

Promotional Guidelines Survey

A Report by WorldatWork
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research





About WorldatWork® – The Total Rewards Association

WorldatWork (www.worldatwork.org) is a nonprofit human resources association for professionals and organizations focused on compensation, benefits, work-life effectiveness and total rewards – strategies to attract, motivate and retain an engaged and productive workforce. WorldatWork and its affiliates provide comprehensive education, certification, research, advocacy and community, enhancing careers of professionals and, ultimately, achieving better results for the organizations they serve. WorldatWork has more than 65,000 members and subscribers worldwide; 80 percent of Fortune 500 companies employ a WorldatWork member. Founded in 1955, WorldatWork is affiliated with more than 70 local human resources associations and has offices in Scottsdale, Ariz., and Washington, D.C.

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Introduction & Methodology

This report summarizes the results of a June 2016 survey of WorldatWork members to gather information about current trends in promotional guidelines. It focuses on a variety of practices and policies, including what employers consider to be promotions, as well as the standard pay increases that often accompany promotions.

On June 15, 2016, survey invitations were sent electronically to 5,201 WorldatWork members. Randomly selected members had designated compensation only or compensation and benefits as their primary job function(s) in their WorldatWork member profile.

The survey closed on July 5, 2016, with 703 responses, a 14% response rate. The dataset was cleaned and analyzed using statistical software. Any duplicate records were removed, resulting in a final dataset of 542 responses. Data comparisons with any relevant, statistically significant differences are noted in this report.

The demographics of the survey sample and the respondents are similar to the WorldatWork membership as a whole. The typical WorldatWork member works at the managerial level or higher in the headquarters of a large company in North America.

The frequencies or response distributions listed in the report show the number of times or percentage of times a value appears in a dataset. Due to rounding, frequencies of data responses provided in this survey may not total 100%.

WorldatWork conducted similar promotional guidelines surveys in 2014, 2012, 2010 and 2006. The reports can be viewed on the WorldatWork [website](#). Where possible, historical comparisons from data gathered in the previous survey are shown.

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Demographics

Figure 1: “Your organization is:” (n=510)

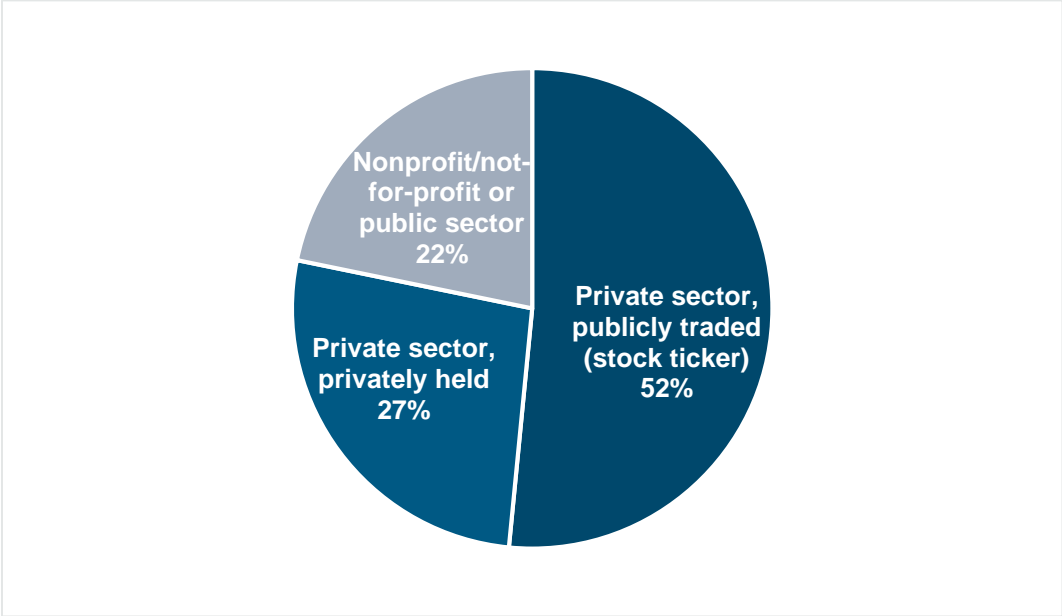


Figure 2: “Please choose the total number of full-time employees (FTEs) your organization employs worldwide:” (n=511)

Option	Percentage
Fewer than 100 employees	0%
100 to 499	5%
500 to 999	7%
1,000 to 2,499	21%
2,500 to 4,999	17%
5,000 to 9,999	18%
10,000 to 19,999	13%
20,000 to 39,999	9%
40,000 to 99,999	6%
100,000 or more employees	3%

Figure 3: “Please choose one category that best describes the industry in which your organization operates:” (n=508)
Industries with less than 2% are not listed in this table.

Option	Percentage
All Other Manufacturing	14%
Finance & Insurance	14%
Health Care & Social Assistance	9%
Utilities, Oil & Gas	7%
Consulting, Professional, Scientific & Technical Services	6%
Information (includes Publishing, IT, etc.)	6%
Educational Services	4%
Retail Trade	4%
Computer & Electronic Manufacturing	3%
Accommodations & Food Services	2%
Other Services (except Public Administration)	2%
Pharmaceuticals	2%
Transportation	2%
Other	21%

Figure 4: “What is the approximate annual voluntary turnover for employees?” (n=503)

