

Bonus Programs and Practices

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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Contact:

WorldatWork Customer Relations

14040 N. Northsight Blvd.

Scottsdale, Arizona USA

85260-3601

Toll free: 877-951-9191

Fax 480-483-8352

CustomerRelations@worldatwork.org

Introduction & Methodology

This report summarizes the results of a March 2016 survey of WorldatWork members to gather information about trends in bonus programs and practices. The research measures prevalence data on each of the types of bonus programs but also provides common eligibility criteria, payout averages and other details about how the programs are administered.

On March 16, 2016, survey invitations were sent electronically to 5,200 WorldatWork members. These selected members were a combination of all participants from the “WorldatWork 2015-2016 Salary Budget Survey” and a second group of randomly selected members with compensation in their title.

The survey closed on April 1, 2016, with 726 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 673 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 bonus programs and practices surveys in 2014, 2010, 2008, 2005 and 2001. These 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: “Which of the following best describes your employer:” (n=572)

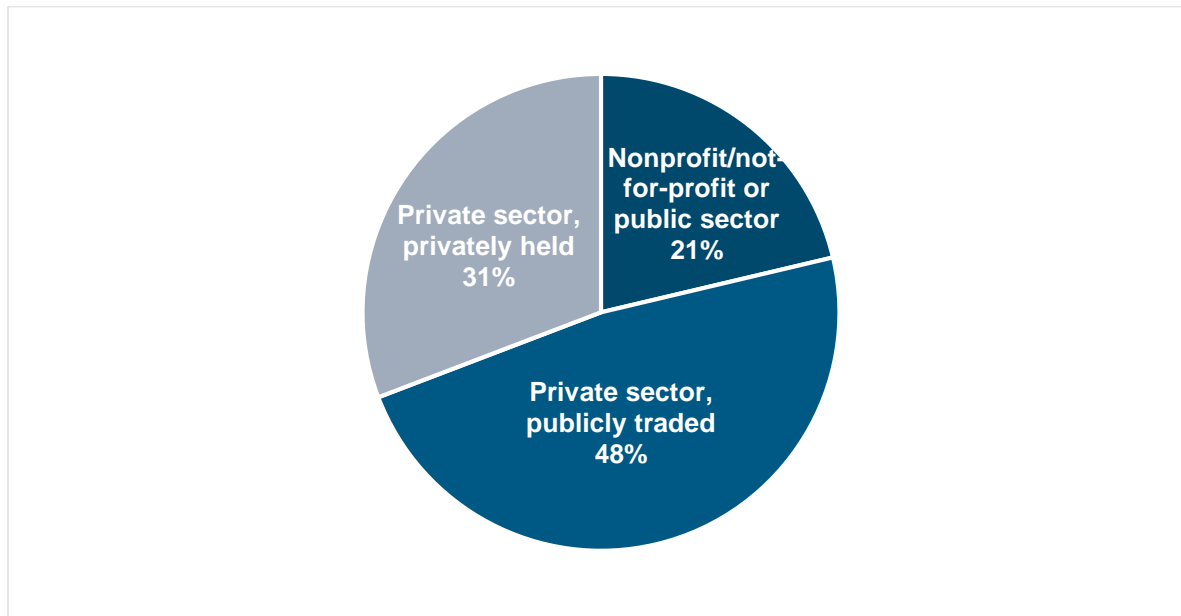


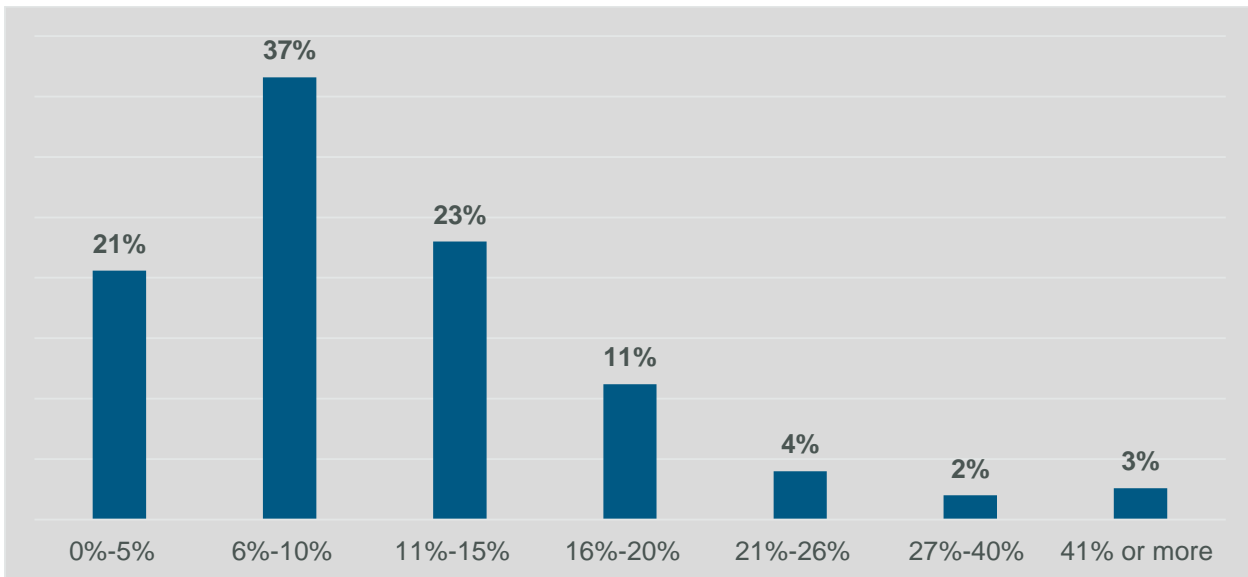
Figure 2: “Please choose the total number of full-time employees (FTEs) your organization employs worldwide:” (n=572)

Option	Percentage
Fewer than 100 employees	6%
100 to 499	7%
500 to 999	10%
1,000 to 2,499	17%
2,500 to 4,999	16%
5,000 to 9,999	18%
10,000 to 19,999	12%
20,000 to 39,999	7%
40,000 to 99,999	4%
100,000 or more employees	4%

Figure 3: “Please choose one category that best describes the industry in which your organization operates:” (n=570)
Industries with less than 2% are not listed in this table.

Option	Percentage
Finance & Insurance	15%
All Other Manufacturing	13%
Consulting, Professional, Scientific & Technical Services	10%
Health Care & Social Assistance	9%
Utilities, Oil & Gas	8%
Information (includes Publishing, IT, etc.)	6%
Retail Trade	4%
Pharmaceuticals	3%
Public Administration	3%
Accommodations & Food Services	2%
Computer & Electronic Manufacturing	2%
Educational Services	2%
Other	14%

Figure 4: “What is the approximate annual voluntary turnover for employees?” (n=544)

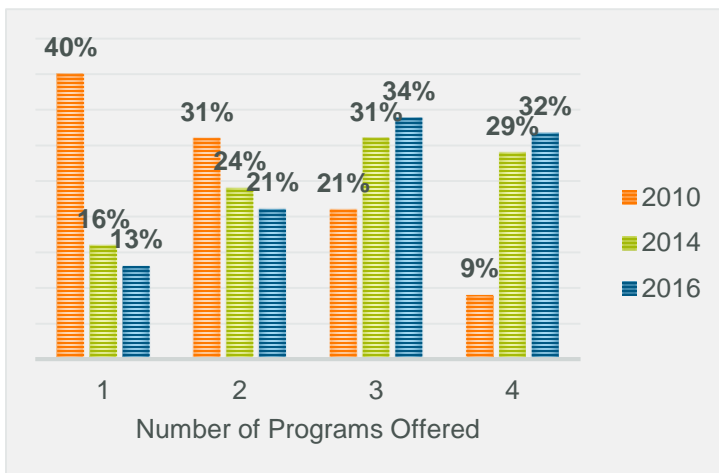
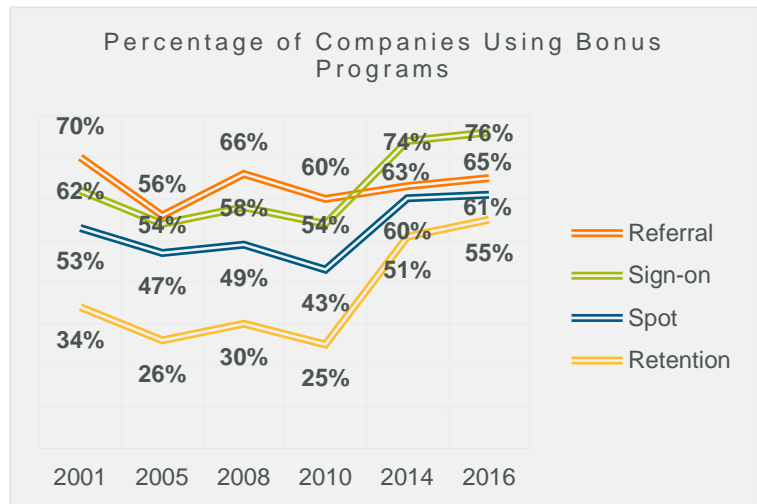


Executive Summary

The use of bonus programs continues to increase as organizations seek other forms of cash compensation to reward employees. The rise from 2014 to 2016 was modest compared to the spike of sign-on, spot and retention bonuses seen from 2010 to 2014. (See Figure 5.) More than 60% of respondents indicated that bonus programs positively affect employee engagement, motivation and satisfaction. (See Figure 37.) These findings are consistent with organizations featuring any bonus programs when recruiting new employees. (See Figure 36.)

