



Incentive Pay Practices Study 2026

In partnership with Compensation Advisory Partners

Purpose: To understand trends in short-term and long-term incentive program designs among U.S. publicly traded companies, privately held companies, non or not-for-profit organizations, and government organizations (and examine how the strategies are similar or different).

Please review the following definitions before proceeding with this survey.

Incentive compensation includes all variable rewards for performance or achievement of short-term or long-term goals. These plans are designed to stimulate employee performance and reward the accomplishment of specific results. Rewards usually are tied to expected results identified at the beginning of the performance cycle. The plans can be individual, group, companywide or a combination of any of these. For the purposes of this study, Sales Incentive Plans (e.g. commission plans, sales bonuses, SPIFFs) are not included.

Short-term incentives (STI) are rewards that are based on the attainment of short-term results of 12 months or less (e.g., revenue, net income, project completion). In many organizations STI is synonymous with Annual Incentive Plan (AIP), but STI may also include other types of incentives and bonuses based on performance within a one-year period or less. For purposes of this study, it does not include Sales Incentive Plans (e.g. commission plans, sales bonuses, SPIFFs).

Long-term incentives (LTI) are incentives that require sustained performance of the firm or employee service for a period longer than one fiscal year, that promote long-term retention and alignment with shareholder interests. They include various incentive vehicles, such as real equity (restricted stock/restricted stock units, stock options), phantom equity, profits interests, long-term cash incentive plans and non-qualified deferred compensation.

This survey refers to the following employee groups:

CEO (highest-ranking executive of the organization regardless of actual title)

Direct reports of the CEO (direct reports to the CEO or highest-ranking executive)

Other executives/officers (most senior leaders who don't report directly to the CEO or highest-ranking executive; often VPs)

Managers/supervisors (all other management)

Salaried professionals (salaried professional staff who are not people managers and perform specialized, professional, or technical work as individual contributors)

Hourly workers (workers paid on an hourly basis; in the U.S. non-exempt hourly and salaried workers should be included in this category)

You can download the questionnaire and a glossary containing these and other terms used in this survey for your reference in completing the survey.

This survey takes approximately 45–60 minutes to complete. We recommend having short term incentive plan, annual incentive plan, long-term incentive plan and budget information before starting.

For this survey, please respond with practices used for your U.S. workforce.

- I am responding for my organization's U.S. workforce.
- We don't have workers in the U.S.

Your organization is:

- For profit, privately-owned
- Nonprofit or not-for-profit
- Government (federal, state/provincial, local or tribal)
- For profit, publicly traded (stock ticker)

We need your organization's name in order to resolve multiple submissions that we might receive from the same organization and to include your organization in the participant list. Please provide your company name and indicate whether we may include it in the participant list.

- You may include my organization in the participant list. My organization's name is:
- My organization does not permit us to be included in the participant list, but for data-cleaning purposes, its name is:

Which best describes your organization?

- A multinational organization (employees/operations in multiple countries)

- A national organization (employees/operations in a single country)
- Other, please describe:

How many full-time employees (FTEs) does your organization employ worldwide?

- Less than 10
- 10-19
- 20-499
- 500 - 2,499
- 2,500 to 4,999
- 5,000 to 9,999
- 10,000 to 19,999
- 20,000 or more

Please choose one category that best describes the industry in which your current organization operates. For assistance, see [U.S. Census NAICS Code Lookup](#)

- Agriculture (includes forestry, fishing and hunting)
- Arts, entertainment & recreation
- Childcare
- Construction (includes commercial, residential & civil engineering)
- Education (K-12 and post-secondary, public & private & ed services)
- Extraction (includes mining, quarrying, oil & gas)
- Finance & insurance
- Government (federal, state, local & tribal EXCEPT public schools and universities)
- Health care
- Holding companies
- Hotels, restaurants & bars
- Information - Web, software, data processing & hosting
- Information - Publishing (not internet)
- Information - Motion picture, sound recording & broadcasting
- Information - Telecommunications
- Maintenance, repair, laundry & personal services
- Management of companies and enterprises
- Manufacturing
- Mining, quarrying, oil & gas extraction
- Non-profit associations (includes professional, civic & grantmaking)
- Pharma and biotech R&D
- Pharma and biotech manufacturing
- Professional services (includes legal, accounting, tax, ad & consulting)

- R&D (science and engineering EXCEPT pharma)
- Rental & real estate (includes sales, mgmt & leasing of property and rental of equipment, cars, etc.)
- Retail trade
- Senior care (including services & residences)
- Support services (including administrative, travel, temp workers, security, janitorial)
- Transportation
- Utilities and energy production
- Warehousing
- Waste management
- Wholesale trade
- Other (please describe)

What was the **revenue/income** (money generated by your company from sales of goods or services on a worldwide basis) for your organization at the end of 2025?

