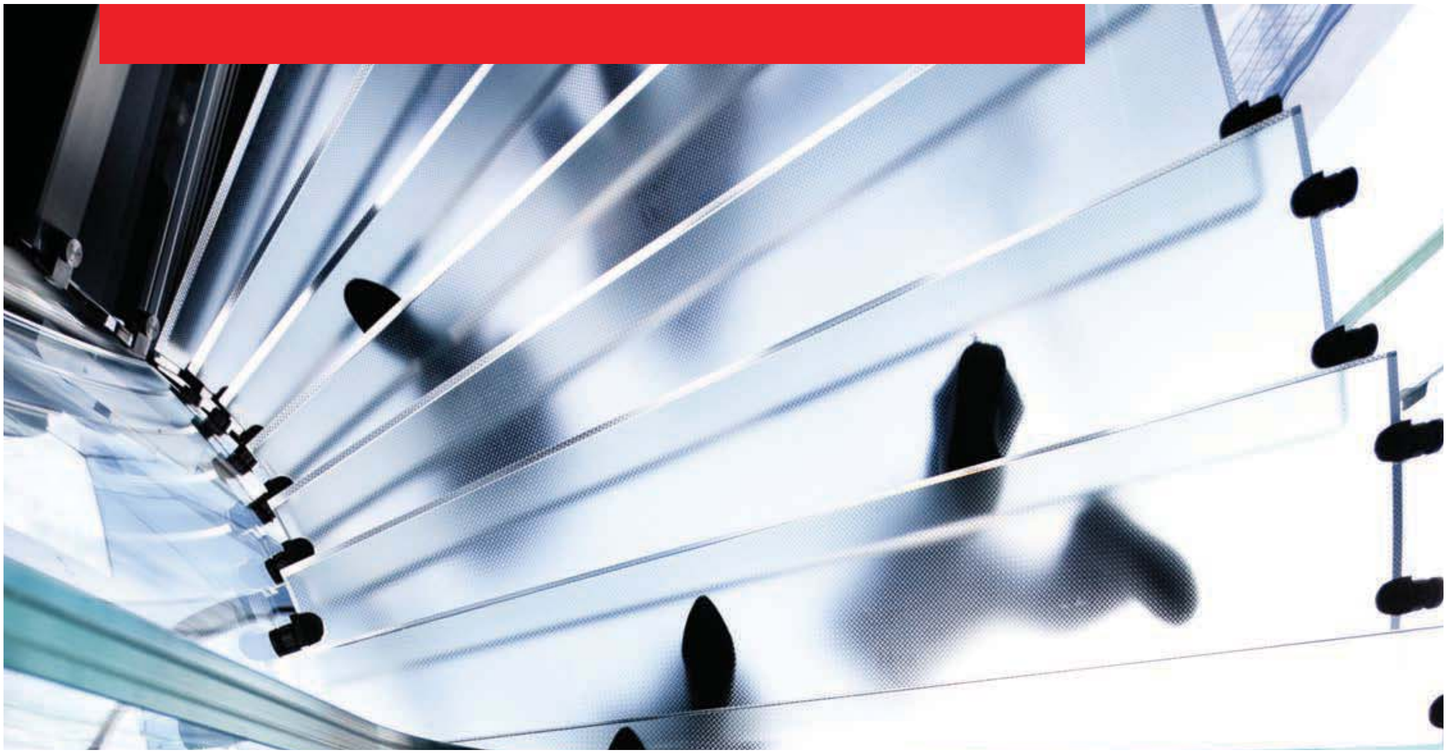


Total Retail's 2016 Salary Benchmark REPORT

TotalRetail NAPCO RESEARCH

Total Retail's 2016 Salary Benchmark
REPORT

EXECUTIVE SUMMARY

Having the data necessary to ensure you're maximizing your earning potential should be a goal for all professionals looking to grow their careers. Knowledge is power, especially when it comes to negotiating your next salary, whether that be with your current employer or on the open market.

As part of our mission at *Total Retail,* we aim to be a resource for retail executives as they look to develop and improve their careers. To that end, in July we surveyed our audience to gather data about their salaries, benefits and views on growth potential at their current companies. A number of variables were examined to provide a comprehensive look into retail executives' salaries. Those variables included gender, age, experience, title, department, geographic region, retail vertical, organizational department and company size.

What resulted is a valuable resource that can be of help to both retail employees as well as employers as they look to negotiate fair and competitive compensation packages. That's no small task in today's competitive retail environment, where companies are not only fighting over consumers' wallets, but also to attract and retain the executive talent critical to running a profitable business.

The online survey was conducted over a two-week period, and a total of 660 responses were collected. There were some predictable findings — e.g., those with more experience working in the retail industry tend to make more money than those just getting started — as well as some surprises — e.g., the value of a graduate degree education doesn't necessarily correlate to a higher salary than those who possess just a bachelor degree.

And on the positive side, the gender wage gap often so prevalent in other industries isn't as big of a factor in retail. Yes, more work needs to be done in this area, but the retail industry should take pride in the fact that it's paving the way for other industries to follow when it comes to equal compensation.

This report can help you benchmark your current compensation package (salary and benefits) against peers that fit your profile. Use this resource to be prepared for your next salary review — and maximize your earning potential.

KEY FINDINGS

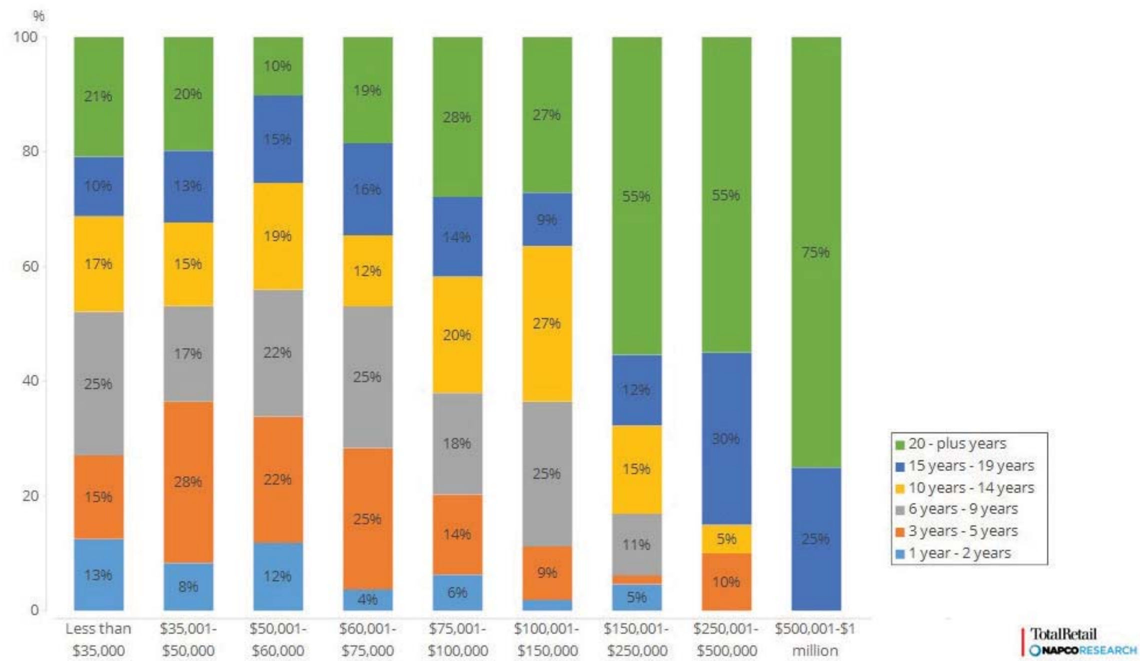
- **39%** **of both male and female respondents earn more than $100,001 per year.**
- **53%** **of respondents with 20-plus years experience in the retail industry earn at least $100,001 annualy, the highest percentage compared to the other age groups.**
- **11%** **of respondents with a bachelor degree make $250,001 or more per year**
- **48%** **of respondents aged 45 to 54 earn more than $100,001 annually**

SECTION I: A LOOK INTO RETAIL INDUSTRY SALARIES

This section offers insights that will enable you to compare your salary to others with similar profiles based on a host of variables, from experience to age to gender to education level, among others.

CHART 1

How Salary is Impacted by Experience

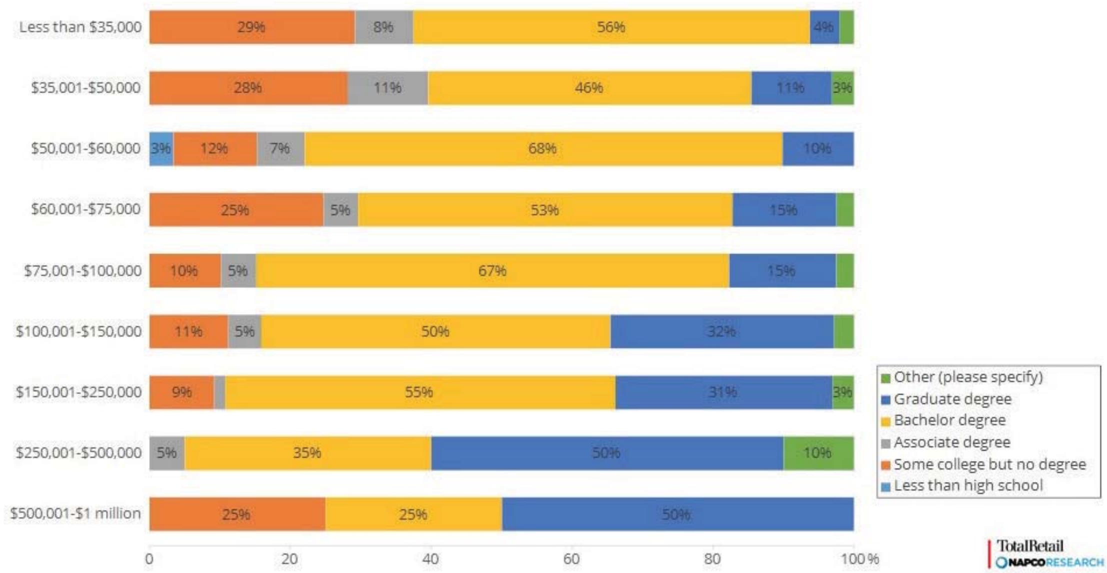


As this chart clearly shows, the more experience a retailer has, the more money he or she makes. Simply put, the respondents to the survey with the highest annual salaries had the most experience. Of those respondents who make $500,001 to $1 million a year, for example, 75 percent have more than 20 years of experience. Likewise, the majority (55 percent) of respondents making $250,001 to $500,000 a year also have experience that spans more than 20 years.

On the other hand, the respondents with the least amount of experience make the least amount of money. Thirteen percent of respondents who make less than $35,000 have one year to two years of experience. Surprisingly, however, 21 percent of respondents who make less than $35,000 have more than 20 years of experience. Across all experience levels, the most common salary range for survey respondents was $100,001 to $150,000, with 22 percent of respondents falling into this segment.

CHART 2

How Level of Education Impacts Salary

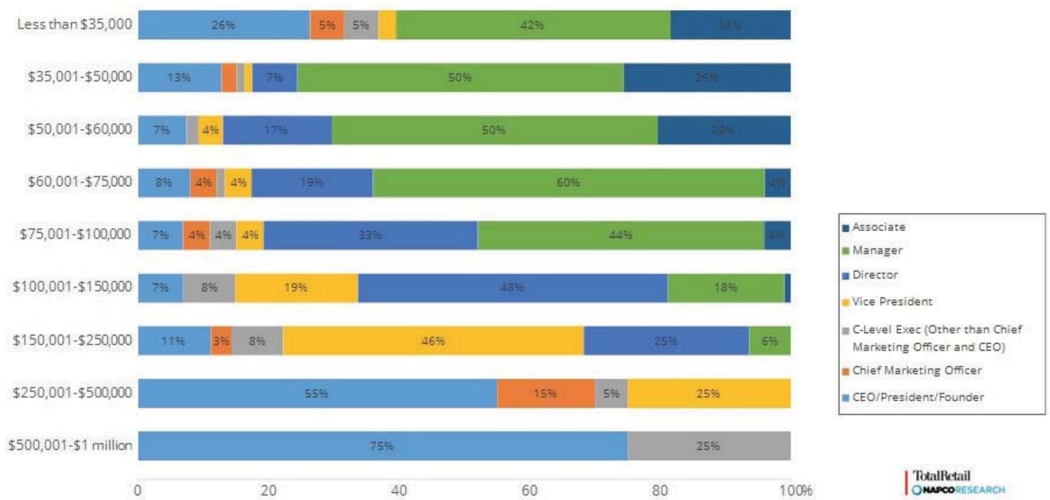


While it's hard to debate the importance of a great education, this chart may prove otherwise. There's little correlation between the amount of education our respondents have and their salaries. For example, while 68 percent of respondents who reported a salary of $50,001 to $60,000 have bachelor degree, 67 percent of those with a salary of $75,001 to $100,000, and 56 percent of those with a salary less than $35,000 have bachelor degrees as well.

What's more, a graduate degree may not be as valuable as one might think (at least in the retail industry). While the highest percentage of respondents who make more than $500,000 per year do have a bachelor degree, if you compare the salaries of those with bachelor degrees vs. those with graduate degrees, besides the very top level of the salary index, they're very similar, and in many cases those with only a bachelor's degree are making more than their counterparts with graduate degrees. Interestingly, 25 percent of respondents with a salary of up to $1 million do not have a college degree (albeit a small sample size — only seven respondents reported earning between $500,001 and $1 million).