For the purposes of this survey, each type of bonus was defined as follows:

- Referral bonus – a cash award paid to a current employee for referring a successfully hired job applicant.
- Sign-on bonus – a cash bonus given at the beginning of a service period, usually for accepting an employment offer.
- Spot bonus – a type of informal recognition that is delivered in cash, spontaneously or “on-the-spot.”
- Retention bonus – a cash award typically tied to length of service or some other milestone.



32% of participating organizations are using all four types of bonus programs, while 10% do not have any bonus programs in place and most of those organizations have no immediate plans to implement them.

Many organizations do not budget for bonus programs, particularly sign-on and retention bonuses. However, 55% of companies do budget for their spot bonus program and 44% budget for referral bonuses. (See Figure 6.)

When organization size comes into play, sign-on and retention bonuses are least

prevalent among small organizations (fewer than 100 employees) and most prevalent among very large organizations (greater than 20,000 employees). (See Figure 5a.) Private sector, publicly traded organizations use all bonus types more than other sectors, with sign-on bonuses being the most prevalent. (See Figure 5c.) Sign-on bonus programs remain widespread in the manufacturing, finance and insurance industries. In addition to sign-on bonuses, referral bonuses are also common in the finance and insurance industries. (See Figure 5b.)

Sign-On Bonus Programs

As shown in Figure 5, sign-on bonus programs are the most prevalent bonus programs today (76%);

slightly more than a quarter of those companies (28%) budget for this type of bonus. (See Figure 6.) Although most positions are eligible to receive a sign-on bonus, executive-level (97%), upper management (98%), middle management (94%) and professional (90%) positions are most common. (See Figure 8.) These bonuses are often awarded at a flat dollar amount, as shown in Figure 9, in one payment. (See Figure 10.) If an employee were to voluntarily leave during the first year, after receiving a sign-on bonus, most organizations require payment forfeit or reimbursement. (See Figure 11.) On average, sign-on bonuses are paid in higher amounts to executive-level and upper-management positions — from \$10,000 to more than \$50,000 for some executives. Clerical and technical positions that receive these bonuses are often paid less than \$5,000. (See Figure 12.) In the past 12 months, the number of sign-on bonuses awarded to employees has stayed the same at more than 60% of organizations. (See Figure 13.)

Referral Bonus Programs

Referral bonuses are common for most positions, although executives and upper management are eligible less often. (See Figure 15.) 78% of organizations split the referral bonus payout to the referring employee so that part is given upon hire, and the remainder is given after a set period of time. (See Figure 17.) For employers who do not split the payout, 44% indicated a minimum employment period for the new hire of one and a half months to three months. (See Figure 18.) The most common bonus for referring candidates in all position levels, except for clerical, is between \$1,000 and \$2,499. For clerical positions, the majority of bonus payouts are \$500 and \$999. (See Figure 19.) In 2015, 13% of new hires, on average, came from referrals. (See Figure 20.)

Spot Bonus Programs

Spot bonuses are most often awarded for special recognition (94%), followed by employees going above and beyond (83%) and project completion (74%). (See Figure 23.) Nearly all organizations report that employees not at upper management or higher are eligible for spot bonuses. (See Figure 24.) For professional, IT, technical and clerical positions, the maximum spot bonus payout is from \$1,000 to \$2,499, while higher level positions such as executives and upper management are eligible for maximum payouts of greater than \$5,000. (See Figure 25.) Fewer organizations are in the practice of “grossing up” the award to cover tax liability than in 2014 — 9% always increase the stated award amount and 35% raise the amount on a case-by-case basis. (See Figure 26.) 72% of organizations report that the number of spot bonuses awarded in the past 12 months has stayed about the same. (See Figure 27.)

Retention Bonus Programs

77% of retention bonus programs are based on management discretion. The remaining 23% base decisions on formal eligibility criteria and guidelines. (See Figure 29.) Most employee groups are eligible to receive retention bonuses, including clerical employees. However, they are the least likely to receive retention bonuses at 66% of participating organizations. (See Figure 30.) Few organizations have length-of-service requirements for eligibility. (See Figure 31.) A lump-sum payment is the most common practice, used by roughly two-thirds of organizations depending on employee group. (See Figure 32.) The majority of organizations use a flat dollar amount. (See Figure 33.)

Results

Figure 5: “Please select the bonus program(s) that your organization currently uses:”

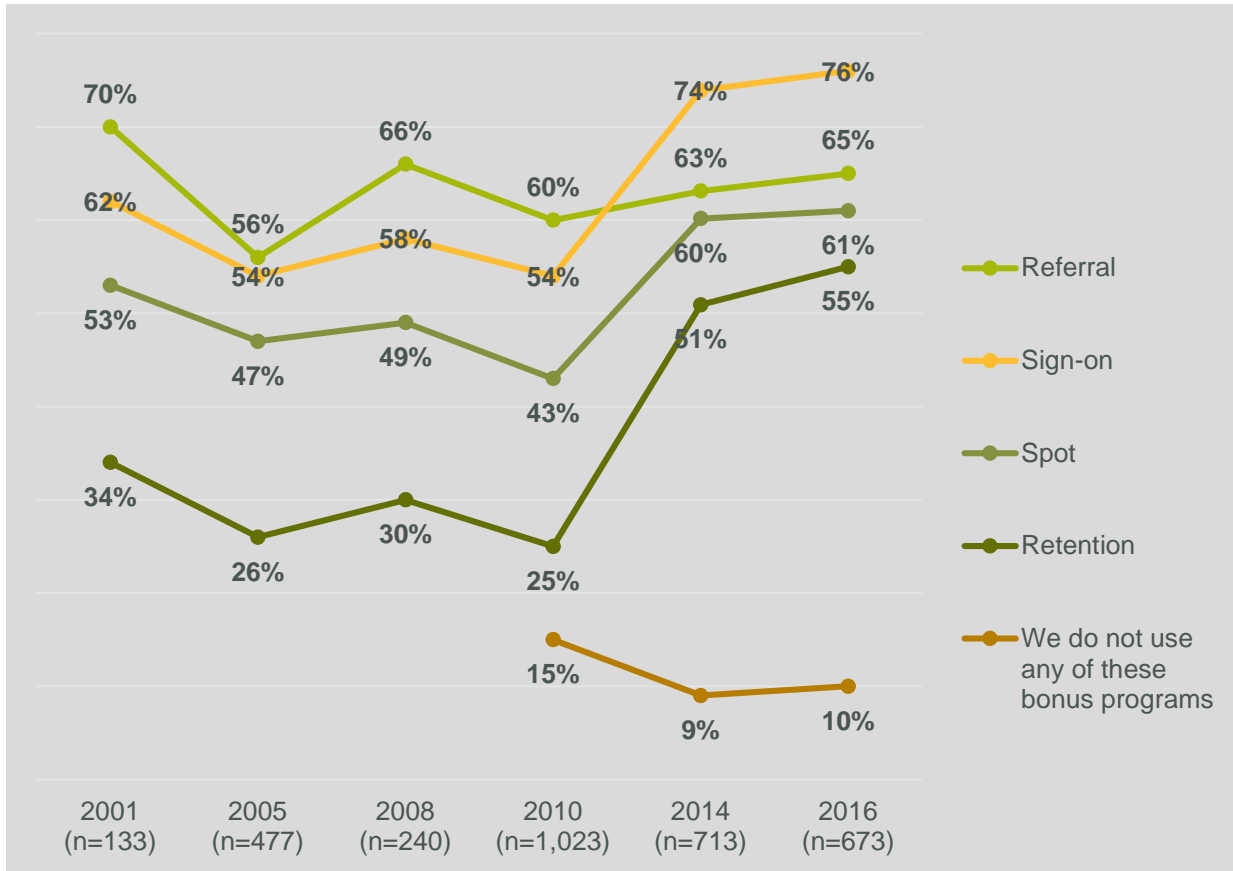


Figure 5a: Organization Size by Bonus Program Type

	n	Fewer than 100 employees	100 to 499	500 to 999	1,000 to 2,499	2,500 to 4,999	5,000 to 9,999	10,000 to 19,999	20,000 or more
Sign-on bonus program	426	12%	43%	84%	80%	70%	83%	84%	90%
Referral bonus program	357	27%	60%	73%	70%	67%	54%	63%	66%
Spot bonus program	345	46%	57%	61%	56%	70%	59%	57%	66%
Retention bonus program	305	3%	26%	39%	57%	55%	62%	60%	74%

