANY

Question: If you were to seek a job at another company, what would you look for? The rank order of factors is consistent with 2019. Salary ranks first at 88%. Benefits rank second. Flexible hours and company financial performance rank third. Social media and blogs are notable for their lack of importance – cited by only 1% of respondents and consistent with what we have found in other research dealing with employer brands and job search.

“Other” influential factors cited are summarized on the following page.

Salary	88%
Benefits	77%
Flexible hours	54%
Company's financial performance	51%
Company image and prestige	44%
Opportunity to work from home	41%
Social responsibility and / or diversity, values	21%
Hospitality and congeniality	15%
Social media, blogs	1%
Other	11%

Respondents selected influencers from a list. Shading indicates the top three “tiers” of influencers in terms of statistically significant differences.



IMPACT ON THE DESIRE TO WORK FOR ANOTHER COMPANY

Other Influential Factors

Below is a list of “other influential factors” cited. Obviously, some of these overlap – such as ethics and integrity or type of work and interesting work. We have listed aspects such as these separately to provide a better sense for the language respondents used in responding to this question.

Work / life balance
Coworkers
Career opportunities, upward mobility
Type of work
Travel
Technology leadership
Challenge
Sustainability
Environment
Stable management
Something new
Safety
Company culture
Quality
Operational systems
Reasonable expectations
Vacation time
Intense environment
Project diversity
Integrity

Professional atmosphere
Future relevance
Ownership
Pension
Paternal leave
Opportunity to make a contribution
Opportunities to learn, develop skills
Customer focus
Management style
Location
Cost of living
Job security
Corporate vision
Continuous improvement philosophy
Bonus plan
Diversity
Ethics
Interesting work
Environmental impact



IMPACT ON THE DESIRE TO WORK FOR ANOTHER COMPANY

Gender

Question: If you were to seek a job at another company, what would you look for?
Factors are shown in descending order for the total survey sample.

Green shading indicates a factor has a significantly higher impact for a gender. Six of the factors below are significantly more impactful for females.

	Male	Female
Salary	89%	87%
Benefits	76%	83%
Flexible hours	51%	72%
Company's financial performance	52%	72%
Company image and prestige	45%	37%
Opportunity to work from home	40%	51%
Social responsibility and / or diversity, values	19%	38%
Hospitality and congeniality	14%	23%
Social media, blogs	1%	4%
Other	11%	10%

Respondents selected influencers from a list.



IMPACT ON THE DESIRE TO WORK FOR ANOTHER COMPANY

Age

Question: If you were to seek a job at another company, what would you look for?
Factors are shown in descending order for the total survey sample.

Benefits are less impactful to employees age 65+. Flexible hours stand out more for the youngest respondents – cited by 68% of people age 21 – 34. Social responsibility / diversity are more impactful to employees age 44 and younger. Hospitality and congeniality in the workplace are more impactful for those age 21 – 34.

	21 - 34	35 - 44	45 - 54	55 - 64	65+
Salary	95%	89%	89%	85%	71%
Benefits	82%	80%	79%	75%	56%
Flexible hours	68%	56%	51%	46%	44%
Company's financial performance	42%	49%	57%	54%	49%
Company image and prestige	45%	42%	47%	42%	38%
Opportunity to work from home	44%	44%	40%	40%	36%
Social responsibility and / or diversity, values	29%	23%	17%	18%	16%
Hospitality and congeniality	25%	12%	13%	14%	11%
Social media, blogs	2%	2%	<1%	<1%	0%
Other	11%	11%	10%	12%	9%

Respondents selected influencers from a list.