CHART 3

How Title Impacts Salary

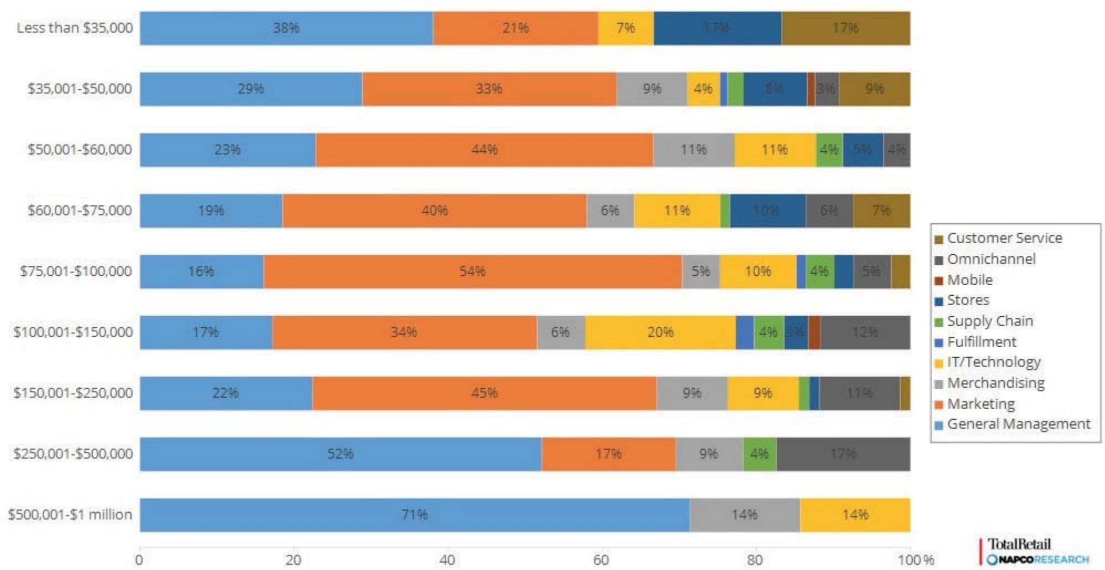


As one would expect, a better title usually means a better salary. The data we gathered generally follows that rule. As you can see from this chart, of the respondents who have a yearly salary of $500,001 to $1 million, 75 percent are either their company's CEO, president or founder. What's more, 46 percent of respondents making $150,001 to $250,000 are vice presidents. Where the data gets interesting, however, is when it comes to directors and managers. Thirty-three percent of respondents who make between $75,001 to $100,000 are directors, while 44 percent in this salary bracket are managers, a title generally considered one level below a director. The most common salary bracket for each title are as follows:

- Associate: $35,001-$50,000
- Manager: $60,001-$75,000
- Director: $100,001-$150,000
- Vice President: $150,001-$250,000
- C-Level Exec (Other than CMO or CEO): $100,001-$150,000
- Chief Marketing Officer: $250,001-$500,000
- CEO/President/Founder: $250,001-$500,000

CHART 4

Salary by Department

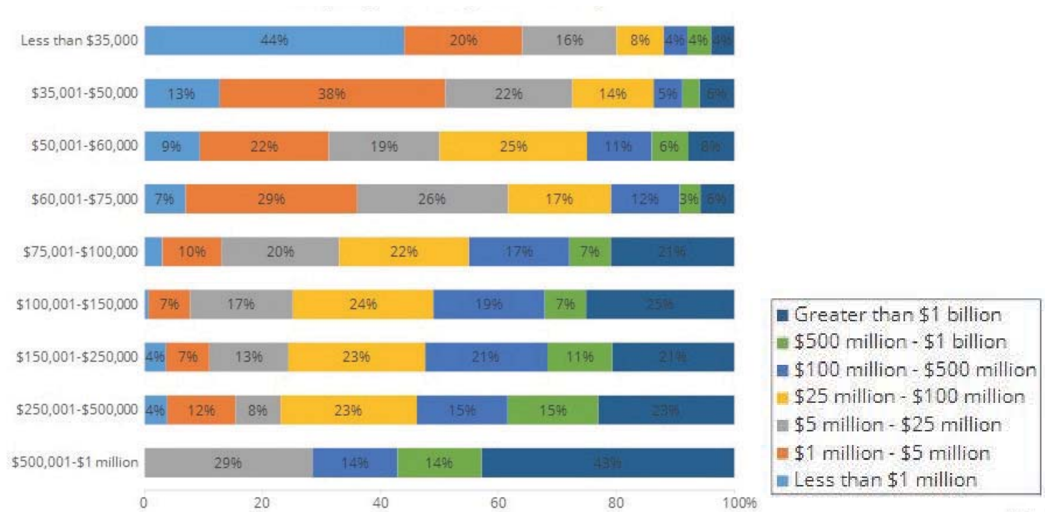


General management titles usually mean a better salary for retailers. As the chart shows, a full 71 percent of respondents who make $500,001 to $1 million have general management titles. Surprisingly, however, 38 percent of respondents who make $35,000 or less also have a general management title. Marketing — our largest segment of respondents — is all over the map. However, the sweet spot for this segment of survey respondents is between $75,001 to $150,000. Nearly 40 percent of the respondents that work in the marketing department have a salary in that range.

Another interesting finding is that those respondents that consider “omnichannel” to be their primary department typically make more money than other retail employees. Consider that 66 percent of respondents with an omnichannel role or title earn more than $100,001 per year. On the other end of the spectrum, those respondents whose primary department is stores tend to earn less than their peers. Of this group, a hefty 79 percent earn less than $75,000 annually.

CHART 5

How Company Size Impacts Salary



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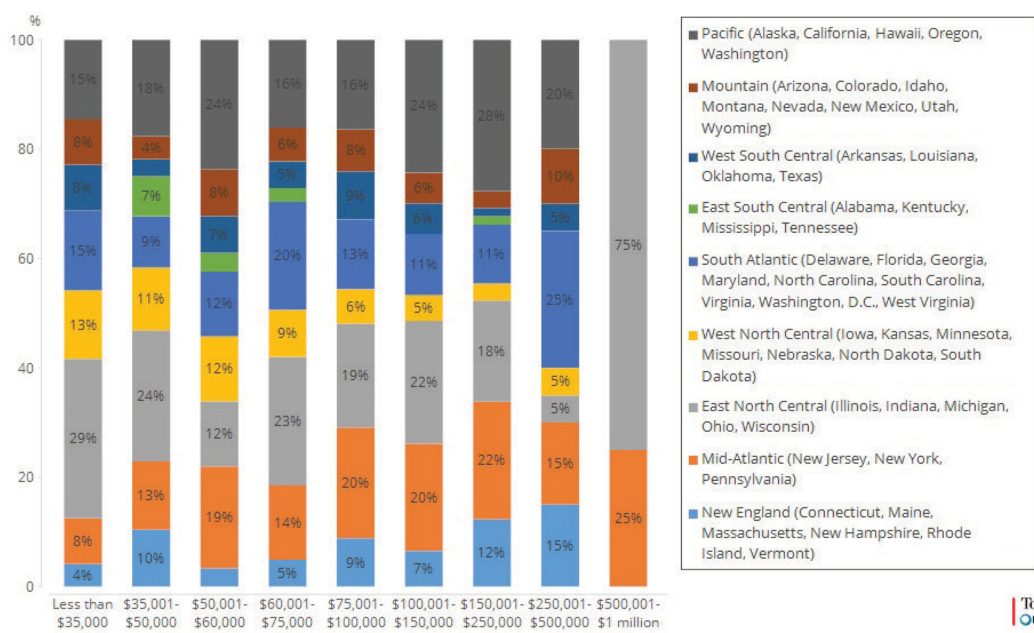
As this chart shows, a company's size (measured by revenue) generally does impact salary levels for its employees. For example, 44 percent of respondents who make less than $35,000 work for a company that has less than $1 million in sales. Conversely, 43 percent of respondents who make between $500,001 to $1 million work for a company that has more than $1 billion in sales. There are some anomalies, however. For those respondents who make $75,001 to $100,000, for example, the split is pretty even: 20 percent work for companies that generate up to $25 million in sales, 22 percent work for companies that generate up to $100 million in sales, and 21 percent work for companies that generate more than $1 billion in sales.

CHART 6

How Where You Live Affects Your Salary



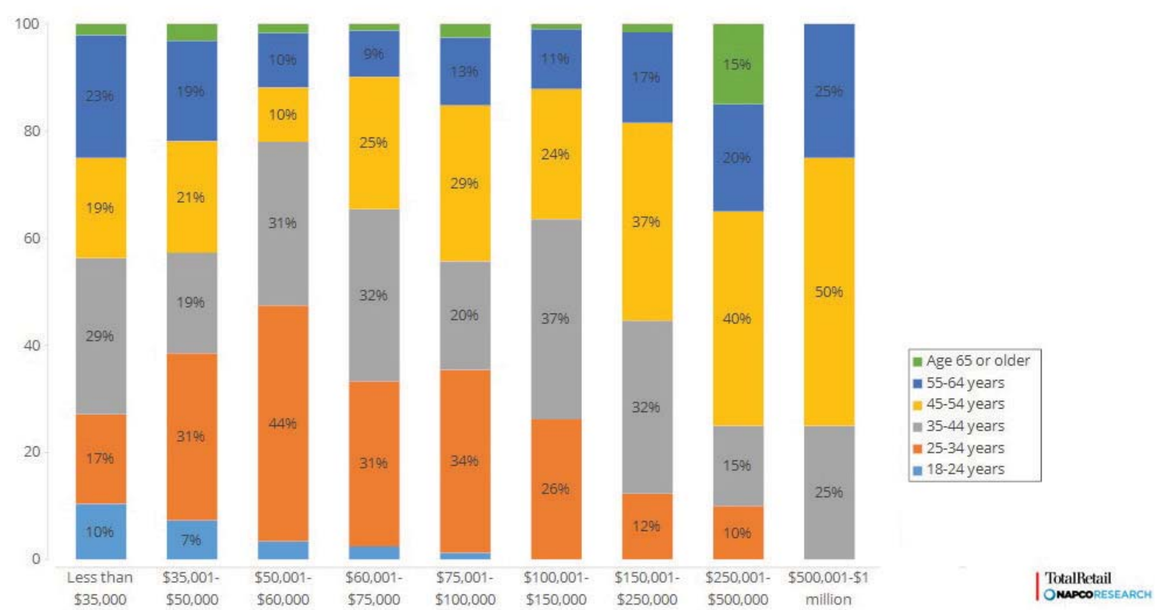
TotalRetail NAPCO RESEARCH

As you may have suspected, where you live affects your salary. Those respondents working for a company headquartered in the East North Central region (Illinois, Indiana, Michigan, Ohio, Wisconsin) or the Mid-Atlantic Region (New Jersey, New York, Pennsylvania) typically earn more than their peers in other parts of the country. On the other end of the spectrum, those respondents whose companies are headquartered in the West North Central region of the country (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota) have some of the lowest salaries in the industry. Nearly a quarter (24 percent) of respondents from this region earn less than $50,000 a year. The most common salary bracket for employees in each region are as follows:

- New England: $100,001-$150,000
- Mid-Atlantic: $100,001-$150,000
- East North Central: $100,001-$150,000
- West North Central: $35,001-$50,000
- South Atlantic: $100,001-$150,000
- East South Central: $35,001-$50,000
- West South Central: $75,001-$100,000
- Mountain: $75,001-$100,000
- Pacific: $100,001-$150,000

CHART 7

How Age Impacts Salary

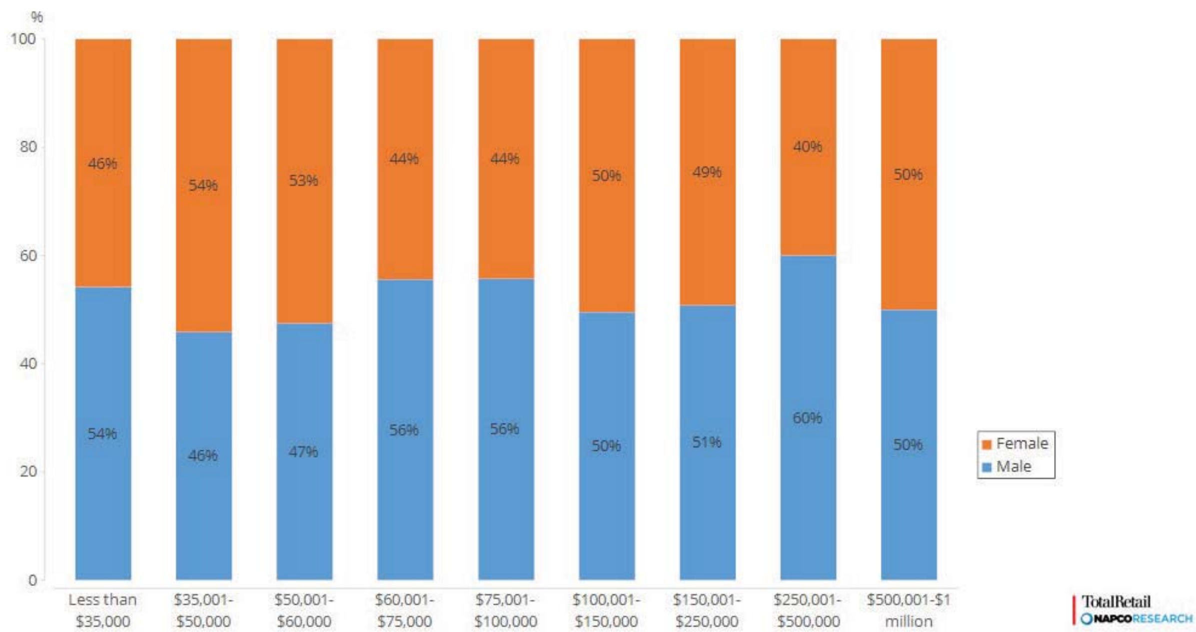


Age does impact salary, at least according to the data exhibited in this chart. Of the respondents who make $50,001 to $60,000, 44 percent — the largest percentage — are 25 to 34 years old. Fifty percent of respondents who make $500,001 to $1 million are 45 to 54 years old. Likewise, of those respondents who make $250,001 to 500,000, the majority (40 percent) are 45 to 54 years old. Here are the most common salary bracket for each age group:

- 18-24 years old: $35,001-$50,000
- 25-34 years old: $100,001-$150,000
- 35-44 years old: $100,001-$150,000
- 45-54 years old: $100,001-$150,000
- 55-64 years old: $35,001-$50,000
- 65 and older: $250,001-$500,000

CHART 8

How Salary is Impacted by Gender



While women nationwide make 80 cents for every dollar earned by men, according to the latest U.S. Census Bureau report, the gender wage gap doesn't seem to be as big an issue for the retailers who responded to our survey. In fact, according to the data exhibited in this chart, male and female respondents from virtually all salary ranges are rather equal. The biggest wage gap between the two genders is for those respondents that make between $250,001 and $500,000, of which 60 percent were men. A positive sign is that salary ranges preceding it ($100,001-$150,000; $150,001-$250,000) and after it ($500,001-$1 million) are essentially dead even between men and women.