Figure 5b: Industry by Bonus Program Type

	n	All Other Manufacturing	Finance & Insurance	Consulting, Professional, Scientific & Technical Services
Sign-on bonus program	166	84%	83%	54%
Referral bonus program	141	56%	80%	54%
Spot bonus program	136	49%	71%	66%
Retention bonus program	111	58%	55%	34%

Figure 5c: Organization Type by Bonus Program Type

	n	Private sector, publicly traded (stock ticker)	Private sector, privately held	Non-profit/not-for-profit or public sector
Sign-on bonus program	426	85%	69%	59%
Referral bonus program	357	69%	61%	49%
Spot bonus program	345	66%	56%	54%
Retention bonus program	305	63%	43%	48%

Figure 5d: Voluntary Turnover by Bonus Program Type

	n	0% to 5% (Low)	6% to 10% (Medium)	11% to 15% (High)
Sign-on bonus program	410	17%	39%	44%
Referral bonus program	341	13%	40%	47%
Spot bonus program	329	18%	41%	41%
Retention bonus program	287	18%	37%	45%

Figure 6: “Does your organization budget for this specific type of bonus?” Only respondents selecting programs in Figure 5 were asked about the budget for the associated program.

	n	Yes	No
Sign-on bonus program	500	28%	72%
Referral bonus program	426	44%	56%
Spot bonus program	400	55%	46%
Retention bonus program	359	33%	67%

Sign-On Bonus Programs

Figure 7: “Are you considering implementing a sign-on bonus program?”¹ Only respondents that did not select sign-on bonus program in Figure 5 received this question.

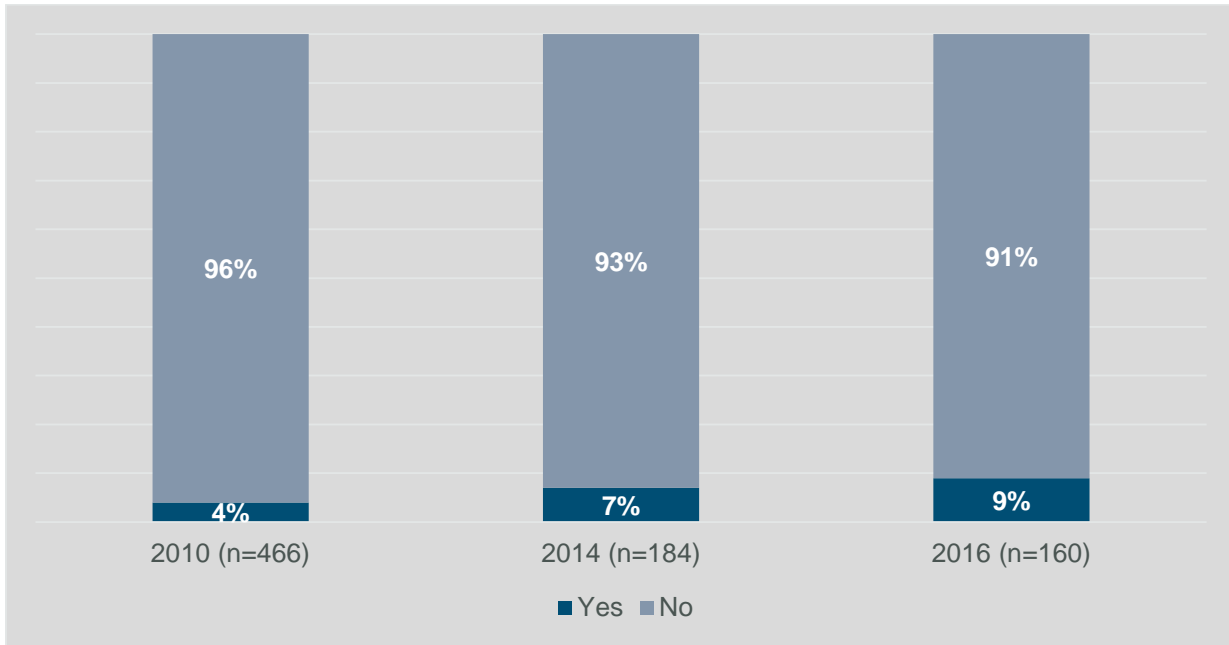
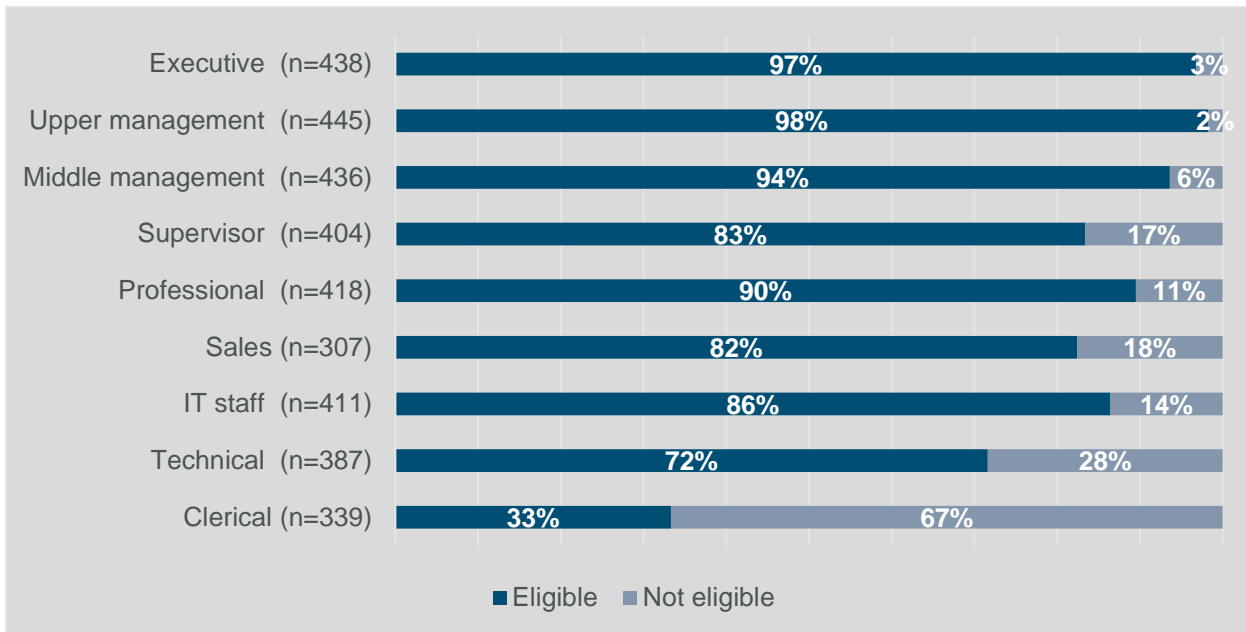


Figure 8: “Which of the following positions in your organization are eligible for sign-on bonuses?”



¹ A statistically significantly smaller number of organizations in 2016 are not considering implementing a sign-on bonus program (91%) than in 2010 (96%).

Figure 9: “For the positions above that you indicated receive sign-on bonuses, how are the sign-on bonuses awarded? (Select all that apply.)”

	n	Flat dollar amount	Percent of base pay	Can be either or a combination
Executive	425	79%	1%	20%
Upper management	439	81%	1%	19%
Middle management	410	82%	1%	17%
Supervisor	338	83%	1%	16%
Professional	378	83%	1%	16%
Sales	356	85%	0%	16%
IT staff	358	84%	1%	15%
Technical	275	84%	0%	16%
Clerical	122	82%	0%	18%

Figure 10: “Does your organization typically split the sign-on payout so that part of the award is given upon hire and the remainder after a set period of time?”