MANAGERS OF EMPLOYEES



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MANAGERS OF EMPLOYEES

2020

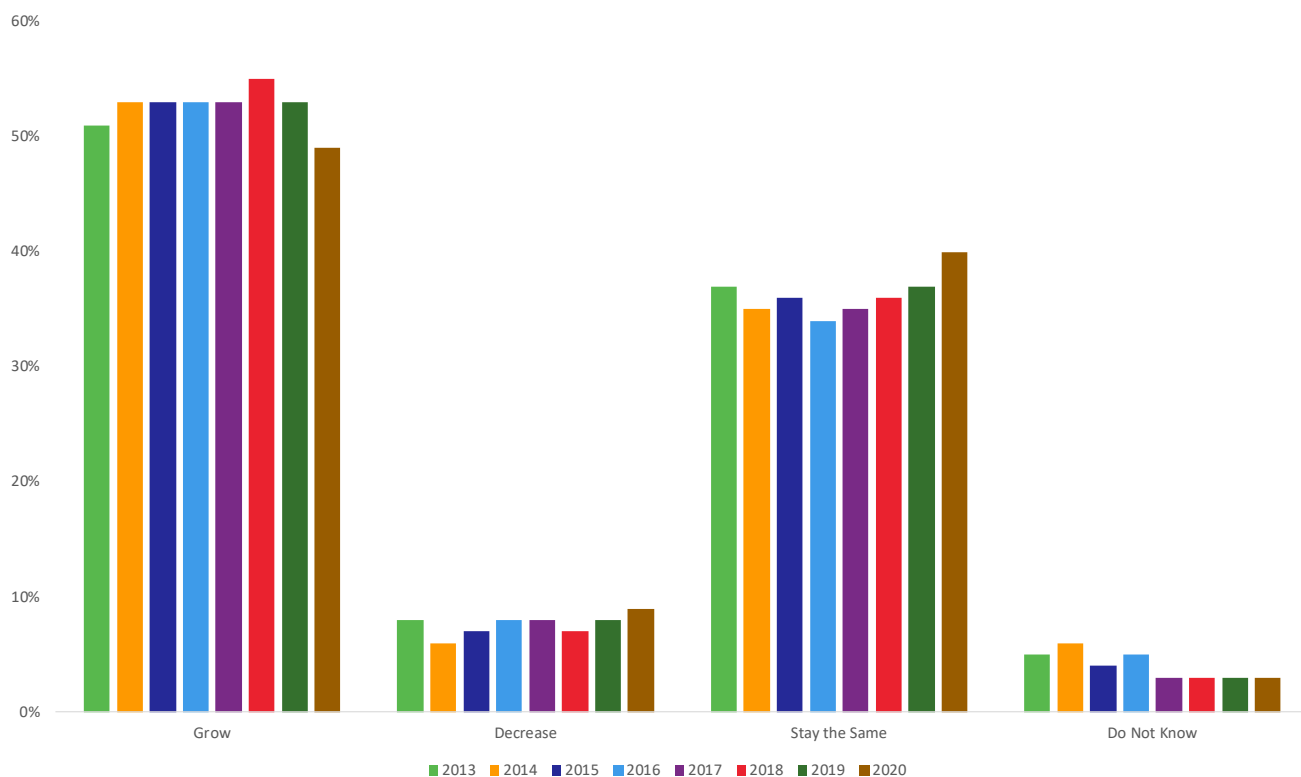
45% of respondents have direct reports. Of these, most have responsibility (directly or indirectly) for 25 or fewer employees (77%).

Full-Time Employees You Are Responsible For	
< 10	54%
10 - 25	23%
26 - 99	17%
100 - 249	4%
250 - 499	1%
500 - 999	1%
1,000 - 2,499	<1%
2,500 - 4,999	0%
5,000+	0%



EXPECTATION FOR CHANGE IN COMPANY'S FULL-TIME EMPLOYEES

The outlook for growth remains reasonably strong – 49% of managers expect their full-time headcount to increase this year. 40% expect it to remain steady. Only 9% anticipate a decrease. Trends are flat over time.