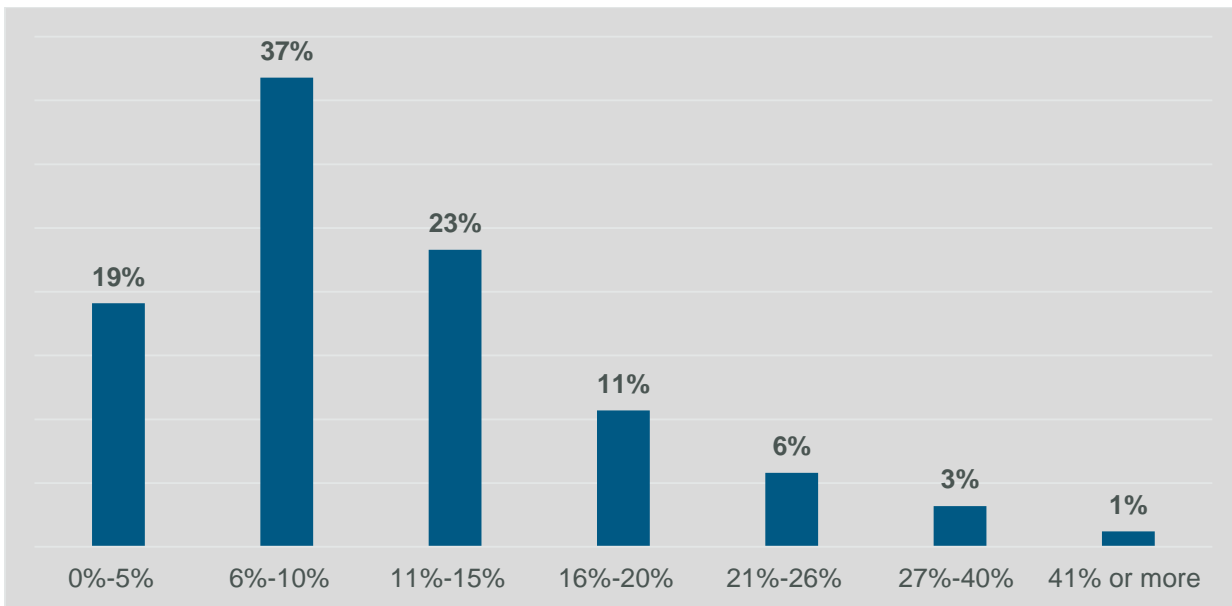
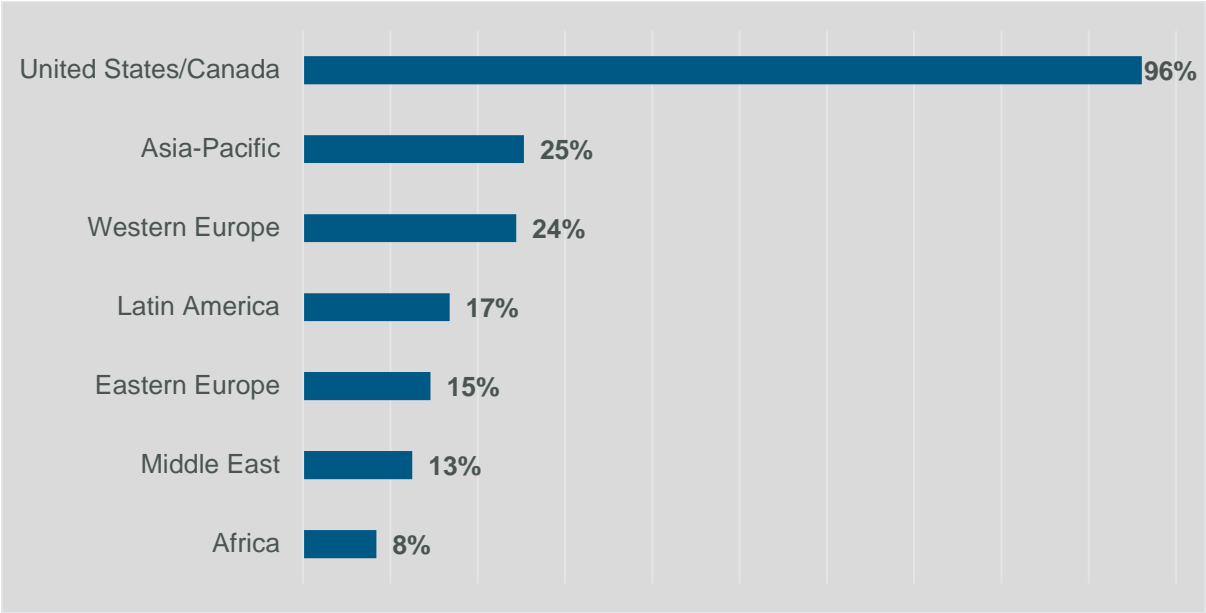


Figure 5: “For which regions of the world do you have responsibility? (Select all that apply.)” (n=513)

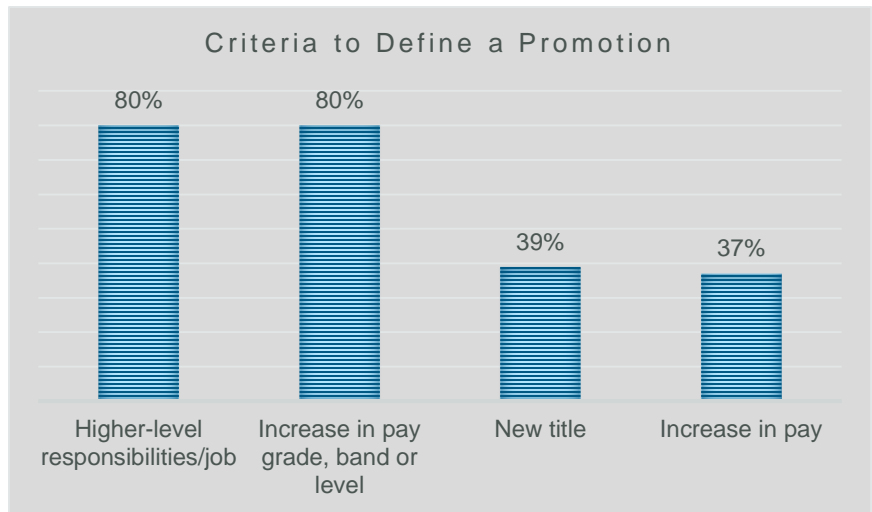


Executive Summary

The percentage of employees receiving a promotion on an annual basis has increased from 7.0% to 9.3% since 2010, (a shift from 9.0% in 2014 to 9.3% in 2016). (See Figure 9.) More than 60% of organizations agree that the number of promotions has remained about the same. (See Figure 10.)

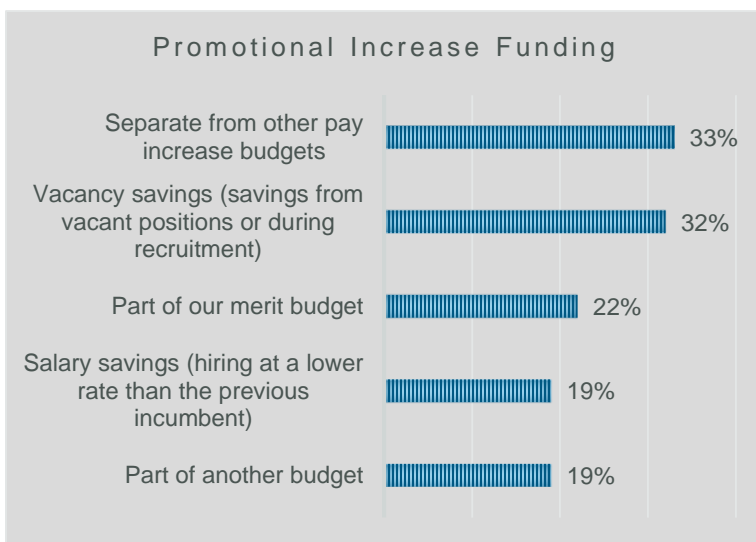
The average size of promotional increases, as a percentage of base pay, are increasing among nonexempt (hourly) and exempt (salaried) employees, to 8.1% and 9.3% respectively. While hourly and salaried employees' promotional increases are rising, promotional increases for officers/executives have declined to 9.6% this year, down from 10.1% in 2014. (See Figure 7.) Most organizations (47%) do not limit the size of promotional increases, a shift from previous years. (See Figure 12.)

80% of organizations define promotions with the following criteria: higher-level responsibilities/job or an increase in pay grade, band or level. (See Figure 6.) During 2016, the most influential factors in determining rates of promotional increases were pay range for a new position (70%) and rates paid to other employees similarly situated within the organization (64%). (See Figure 8.)