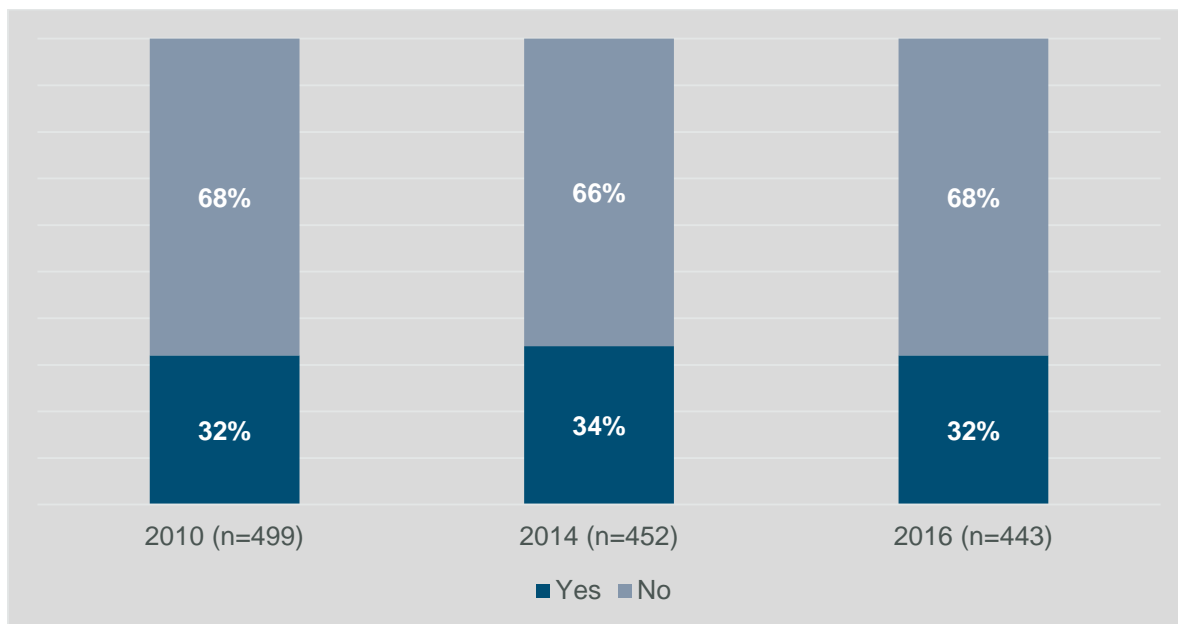


Figure 11: “For the positions that receive sign-on bonuses, what is the time threshold (if any) for employee forfeit or reimbursement of the bonus if they voluntarily leave?”

	n	No provision for forfeit or payback	First three months	First six months	First year	Other
Executive	409	13%	2%	4%	63%	17%
Upper management	425	13%	2%	5%	65%	16%
Middle management	398	13%	2%	6%	66%	14%
Supervisor	330	13%	3%	6%	65%	14%

Professional	361	14%	3%	6%	64%	14%
Sales	254	11%	2%	4%	69%	13%
IT staff	344	14%	3%	5%	64%	14%
Technical	269	13%	3%	5%	65%	14%
Clerical	120	13%	3%	5%	66%	14%

Figure 12: “On average, during the past 12 months, what is the amount paid as a sign-on bonus for the following positions?”

	n	<\$1,000	\$1,000- \$4,999	\$5,000- \$9,999	\$10,000- \$24,999	\$25,000- \$49,999	>\$50,000
Executive	295	2%	3%	7%	27%	28%	34%
Upper management	347	2%	8%	16%	45%	19%	11%
Middle management	327	2%	12%	41%	36%	9%	2%
Supervisor	243	4%	32%	44%	19%	2%	0%
Professional	313	3%	38%	44%	13%	2%	1%
Sales	190	4%	28%	40%	23%	4%	1%
IT staff	253	5%	37%	41%	15%	1%	0%
Technical	200	10%	45%	35%	8%	3%	0%
Clerical	67	33%	48%	13%	5%	2%	0%

Figure 13: “In the past 12 months, has the general number of sign-on bonuses awarded to employees increased, decreased or stayed the same?”

	2010	2014	2016
n=	429	417	443
Increased	16%	21%	21%
Decreased	30%	12%	12% ²
Stayed about the same	54%	66%	67% ³

² In the past 12 months, the general number of decreased awarded sign-on bonuses has statistically significantly dropped in 2016 (12%) than in 2010 (30%).

³ The number of sign-on bonuses awarded has stayed the same at a statistically significantly higher percentage in 2016 (67%) than in 2010 (54%).

Referral Bonus Programs

Figure 14: “Are you considering implementing a referral bonus program?” Only respondents that did not select referral bonus program in Figure 5 received this question.

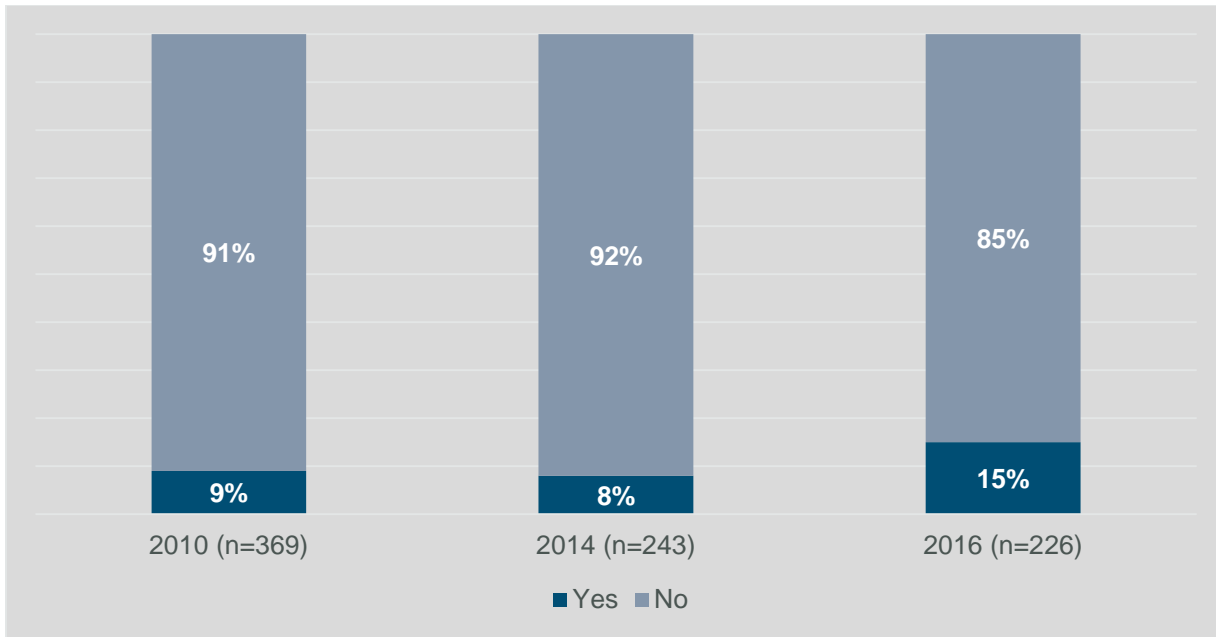


Figure 15: “Which employees are eligible to receive a bonus for referring a new employee?”

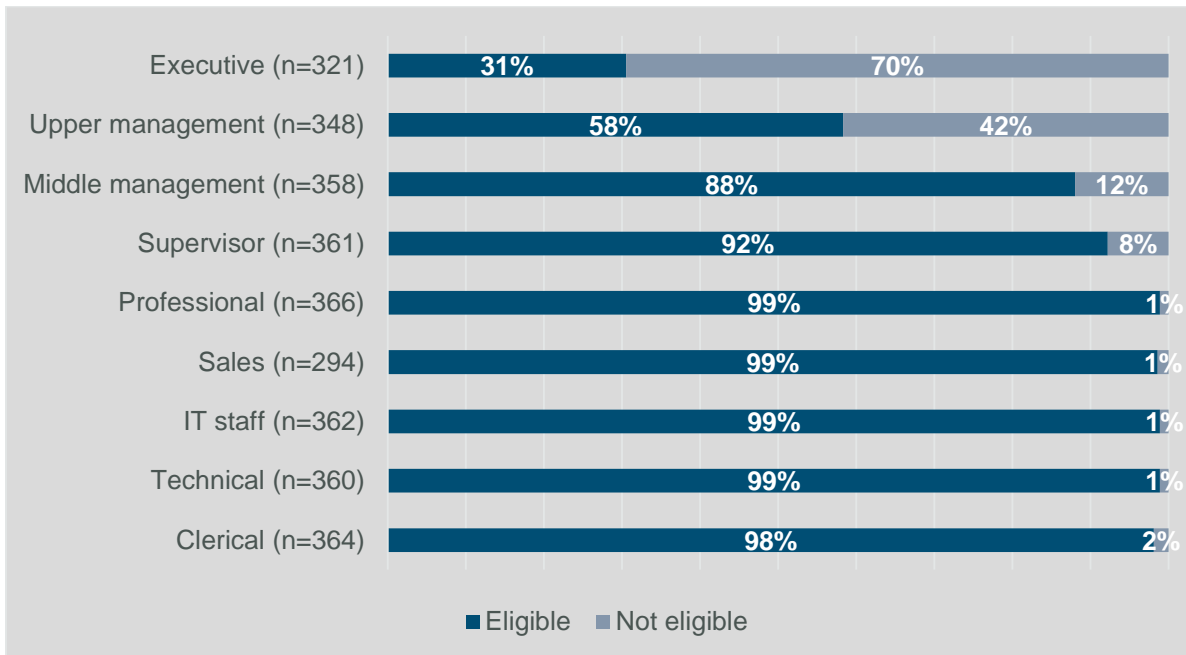


Figure 16: “For which types of positions does your organization award referral bonuses upon recruitment?”