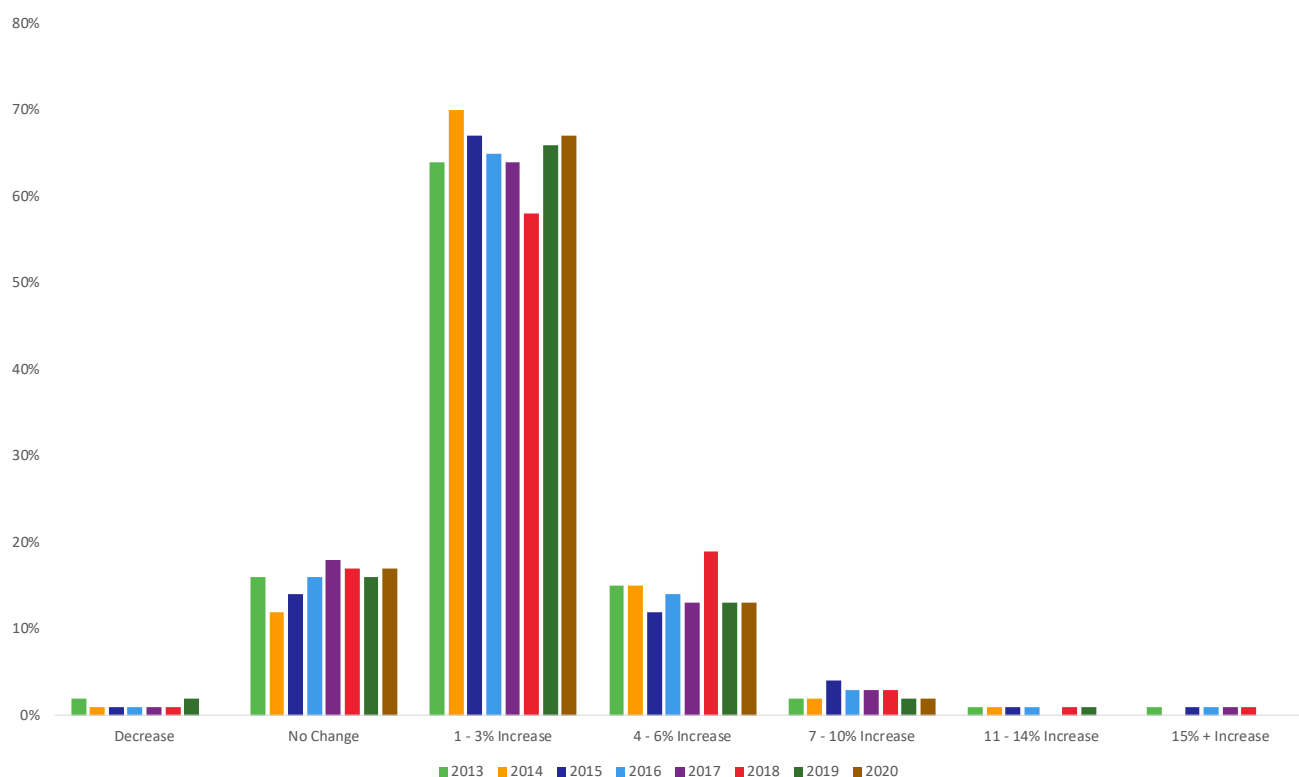


Year to year comparisons vary based on random participation of different individuals each year.



ON AVERAGE, HOW WILL YOUR EMPLOYEES' COMPENSATION COMPARE TO THE PREVIOUS YEAR?

Two thirds of managers say their employees' compensation will increase by 1 – 3% in 2019. The percentage anticipating this level of growth increased in this year's survey. As in past surveys, few expect increases of more than 6%.