Funding of Promotional Increases

The practice of budgeting separately for funding promotional increases has declined since 2014, but is still occurring in 33% of organizations. Not far behind in funding these increases are vacancy savings, savings from vacant positions or during recruitment, at 32%. (See Figure 11.)



Communicating Promotional Guidelines

38% of organizations use promotional guidelines and policies to direct human resources and management, communicating with employees when they ask. (See Figure 14.)

Position Movement

Most organizations do not set limits for how many grades, bands or levels employees are permitted to move in a single promotion (77%). (See Figure 15.) Of the 13% who responded that there was

a limit for moving in a single promotion, more than 90% either permit one or two moves, 57% and 35% respectively. (See Figure 16.)

Effect of Promotions on Merit Increases and Variable Pay Awards

34% of organizations allow promoted employees to be eligible for the nearest merit increase, followed by 24% of companies that are determined on a case-by-case basis. (See Figure 18.) Bonuses or incentive payouts are most often calculated by prorating previous and new rates of pay. (See Figure 22.)

Timing and Frequency

68% of promotions occur as needed, 19% annually and 7% every six months. (See Figure 19.) There is largely no limit or formal policy for how often employees are eligible for a promotion. (See Figure 21.) Officers/executives have the most flexibility among employee classifications to be promoted after being hired, with no minimum time limit (66%). Nonexempt and exempt employees also often have no minimum time requirement for the eligibility for promotions after hire, 47% and 48% respectively. (See Figure 20.)

Promotional Opportunities and Employee Motivation

A majority of organizations (64%) do not feature or market promotional opportunities as a key employee benefit to attract new employees, similar to previous years. (See Figure 23.) 65% of respondents would consider their organization's promotional activities to have a positive effect on employee motivation, a greater reported effect than on employee engagement (60%) or employee satisfaction (59%). (See Figure 24.)

Global Practices

The majority of participants (40%) say their promotional guidelines are designed primarily at the corporate level, and all employees generally participate in the same programs, with flexibility for local countries to make limited adaptations or implement unique programs of nominal cost. While this practice has remained most popular, it has declined by four percentage points from 2014. Gaining traction by six percentage points to 37% are organizations that design their promotional guidelines at the corporate level with all employees participating in the same programs. (See Figure 25.) 60% of organizations apply their promotional guidelines or policies to all countries. (See Figure 26.)

Results and Analysis

Definition of Promotion

Figure 6: “Which of the following describes how your organization defines an employee “promotion?” (Select all criteria that are REQUIRED to be considered a promotion.)”

	2010	2012	2014	2016
n=	719	707	443	541
Higher-level responsibilities/job	73%	76%	77%	80%
Increase in pay grade, band or level	84%	84%	75%	80%
New title	33%	36%	39%	39%
Increase in pay	n/a	n/a	35%	37%
New department	1%	1%	2%	3%
Other	4%	4%	2%	3%

Size and Determination of Promotional Increases

Figure 7: “In 2016 (or current fiscal year), what has been the average promotional increase, expressed as a percentage of base pay, for each employee category in your organization? If the employee category is not applicable for your organization, please leave it blank.”

	2010		2012		2014		2016	
	n	%	n	%	n	%	n	%
Nonexempt (hourly)	504	7.0%	505	7.4%	306	7.6%	392	8.1%
Exempt (salaried)	584	8.3%	578	8.7%	355	8.8%	457	9.3%
Officers/executives	380	9.5%	383	10.2%	239	10.1%	317	9.6%

Figure 8: “During 2016, what has been the most influential factor(s) in determining rates of promotional increase? (Select up to three factors).”

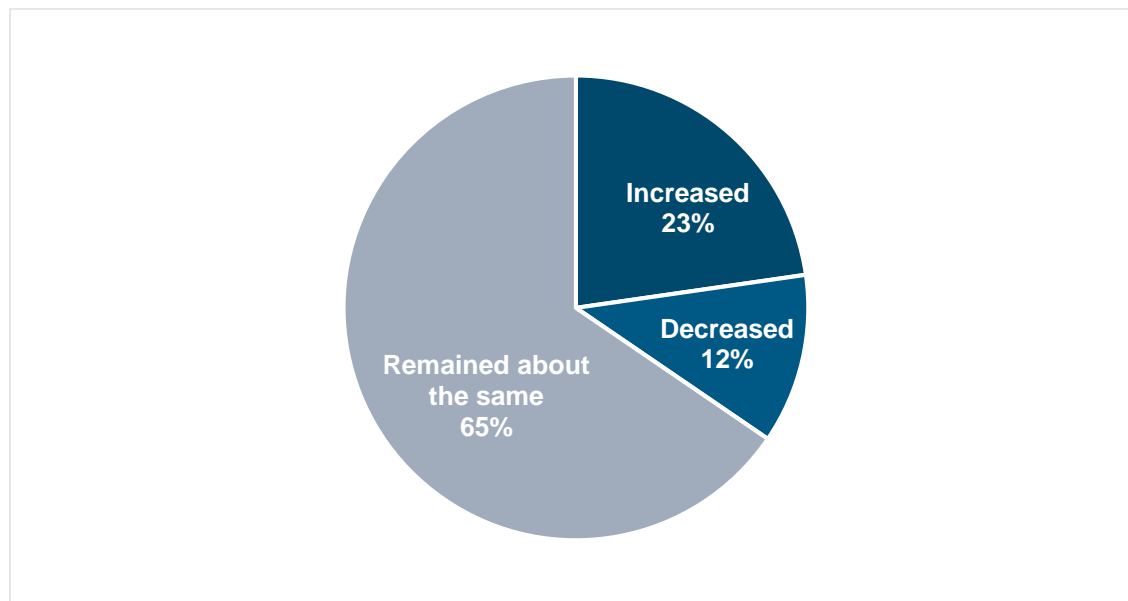
	2010	2012	2014	2016
n=	684	689	428	530
Pay range for the new position	66%	69%	71%	70%
Rates paid to other employees similarly situated within the organization	60%	60%	60%	64%
External pay data, if available	36%	38%	39%	44%
Qualifications of the individual, compared to the qualifications of other employees in the same job within the organization	30%	27%	32%	31%
Performance level of the individual being promoted	29%	28%	29%	27%
Number of pay grades between the old position and the new position	19%	16%	19%	15%
A fixed percentage increase for most promotional increases	21%	21%	16%	12%
Whether the promotional increase involves a change from nonexempt to exempt classification	8%	8%	8%	9%

Number of Promotions

Figure 9: “What percentage of employees were promoted in 2015 (or last fiscal year)? Please specify as a percentage of the number of total employees.”

	2010	2012	2014	2016
n=	477	621	382	517
2015 or last fiscal year from survey date	7.0%	8.4%	9.0%	9.3%

Figure 10: “Compared to 2014 (or previous fiscal year), the percentage of employees promoted in 2015 (or last fiscal year):”



Funding

Figure 11: “How does your organization fund promotional increases? (Select all that apply.)”