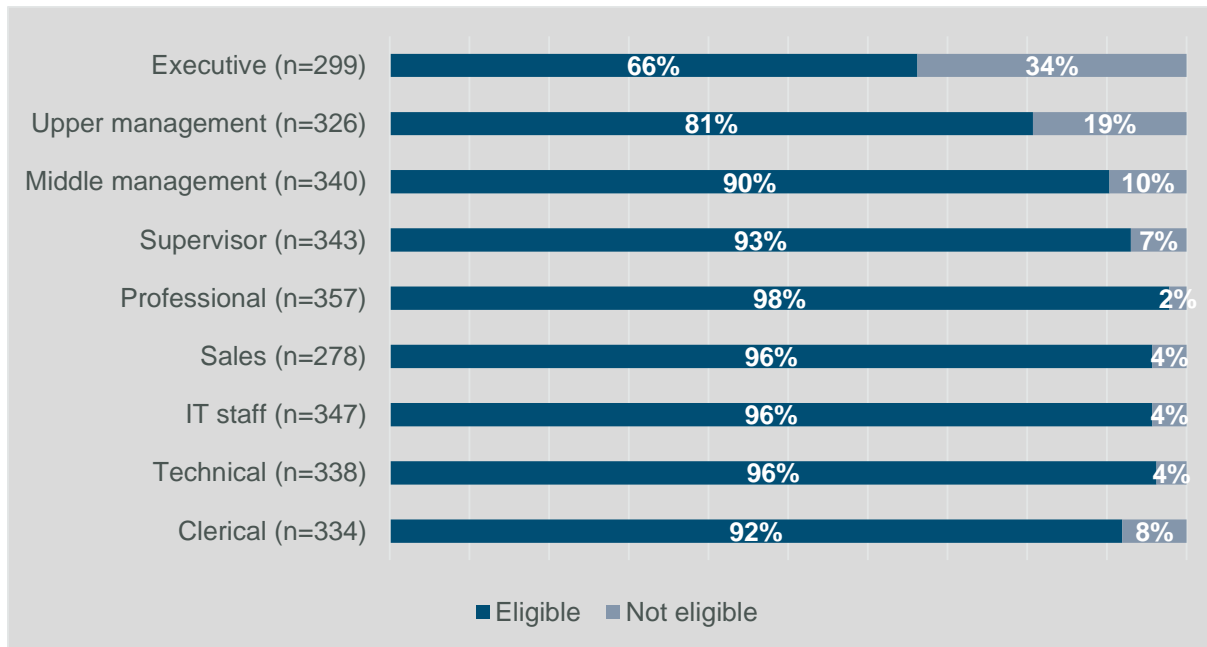
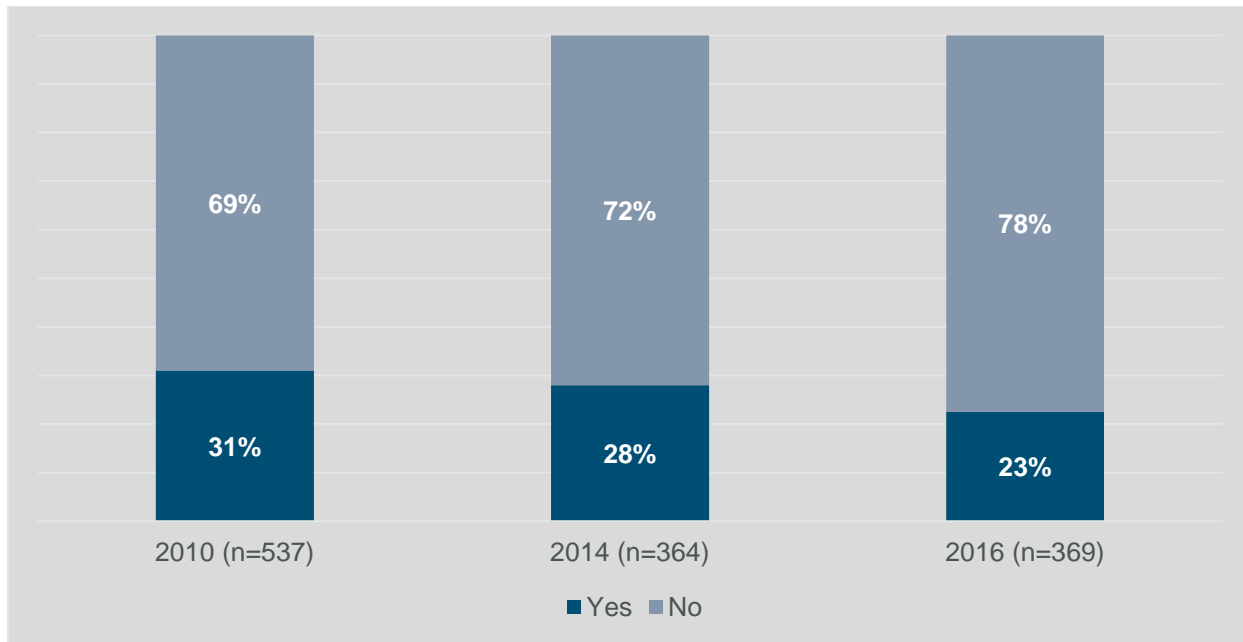


Figure 17: “Does your organization typically split the referral bonus payout to the referring employee so that part of the bonus is given upon hire of the person referred (or shortly thereafter), and the remainder of the bonus is given after a set period of time?”⁴



⁴ In 2016, more organizations do not split their referral bonus payout at a statistically significantly greater percentage (78%) than in 2010 (69%).

Figure 18: “If you do not split the payout, how long does the new employee have to stay before the referring employee receives the full bonus?”

	2010	2014	2016
n=	454	313	260
Less than 15 days	11%	11%	14%
16 to 45 days	9%	10%	9%
1½ to 3 months	41%	37%	44%
4 to 6 months	30%	34%	28%
7 to 12 months	6%	7%	4%
Longer than 12 months	2%	1%	2%

Figure 19: “For recruiting the following types of positions, during the past 12 months, what has been the average referral bonus awarded to the referring employee if the new hire stays the required amount of time?”

	n	<\$250	\$250-\$499	\$500-\$999	\$1,000-\$2,499	\$2,500-\$5,000	>\$5,000
Executive	152	9%	11%	16%	38%	21%	7%
Upper management	224	6%	12%	17%	40%	21%	3%
Middle management	270	6%	12%	20%	42%	18%	2%
Supervisor	274	7%	14%	24%	41%	14%	1%
Professional	319	7%	14%	25%	39%	14%	1%
Sales	241	9%	15%	20%	41%	14%	1%
IT staff	293	9%	14%	23%	39%	14%	1%
Technical	292	11%	17%	22%	38%	11%	1%
Clerical	282	12%	20%	32%	29%	7%	0%

Figure 20: “Approximately what percent of your organization’s new hires during 2015 came through employee referrals?” (n=275)

Mean	Median	Mode	Maximum
13	10	5	60

Figure 21: “In the past 12 months, has the general number of referral bonuses awarded to employees increased, decreased or stayed the same?”