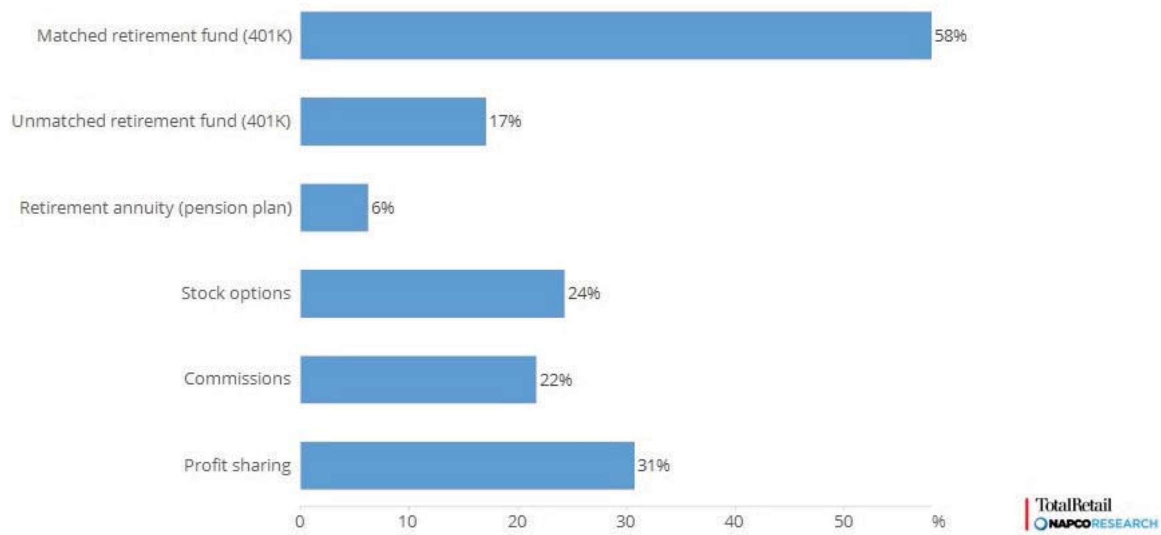
SECTION II: A BENEFITS BREAKDOWN

Salary is only one part of an employee's overall compensation package. The other, oftentimes equally important component is the benefits that you receive in addition to your salary. Is health insurance a given? How about financial perks such as a pension, stock options or profit sharing? And what about fringe benefits like the ability to work from home, a commuting subsidy, or company-provided meals and snacks?

This section will allow you to see how your benefits package stacks up against the rest of the marketplace.

CHART 9

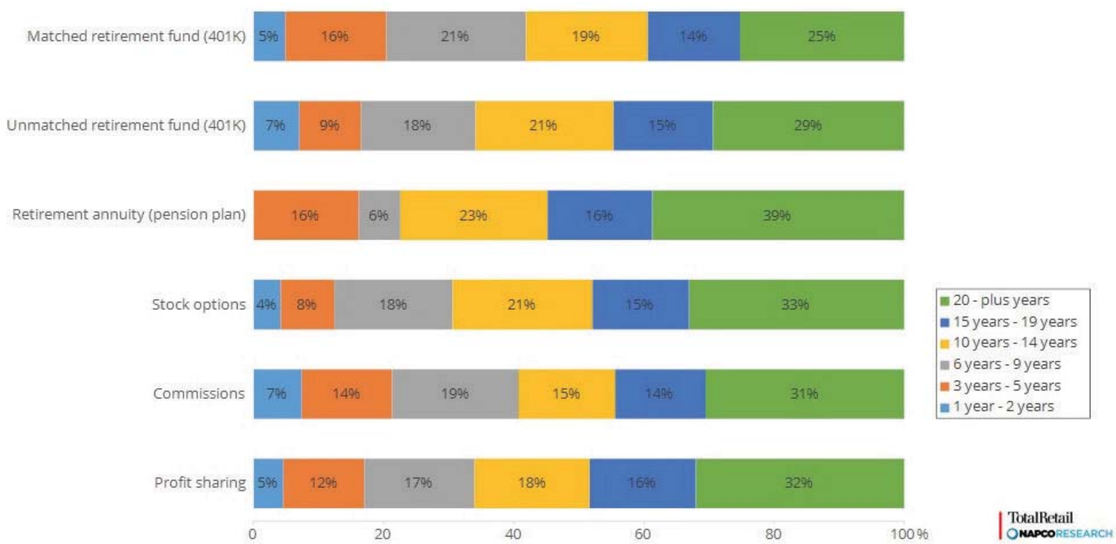
What Financial Benefits Retail Executives Are Getting



The No. 1 financial benefit that respondents to our survey receive from their companies is a matched retirement fund (401k). Fifty-eight percent of respondents are enrolled in a company-matched retirement fund. Following a 401k program, respondents were most likely to receive profit sharing (31 percent), stock options (24 percent), commissions (22 percent) and a pension plan (6 percent).

CHART 10

How Experience Level Impacts Financial Benefits Received



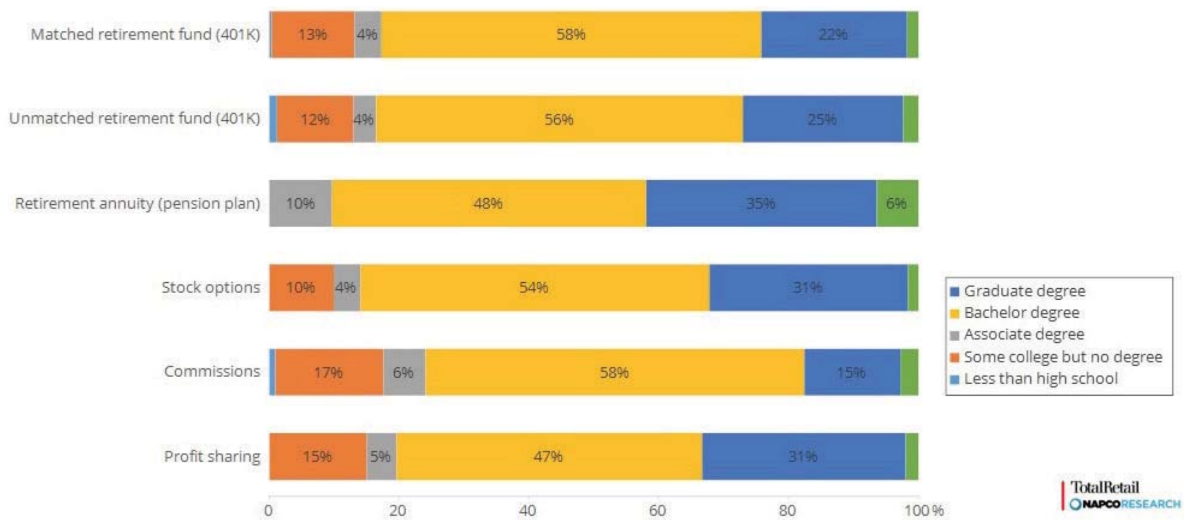
As one might expect, the more tenured the retail executive, the more likely they are to receive financial benefits from their company. For each financial benefit listed, those with the most experience in the retail industry (20-plus years) are most likely to receive them.

Consider that more than a third (39 percent) of all survey respondents who receive or are scheduled to receive a retirement annuity (i.e., a pension) have been working in the retail industry for 20 years or more. That makes sense considering that pensions, once a common benefit offered to employees, have all but gone by the wayside in recent years. It figures that older, more experienced employees would be grandfathered into a company's pension plan, even in the likely event that the pension plan no longer exists for new hires. In fact, just 6 percent of all survey respondents said they're going to receive a pension upon retirement.

The most commonly received financial benefit among respondents is a matched retirement fund (401k), with 59 percent of respondents saying their company offers one. Yet this benefit may only come with a certain amount of time served at the company. Just 5 percent of employees that have been in the industry for less than two years report having a company-matched 401k.

CHART 11

How Education Level Impacts Financial Benefits Received

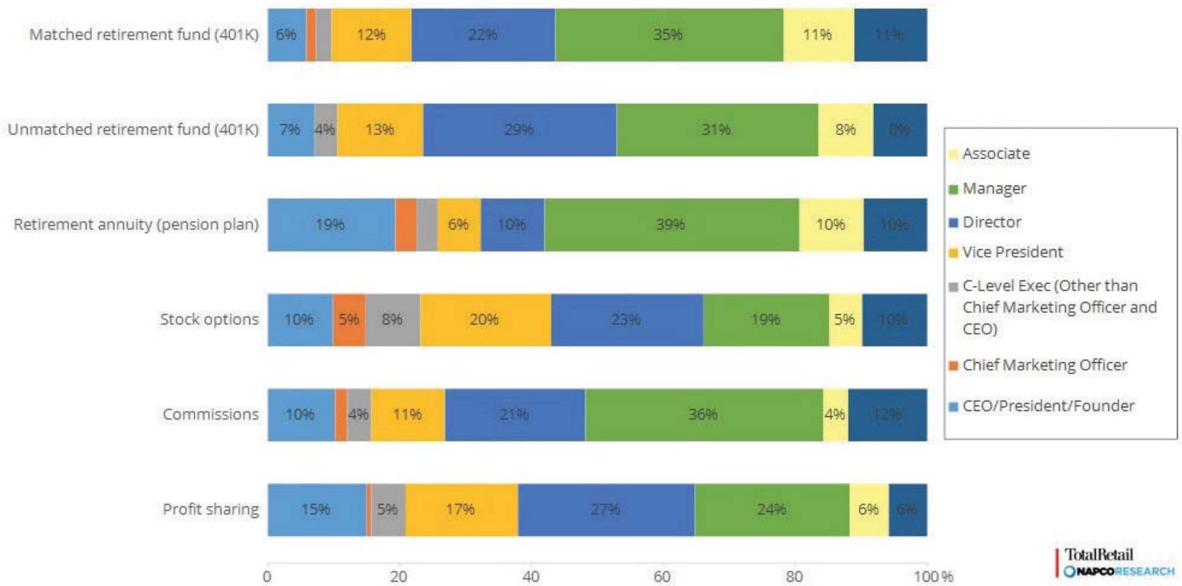


Not too many surprises here, although a key takeaway is that while a graduate degree does help in getting more financial benefits, it doesn't necessarily mean that you'll get more than those with a bachelor degree. Consider that more respondents with bachelor degrees get perks such as stock options and profit sharing than those that have a graduate degree (54 percent vs. 31 percent, 47 percent vs. 33 percent, respectively).

Furthermore, those respondents that started college but didn't finish received more financial benefits than those respondents that had earned an associate degree. The glaring differences between these two segments came with the receipt of commissions and profit sharing. Seventeen percent of the respondents that started college but didn't finish receive commission payments compared to just 6 percent for those with associate degrees. In addition, there's a 10 percent difference between the two groups when it comes to profit sharing.

CHART 12

How Job Title Impacts Financial Benefits Received

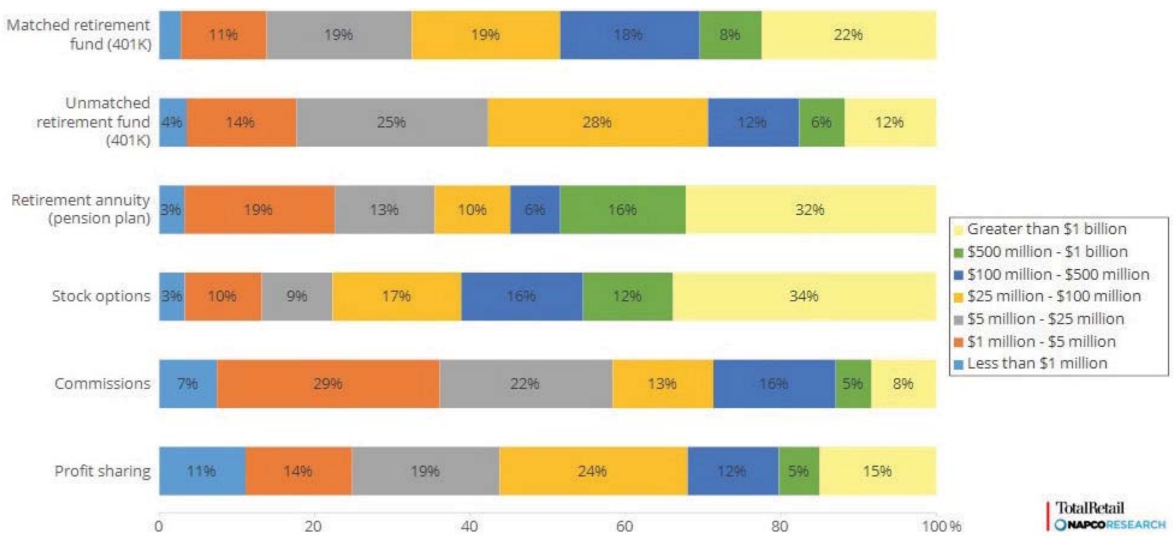


While more directors and managers answered the survey than any other job titles, it was those at the top levels of retail organizations — namely CEOs and other C-level execs — that receive the most financial benefits on a proportional basis. And that makes sense. The higher you climb the corporate ladder, the more benefits that you receive along the way. Of those respondents that are at the vice president level or above, 43 percent receive stock options; 38 percent get a share of company profits; and 31 percent will receive a pension.