	2010	2012	2014	2016
n=	600	587	372	523
We budget for promotional increases separately from other pay increase budgets.	44%	43%	42%	33% ¹
We pay for promotional increases with vacancy savings (savings from vacant positions or during recruitment).	22%	28%	29%	32%
We budget for promotional increases as part of our merit budget.	24%	18%	22%	22%
We pay for promotional increases with salary savings (hiring at a lower rate than the previous incumbent).	16%	17%	19%	19%
We budget for promotional increases as part of another budget.	13%	12%	12%	19%

¹ A statistically significantly lower percentage of participants cited that funding for promotional increases was budgeted separately from other pay increase budgets in 2016 (33%) compared to 2012 (43%) and 2010 (44%).

We pay for promotional increases out of our merit budget, but the merit budget is not inflated to cover promotional increases.	13%	16%	15%	14%
We pay for promotional increases out of another budget, but the other budget is not inflated to cover promotional increases. (Please specify budget.)	8%	7%	6%	9%
<ul style="list-style-type: none"> Department budget 				

Figure 12: “Does your organization limit the size of some or all promotional increases?”²

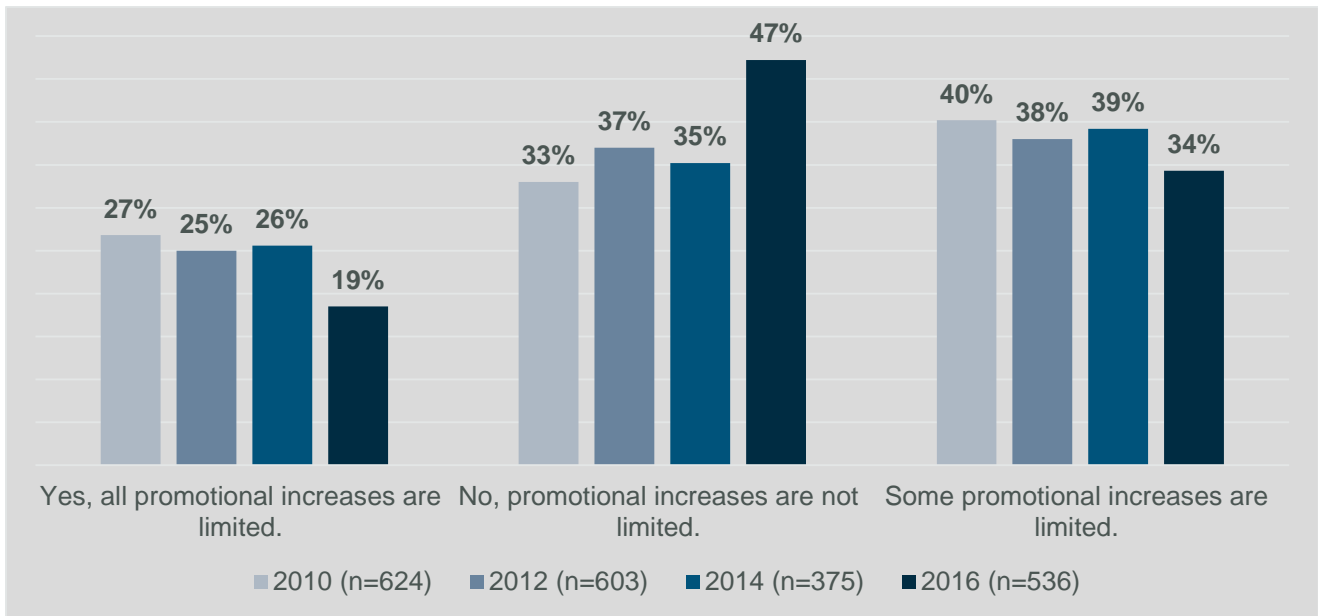


Figure 13: “What is the maximum amount employees are eligible for as a promotional increase? Please choose the most accurate response for each employee category.” Only participants who answered “yes” in Figure 12 received this question.

	n=	Less than 5%	5%-9%	10%-14%	15%-19%	20%-29%	30%-49%	More than 50%	No limit for this type of employee
Nonexempt (hourly)	82	4%	29%	29%	20%	11%	2%	0%	5%
Exempt (salaried)	91	3%	19%	35%	24%	13%	1%	0%	4%
Officers/executives	79	4%	11%	24%	24%	18%	0%	0%	19%

² In 2016, the percentage of organizations not limiting the size of promotional increases was statistically significantly greater (47%) than in 2014 (35%), 2012 (37%) and 2010 (33%).

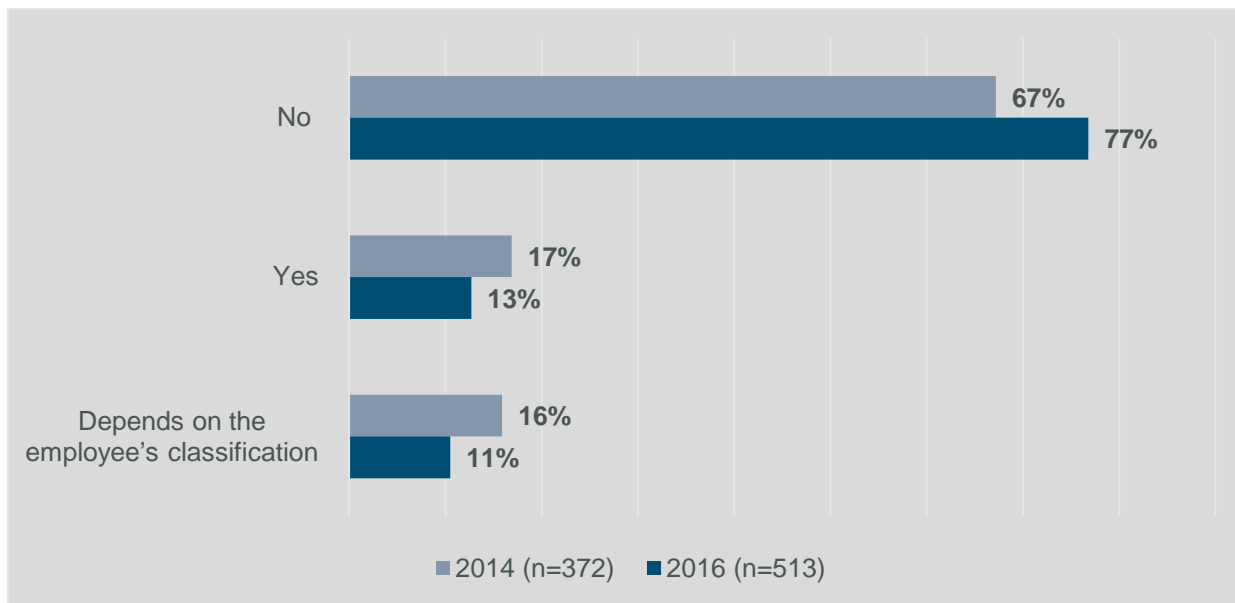
Communicating Promotional Guidelines

Figure 14: “What is your organization’s approach to the communication of promotional guidelines or policy?”