	2014	2016
n=	322	343
Increased	20%	19%
Decreased	10%	11%
Stayed about the same	70%	71%

Spot Bonus Programs

Figure 22: “Are you considering implementing a spot bonus program that awards cash?” *Only respondents that did not select spot bonus program in Figure 5 received this question.*

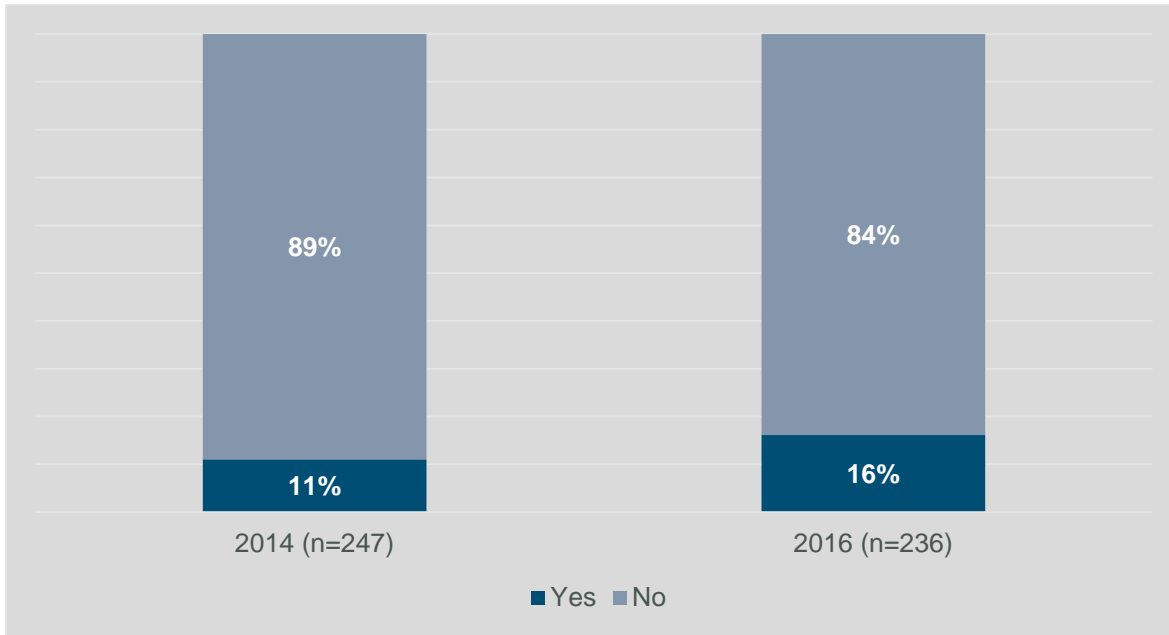


Figure 23: “Does your organization award spot bonuses for any of the following reasons? (Select all that apply.)”

	2014	2016
n=	343	349
Project completion	72%	74%
Special recognition	90%	94%
Above and beyond	85%	83%
Safety	21%	16%
Other	6%	5%

Figure 24: “Which of the following positions in your organization are eligible for spot bonuses?”

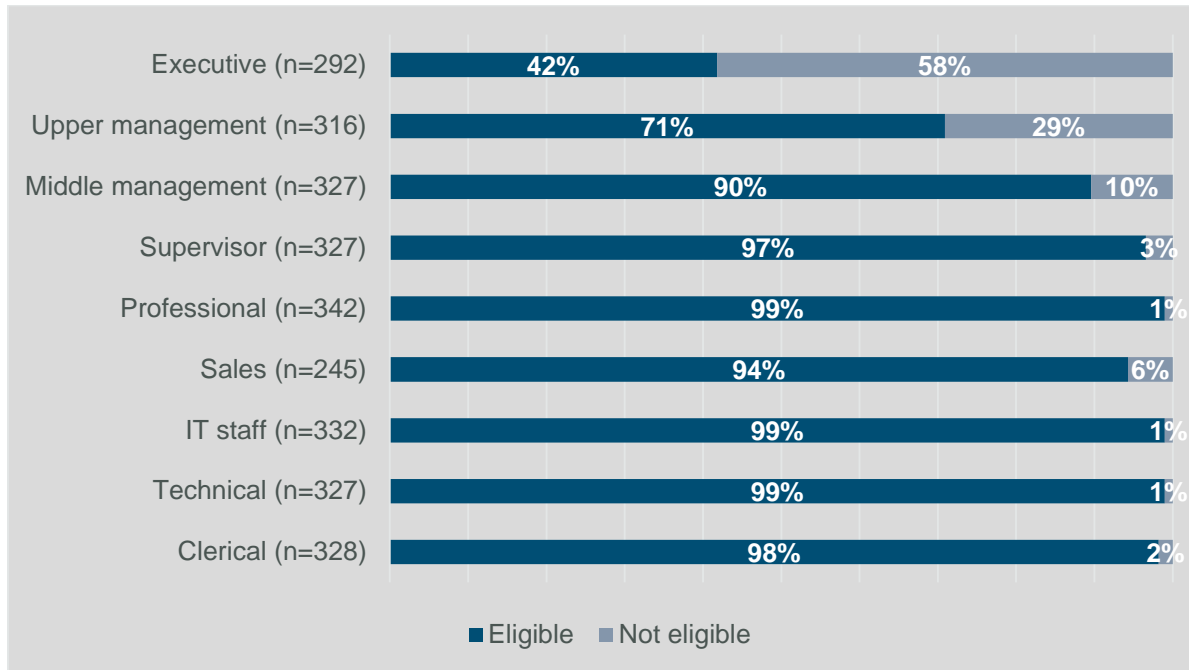


Figure 25: “For the position eligible for spot bonuses, identify the maximum level of award.”

	n	<\$250	\$250-499	\$500-\$999	\$1,000-\$2,499	\$2,500-\$5,000	>\$5,000
Executive	99	6%	8%	4%	12%	11%	59%
Upper management	180	5%	7%	5%	18%	17%	49%
Middle management	242	8%	7%	5%	22%	25%	33%
Supervisor	264	10%	7%	8%	24%	29%	22%
Professional	288	11%	8%	10%	27%	24%	21%
Sales	198	11%	9%	9%	23%	25%	24%
IT staff	276	11%	9%	10%	25%	24%	21%
Technical	270	12%	11%	13%	27%	21%	16%
Clerical	270	13%	15%	13%	29%	17%	13%

Figure 26: “With cash spot awards, does your organization increase the amount of the stated award amount to offset the tax impact (might also be known as “grossing up” the award)?”

	2010	2014	2016
n=	367	339	348
Sometimes, depends on the size and type of spot award	33%	39%	36%
Never	58%	47%	55%
Always	17%	14%	9%

Figure 27: “In the past 12 months, has the general number of spot bonuses awarded to employees increased, decreased or stayed the same?”

	2010	2014	2016
n=	358	335	343
Increased	26%	22%	17%
Decreased	15%	11%	11%
Stayed about the same	66%	67%	72%

Retention Bonus Programs

Figure 28: “Are you considering implementing a retention bonus program?” *Only answer if retention bonus is not selected in Figure 5.*

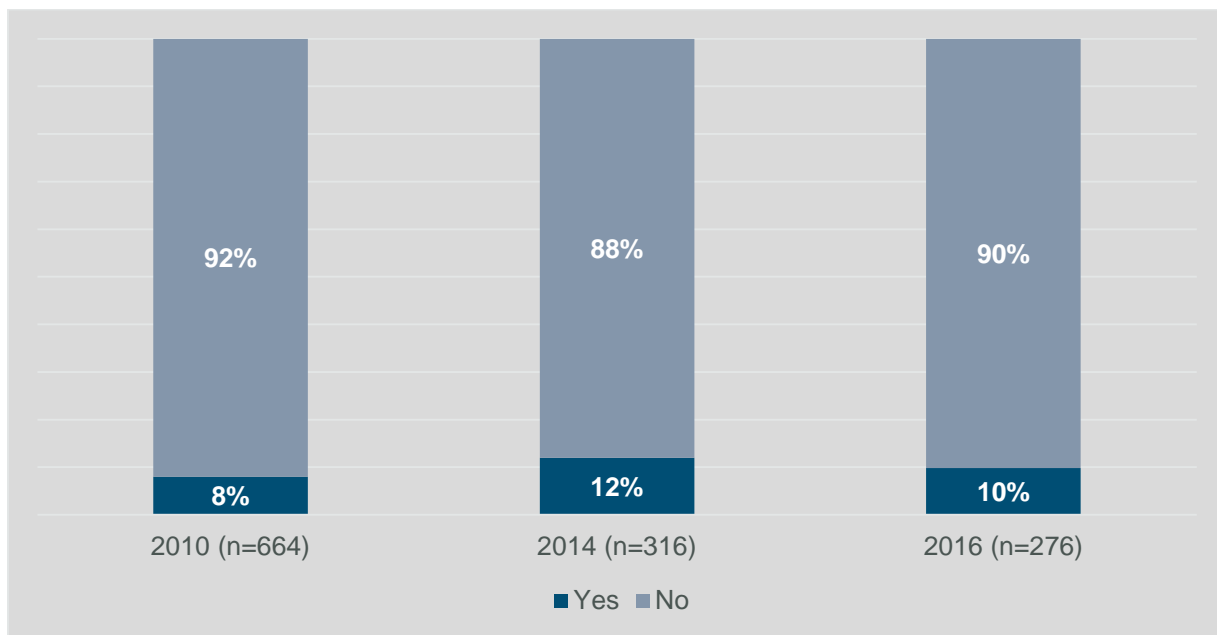


Figure 29: “Your retention bonus program is:”

	2010	2014	2016
n=	203	268	302
Formal with defined eligibility criteria and rules/guidelines	30%	27%	23%
Based on management discretion	70%	73%	77%

Figure 30: “Which of the following employees are eligible to receive retention bonuses?”