- Up to \$10 million
- At least \$10 million but less than \$30 million
- At least \$30 million but less than \$100 million
- At least \$100 million but less than \$300 million
- At least \$300 million but less than \$600 million
- At least \$600 million but less than \$1 billion
- At least \$1 billion but less than \$3 billion
- At least \$3 billion but less than \$5 billion
- At least \$5 billion but less than \$8 billion
- At least \$8 billion but less than \$10 billion
- At least \$10 billion but less than \$15 billion

- At least \$15 billion but less than \$20 billion
- \$20 billion or more

What is your organization's corporate status?

- C Corp.
- S Corp.
- LLC
- Subsidiary
- Partnership
- Mutual
- Cooperative
- Government
- Not-for-profit
- Other, please describe:

Is your company family-owned?

- Yes
- No

Do your company's owners include a private equity firm?

- Yes
- No

Short-term incentives (STI) are rewards that are based on the attainment of short-term results of 12 months or less. In many organizations STI is synonymous with Annual Incentive Plan (AIP), but STI may also include other types of incentives and bonuses based on performance within a one-year period or less. It does not include Sales Incentive Plans (e.g. commission plans, sales bonuses, SPIFFs).

Does your organization have a short-term incentive program/programs?

- Yes
- No

How many short-term incentive programs does your organization have?

- 1
- 2

- 3
- 4
- 5 or more
- Not sure

Which of the following employee types are **eligible** for STIs in 2026?

	Yes	No	N/A or Not sure
CEO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Direct reports of the CEO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other executives/officers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managers/supervisors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Salaried professionals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hourly workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Which types of short-term incentive (STI) plans does your organization use for each employee type? Please select all that apply.

Definitions of each type of short-term incentive program are provided; please mouse over each item to see the definition.

	Annual incentive plan (AIP)	Discretionary bonus plan	Project/milestone bonus plan	Profit-sharing plan	Gains sharing plan	Team/small-group incentives	Spot awards	Retention bonus plan
CEO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Direct reports of the CEO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other executives/officers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managers/supervisors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Salaried professionals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hourly workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Will your organization make changes to its STI plan(s) in 2026?

Definitions of each type of short-term incentive program are provided; please mouse over each item to see the definition.

	Added program	Modified program	Eliminated program	No change/ NA
Annual incentive plan (AIP)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Discretionary bonus plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Project bonus plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Profit-sharing plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gainsharing plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Team/small-group incentives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Spot awards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Retention bonus plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What changes to your STI plan(s) were or will be implemented in 2026? Please select all that apply.

- Changing performance measures
- Changing target award levels
- Adjusting performance goals
- Changing the incentive payout range
- Changing threshold triggers (minimum performance result for pool funding)
- Exercising/adding discretion in incentive payouts
- Adjusting the performance period
- Excluding one-time charges and/or impact of economic factors from performance
- Changing plan participants
- Combining plans
- Other, please describe

What is your organization's approximate total U.S. annual budget/spending for STIs, expressed as a percentage of operating income/budget?

(Operating income is earnings before interest and taxes, or EBIT. Nonprofits should use net surplus, or revenue minus expenses.)

2025 operating income/budget		%
2026 operating income/budget (projected)		%

What is your organization's schedule of payouts for **AIP awards**?

Please complete the grid below for each employee group.

	Once per year	Every six months	Quarterly	Monthly	Other, please describe:
CEO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Direct reports of the CEO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other executives/officers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managers/supervisors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Salaried professionals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hourly workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Which parties approve AIP payouts?

Please complete the grid below for each employee group.

Parties receiving AIP:	Board of directors	Compensation committee	CEO	HR/Compensation team	Business unit leaders	Other, please describe:
CEO						
Direct reports of the CEO						
Other executives/officers						
Managers/supervisors						
Salaried professionals						
Hourly workers						

Does your organization’s **AIP** specify performance thresholds, target payout levels and/or maximum payout levels?

