

a Comprehensive User Guide







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CBR Timeline

May 1 - Data Collection begins

July 1 - All data is due

September - Data is released, in

database

Year Round - Gain access to data or

sign up to participate

THE LEADING ONLINE AGRIBUSINESS SALARY SURVEY IN NORTH AMERICA

The Compensation Benchmark Review serves the unique needs of the agribusiness industry like no other survey can. Conducted by AgCareers.com, a trusted supplier of human resource services, this confidential tool has quickly become the standard in salary benchmarking within agriculture. No matter how large or small, companies now have an effective and strategically sound solution to manage compensation programs. We invite you to explore this guide and learn more about our current survey offerings.





Why the CBR?

The Compensation Benchmark Review is AgCareers.com's exclusive online salary survey tool. Along with our job board and talent recruitment resources, AgCareers.com has acquired a wealth of knowledge and familiarity with benchmarking standard and unique industry positions. This innovative offering is designed specifically for ag and food companies as a custom built resource driven by its own participants for ten years and counting.

The "CBR" as it is often referred, provides meaningful compensation data on a wide array of positions. Data is available in multiple reporting cuts to easily evaluate market values. Over 150 North American companies, both large and small, utilize the survey annually to recruit and retain talent.

What is the timeline for collection of salary information?

For our U.S. clients, data collection begins in May, data is due July 1st. The updated reports are released within the survey database in September.

How is my company information submitted?

Clients are sent a dedicated data collection link to capture the components contributing to the compensation package of each employee. That information is then reviewed, validated and uploaded.

What type of employee data must I provide?

AgCareers.com collects data for a number of benefits and variables per employee, but only require the following:

- Client Position Title
- Location State
- Location City or Rural
- Base Salary
- Performance Pay Bonus / Incentive
- Exempt / Non-Exempt

Can other companies see my salary information?

All data is confidential. Every effort is made to ensure that the salary tables protect the confidentiality of contributor data and are statistically meaningful. A minimum number of cases (typically five) are assigned for each position. Some positions have been omitted because of the small sample size. Where the number of cases recorded equals the minimum, publishing is restricted to the median and average values only. The CBR is only available to those that supply data thus enhancing the resource's integrity and credibility.

Which positions are available for benchmarking?

Every year over 80,000 U.S. employees are reported to AgCareers.com for salary benchmarking. A total of 240+ positions are available in the U.S. database. See the positions page for more details.



What is the methodology for the Compensation Benchmark Review?

The survey is conducted through a secure online survey platform by employee representatives (typically HR or senior management) of subscribed companies. Compensation and benefit data for all current employees is provided to AgCareers.com. The data is employee record level — not averaged across employees for a given role — but employee by employee. We confirm that the salary data our clients report to us are not "outlying"; i.e., outside of the standard role range. Employees whom we identify as outliers are excluded from survey reports.

We work collectively with our clients in job mapping. We give clients our position descriptions so that they may identify key accountabilities for mapping their jobs to our standard position lists. We then review these matches to ensure that each role is a fit to our standard position, by accountability, duty, responsibility, reporting level, education requirement, and other relevant factors. We often ask clients to give us their own position descriptions and then have phone conversations and/or email correspondence with them in order to discuss these details before we finalize job mapping.

What demographic breakouts are included within the CBR?

Clients can focus on general ag and food trends or sector specific breakouts such as Ag Chem/Seed/Fertilizer, Commodities/Biofuels/Feed, Cooperatives/Ag Retail, Production/Processing, Produce/Farming, Equipment/Technical and many more.

Information is also reported geographically by location (regional and state), city vs. rural, and company size (both annual revenue and number of employees).

How do I access the results of the CBR?

The online format ensures that data is accessible year-round, 24 hours a day, 7 days a week. For those with Full Access subscriptions, they may access information for a 12 full months following a signed agreement. Basic Reports subscribers (no online database access) are simply emailed electronic PDFs of the Standard Reports, for only the positions contributed to the survey.

How do I know which subscription level is right for me?

See the pricing page for more details.

How many people can use a subscription?