What may be a bit surprising to some is the number of managers that are receiving financial benefits. A sizable 39 percent of managers that responded to the survey said they will receive a pension. Likewise, 36 percent of managers said they're being paid commissions for their work. The drop-off in financial benefits from C-level to managers and associates isn't as steep as one might expect.

CHART 13

How Company Revenue Affects Employees' Financial Benefits

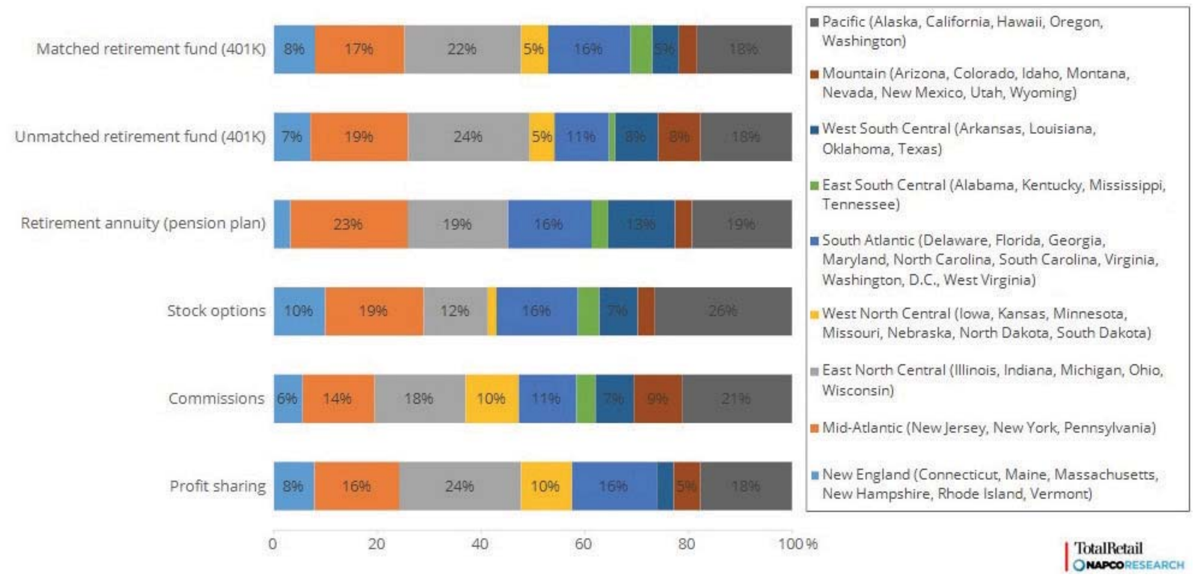


The larger the company you work for (measured by annual revenue), the more likely you are to receive financial benefits. Of the respondents that said they receive a matched retirement fund, 48 percent work for a company that has annual revenues in excess of $100 million. Furthermore, 62 percent of respondents that receive stock options as part of their compensation package work for companies with annual revenues of $100 million or more.

On the other end of the spectrum, only 32 percent of respondents that work for companies that generate less than $25 million in revenue annually receive a company-matched retirement fund. In addition, only 22 percent of that same group of respondents are eligible for stock options at their companies.

CHART 14

How Company Location Impacts Financial Benefits Received



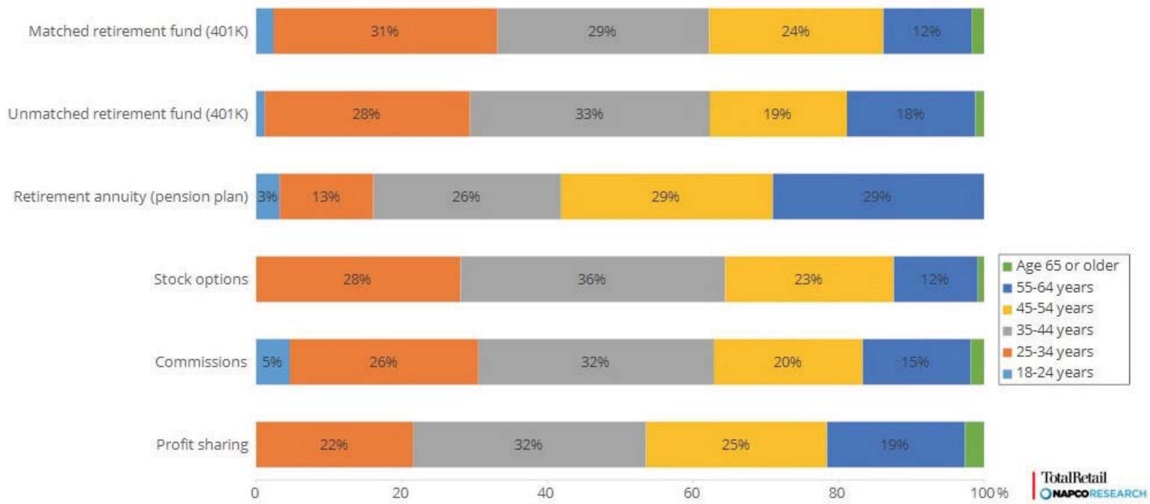
Although they live in a region with a higher cost of living than most other areas of the country, retail executives in the Mid-Atlantic (New Jersey, New York, Pennsylvania) enjoy more financial benefits than their counterparts across the rest of the country. Particularly interesting is that 23 percent of respondents that work for companies headquartered in the Mid-Atlantic are scheduled to receive a pension, the highest of any geographic region.

Meanwhile, those in the designated Pacific region (Alaska, California, Hawaii, Oregon, Washington) receive stock options more frequently than retail executives in other parts of the country. And those respondents whose companies are headquartered in the East North Central region (Illinois, Indiana, Michigan, Ohio, Wisconsin) receive profit sharing more frequently than respondents in other regions.

On the flip side, respondents in the Mountain, East South Central and West South Central regions of the country report receiving fewer financial benefits from their employers. Again, this may correlate with cost of living, as these regions tend to be some of the more affordable places to live.

CHART 15

How Age Impacts Financial Benefits Received

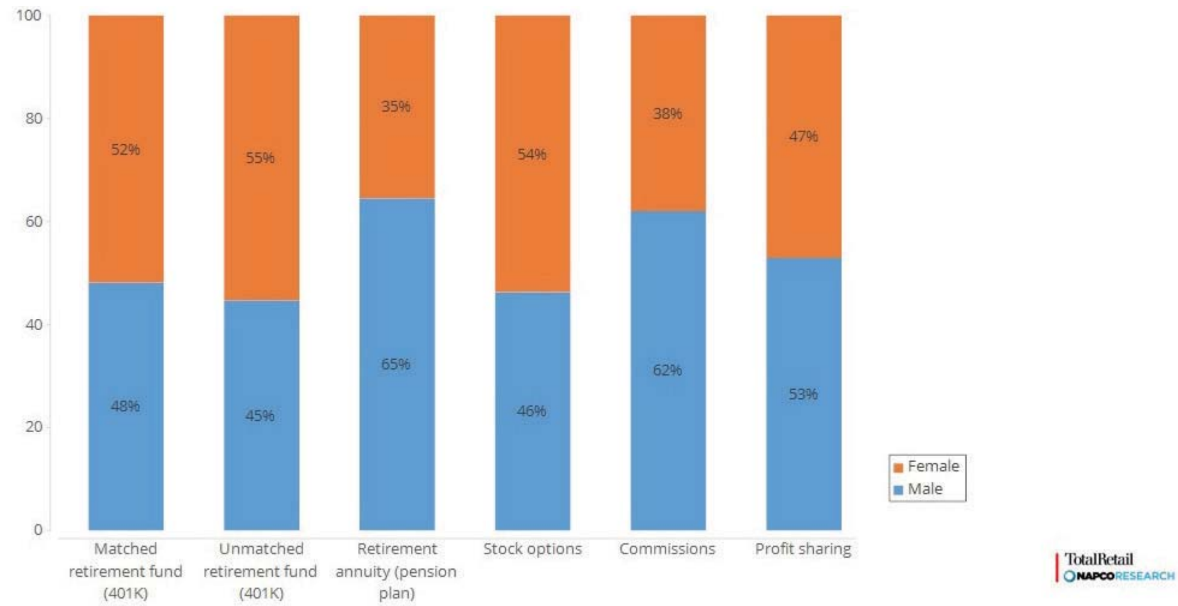


Those retail executives between the ages of 35 and 44 seem to be in the sweet spot for receiving financial benefits from their employers. Besides matched retirement fund and pension plan, respondents in this age group have the highest percentage of benefits received in all of the other categories, including sought after perks such as stock options, commissions and profit sharing. Not far behind are those aged 25 to 34, who rank best in matched retirement fund — which more and more seems to be a staple for compensation packages for new hires — and trail only the 35- to 44-year-old segment of respondents in their likelihood to receive stock options.

As you might expect, those fresh out of college and in their first or second job, represented by the 18- to 24-year-old segment, are least likely of all the retail executives surveyed to receive financial benefits from their employers.

CHART 16

How Financial Benefits Differ Between Genders

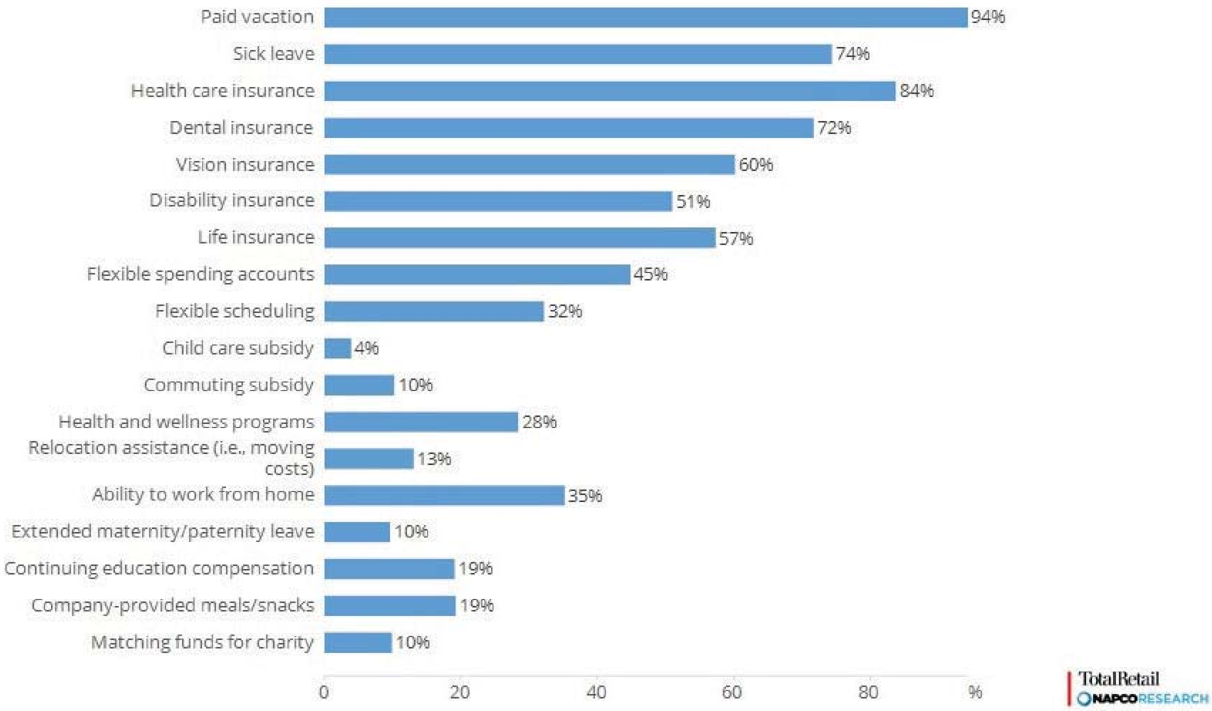


The good news here is there isn't a real disparity between the financial benefits women receive vs. what men receive. In fact, women respondents to the survey are more likely than men to receive a company-matched 401k (52 percent vs. 48 percent) and stock options (54 percent vs. 46 percent). The real outlier here is pension plans. Sixty-five percent of male respondents report being eligible to receive a pension from their employer, compared to just 35 percent for women. Worth noting is that a pension was overwhelmingly the least offered financial benefit to either gender. In order from most offered benefit to least offered, it was 401k, profit sharing, stock options, commissions, unmatched retirement fund and pension plan.

Ideally, we'd like to see these numbers 50/50 across the board. More work needs to be done by employers to ensure women are compensated on the same level as their male counterparts, but progress is being made.