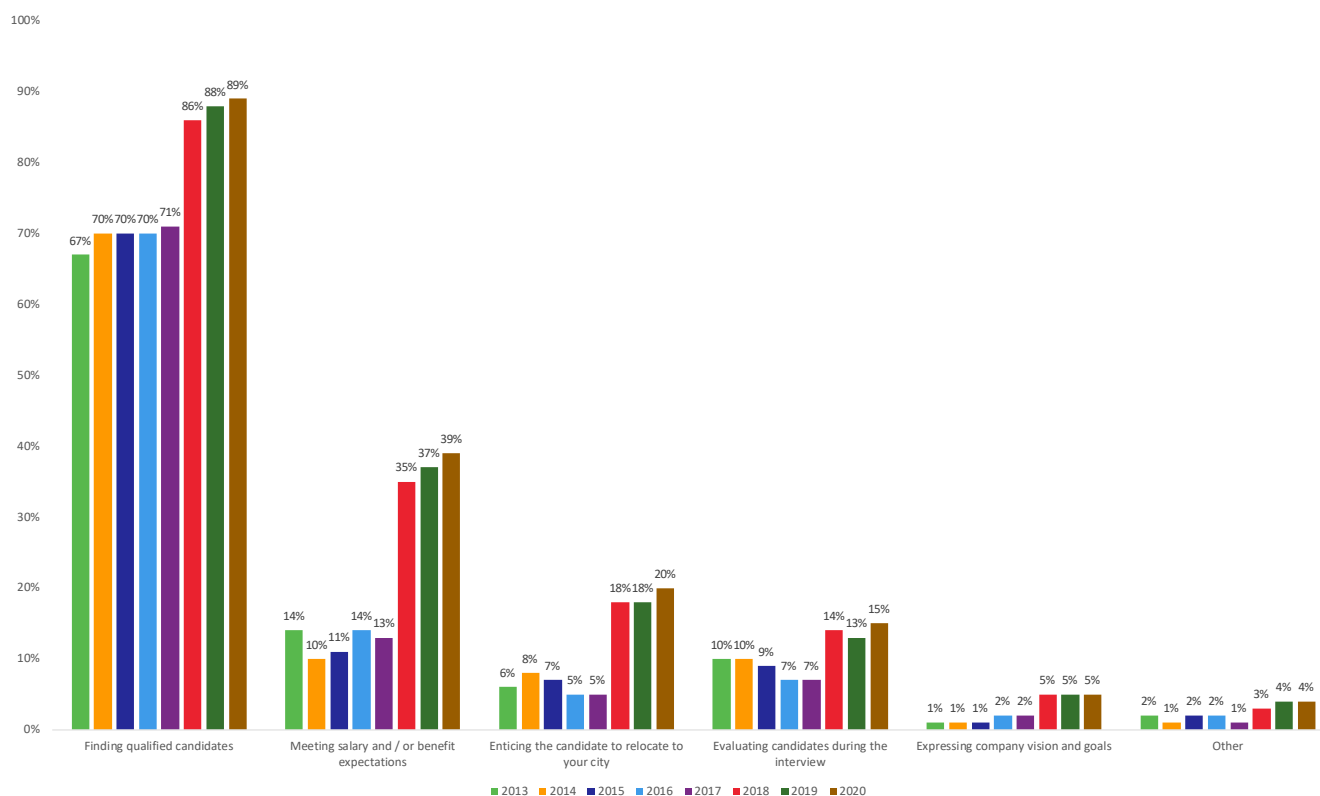


Year to year comparisons vary based on random participation of different individuals each year.



MOST DIFFICULT HIRING CHALLENGES

We asked managers to select from a list their most difficult hiring challenges. Finding qualified candidates continues to stand out in bold relief – 89% citing this as their most difficult challenge. In these people’s minds, nothing else comes close. Meeting compensation expectations ranks a distant second at 39%. Difficulty in enticing candidates to relocate ranks third. 4% of respondents cite other challenges not listed as choices in the survey. These are summarized on the next page.



Year to year comparisons vary based on random participation of different individuals each year.



MOST DIFFICULT HIRING CHALLENGES

Other Challenges Cited

- » Fit with culture and organizational norms
- » Employee turnover in first three years
- » Finding qualified individuals to work nights
- » Getting people to show up
- » Getting the right person to understand / support the work for intense quality needs
- » Keeping or fully staffing blue collar employees
- » Lack of growth in a flat organizational structure
- » Location
- » Long term retention
- » Low employment rate in our region
- » Maintaining rules and regulations of company
- » Not being allowed to hire
- » Not enough candidates due to good economy
- » Sorting through "embellished" resumes
- » Stability