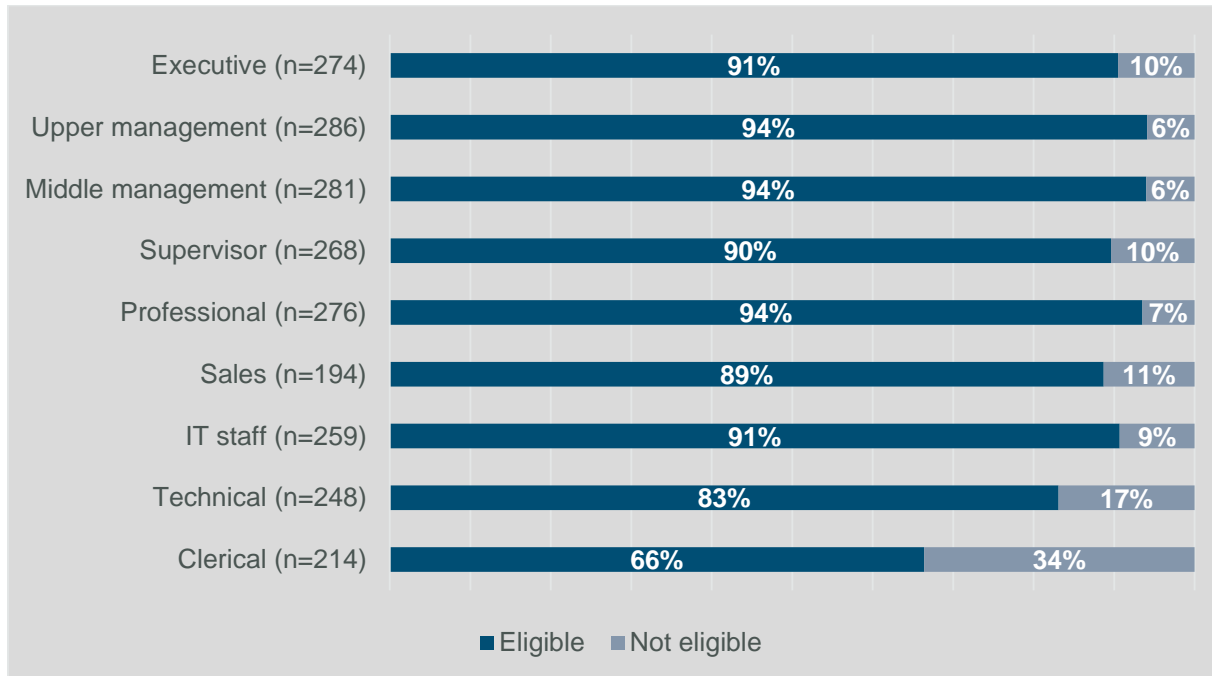


Figure 31: “What length of service, if any, is required for employees to become eligible to participate in the retention bonus program?”

	n	Not tied to length of service	<90 days	90 days to 6 months	6 months to 1 year	>1 year
Executive	225	74%	0%	1%	6%	18%
Upper management	240	75%	0%	1%	6%	18%
Middle management	240	75%	0%	1%	8%	16%
Supervisor	223	77%	0%	1%	7%	14%
Professional	241	74%	0%	1%	8%	16%
Sales	165	77%	1%	1%	9%	13%
IT staff	220	77%	1%	1%	8%	14%
Technical	197	78%	1%	2%	8%	12%
Clerical	155	78%	1%	2%	7%	12%

Figure 32: “What method of payment is most commonly used for the cash retention bonus?”

	n	Lump sum	Regular intervals	Progressive timing
Executive	245	67%	21%	12%
Upper management	261	68%	21%	11%
Middle management	258	68%	19%	13%
Supervisor	236	68%	20%	12%
Professional	255	68%	20%	12%

Sales	171	70%	18%	12%
IT staff	228	68%	21%	11%
Technical	202	67%	19%	13%
Clerical	151	70%	17%	14%

Figure 33: “When the cash retention bonus is calculated, what is it most commonly based on?”

	n	Flat dollar amount	Percent of base salary	Combination of flat and percent of base	Management discretion
Executive	252	42%	21%	11%	26%
Upper management	268	44%	21%	11%	25%
Middle management	264	44%	21%	11%	24%
Supervisor	245	43%	23%	11%	23%
Professional	263	45%	21%	11%	23%
Sales	178	43%	20%	13%	24%
IT staff	233	43%	20%	12%	25%
Technical	207	46%	21%	11%	23%
Clerical	155	47%	18%	12%	24%

Figure 34: “During the past 12 months, what has been the actual retention bonus dollar amount, on average, as a percent of base pay per employee?”

	n	Cannot be identified	<5.99%	6.0%-9.99%	10%-20%	>20%
Executive	211	52%	4%	3%	18%	24%
Upper management	232	49%	4%	6%	25%	17%
Middle management	227	49%	6%	8%	25%	12%
Supervisor	205	50%	9%	10%	22%	8%
Professional	230	46%	11%	11%	26%	7%
Sales	145	51%	9%	10%	22%	8%
IT staff	196	51%	9%	9%	25%	7%
Technical	178	52%	10%	10%	21%	7%
Clerical	131	56%	15%	5%	18%	7%

Figure 35: “In the past 12 months, has the general number of retention bonuses awarded to employees increased, decreased or stayed the same?”

	2010	2014	2016
n=	195	257	292
Increased	22%	24%	27%
Decreased	19%	16%	18%
Stayed about the same	35%	60%	56%

General

Figure 36: “Does your organization feature or market some or all types of bonuses as a key employee benefit when attempting to attract new employees?”

	2010	2014	2016
n=	857	518	514
Yes	35%	29%	29%
Sometimes, but not always	29%	39%	39% ⁵
No	36%	32%	32%

Figure 37: “What would your workforce say is the effect of your organization’s bonus programs on:”
(n=506)

	Extremely positive or positive effect	No effect or neutral	Extremely negative or negative effect
Employee satisfaction	66%	32%	1%
Employee motivation	62%	37%	1%
Employee engagement	63%	36%	2%

⁵ In 2016, more organizations sometimes feature or market some or all types of bonuses as a key employee benefit (39%) statistically significantly greater than 2010 (29%).