CHART 17

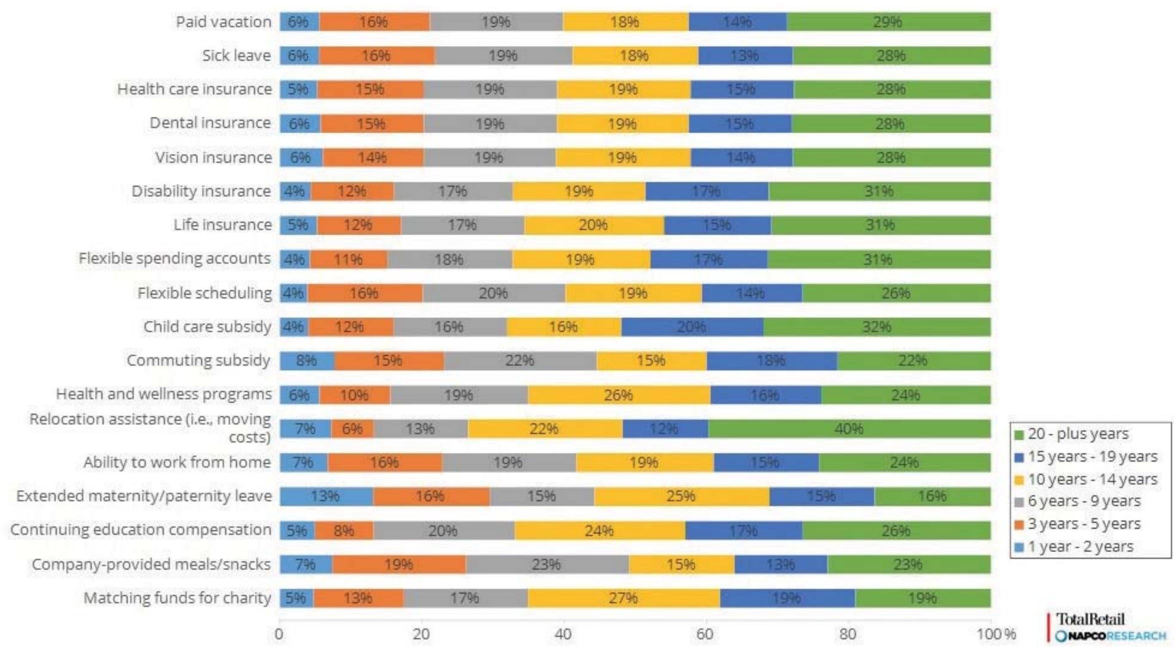
Benefits Retail Executives Are Receiving



The most common benefits that you would expect retail executives to be receiving are represented here, including paid vacation (94 percent), health care insurance (84 percent), dental insurance (72 percent) and life insurance (57 percent). However, there are some interesting results to this question. Less than a third of respondents have the opportunity to take advantage of flexible schedule (32 percent), and only slightly more (35 percent) have the ability to work from home. In today's age where technology (i.e., smartphones) keeps workers connected at all times, I would expect both of these numbers to rise — and I suspect they will in coming years.

CHART 18

How Benefits Received Differ by Experience

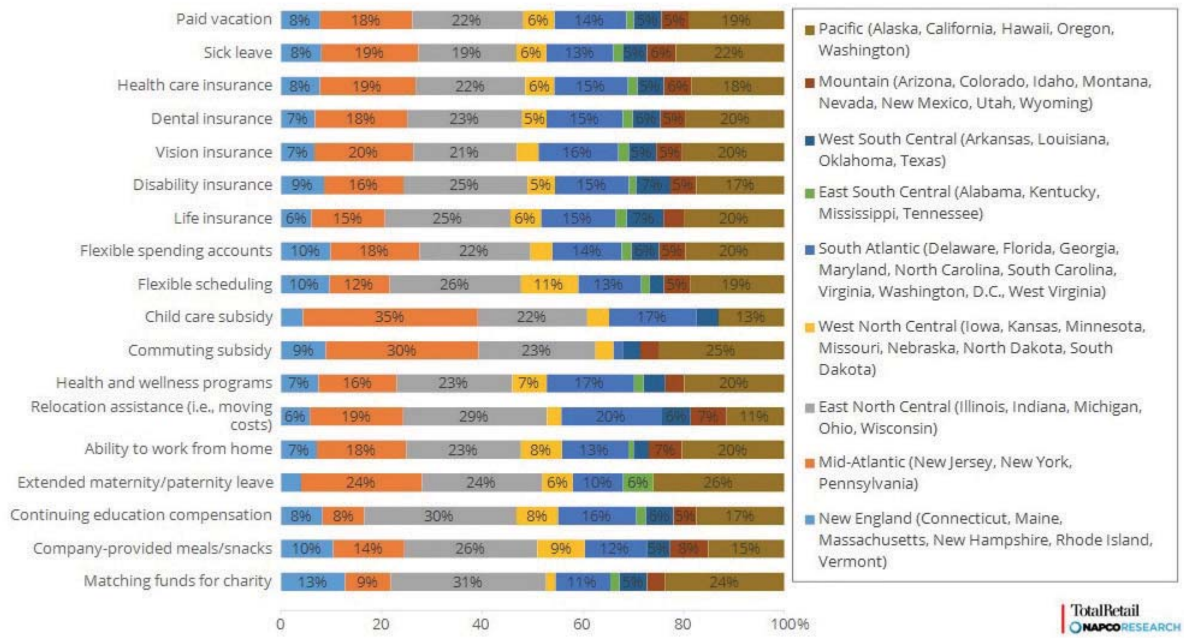


The more years you've worked, the more benefits you receive. That's the theme to emerge from the above chart. Those respondents who have 20-plus years experience in the retail industry are leading the way when it comes to benefits received, whether it be paid vacation or relocation assistance or child care subsidies, among others. Likewise, the less years of experience you have, the less likely you are to be receiving benefits. This is especially true among respondents with only one year to two years of experience.

Benefits that you might expect to be more valuable to younger employees with less experience, including continuing education compensation and extended maternity/paternity leave, are reflected in the respondents' answers. For example, 29 percent of respondents with less than five years of experience report having the option to take extended maternity/paternity leave, and 23 percent say they have the ability to work from home.

CHART 19

Benefits Breakdown by Region



What region of the country your company is headquartered in matters less to the benefits you receive than it does to your salary. Nearly all respondents receive standard benefits such as paid vacation, health and dental insurance, and sick leave. However, when it comes to fringe benefits that not all companies offer, there are some discrepancies by region of the country.

For example, those that live and work in the Mid-Atlantic are more likely than any other region to receive a commuting subsidiary from their employer. And if you want the flexibility to work from home, the East North Central region is where you want your company to be headquartered. Lastly, if you want to maximize your charitable giving with company-matched funds for your favorite charities, head out West, as 24 percent of all respondents in the Pacific region get this benefit.

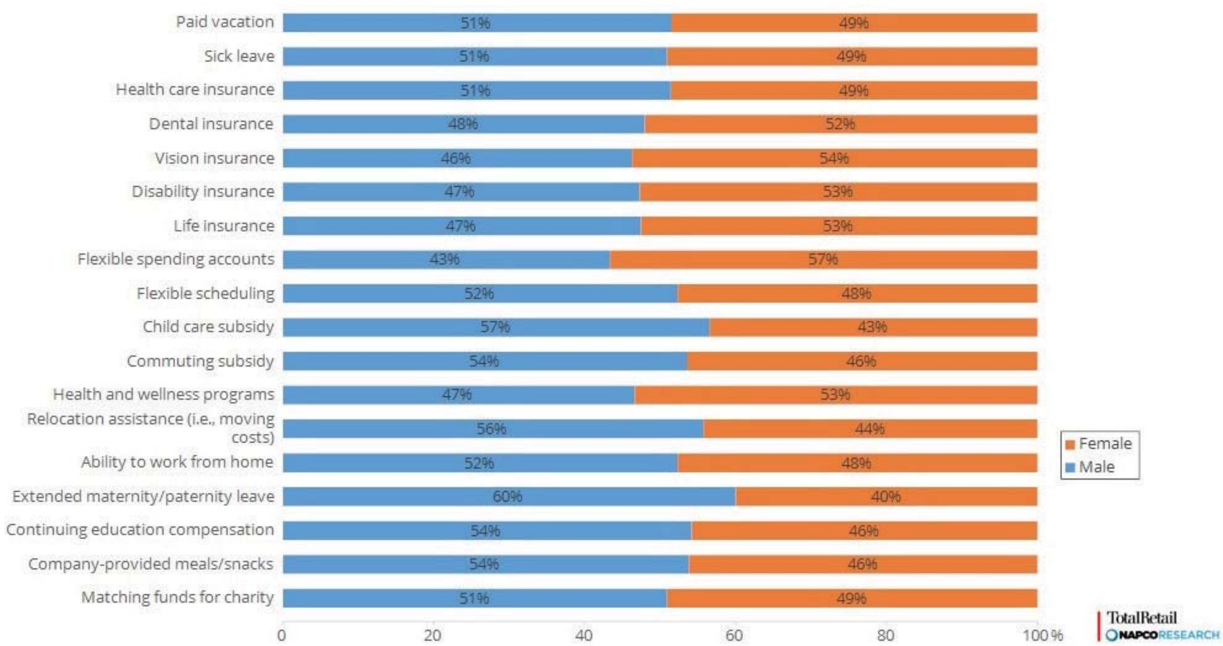
CHART 20

The Impact of Age on Benefits Received

This chart examines the relationship between age and the benefits a retail employee receives. Interestingly, 64 percent of survey respondents who receive a commuting subsidy from their employers are between the ages of 25 and 44. The recipients of this benefit may skew younger because people this age are raising families in the suburbs and commuting into big cities where retail headquarters are often located. It's also interesting to note that less than half of employers provide relocation assistance to those aged 45 and older, of whom you would think to be in upper-management positions. Turnover rates within the retail industry tend to run higher than other industries, so it's a bit surprising that more companies don't offer this benefit to older employees.

CHART 21

Benefits Breakdown by Gender

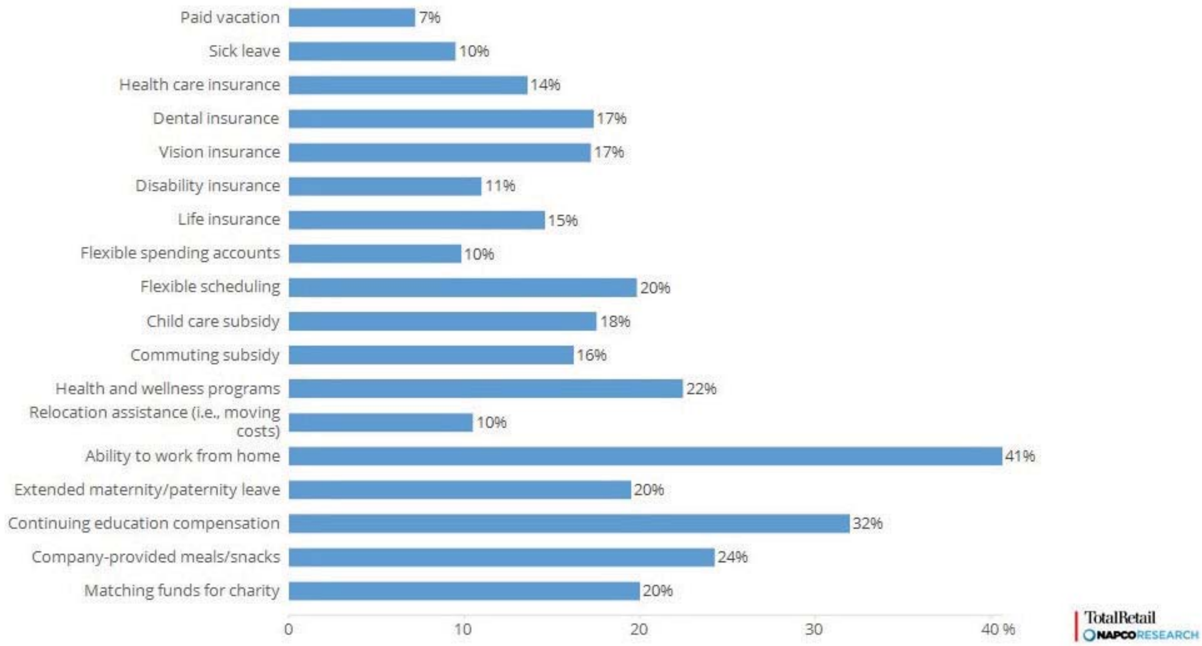


You would expect that women are the ones to get extended maternity leave after having a child, however, 60 percent of the retailers surveyed who receive extended maternity/paternity leave are men. Additionally, 57 percent of those respondents who earn a child care subsidiary are men, compared to 43 percent of women.

The benefit that's most heavily offered to women is flexible spending accounts (FSA), with 57 percent of female respondents saying they have access to a FSA compared to 43 percent of men.