	2014	2016
n=	371	515
The guidelines and policy are mostly to guide HR and management; we will share these with employees when they ask	46%	38%
We do not have a formal policy on promotional guideline communication	n/a	29%
We want every employee to fully understand the guidelines and policy	23%	14%
We do not share the promotional guidelines or policy with employees	21%	13%
We communicate the guidelines to employees only when they are involved in a promotion	5%	5%
Other	5%	2%

Position Movement

Figure 15: “Does your organization set a limit for how many grades, bands or levels employees are permitted to move in a single promotion?”³



³ A statistically significantly larger percentage of organizations do not set a limit for how many grades, bands or levels employee can move in a single promotion in 2016 (77%) compared to 2014 (67%).

Figure 16: “How many grades, bands or levels are employees permitted to move in one promotion?” Only participants who answered “yes” in Figure 15 received this question.

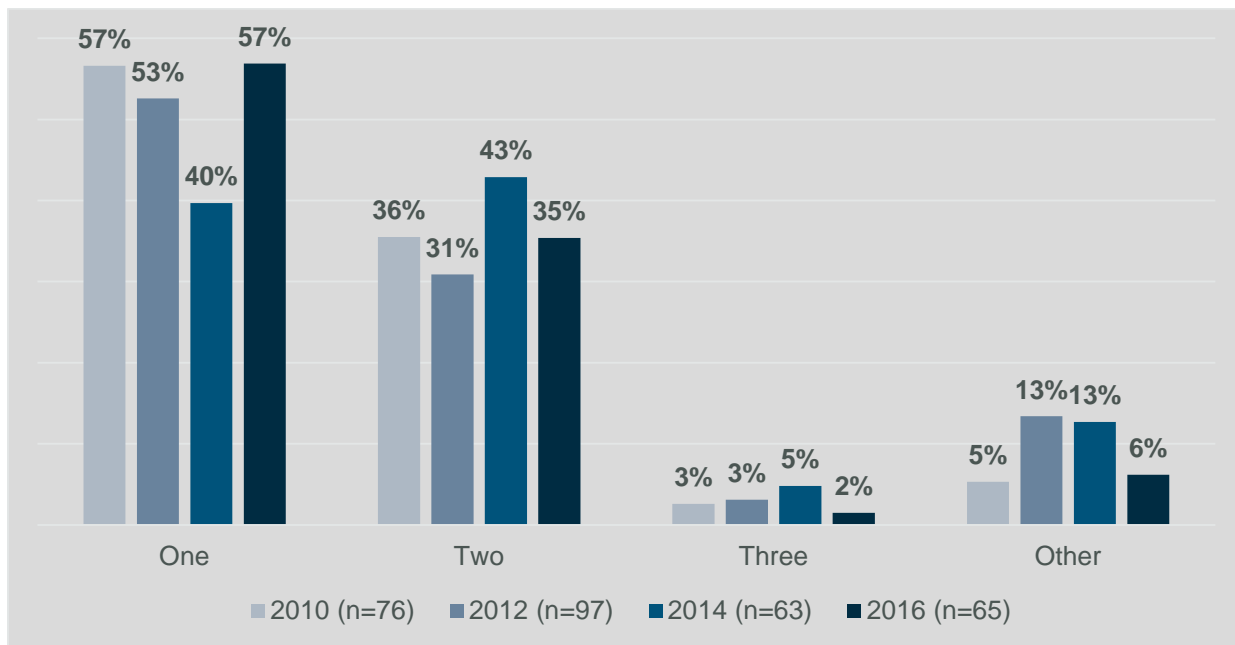
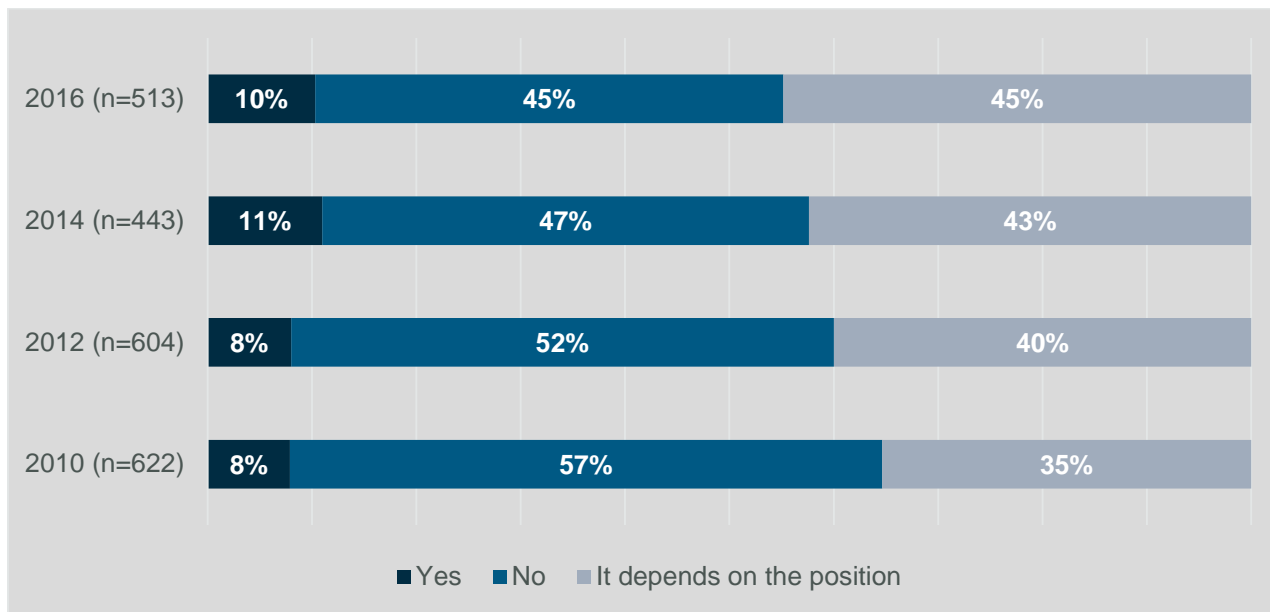


Figure 17: “Are employees typically eligible for a promotional increase when moving laterally?”⁴



⁴ In 2016, the percentage of organizations not permitting eligibility for lateral moves is statistically significantly lower (45%) than 2010 (57%), while the percentage of promotional increases for lateral moves based on the position is statistically significantly greater (45%) compared to 2010 (35%).