RESPONDENT PROFILE

2020

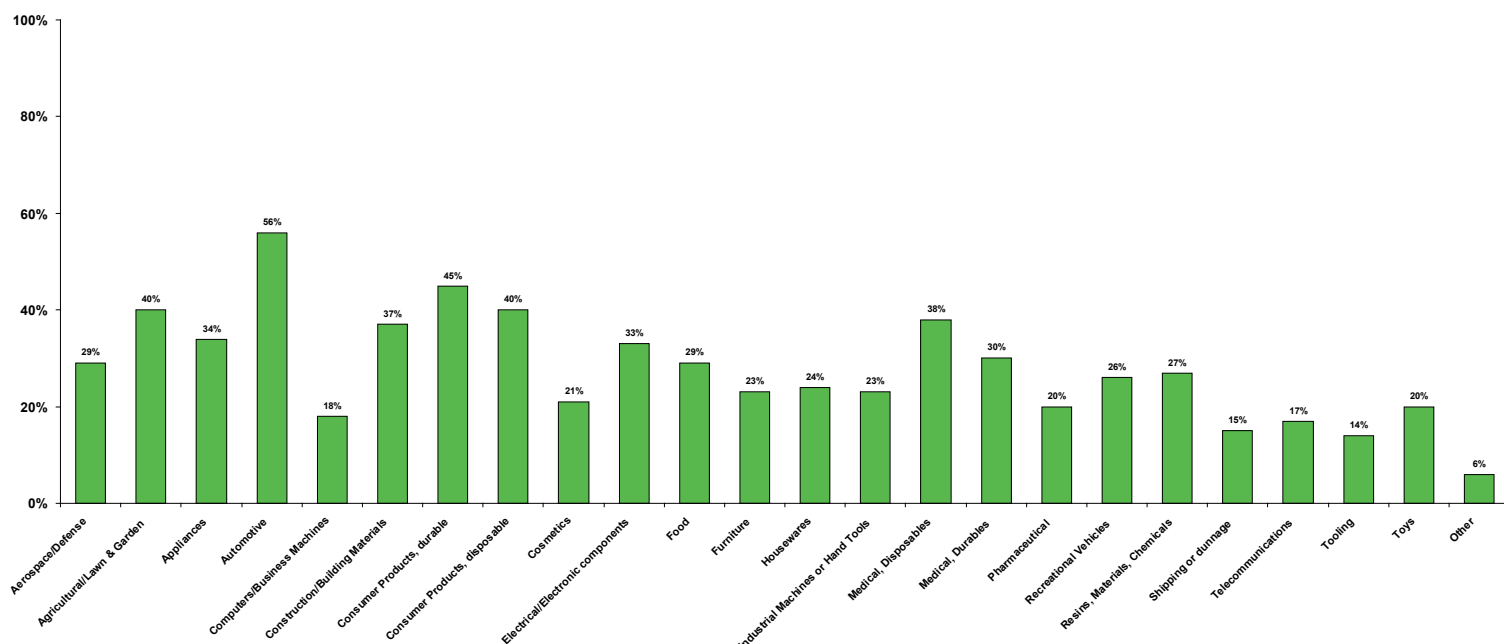


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RESPONDENT PROFILE 2020

Industries Your Company Sells To





RESPONDENT PROFILE 2020

Company's Primary Manufacturing Processes

» Automation	0.90%
» Auxiliary Machinery	2.20%
» Blow Molding – Industrial	0.90%
» Blow Molding – Packaging	2.20%
» Blown or Cast Film	2.70%
» Compression Molding	1.30%
» Converting	1.70%
» Corrugated Box	0.10%
» Distributor – Mfg Rep	2.70%
» Contract Packaging	0.40%
» Injection Molding	28.70%
» Form – Fill – Seal	0.20%
» Labels	0.20%
» Lumber	0.20%
» Paper	0.30%
» Pipe – Profile Extrusion	4.20%
» Recycling	0.70%
» Resin – Compounding – Additives	22.80%
» Rotomolding	0.40%
» Services	1.50%
» Sheet Extrusion	3.20%
» Thermoform Heavy	2.40%
» Thermoform Packaging	3.00%
» Tooling – Molds	2.30%
» Other	15.00%



RESPONDENT PROFILE 2020

Current Professional Role

» Administrative Support	0.10%	» Human Resources	0.10%
» Advertising or Marketing Specialist	0.20%	» Human Resources Manager	0.70%
» Applications Engineer, in the field	2.10%	» Industrial Engineer	0.10%
» Applications Engineer, in the office	1.70%	» Inside Sales/Customer Service	0.30%
» Automation Engineer	0.10%	» Lab Technician	0.60%
» Chief Executive Officer	1.40%	» Machine Designer	0.20%
» Chief Financial Officer	0.30%	» Machine Operator	0.40%
» Chief Information Officer	0.10%	» Maintenance Manager, process machinery	0.40%
» Chief Operating Officer	0.40%	» Maintenance Specialist, process machinery	0.50%
» CNC Machinist	0.10%	» Manufacturing Director	0.30%
» Color Specialist	0.60%	» Manufacturing Engineer	2.00%
» Consultant	1.50%	» Manufacturing Engineering Manager	0.70%
» Controller	0.20%	» Manufacturing Manager	1.00%
» Cost Analyst	0.50%	» Manufacturing VP or Director	1.50%
» Die Designer	0.30%	» Marketing Manager	2.40%
» Die Maker	0.10%	» Materials Engineer	1.60%
» Engineering Director or VP	2.00%	» Mold Designer	0.40%
» Engineering Manager	6.10%	» Mold Technician	0.10%
» Facility or Building Manager	0.40%	» Moldmaker	0.10%
» General Manager	2.30%	» Operations Director or Manager	1.20%



RESPONDENT PROFILE 2020

Current Professional Role (continued)