CHART 22

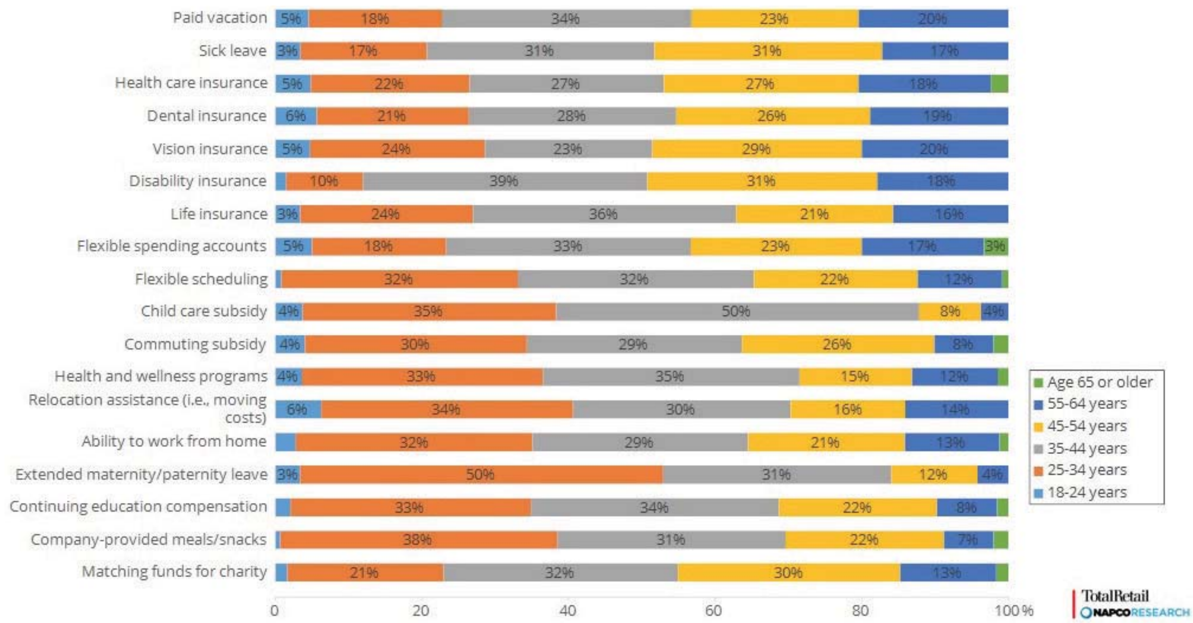
Benefits Retailers Don't Have That They Want



While we've covered what benefits respondents already receive from their employers, what do they want that they don't have? By far, those surveyed would like to have the ability to work from home (41 percent). Thirty-two percent of respondents also want compensation for furthering their education. When it comes to health benefits, vision and dental were the most wished for, both coming in at 17 percent.

CHART 23

How Benefit Wants Change by Age



Age affects benefit desires in some pretty standard ways. For example, 50 percent of those respondents expressing they want extended maternity/paternity leave are 25 to 34 years old. This makes sense considering this is the age demographic where people are most likely to start a family. It also makes sense then that 50 percent of survey respondents who voiced that they would like a child care subsidy are those in the 35- to 44-year-old age group.

CHART 24

How Benefit Wants Change by Gender

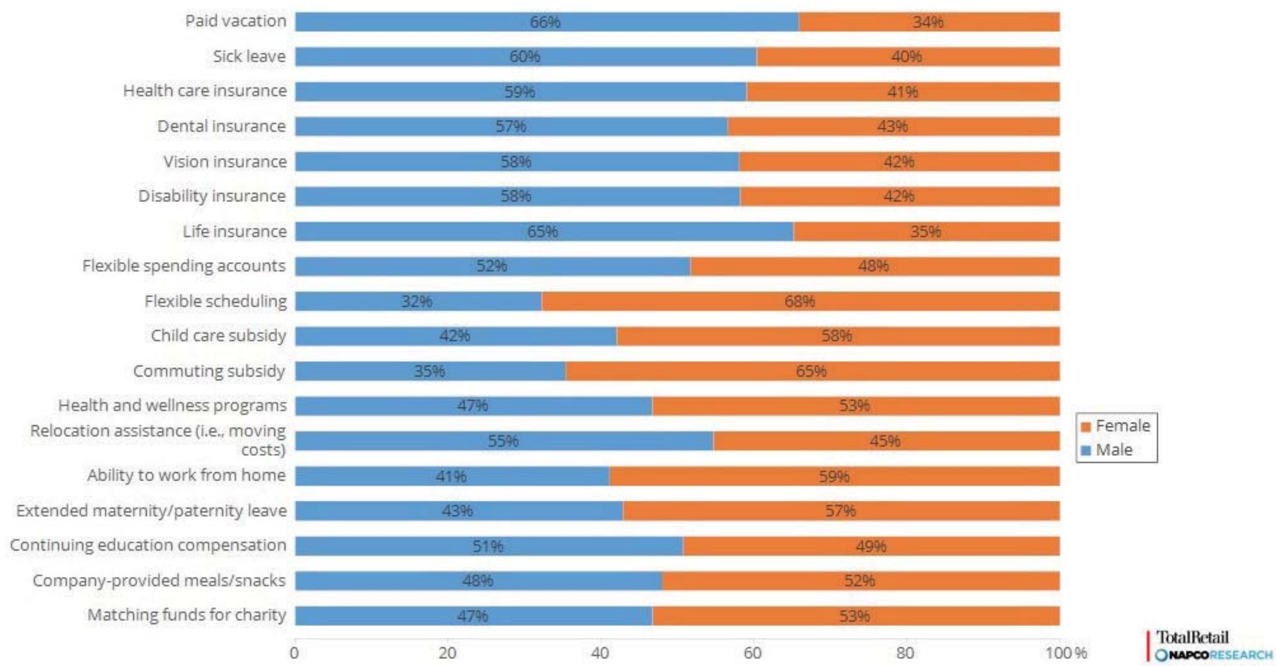


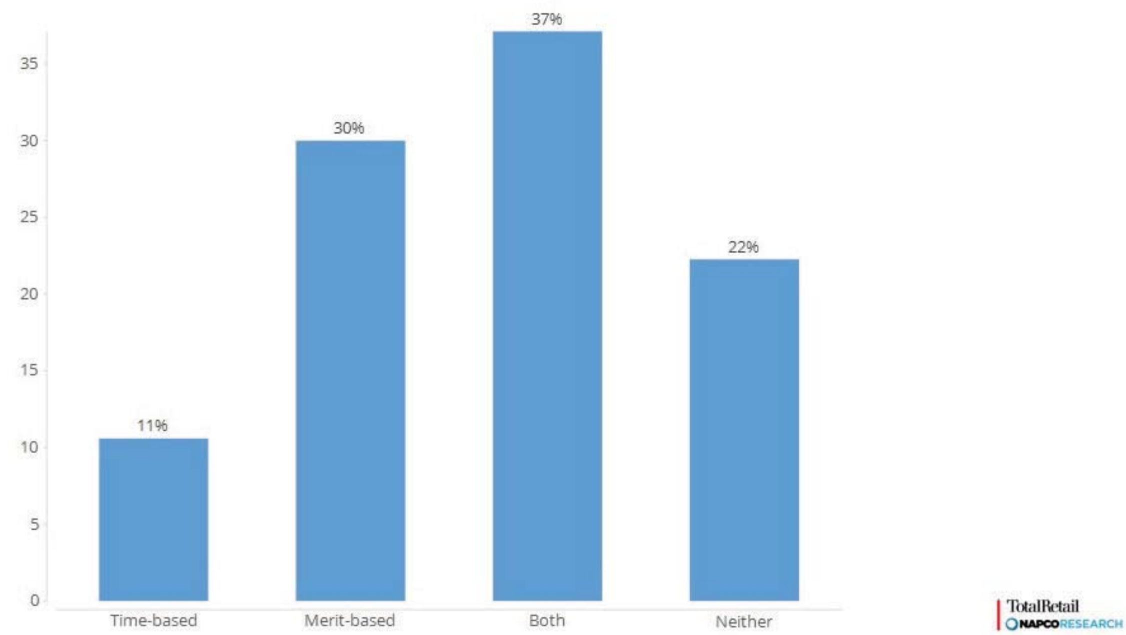
Chart 21 shows that 60 percent of those surveyed who receive extended maternity or paternity leave are men. In Chart 24, you can see that women want that same benefit — 57 percent of those that yearn for paid maternity/paternity leave are women. The majority of women also would like flexible scheduling (68 percent) and the ability to work from home (59 percent). Conversely, men prefer more so-called "traditional" benefits such as added paid vacation time (66 percent) and life insurance (65 percent).

SECTION III: CLIMBING THE CORPORATE LADDER

Professional development should be a continual process for all employees, no matter their profile. But that's easier than said than done, especially at companies that are reluctant to invest in the future of their employees. This section reveals how retail executives feel about the opportunity for professional growth at their companies, as well as their insights into how fairly they think they're being compensated for their work.

CHART 25

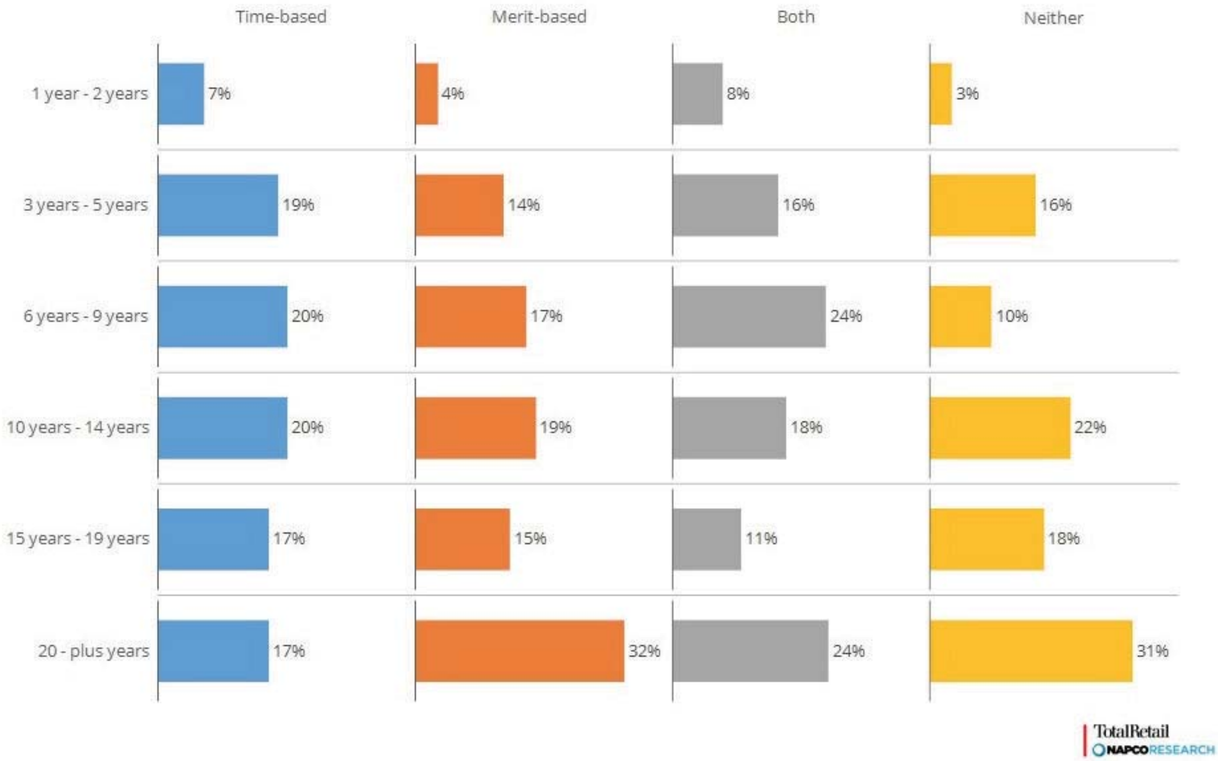
How Retailers Believe Their Companies Award Raises



No matter what they're based on, pay raises are critical to retaining executive talent and keeping employee morale up. Seventy-eight percent of those surveyed believe their companies award raises based on time, merit or a combination of both. However, 22 percent say raises are awarded based on other factors — maybe their companies offer the same raises across the board? Regardless, it should be clear to employees how raises are awarded and why.

CHART 26

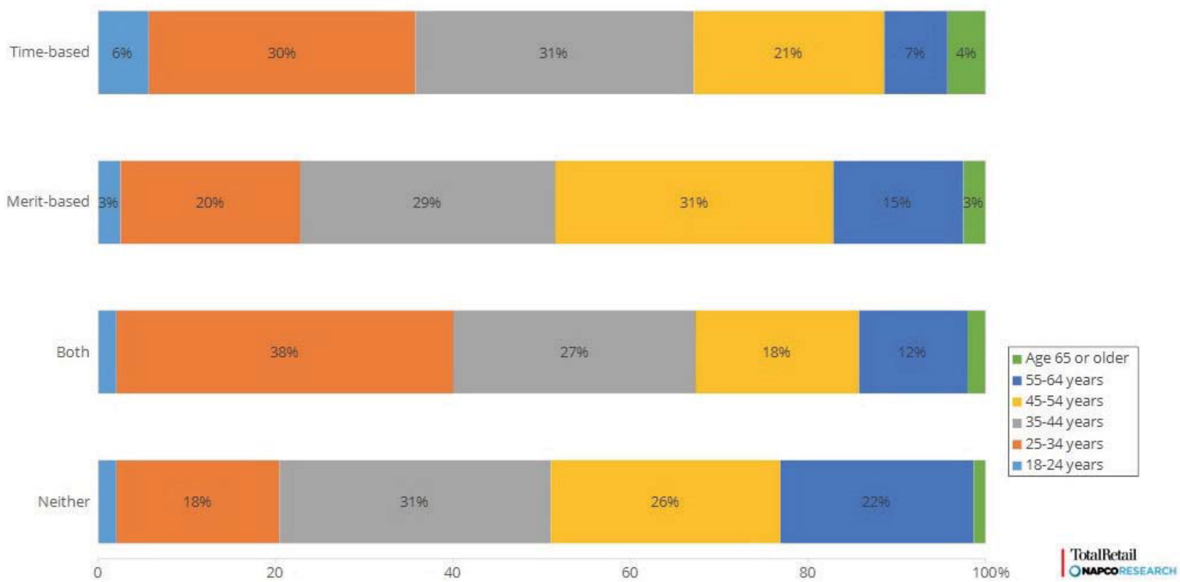
How Experience Level Influences Perception of Raises



Nearly half of those who believe their companies give raises based on merit have the most experience in the industry — 15-plus years. Thirty-one percent of respondents who stated their companies give raises neither based on merit or experience are those with 20-plus years of experience, perhaps showing the more jaded and cynical side of those veterans in the industry.