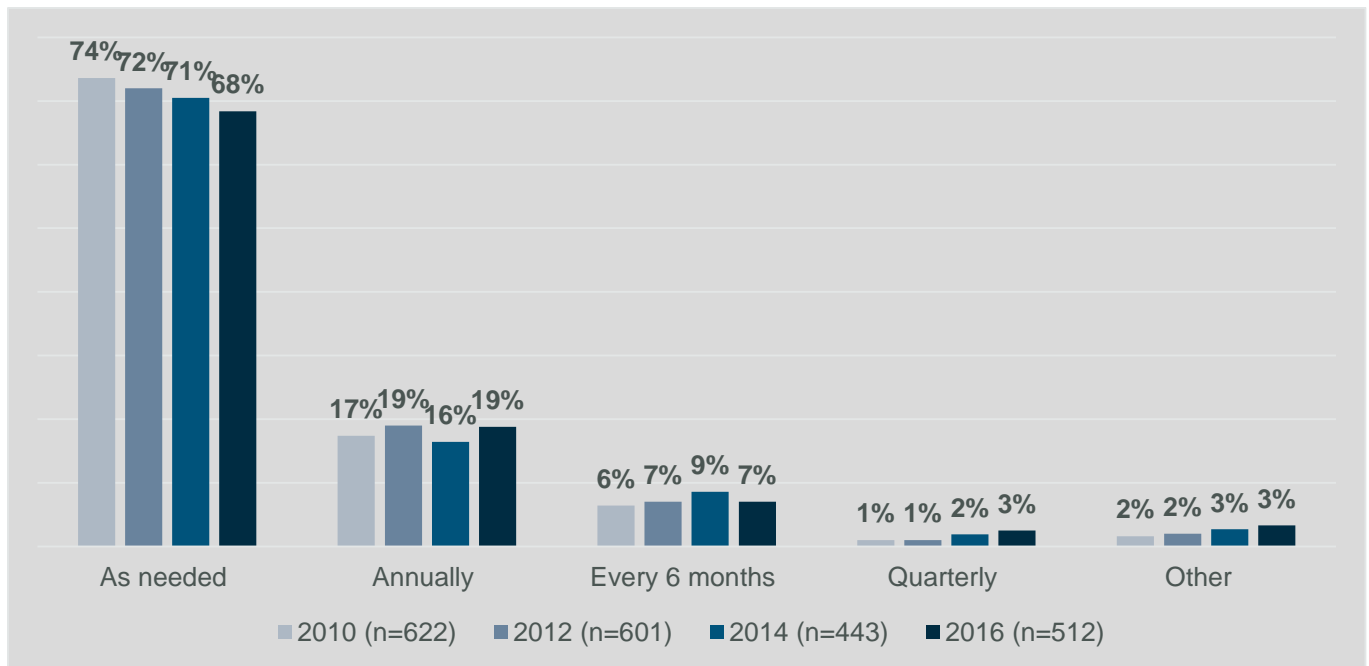
Effect of Promotions on Merit Increases and Variable Pay Awards

Figure 18: “How are merit increases managed for promoted employees?”

	2010	2012	2014	2016
n=	620	601	443	512
Promoted employees are eligible for the nearest merit increase.	46%	43%	33%	34% ⁵
Practice varies by employee or manager or is determined on a case-by-case basis.	n/a	n/a	24%	24%
The merit increase is included in the promotional increase.	17%	19%	16%	17%
Promoted employees are eligible for a prorated merit increase.	16%	12%	9%	10%
Promoted employees are ineligible for a merit increase until the next cycle.	7%	7%	7%	7%
We do not offer merit increases.	n/a	n/a	2%	2%
• Other: Depends on timing of the promotion	15%	19%	9%	7%

Time and Frequency

Figure 19: “When do most promotions in your organization occur?”



⁵ In 2016, the percentage of companies granting eligibility for the nearest merit increase to promoted employees has statistically significantly declined (34%) since 2010 (46%).

Figure 20: “How soon after hire are employees eligible for a promotion? Please choose an answer for each employee category.”

	n=	No minimum; immediate if necessary	No promotions within first three months of service	No promotions within first six months of service	No promotions within first 12 months of service	Not until other specific days or months
Nonexempt (hourly)	465	47%	6%	23%	22%	2%
Exempt (salaried)	498	48%	4%	20%	24%	3%
Officers/executives	458	66%	2%	12%	16%	4%

Figure 21: “How often are employees eligible for promotion?”

	2010	2012	2014	2016
n=	613	594	373	511
No limit or formal policy	59%	63%	58%	61%
12 months after last promotion	16%	18%	16%	14%
Depends on employee level or position	n/a	n/a	12%	14%
6 months after last promotion	12%	9%	7%	7%
18 months after last promotion	3%	2%	3%	1%
24 months after last promotion	2%	2%	2%	1%
9 months after last promotion	0%	1%	1%	0%
Other	7%	6%	2%	2%

Figure 22: “How are bonus or incentive payouts calculated for employees who have received a promotional increase?”

	2010	2012	2014	2016
n=	579	580	371	510
Prorate of previous and new rates	43%	46%	37%	41%
New rate of pay and new bonus rate, if applicable	29%	29%	29%	29%
Not applicable; we do not offer bonuses or incentives	n/a	n/a	11%	12%
Previous rate of pay and previous bonus rate	4%	5%	6%	5%
Current rate of pay and previous bonus rate	3%	2%	2%	3%
Previous rate of pay and new bonus rate	1%	1%	2%	1%
Other:				
• New rate of pay and prorated bonus rate	19%	18%	14%	11%
• Depends on timing of the promotion				

Promotional Opportunities and Employee Motivation

Figure 23: “Does your organization feature or market the promotional opportunities (or activities) as a key employee benefit when attempting to attract new employees?”

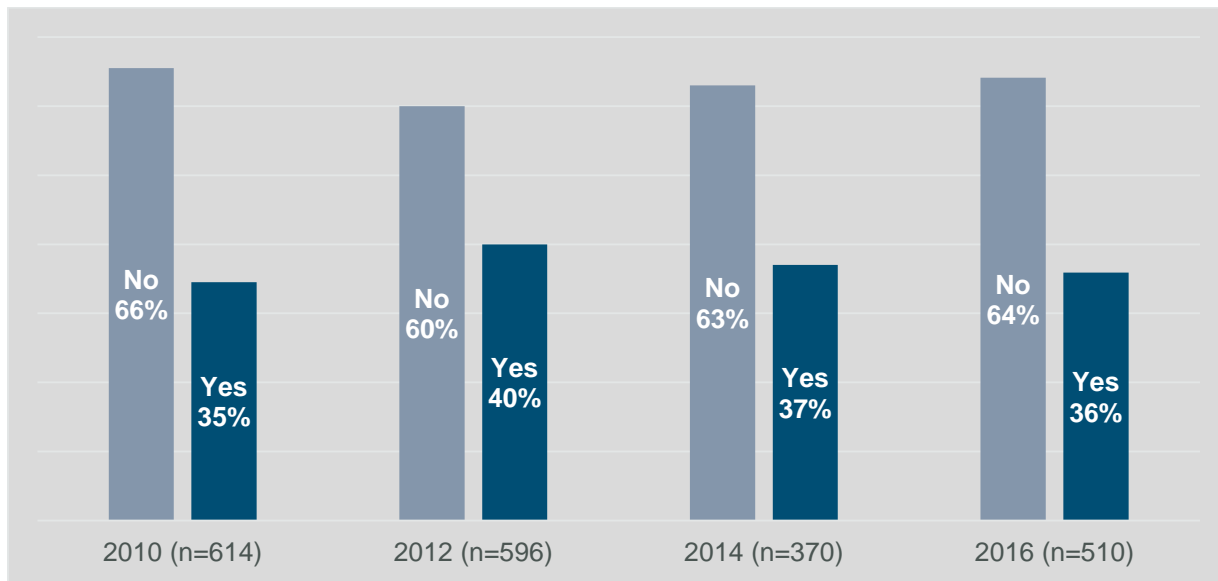


Figure 24: “What would your workforce say is the effect of your organization’s promotional opportunities (or activities) on:”

	n=	Extremely positive or positive effect	No effect or neutral	Extremely negative or negative effect
Employee satisfaction	496	59%	36%	5%
Employee motivation	497	65%	31%	4%
Employee engagement	497	60%	35%	4%