There is no limit on the number of users that may have access to the CBR per company subscription. As a security measure, AgCareers.com request that each unique user be issued a personalized login for tracking and easy deactivation purposes.

Can I request training for more information on how to use the CBR?

Our customer care staff provide complimentary training, on-going customer support, and customized reporting per request (with approved subscription level). Simply contact compensation@agcareers.com for more information.





2023-2024 Participant List - US

Ag Chem / Fertilizer / Seed

Ag Alumni Seed AgBiTech - USA

AgReliant Genetics, LLC

American Plant Food

BarenBrug

Barkley Seed, Inc.

BASF

Bejo Seeds

Calyxt

Certis, Inc

Cibus US LLC

Corteva Agriscience

Cytozyme Laboratories

Dellavalle Laboratory, Inc.

DLF Pickseed Canada

EarthOptics

Farmer's Business Network, Inc.

GDM Seeds

Gowan Company

Grow West

Hi-Line Cooperative Inc.

HM Clause

ICL Specialty Products Inc

Inari Agriculture

International Raw Materials Ltd.

Kemin Animal Nutrition & Health North America

Koppert Biological Systems, Inc.

Lallemand Plant Care

Merck

Nachurs Alpine Solutions

Noble Research

Novozymes North America Inc.

Novus Ag

Nutrien Ag

Oro Agri

Pivot Bio

PowerPollen & Accelerated Ag Technologies

PremierTech

RiceTec

Sakata Seed America, Inc.

SemiosBIO Technologies Inc.

Sensient Technologies Corporation

SGS Canada Inc

Stine Seed Company

Syngenta

Telus

The Andersons, Inc.

The Arthur Companies

Valley Agricultural Software

Vive Crop Protection

Wilbur-Ellis

Wyffels Hybrids

Commodities / Biofuels / Feed

Attebury Grain LLC

Bartlett and Company

Bunge

Caledonia Farmers Elevator

Cargill

Ceres Global Ag

CGB Enterprises, Inc.

Clarkson Grain Group

CoMark Equity Alliance LLC

Glacial Lakes Energy, LLC

Kalmbach Feeds, Inc.

NutriQuest

Riverhead Resrouces

The DeLong Co., Inc

The Scoular Company

United Animal Health

Viterra

Zinpro Corporation

Cooperatives/ Ag Retail

CFO Systems

CHS, Inc

Growmark

MaxYield Cooperative

Pratum Co-op

Lamb Weston

Louis Dreyfus

Livestock Production/Processing

Aviagen

Cactus Feeders

Christensen Farm & Feedlots, Inc

Foster Farms US

Hormel Foods

Iowa Select Farms

Lincoln Premium Poultry

Murphy Family Ventures

OSI Industries, Inc.

Pig Hill

Sinclair Services Company

Smithfield Hog Production Division

The Maschhoffs

Produce & Farming

AC Foods

AgReserves

Amway Corp

Black Gold Farms

Cavendish Farms

Central Coast Agriculture

CLAAS of America

Country Financial

CSS Farms

Driscoll's

Farmers Edge Inc

Florida Crystal Corporation

Grimmway

J.G. Boswell Company

Navajo Agricultural Products Industry

Ocean Mist Farms

Pacific Ag Management US

Premier Crop Systems

R. D. Offutt Company

Reiter Affiliated Companies

Trinitas Farming

US Sugar Corporation

Van Drunen

Vavda

Wonderful Orchards

Wysocki Family of Companies





2023-2024 Positions List - U.S.