CHART 27

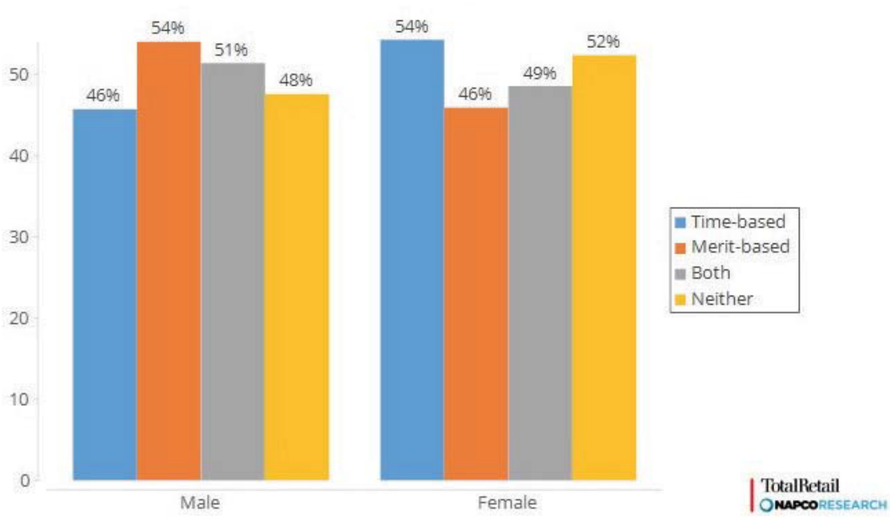
How Age Impacts Perception of Raises



More than one-third of respondents (36 percent) who believe that raises are given based on time spent at a company are between the ages of 18-34. This is intriguing because, most likely, this is the group that has spent the least amount of time with a company. Also interesting to note is that 57 percent of those who think companies base raises on neither time or merit are in the prime workforce age group of 35 to 54 years old. When you add in those aged 55 to 64, that number jumps to 79 percent. It would be interesting to find out what these respondents believe raises are based on if it's not merit or time.

CHART 28

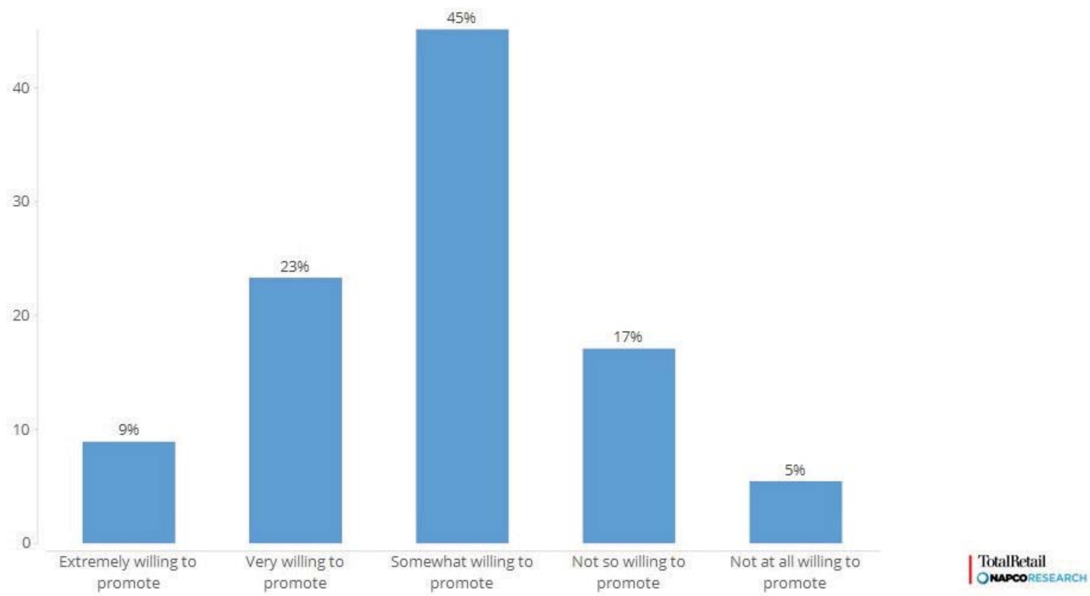
How Gender Influences Perception of Raises



This chart shows that men and women have slightly different perceptions around how employees earn raises. Fifty-four percent of men, for example, believe their companies award raises based on merit, compared to 46 percent of women who feel the same way. Meanwhile, 54 percent of women think their employers award raises based on time employed at the company. Based on these results, women might feel as though their hard work is being overlooked.

CHART 29

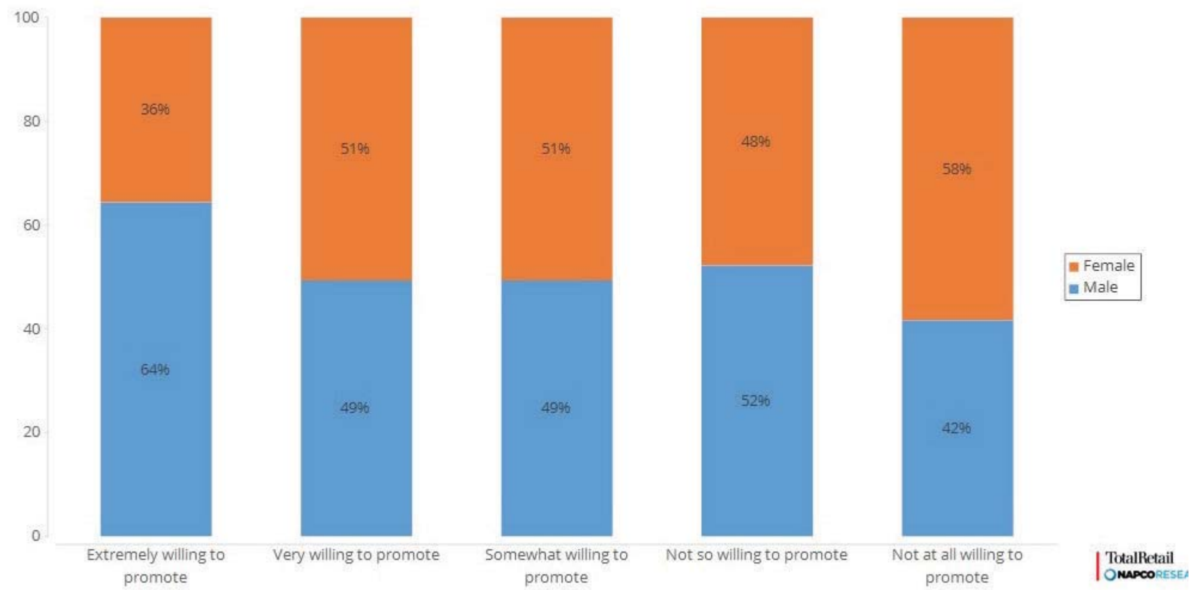
Retailers' Beliefs on How Willing Their Companies Are to Promote



The good news is that 32 percent of respondents believe their employers are "very willing" or "extremely willing" to promote. Compare that to the 22 percent of respondents who said their companies are "not so willing" or "not at all willing" to promote employees from within the company. Having room to grow at a company is essential for professional development.

CHART 30

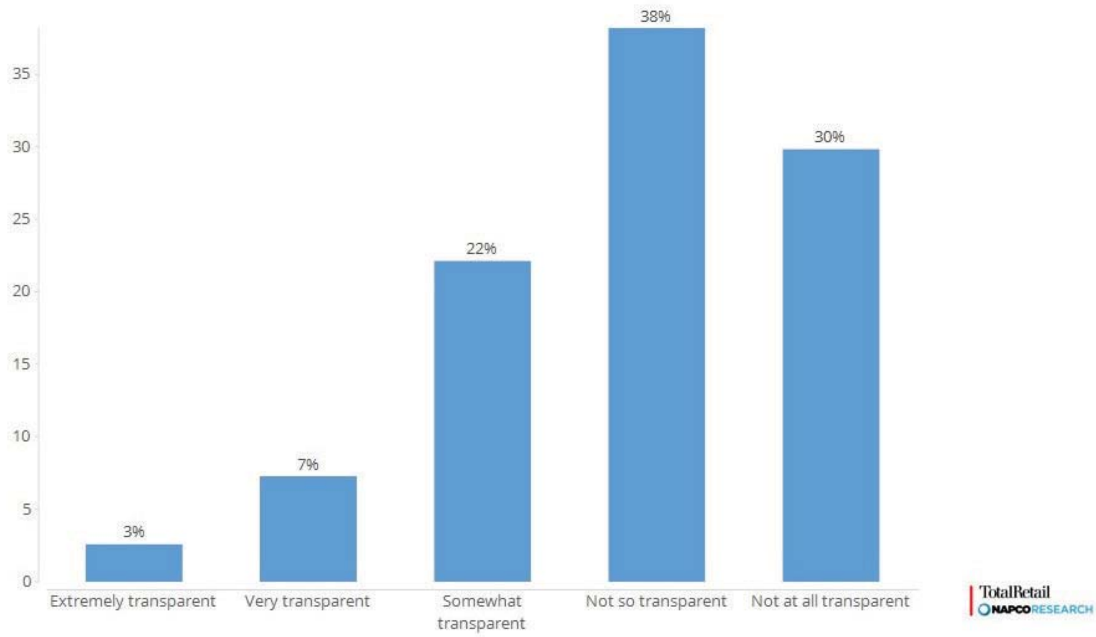
How Gender Influences Belief on Willingness to Promote



Women respondents tended to be less optimistic than men about their companies willingness to promote. Thirty-six percent of women said they believe their employer is extremely willing to promote from within, compared to 64 percent of men who felt the same way. The numbers are much closer between the two genders in the middle categories — very willing to promote, somewhat willing to promote, not so willing to promote — before splitting again when the answer was not at all willing to promote, where 58 percent of women felt that was the case vs. 42 percent of men.

CHART 31

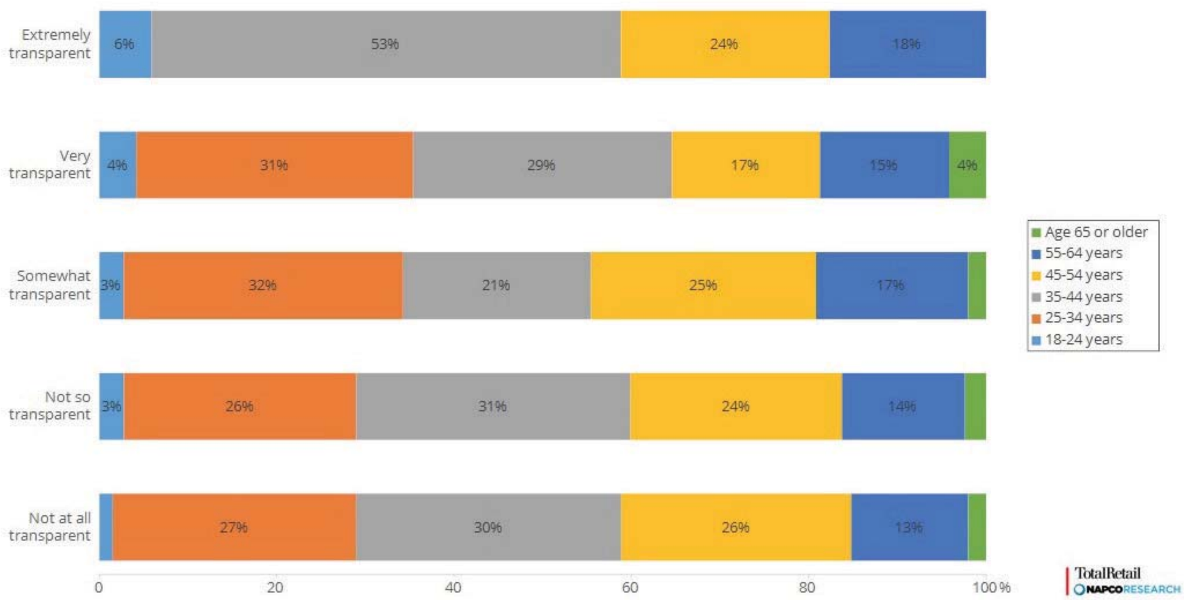
Employees Feel Companies Lack Transparency on Compensation



The overwhelming majority of respondents — 38 percent — believe their companies are not so transparent on matters around compensation. The next largest percentage of respondents — 30 percent — believe that their companies are not at all transparent about employee compensation. And perhaps most troubling is that only 10 percent of respondents feel their companies are either very or extremely transparent about employee compensation.