Global Practices

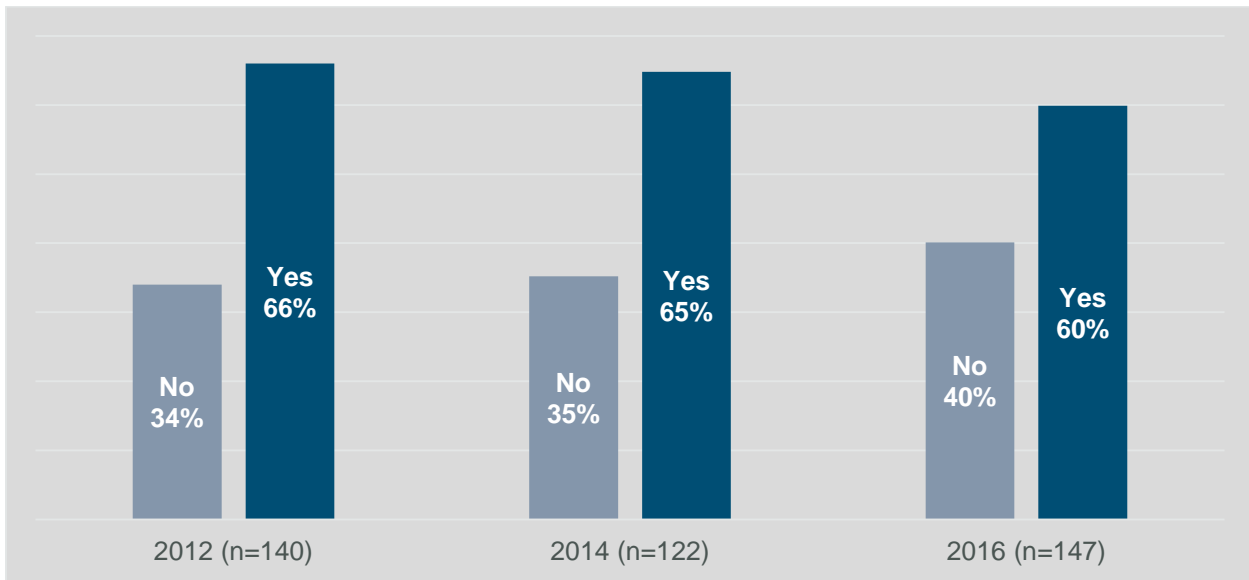
Only participants with responsibility for more than one region or country, as shown in see Figure 5, received the following questions.

Figure 25: “If you have employees in multiple countries, how are your promotional guidelines or policies designed and administered?”

	2012	2014	2016
n=	136	120	149
Promotional guidelines are designed primarily at the corporate level, and all employees generally participate in the same programs, with flexibility for local countries to make limited adaptations or implement unique programs of nominal cost.	51%	44%	40%
Promotional guidelines are designed exclusively at the corporate level, and all employees worldwide participate in the same programs.	31%	31%	37%
Promotional guidelines are designed and administered primarily at the local level to ensure they are meeting the unique needs of local employees.	10%	15%	13%
Promotional guidelines are designed with significant input from local human resources and/or line management. One or a few core promotional policies or guidelines exist	8%	10%	10%

company wide. However, different countries have significant latitude to implement additional local programs based on local practice and competitive factors.

Figure 26: “Are your promotional guidelines or policies applied consistently to all countries?”



Participating Organizations

2U Inc.
AAM
Abacus Technology
ACCO Brands
Accuray
Acosta Sales & Marketing
ACT
AgFirst Farm Credit Bank
Aimia Inc.
Air Liquide USA
Airbus Helicopters Inc.
Alaska Communications
Alion Science and Technology
Alkermes
Alliance Data
Alliant Energy
Allscripts
AM Castle & Co.
Ameren Corp.
American Dental Association
American Family Insurance
American Red Cross
American University
AmeriGas Propane Inc.
AmeriHealth Caritas
Amica Mutual Insurance
Amneal Pharmaceuticals
Applied Materials
Apptio
Aramark Uniform Services
Argonne National Laboratory
Arkansas Electric Cooperatives
Arkema Inc
Ascensus
Aspen Technology
Aurora Health Care
Automobile Club of Southern California
AXA US
AZZ Inc.
Babcock and Wilcox
Bank of Hawaii
Bankrate Inc.
BarclaycardUS
Barry Callebaut
BBVA Compass
BCBSMA
Beaumont Health
Bechtel Marine Propulsion Corp.
Bell Canada
Black Hills Corp.
BlackBerry Limited
Blue Cross Blue Shield of Kansas
Blue Cross Blue Shield of South Carolina
Blue Cross Blue Shield of Tennessee
BMW Manufacturing
BNSF Railway Co.
Booz Allen Hamilton
Boston College
Boston Scientific
Bridgepoint Education
Brigham Young University
Broadridge Financial Solutions Inc.
Bucknell University
Canon Solutions America
Canon USA
Capital One Financial
CARE
CareerBuilder
Carpenter Technology Corp.
Centene
CenterPoint Energy Inc.
CF Industries
CGI Group Inc.
Chemtura Corp.
Chico's FAS Inc.
Children's National Health System
Chipotle Mexican Grill
CHRISTUS Health
CHS Inc.
Cincinnati Children's Hospital Medical Center
Citizens Property Insurance Corp.
City of Ann Arbor
Clarins
Clean Harbors
CME Group
CNA Insurance
Cognex
Colas USA
Colgate Palmolive
Colonial Pipeline Co.
Columbia University
CommScope
Compass Group Canada
Conifer Health Solutions
Corporate Office Properties Trust
Cotiviti
County of Kent
CUNA Mutual Group
Curtiss-Wright Corp.
Cushman & Wakefield Facilities & Engineering
(S) Pte Ltd
Daymon Worldwide