Participating Organizations

AAA National Office
AAM
Abacus Technology
ABRH
Abt Associates
Accuray
Ace Hardware Corp.
ADP
Adventist Health System
Advisory Board Co.
Aerojet Rocketdyne
AgFirst Farm Credit Bank
Agropur
AIG
Aimia Proprietary Loyalty U.S. Inc.
Alaska Communications
Alkermes
Allina Health
Alta Resources
Amcor Flexibles
American Association of Community Colleges
American National Bank of Texas
American Systems
American Trim
Amerisure Mutual Insurance Co.
AMSEC LLC
Anadarko Petroleum
Anheuser-Busch Employees' Credit Union
ANSYS Inc.
Apogee Enterprises Inc.
Apotex Inc.
Argonne National Laboratory
Ariens Co.
Arizona Public Service
Armstrong World Industries
ARRIS
ARUP Laboratories
ASM Research
Aspen Technology
Astron Solutions
ATI
Avis Budget Group
B2 Management and Consulting
Baptist Health South Florida
Barclaycard US
Barry Callebaut
Bio-Rad Laboratories
Black Hills Corp.
Black Knight Financial Services
Blood Systems
Blucora Inc.
Blue Cross Blue Shield of Arizona
Bluegreen Vacations
BNSF Railway Co.
Bon Secours Health System
Bosart Longyear
Boson Scientific
Breakthru Beverage Group
Brigham Young University
Bristow Group Inc.
Broadridge Financial Solutions Inc.
Brown University
Brunswick
Bugne
Build-A-Bear Workshop
Cablevision
Cabot Corp.
California Casualty Management Co.
Canadian Payments Association
Canon Solutions America
Capital One
CareFirst BlueCross Blue Shield
Carle Foundation Hospital
Carlson Rezidor Hotel Group
Carpenter Technology Corp.
CBOE
CDM Smith Inc.
Centene Corp.
CGI
Chapters Health System
Children's Health System of Texas
CHS Inc.
Ciena
CIMA+
Cimpress
Cincom
Citizens Property Insurance
City of Columbus
City of Mount Pearl
Cleveland Clinic
CME Group
Cognex
Colorado PERA
Compass Group Canada
Connecticut Children's Medical Center
Connections Education
Constellation Brands
Corix Group of Companies
Cottage Health
Country Casual Teak
County of Allegany, Maryland
County of Kent, Michigan
CP Kelco
Crawford
Credit Union Executives Society
CSA Group
CSAA Insurance Group
CST Brands
Curtiss-Wright
DATA Communications Management
David's Bridal
Daymon Worldwide
Deltak
DENSO Manufacturing of Michigan
Digi International
Discovery Communications
DJO Global
Dollar General
DRS Technologies
Dun and Bradstreet
ECM Publishers Inc.
Empire Life
Employers Resource Association
Energy Northwest
EnLink Midstream
Enphase Energy Inc.
Enscoc PLC
Equity Office
Ericsson Inc.
Express Scripts
FCA US
Federal Housing Finance Agency
Federal Reserve Bank of Atlanta
Federal Reserve Bank of Cleveland
Ferguson Enterprises Inc.
Ferro Corp.
First American Financial Corp.
First West Credit Union
FirstEnergy Corp.
FIS
Fonterra
Ford Motor Co.
Forrester Research Inc.
Fort Knox Federal Credit Union
Fossil Group Inc.
Freeport-McMoran Oil & Gas
Fulton Financial Corp.
Galderma

Gateway Mortgage Group
Genentech Inc.
General Cable
General Motors Co.
Genpact LLC
Geokinetics
Geonerco Management LLC
Glassdoor
Glazer's
GLOBALFOUNDRIES
GM Financial
Graco
Grande Cheese Co.
Group Health Cooperative of
South Central Wisconsin
GROWMARK Inc.
GSK
Halcon Resources
Halogen Software
Hamilton Beach Brands Inc.
HarbisonWalker International
Harrisburg Area Community
College
Haworth Inc.
Helzberg Diamonds
Henkels & McCoy
Hennepin Health Systems
Hess
Hexcel Corp.
Hines Interest
Hino Motors Manufacturing
U.S.A. Inc.
HMSA
Hollard
HollyFrontier
Honeywell FM&T
Houghton Mifflin Harcourt
Hovy Reward Solutions
HRL Laboratories LLC
HSN
HUB International Insurance
Brokers
Hunter Douglas Window
Fashions Division
Huntington National Bank
Hyundai Capital America
ICW Group
Idaho National Laboratory
IDEXX Laboratories Inc.
IM Flash Technologies
Independence Blue Cross
Innovative Compensation
and Benefits Concepts
Insight
Insitu
Intalere

Intelligrated
Inter-Coastal Electronics Inc.
Interactive Intelligence Inc.
International Paper
International SOS Assistance
Inc.
Intrawest
Investment Co. Institute
Invitation Homes
Ipsen Biopharmaceuticals
Inc.
Ironwood Pharmaceuticals
Ixia
Jarden
Johnson Outdoors Inc.
Jordan Valley Water
Conservancy District
Just Born Inc.
Just Energy Group
Kabam Inc.
Kaiser Permanente
KLX Inc.
L-3 Communications
Aerospace Systems
Lafarge Canada Inc.
Lake Associates Inc.
Lancaster General Health
Learning Care Group Inc.
Legacy Willis (Willis Towers
Watson)
Lehigh Valley Health Network
Leprino Foods Co.
Leupold & Stevens Inc.
Lexicon Pharmaceuticals Inc.
LFB,FSB
LifeLabs
Lincoln Financial Group
LINK-BELT
LPL Financial
Lubrizonl
Lumentum
LVMH Inc.
Magellan Health
Magellan Midstream Partners
Magnetic Media Online Inc.
Main Line Health
Manhattan Associates Inc.
Manulife Financial
Maricopa County
Marsh & McLennan
Companies
Mary Kay Inc.
Mattamy Homes
Maxim Integrated
Memorial Health System

Memphis Light, Gas and
Water
MGIC
MGM Resorts International
Miami Air International
Microsoft Corp.
Midland States Bank
MidMichigan Health
MillerCoors
Miraca Life Sciences
MITRE
Moody's
Moog Inc.
Mountain America Credit
Union
Mutual & Federal
Mutual of Omaha
National Fuel Gas
Distribution Corp.
National Pen
National Radio Astronomy
Observatory
Nationwide Insurance
Nav Canada
Navigant
Navigant Credit Union
Navistar Inc.
New York & Co.
Newmont Mining Corp.
Nexeo Solutions LLC
NJ Transit
Nordson Corp.
Northwell Health
Northwestern Mutual
Novartis
NRUCFC
NSF International
NSK Americas Inc.
NuStar
OGE Energy Corp.
Ohio Mutual Insurance Group
Omaha Public Power District
ON Semiconductor
Oncor Electric Delivery
Orica USA
Oschner Health System
Owens Corning
Oxford University Press
Pacific Northern Gas
Packaging Corp. of America
Parsons Corp.
Patelco Credit Union
Paycor
Pegasystems Inc.
Piramal Enterprises Limited
PNM Resources Inc.

Polycom
Principal
PRM Consulting Group Inc.
Progress
Prologis
ProQuest
QAD
Quality Bicycle Products
Quantum Corp.
Radian Group Inc.
Rahmberg Stover & Assoc.
Raley's
RAND Corp.
Red Robin
Regency Centers
Regions Hospital
Republic Airways
Research Now
RGA
RingCentral
Robertshaw
Rocket Fuel Inc.
Rockwell Automation
Ropes & Gray LLP
Rubino Consulting Services
Rytec Corp.
SAIC
Saint Mary's Hospital
Samuel, Son, & Co. Ltd
Sandy Spring Bank
Savannah River Nuclear
Solutions LLC
Savannah River Remediation
Savers Inc.
Scontrino-Powell
Service Corp. International
Silver Star Brands
SilverStone Group - Human
Capital Consulting
Simmons Foods
Sky Deutschland
Slac National Accelerator
Laboratory
SM Energy
Snap-on Inc.
Sodexo
Solar Turbines Inc.
Sonic Corp.
Sony Music
Southern Co.

Southern New Hampshire
Health
Southern States Cooperative
Spectrum Health
Splunk
Sprouts Farmers Market
St. Vincent's Health System
StandardAero
Stanford Health Care
State Auto
Steinbach Credit Union
Stratasys
Subaru of America Inc.
Suburban Propane
SurveyMonkey
Target
TE Connectivity
Teacher Retirement System
of Texas
Tesoro
Texas Children's Hospital
Texas Mutual Insurance Co.
The Christ Hospital Health
Network
The Coca-Cola Co.
The Johns Hopkins
University/Applied Physics
Laboratory
The Manitowoc Co.
The Marcus Corp.
The Maschhoffs
The Queen's Health Systems
The Royal College of
Physicians and Surgeons of
Canada
The Standard Insurance
The Trustmark Companies
The University of Chicago
The Walt Disney Co.
The YMCA of Greater
Rochester
Thomas Jefferson Univ. &
Hospitals
Toray Plastics (America) Inc.
Toyota Boshoku America
TransUnion
Tribune Publishing
TriZetto
UFA
Ulta Beauty

UNFI
Union Bank & Trust
UnityPoint Health
Universal Technical Institute
University of Pennsylvania
Health System
Unum Group
UOM Faculty Physicians Inc.
USP
UW Health
Valley National Bank
Valliant Consulting Group
Vector Security
Vectren Corp.
Vendavo Inc.
Veolia North America
Virbac Corp.
Volkswagen Group of
America
Vulcan Materials Co.
Waddell & Reed
Walt Disney Parks and
Resorts
Warner Bros. Entertainment
Waste Management
WEC Energy Group
Weill Cornell Medicine
Wellmark Blue Cross and
Blue Shield
West Marine
Western National Insurance
Group
Westfield Group
WestJet Airlines Ltd
Weyerhaeuser Co.
Whitney Smith Co.
Whole Foods Market
Wilson Group
Wilson Sonsini Goodrich &
Rosati
Wolseley Canada
Wood Group Mustang
Workplace Safety &
Insurance Board
WR Grace
Wycliffe Bible Translators Inc.
Yellow Pages
Young Presidents'
Organization Inc.
Zimmer Biomet