Accountant

Accountant - Assistant

Accountant - Clerk

Accountant - Management

Accounting Manager

Accounts Payable/Receivable Clerk

Accounts Payable/Receivable Manager

Administration Manager - Business

Administration Manager - Regional

Administration Manager - Site

Administrative Assistant

Advisor - Government/Stakeholder

Manager

Advisor - Government/Stakeholder

Relations

Agribusiness Specialist

Agronomist - Manager

Agronomist - Research

Agronomist Field I

Agronomist Field II

Analyst - Business

Analyst - Commodity

Analyst - Finance

Analyst - Logistics

Animal Health & Welfare

Assistant Plant Manager

Auditor

Branch Manager - Retail/Wholesale

Business Development Manager

Business Manager

Business Process Manager

Chief Executive Officer

Chief Financial Officer

Chief Operating Officer

Clerk

Commercial Manager

Communications/PR Manager

Communications/PR Specialist

Company President

Company Secretary

Contract Administrator

Courier

Credit Controller

Credit Manager

C-Store Manager

C-Store Manager — Assistant

Custom Applicator/Sprayer

Customer Service Coordinator

Customer Service Manager

Customer Service Representative

Data Processor

Director

Director - Human Resources

Director - Marketing

Director - Operations

Director- Finance

Dispatch/Stock Control Clerk

Electrician

Elevator Assistant

Elevator Assistant - Senior

Elevator Manager

Engineer

Engineer - Ag Systems

Engineering Manager

Environmental Manager

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Environmental Specialist

Environmental Technician

Executive Assistant

Farm Al Technician

Farm Director

Farm Manager

Farm Manager - Assistant

Farm Manager - Division

Farm Poultry - Farm Manager

Farm Supervisor

Farm Worker

Farm-Beef - Farm Manager

Farm-Beef - Farm Worker

Farm-Poultry - Breeder/Hatchery Manager

Farm-Poultry — Breeder/Hatchery Manager

Farm-Poultry - Farm Manager

Farm-Swine - Farm Worker

Farm-Swine - Nursery Worker

Farm-Swine - Nursery/Finishing Farm Manager

Farm-Swine - Sow Farm Manager

Farm-Swine - Sow Farm Supervisor

Feed Mill Manager

Field Technician

Finance Manager

Financial Controller

Financial Controller Assistant

Food Safety Specialist

Food Scientist

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Formulator

General Manager

Graphic Designer

Greenhouse Manager

Greenhouse Technician

Heavy Equipment Operator

Human Resources Assistant

Human Resources Business Partner

Human Resources Generalist

Human Resources Manager

Human Resources Manager - National

Human Resources Specialist

Inside Sales Representative

Insurance Manager

Intern

Inventory/Stocks Specialist

Inventory/Stocks Supervisor

Irrigation Manager

Irrigation Technician

IT Analyst/Programmer

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IT Business Manager

IT Business Manager - National

IT Configuror

IT Manager Support Programs

IT Network Administrator

IT PC Support

IT Programmer

IT Systems Analyst

IT Systems/Network Engineer

IT Web Developer

Key Account Manager

Laboratory Manager

Laboratory Supervisor

Laboratory Technician Laboratory Worker

Laborer

Lawyer

Logistics Assistant

Logistics Coordinator

Logistics Manager

Logistics Planner

Maintenance Manager

Maintenance Supervisor

Maintenance Worker

Wallitellalice Worker

Manufacturing Assembly
Manufacturing/Processing Manager - Site

Manufacturing/Processing Operations

Manager

Manufacturing/Processing Operator

Manufacturing/Processing Operator Lead

Manufacturing/Processing Planner

Manufacturing/Processing Supervisor

Marketing Assistant

Marketing Associate

Marketing Coordinator

Marketing Manager Marketing Manager - National





2023-2024 Positions List - U.S.

Mechanic

Mechanical Tradesperson

Merchandiser

Merchandiser - Junior

Merchandiser - Senior

Merchandising Manager

Millwright

Nutritionist

Occupational Health & Safety Coordinator

Occupational Health & Safety Manager

Occupational Health & Safety Officer

Operations Manager

Paralegal

Parts/Warranty Clerk

Payroll Administrator

Payroll Manager

Pilot

Plant Breeder

Plant Breeder Assistant

Power Engineer

Pressure Washer Operator

Pricing Coordinator

Pricing Manager

Product (Brand) Manager

Product Development Manager

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Project Assistant Project Coordinator

Project Manager

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 $Province/Region\ Manager-Commodity$