Dealer Tire LLC
 Dealertrack
 DENSO International America Inc.
 Dex Media Inc.
 DHL Supply Chain
 Dick's Sporting Goods
 Digi International
 Direct Energy
 Discover Financial Services
 DLA Piper LLP (US)
 Dominion Resources Inc.
 Draeger
 Driscoll's
 DRS Technologies
 Dunkin' Brands Inc.
 E & J Gallo Winery
 Eaton
 Elbit Systems of America
 EmblemHealth
 Empire Life Insurance Co.
 Encana
 Enerflex Ltd.
 EnLink Midstream
 Ensco plc
 Equity Office Properties
 ESP LLC
 Eventbrite
 Evonik Corp.
 Excellus BCBS
 Express Scripts
 Fallon Health
 Federal-Mogul
 FedEx Ground
 Feeding America
 Fike Corp.
 FINRA
 FirstEnergy Service Corp.
 FirstGroup America (part of FirstGroup plc)
 FIS
 Flagstar Bank
 Flex
 Ford Motor Co.
 Franciscan Missionaries of Our Lady Health
 System
 Frankenmuth Insurance
 Freeman Co.
 Fruit of the Loom
 GameStop
 Geisinger Health System
 Gemological Institute of America
 General Mills Inc.
 General Motors
 Genomic Health
 Genpact
 Glassdoor
 Goodwill Industries of Southeastern WI
 Grande Cheese Co.
 Graphic Packaging International
 Great Canadian Gaming Corp.
 Great-West Life
 GWL
 Hancock Holding Co.
 HarbisonWalker International
 Hasbro Inc.
 Hawaii Employers Council
 Hayashi Telempu North America
 HD Supply
 Health New England
 Healthfirst
 Helen of Troy
 Henkes & McCoy
 Hennepin Health System
 Heraeus Kulzer
 Herbalife International of America
 Hess
 HNTB Corp.
 Hollard
 Hologic Inc.
 HomeAway Inc.
 Honda North America Inc.
 Honeywell FM&T
 HonorHealth
 Horace Mann Educators Corp.
 Host Analytics
 Houghton Mifflin Harcourt
 Howard Hughes Medical Institute
 HubSpot
 Hyster-Yale Group
 Idaho National Laboratory
 IDEXX Laboratories Inc.
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 Imperial Supplies
 IMS Health
 Incyte
 Independence Blue Cross
 Ingevity Corp.
 Ingram Micro Inc.
 Insitu
 Institute for Defense Analyses
 Intalere
 International Paper
 Intuit
 IRC
 Ironwood Pharmaceuticals
 ITC Holdings Corp.
 J. J. Keller & Associates Inc.
 Jack Henry & Associates Inc.
 Jack in the Box Inc.

Jackson Health System
 JEA
 Jefferson Science Associates
 Jet Propulsion Laboratory
 John Wiley & Sons Australia Ltd
 Johnson Controls Inc.
 Kaiser Permanente
 Kelly Services
 Kforce
 Kirkland's Inc.
 Kuehne + Nagel Canada
 L-3 WESCAM
 Lafarge Canada Inc.
 Laird
 Lam Research
 Lancaster General Health
 Laredo Petroleum
 Lawrence Livermore National Laboratory
 Lear Corp.
 Lehigh Valley Health Network
 Leidos Inc.
 Leupold & Stevens Inc.
 Level 3 Communications
 LexisNexis Risk Solutions
 LifeLabs
 Lifetime Brands Inc.
 Los Alamos National Laboratory
 Love's Travel Stop and Country Store
 Lower Colorado River Authority
 LPL Financial
 Lumentum
 Macy's
 Macy's Systems & Technology
 Main Line Health
 Management Sciences for Health
 Manhattan Associates Inc.
 Manulife Financial
 Mary Kay Inc.
 Media General Inc.
 MEDNAX Services Inc.
 Mersen USA Bn Corp.
 Microsoft
 Miraca Life Sciences
 Mitchell International
 Moody's
 Morningstar
 Mountain America Credit Union
 MSC Industrial Direct
 National Football League
 Nationstar Mortgage
 Nationwide Insurance
 NAV CANADA
 Navy Federal Credit Union
 NBTY Inc.
 NCI Building Systems
 NEC Corporation of America
 New York Life Insurance Co.
 NewMarket Corp.
 NiSource Inc.
 Nordson Corp.
 Northwestern Mutual
 Novartis
 Novozymes North America
 NSF International
 NVIDIA Corp.
 Ocean Spray Cranberries Inc.
 OCLC
 OGE Energy Corp.
 Omaha Public Power District
 One Call Care Management
 OneAmerica Financial Partners Inc.
 OneMain Holdings Inc.
 ONEOK Inc.
 Oshkosh Corp.
 Osram
 Panera Bread
 Paycor
 Pekin Insurance
 PeroxyChem LLC
 PetSmart Inc.
 Philips Lighting Americas
 Pinnacle Foods
 Pioneer Investments
 PNM Resources Inc.
 Pöyry
 Premier Health
 Princess Auto Ltd.
 Private Bancorp Inc.
 Progress
 Project HOPE
 Provident Bank
 PTC
 Public Service Enterprise Group
 PVH Corp.
 QBE Asia Pacific
 QBE GSSC
 Qorvo
 Qualcomm
 Quantum Corp.
 RAND Corp.
 Randstad US
 Raytheon Co.
 Red Robin Gourmet Burgers
 Regeneron
 Remy Cointreau USA
 Republic Airways Holdings
 Revlon
 RingCentral

Rockwater Energy Solutions Inc.
Rowan
Ryder System Inc.
Ryerson University
Sabre Corp.
Safwa Cement Co.
Salt River Project
SanDisk
santander españa
SAS Institute
Savannah River Remediation
Scientific Research Corp.
Seattle Genetics Inc.
Serta Simmons Bedding LLC
Simmons Foods
SLAC National Accelerator Laboratory
Snapchat Inc.
Solar Turbines Inc.
Solix Inc.
Sonora Quest Laboratories
Southern Co.
Southland Industries
Spectra Energy
Splunk
Sprouts Farmer's Market
SRI International
St. Jude Medical
St. Vincent's Healthcare
Stage Stores Inc.
StandardAero
STIHL Inc.
STMicroelectronics Inc.
Sutter Health
Terracon Consultants Inc.
Tesoro Corp.
Textron Systems Corp.
The Johns Hopkins University/Applied Physics
Laboratory
The Marcus Corp.
The Maschhoffs
The Rockefeller Group
The Schwan Food Co.
The Trustmark Companies
The University of Chicago
Thomas Jefferson University and Jefferson
Health
Thrivent Financial
Time Warner Cable
Tower International
Toyota Boshoku America
TriZetto

Trupanion
TVA
UCB Inc.
Union Bank & Trust
University of California Office of the President
University of Dayton
University of Maryland Medical System
University of Maryland University College
University of Notre Dame
University of St. Thomas
UNS Energy Corp.
US Pharmacopeia
USO Inc.
UT Health Science Center San Antonio
UTC Aerospace Systems Inc.
Vantiv
Vector Security Inc.
Veolia North America
Verisign
Veritas
Virginia Mason
Viskase Companies Inc.
VMWare
Volkswagen Group of America Chattanooga
Operations LLC
VSP
Walt Disney Parks and Resorts
Washington Metropolitan Area Transit Authority
WBI Energy Inc.
Weber Shandwick
Weill Cornell Medicine
Wellesley College
Wellmark Blue Cross Blue Shield
Western & Southern Financial Group
Western Union
Westfield Group
Westinghouse Electric Co LLC.
Whataburger
Whirlpool Corp.
Whole Foods Market
Wind River
Wolters Kluwer
Woodforest National Bank
Workplace Safety & Insurance Board
World Vision US
Xactly Corp.
Xcel Energy Inc.
Xero
Xome
Ziggo
Zurich North America