	Yes	No	N/A or Not sure
Threshold			
Target			
Maximum			

Please provide information on **TARGET payouts** for your **AIP** for each employee group. For position bands, use the most prevalent target percentage.

Please provide a numeric answer, up to 2 decimal places.

	TARGET payout as a percentage of Salary
CEO	%
Direct reports of the CEO	%

	TARGET payout as a percentage of Salary
Other executives/officers	%
Managers/supervisors	%
Salaried professionals	%
Hourly workers	%

Please provide information on **THRESHOLD** and **MAXIMUM** payouts for your **AIP** for each employee group. For position bands, use the most prevalent target percentage.

If the maximum payout for a level is the same as the target payout, enter **100** in the MAXIMUM (blue) column.

Please provide a numeric answer, up to 2 decimal places.

	THRESHOLD payout as a percentage of TARGET	MAXIMUM payout as a percentage of TARGET
CEO	%	%
Direct reports of the CEO	%	%
Other executives/officers	%	%
Managers/supervisors	%	%
Salaried professionals	%	%
Hourly workers	%	%

How many performance measures are used in your **AIP**?

- 1

- 2
- 3
- 4
- 5
- 6
- 7
- 8 or more
- Not Sure

Which of the following performance measures are used in your **AIP**? Please select all that apply.

Individual

- Individual performance (including performance rating, achievement of goals, other)

Financial

- A profitability measure (net income, EBITDA, operating income, EBIT, earnings per share (EPS))
- A return measure (return on equity, assets or invested capital)
- Capital efficiency
- Cash flow/cash flow growth
- Economic profit
- Revenue/revenue growth
- Other financial measure, please describe:

Non-financial

- Cost reduction/savings
- Efficiency
- Quality/defects
- Volume/orders
- Customer measures (service, satisfaction, retention, new customers)
- Artificial Intelligence (AI) initiatives
- Cyber/data security
- Environmental measures
- Inclusion and belonging measures (e.g., diversity, equity, inclusion, culture of belonging)
- Employee measures (satisfaction/engagement/culture)

- Safety/occupational injury
- Governance
- Other non-financial measure, please describe:

How is your company’s Annual Incentive Plan (AIP) weighted across the following performance measures?

Please allocate **100% across all categories**.

	Weight
Individual performance:	%
Financial performance (e.g., revenue, profit, EBITDA):	%
Non-financial performance (e.g., productivity, quality, safety, ESG, Sustainability):	%
Other:	%

How is individual performance incorporated into your AIP design?

Please answer for each employee group. Hover for each definition.

	Weighted metric approach	Modifier/multiplier approach	We do not incorporate individual performance
CEO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Direct reports of the CEO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Weighted metric approach	Modifier/multiplier approach	We do not incorporate individual performance
Other executives/officers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managers/supervisors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Salaried professionals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hourly workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How much does supervisor discretion/subjectivity play a role in your AIP payout?

Please answer for each employee group.

	Significantly	Somewhat	A small amount	Not at all
CEO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Direct reports of the CEO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other executives/officers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managers/supervisors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Salaried professionals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hourly workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Have you seen a change in the level of discretion applied in your **AIP** in the last 12 months. Please answer for each employee group.

	More discretion	No change	Less discretion
CEO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Direct reports of the CEO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other executives/officers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managers/supervisors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Salaried professionals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hourly workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Is the profitability measure calculated before or after incentives and taxes?

Tax expense	Incentive expense
<input type="radio"/> Before tax expense <input type="radio"/> After tax expense	<input type="radio"/> Before incentive expense <input type="radio"/> After incentive expense

How is your **AIP** funded?

- Corporate-level financial hurdle or formula (“top-down funded”)
- Division- or unit-level financial hurdle or formula
- Sum of individual targets (“bottom-up funded”)
- Sum of individual targets with corporate or division level funding hurdle
- Discretionary
- Other, please describe:

Is there a minimum level of performance that your organization requires in order to fund the **AIP**? If yes, what is the required minimum funding hurdle?

- Yes, _____
- No

Do you budget at a higher level (than 100% of target) to allow for individual performance modifiers and/or more performance differentiation? If yes, write in the budgeted incentive pool as a percentage of target.

- Yes, please add practice: _____
- No
- Not sure
- Other, please describe:

Are payments made under an **AIP** subject to a clawback policy?