» Owner	0.40%	» R&D Engineer, chemicals, resins, additives	7.30%
» Packaging Engineer	0.30%	» R&D Engineer, mechanical	1.80%
» Plant Manager	2.50%	» R&D Engineer, other	2.30%
» Plant or Building Engineer	0.20%	» R&D or Laboratory Manager	2.60%
» President	0.90%	» Safety Manager	0.40%
» Process Engineer	5.00%	» Sales and Marketing Director	2.40%
» Process Technician	0.80%	» Sales and Marketing VP	1.70%
» Product Designer or Engineer	3.20%	» Sales Manager	3.40%
» Product Development VP or Manager	2.20%	» Sales Person or Account Manager	7.30%
» Product Manager or Product Specialist	1.50%	» Shift Manager or Supervisor	0.20%
» Production Manager	1.20%	» Simulation Design Engineer	0.30%
» Production Engineer	0.40%	» Supply Chain Manager	0.40%
» Production Supervisor	0.50%	» Supply Chain VP or Director	0.10%
» Program or Project Manager	1.50%	» Technical Support Manager	1.10%
» Project Engineer	2.30%	» Technical Support, in office	0.90%
» Purchasing Agent	0.30%	» Technical Support, in the field	1.70%
» Purchasing Director or Manager	0.40%	» Technical support inside sales	0.30%
» Quality Director	0.40%	» Technology Manager	1.10%
» Quality Engineer	0.50%	» Tooling Engineer	0.90%
» Quality Manager	1.10%	» Tooling Manager	0.80%
» Quality Technician	0.10%	» Other	3.30%



RESPONDENT PROFILE 2020

Department / Job Responsibilities by Country

Department	
C-Level / executive management	11%
Administrative support	<1%
Engineering	30%
Finance	<1%
Human resources	<1%
Information technology	<1%
Maintenance	<1%
Product development	19%
Production	7%
Quality	2%
Sales / marketing	21%
Supply Chain	1%
Other	7%

Job Responsibilities - Countries Included	
USA	93%
Canada	31%
Mexico	28%
Central America	8%
South America	11%
Europe	16%
China	13%
India	5%
Japan	6%
Korea	4%
Other Pacific Rim countries	3%
Other Asian or Middle Eastern countries	4%
Russia	2%
Australia	5%
Africa	2%
Other	2%



RESPONDENT PROFILE 2020

Gender/Age/Tenure/Education/Employees

Gender	
Male	87%
Female	13%
Age	
21 - 34	24%
35 - 44	20%
45 - 54	25%
55 - 64	27%
65 +	5%
Tenure in the Plastics Industry	
< 1 Year	3%
1 - 5 Years	17%
6 - 10 Years	12%
11 - 15 Years	11%
16 - 20 Years	9%
> 20 Years	47%
Tenure with Company	
< 1 Year	9%
1 - 2 Years	13%
3 - 5 Years	21%
6 - 10 Years	18%
> 10 Years	40%
Education	
High School	4%
Some College	11%
College Degree	50%
Masters Degree	24%
Doctoral Degree	10%
Number of Employees	
< 10	4%
10 - 25	8%
26 - 99	19%
100 - 249	18%
250 - 499	11%
500 - 999	8%
1,000 - 2,499	7%
2,500 - 4,999	6%
5,000+	20%



RESPONDENT PROFILE 2020

Country of Employment

» USA	89.20%
» Canada	4.10%
» Australia	1.00%
» Mexico	0.60%
» India	0.60%
» Germany	0.40%
» Columbia	0.40%
» Brazil	0.40%
» Switzerland	0.20%
» Belgium	0.20%
» Singapore	0.20%
» UK	0.20%
» Spain	0.20%
» Saudi Arabia	0.20%
» Poland	0.20%
» Norway	0.20%
» Turkey	0.20%
» Indonesia	0.20%
» Pakistan	0.10%
» Nigeria	0.10%
» Malaysia	0.10%
» Israel	0.10%
» South Africa	0.10%
» France	0.10%
» Italy	0.10%
» Other	1.20%



RESPONDENT PROFILE 2020

Region

» East North Central – IL, IN, MI, OH, WI	32%
» West North Central – IA , KS, MN, MO, ND, NE, SD	6%
» Mid Atlantic – NJ, NY, PA	12%
» South Atlantic – DC, DE, FL, GA, MD, NC, SC, VA, WV	12%
» South Central – AL, AR, KY, LA, MS, OK, TN, TX	13%
» New England – CT, MA, ME, NH, RI, VT	9%
» West – AK, AZ, CA, CO, HI, ID, MT, NM, NV, OR, UT, WA, WY	7%
» Outside the United States	10%



INSPIRING
PLASTICS
PROFESSIONALS