CHART 32

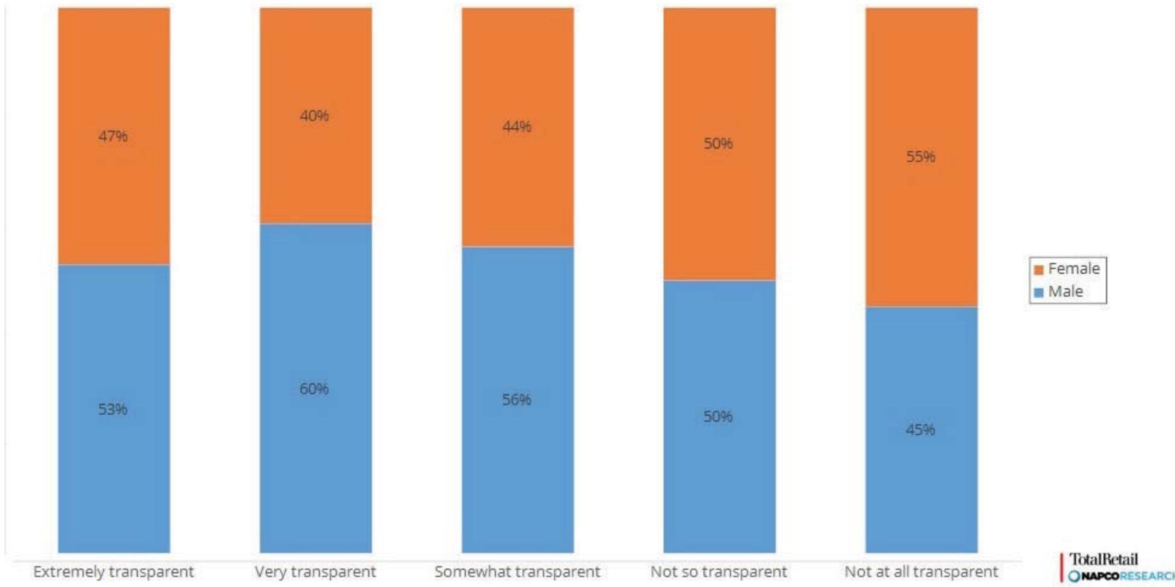
Age Impacts How Employees View Compensation Transparency



Age does impact employees' views about how transparent their companies are about compensation. For example, of those respondents who believe that their companies are extremely transparent, 53 percent are aged 35 to 44, 24 percent are aged 45 to 54, 18 percent are aged 55 to 64 and 6 percent are aged 18 to 24. Not one respondent in the 25- to 34-year-old range felt that their company is extremely transparent about employee compensation. Conversely, 53 percent of respondents aged 25 to 34 believe their companies are either not so transparent or not at all transparent on compensation.

CHART 33

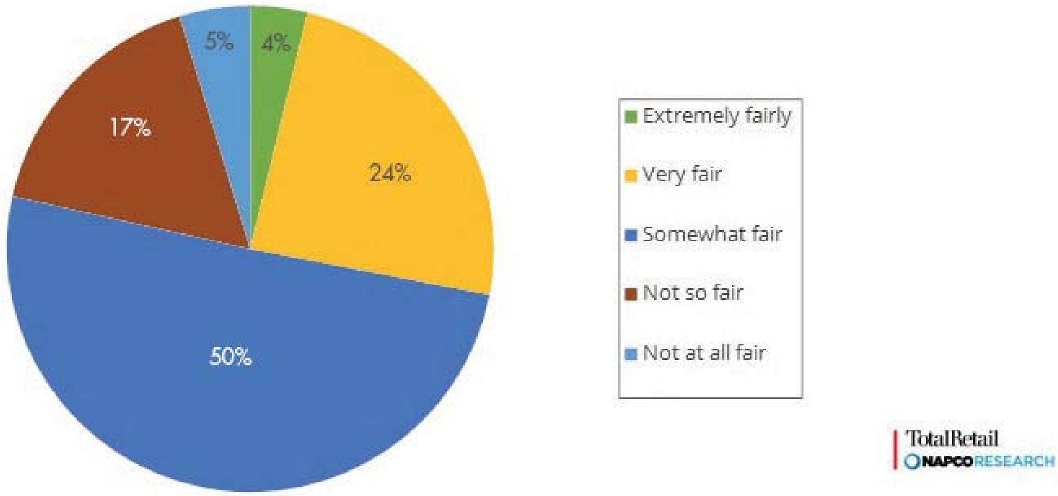
Gender Impacts How Employees View Compensation Transparency



This chart examines how the two genders compare against each other in how they view compensation transparency. The data shows that men, in general, believe that their companies are more transparent about employee compensation than women do. For example, of the respondents that said their companies were very transparent about compensation, 60 percent were men vs. 40 percent of women that felt the same. Therefore, it makes sense that of the respondents that said their companies weren't transparent at all about compensation, 55 percent were women compared to 45 percent that were men.

CHART 34

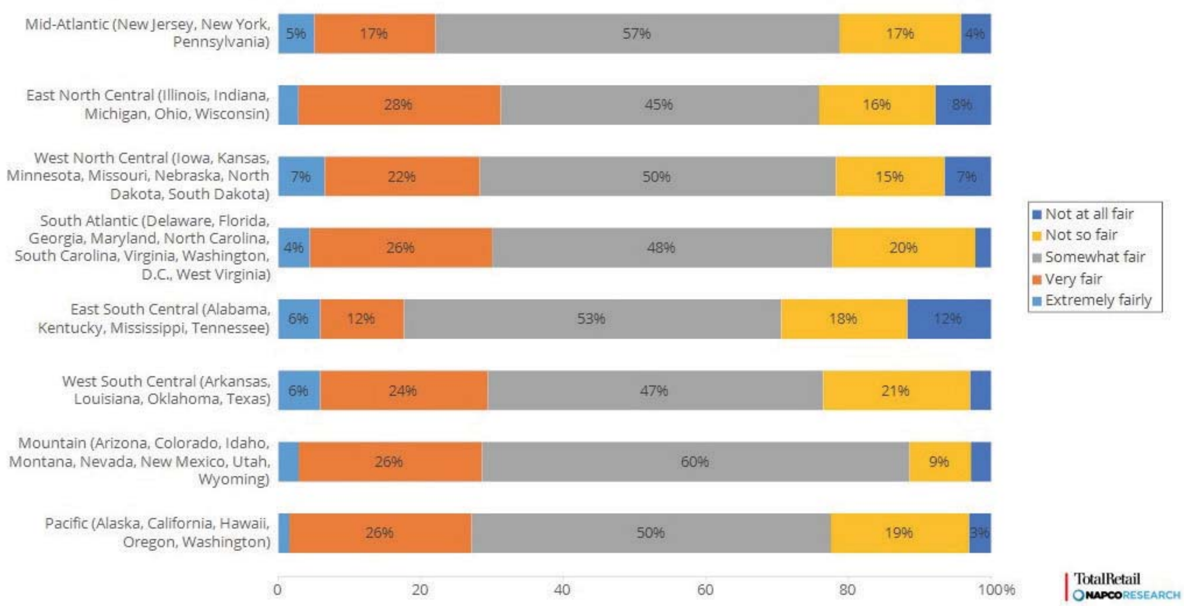
How Fairly Employees Feel They're Being Compensated



All in all, I think retail businesses would be happy with the data on this chart. A full 50 percent of respondents believe they're being compensated somewhat fairly. The next highest group — 24 percent — believe they're being compensated very fairly, which is good news for retailers. Therefore, nearly three-fourths of the respondents feel they're being compensated at least somewhat fairly. Just 5 percent of respondents believe they're being compensated not fairly at all.

CHART 35

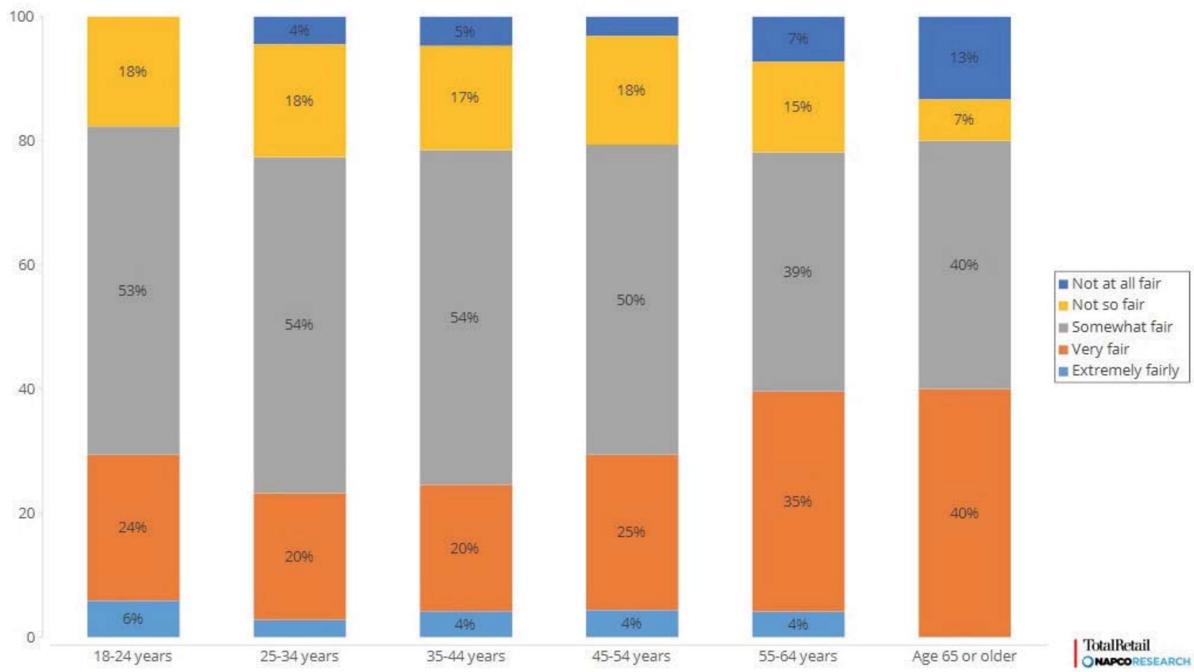
How Views of Compensation Fairness Differ Across the Country



The most respondents from each region believe the compensation they receive is somewhat fair. Those in New England are most happy with their compensation, with 34 percent of respondents saying they're being paid very or extremely fairly. Those respondents with their companies headquartered in the East South Central Region (Alabama, Kentucky, Mississippi, Tennessee) have the biggest gripe about their salaries, with 30 percent saying they're being paid not so fair or not at all fair.

CHART 36

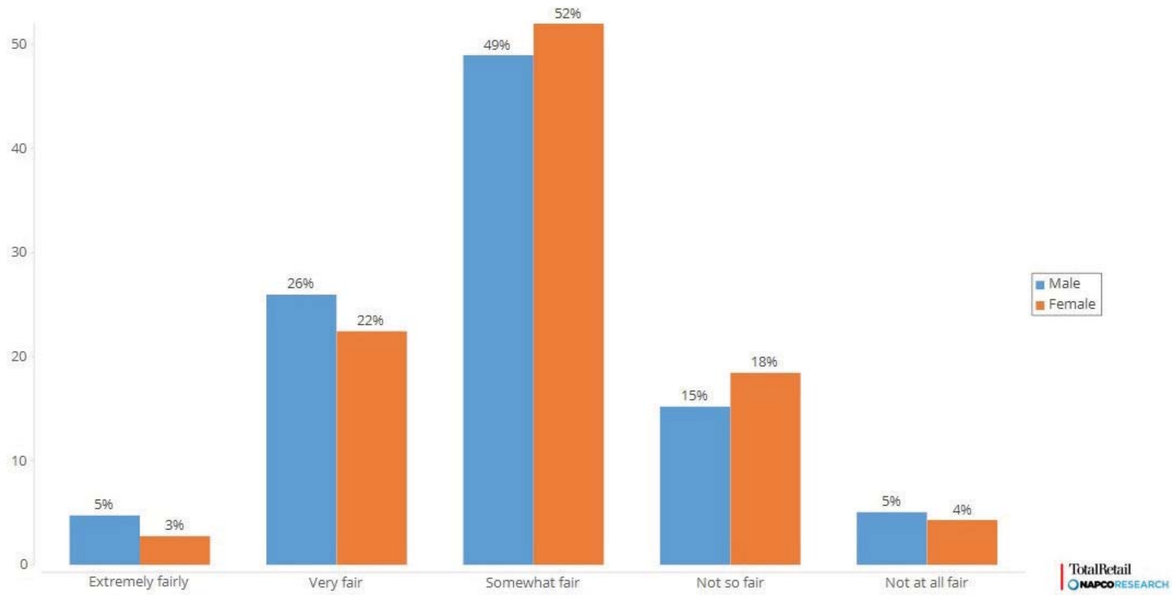
How Age Influences View on Compensation Fairness



Again, most respondents, regardless of their age, believe they're being paid at least somewhat fairly. According to the data, 40 percent of respondents aged 65 or older believe they're being compensated fairly, representing the highest percentage of any age group. Ironically, this age group also has the highest percentage of respondents — 13 percent — who believe they're not being paid fairly at all. Only a small percentage of respondents across the board believe they're being compensated extremely fairly. The age group with the highest percentage here is 18-24 years; 6 percent of those respondents believe they're being compensated extremely fairly.

CHART 37

How Gender Influences View on Compensation Fairness



As is turns out, men and women don't differ all that much on their views about how fairly they're being paid by their employers. In fact, men and women by and large agree when it comes to how fairly they're compensated. What's more, in general, men and women think they're being compensated fairly. According to the chart, more respondents (31 percent of men, 25 percent of women) feel they're being paid either very fairly or extremely fairly than those who feel they're not being fairly paid (20 percent of men, 22 percent of women). It's also important to note that the vast majority of respondents believe they're being somewhat fairly paid (49 percent of men, 52 percent of women).

Methodology

This online survey was conducted over a two-week period in June 2016. A total of 660 respondents completed the survey. Those respondents comprised a portion of the *Total Retail* audience, including small to midsized retail organizations as well as enterprise brands, representing a multitude of retail verticals, including apparel/accessories, consumer electronics, home improvement, sporting goods and more.

NAPCO RESEARCH

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TotalRetail

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- Opportunity discovery
- Market segmentation
- Landscape insight
- User needs and wants
- Product features and functionality
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- Sales strategy and tactics
- Market conditions
- Benchmarking
- Industry trends
- Brand awareness