- Yes, a single clawback policy for all employees including executive officers.
- Yes, a clawback policy that applies only to executive officers.
- One clawback policy for executive officers and one for all other employees.
- Other, please describe.
- Not sure
- No clawbacks in place for AIPs.

For each of the following groups, under which circumstance may clawbacks be made?

	For financial restatements	For violations of code of conduct	For both	Not sure or N/A
CEO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Direct reports of the CEO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other executives/officers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managers/supervisors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Salaried professionals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hourly workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How would you rate the overall effectiveness of your company's short-term incentive programs?

- Extremely effective
- Very effective
- Effective
- Somewhat effective
- Not effective

Optional: Please share any additional thoughts on the effectiveness of your short-term incentive program.

Long-term incentives (LTI) are incentive plans that require sustained performance of the firm or employee service for a period longer than one fiscal year, that promote long-term retention and alignment with shareholder interests. They include various incentive vehicles, such as real equity (RS/RSUs, stock options), phantom equity, profits interests, long-term cash incentive plans and non-qualified deferred compensation.

Does your organization have a long-term incentive plan/plans?

- Yes
- No, and we have no plans to implement one
- No, but we are planning to implement one in the future

How many long-term incentive vehicles does your organization use?

- 1
- 2
- 3
- 4
- 5 or more
- Not sure

	Stock options	Restricted stock/restricted stock units (RSU)	Phantom stock	Stock appreciation right (SAR)	Long term cash plans	Performance shares/units	Nonqualified deferred compensation
Direct reports of the CEO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other officers/executives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managers/supervisors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Salaried professionals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hourly workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Are your long-term incentive awards time-based or performance-based?

	All time-based	All performance-based	Combination of time and performance-based	Not sure/NA
CEO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Direct reports of the CEO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other officers/executives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managers/supervisors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Salaried professionals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	All time-based	All performance-based	Combination of time and performance-based	Not sure/ NA
Hourly workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Will/has your organization make/made changes to its LTI plan(s) in 2026?

	Added program	Modified program	Eliminated program	No change/ NA
Stock options	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Restricted stock/restricted stock units (RSU)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Phantom stock	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stock appreciation right (SAR)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Long term cash plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Performance shares/units	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nonqualified deferred compensation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What changes to your LTI plan(s) were or will be implemented in 2026? Please select all that apply.

- Changing performance measures
- Changing target award levels
- Changing LTI vehicles

- Changing the mix of LTI vehicles
- Changing the vesting period
- Adjusting performance goals
- Changing the incentive payout range
- Exercising/adding discretion in incentive payouts
- Adjusting the performance period
- Excluding one-time charges and/or impact of economic factors from performance
- Changing plan participants/eligibility
- Combining plans
- Other, please describe

If your organization has added or modified a long-term incentive, what prompted it? Please select all that apply.

- Align programs with market practices
- Change in business results
- Change in strategy
- Regulatory or compliance-driven changes
- Economic factors
- Organizational growth
- Change in focus on sustainability, environmental, social and governance (ESG) or diversity, equity, inclusion and belonging
- New ownership/management (IPO, Private equity)
- Regular annual review and update of the plan(s)
- Reorganization, including merger and/or acquisition (M&A)
- Attraction retention impact
- Competitive talent market & evolving workforce expectations
- Owner, shareholder or proxy advisory feedback
- Dilution constraints or sharepool limitations
- Stock price market volatility
- Other, please describe

What are the top **three** objectives of your long-term incentive programs? Please select up to three.

- Align employee rewards with long-term organization goals
- Focus employees on specific long-term goals

Parties receiving LTI:	Board of directors	Compensation committee	CEO	HR/Compensation team	Business Unit Leaders	Other, please describe:
Direct reports of the CEO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other officers/executives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managers/supervisors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Salaried professionals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hourly workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What is the typical grant frequency for regular ongoing long-term incentive awards?

- Annually
- Every two years
- Every three years
- Ad hoc
- Other, please describe:

Does your company grant special one-time awards? Select all that apply

- At hire
- At promotion
- Retention grants
- Refresh grants
- Special performance award
- Other, please describe:

What is the most common vesting and/or performance period for your organization's regular ongoing long-term incentive awards?

- At grant/no vesting
- One year
- Two years
- Three years
- Four years
- Five or more years
- Other, please describe:

Under these termination scenarios, how is vesting handled?

	Forfeit	Pro-rata vesting through termination date	Continued vesting as if the employee had remained employed	Accelerated vesting (100% of unvested award vests immediately)	No change/ NA
Retirement with limited notice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Retirement with adequate/required notice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Involuntary Termination with cause	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Involuntary Termination without cause	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Voluntary Resignation with Good Reason	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Voluntary Resignation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Forfeit	Pro-rata vesting through termination date	Continued vesting as if the employee had remained employed	Accelerated vesting (100% of unvested award vests immediately)	No change/ NA
Change in company control	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Death	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What is the level of equity overhang in your organization for the most recent completed fiscal year? (Overhang is the sum of equity awards outstanding divided by the total number of outstanding common shares.)

What is the percentage of total economic value that company owners share with executives and other employees through long-term incentives?

(For cash-based plans, value sharing is expressed as % of operating income or EBITDA. For real equity plans, value sharing is expressed as % of shares outstanding (called “equity overhang.”))

- Between 0% and 4.9%
- Between 5% and 9.9%
- Between 10% and 14.9%
- Between 15% and 19.9%
- Between 20% and 24.9%
- More than 25%
- Not sure

How does the company provide liquidity for real or phantom equity grants?

- At vesting
- Periodic sessions/times when executives can sell the real or phantom equity back to the company
- Upon a value-realizing event such as a company sale or IPO
- When the executive terminates employment
- Upon the request of the executive after vesting

- Other, please describe:

What valuation method do you use to determine the value of the real or phantom equity grants?

- Outside appraisal (independent)
- Established formula that is periodically reviewed
- Discretion of the board or management
- Book value
- N/A
- Other, please describe:

Do your organization's long-term cash and performance share plans specify thresholds, target and/or maximum payout levels?

	Yes	No	N/A or not sure
Threshold	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Target	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maximum	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What is your **target** long-term incentive award opportunity, as a percentage of salary, for the following positions?

Enter numeric values only, up to 2 decimals. Do not include any symbols: For example, (%), letters, or other characters.

	TARGET LTI as a percentage of salary
CEO	%
Direct reports of the CEO	%
Other executives/officers	%

	TARGET LTI as a percentage of salary
Managers/supervisors	%
Salaried professionals	%
Hourly workers	%

Please provide information on **THRESHOLD** and **MAXIMUM** (as applicable) payouts for your long-term cash or performance share plans for each employee group.

If the maximum payout for a level is the same as the target payout, enter **100%** in the MAXIMUM (blue) column .

	THRESHOLD payout as a percentage of TARGET	MAXIMUM payout as a percentage of TARGET
CEO	%	%
Direct reports of the CEO	%	%
Other executives/officers	%	%
Managers/supervisors	%	%
Salaried professionals	%	%
Hourly workers	%	%

What are the performance measures used to determine the number of shares or units, or the amount of cash earned? Please select all that apply.

- A profitability measure (earnings per share (EPS), net income, operating income/EBIT, EBITDA, etc.)
- A return measure (return on equity, assets or investment)
- Annual sales/revenue
- Cash flow
- Economic profit or similar
- Stock price/market cap
- Total shareholder return (TSR)
- Strategic measure (e.g. growth in channel, product line, geography)
- Diversity, equity and inclusion (DE&I) measure
- Environmental, social or governance (ESG) measure, except for DE&I
- Non-financial measures (not ESG or DE&I)
- Individual performance
- Other, please describe:

Are the performance metrics used in your long-term performance awards measured against absolute company performance or performance relative to a peer group/index?

- Only absolute company performance
- Only relative performance
- Combination of absolute and relative performance

Are payments made under an LTI plan subject to a clawback policy?

- Yes, a single clawback policy for all employees including executive officers.
- Yes, a clawback policy that applies only to executive officers.
- Yes, one clawback policy for executive officers and one for all other employees.
- Other, please describe:
- No clawbacks in place for LTI plans.

For each of the following groups, under which circumstance may clawback be made?

	For financial restatements	For violations of code of conduct	For both	N/A or not sure
CEO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Direct reports of the CEO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other executives /officers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managers/supervisors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Salaried professionals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hourly workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How would you rate the overall effectiveness of your company’s long-term incentive program?

- Extremely effective
- Very effective
- Effective
- Somewhat effective
- Not effective

Optional: Please share any additional thoughts on the effectiveness of your long-term incentive program.