Purchasing/Supply Clerk

Purchasing/Supply Manager

Purchasing/Supply Supervisor

Quality Assurance Manager

Quality Assurance Supervisor

Quality Assurance Technician

Receptionist

Regulatory Affairs Associate

Regulatory Affairs Manager

Research & Development Manager

Research and Development Technician

Research Assistant

Research Scientist I

Research Scientist II

Research Scientist III

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Research Station Manager Retail Merchandise Salesperson

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Risk Management Services Manager

Sales Agronomist (Entry Level)

Sales Agronomist (Mid Level)

Sales Agronomist (Senior Level)

Sales and Marketing Manager - National

Sales Coordinator

Sales Manager - General

Sales Manager - National

Sales Manager - Product

Sales Manager - Regional/State

Sales Representative/Account Manager

(Entry Level)

Sales Representative/Account Manager

(Mid-Level)

Sales Representative/Account Manager

(Senior Level)

Sales Trainee

Sanitation Manager

Sanitation Technician

Security Officer

Seed/Crop Production Manager

Seed/Crop Production Supervisor

Service Representative - Sow Farm

Service Technician

Services - Member Manager

Shipping Clerk

Shipping Coordinator

Shipping Manager

Site Manager - Commodity

Site Operations Area Manager

Supply Chain/Operations Coordinator

Supply Chain/Operations Manager

Supply Chain/Operations Manager -

National

Technical Assistant

Technical Representative

Technical Services - Vet

Technical Services Manager

Technical/Development Manager

Technical/Development Manager - National

Terminal/Plant Manager (mid to large)

Terminal/Plant Manager (small)

Trader

Trader Assistant

Trading Manager

Trainee

Training and Development Manager

Treasury Associate

Treasury Manager

Truck Driver - Feed

Truck Driver - Hazmat

Truck Driver - Live Haul

Truck Driver - Route Sales/Delivery

Truck/Van/Forklift Driver

Vice President

VP - Merchandising & Transportation

Warehouse Manager

Warehouse Supervisor

Warehouse Worker

Weighbridge/Receivables Associate

Welder







U.S. Sample Report

. COMPENSATION

2019 Compensation Benchmark Review - US: All Companies - All Locations



Manufacturing/Processing Operator - 115: All Jobs

Operate equipment in a production or manufacturing environment.

| | | | | | Base Pay | | | Actual \ | /ariable | Total | Cash |
|---------------------------------|----------------|--------|----------------------|---------------------|-----------------|--------|--------------------------------|-------------|-------------------------------|-------------|---------|
| | | | InterQuartile Ranges | | | | Bonus/Incentive/ Commission | | Base + Actual Variable Pay | | |
| | No. of Orga | No. of | Average | Weighted Average | 25th | Median | 75th | No. of Orga | Average | No. of Orga | Average |
| Total Responses | 56 | 5154 | 37,984 | 39,516 | 32,651 | 38,952 | 44,456 | 15 | 2,650 | 56 | 38,457 |
| Employment Size | | | | | | | | | | | |
| 46 to 60 | 7 | 342 | 34,902 | 32,730 | 26,130 | 33,280 | 38,254 | 2 | - 1 | 7 | 35,329 |
| 51 to 500 | 23 | 726 | 37,053 | 37,126 | 29,848 | 35,821 | 41,250 | 2 | 2,615 | 23 | 37,462 |
| 501 to 2500 | 10 | 501 | 39,121 | 37,924 | 31,994 | 37,003 | 41,819 | d. | 1,320 | 10 | 39,547 |
| 2501 or more | 15 | 3584 | 40,379 | 41,455 | 35,748 | 40/593 | 45,781 | 1 | - | 15 | 40,40 |
| Revenue | | | | | | | | | | | |
| \$30 million or less | 4 | -66 | 34,861 | 35,311 | - | 34,923 | - | 4 | | 4 | 37,111 |
| \$30 million to \$100 million | 15 | 573 | 35,527 | 30,751 | 21,608 | 30,496 | 35,771 | 6 | 2,790 | 15 | 35,97 |
| \$100 million to \$600 million | 14 | 704 | 38,931 | 41.577 | 35,376 | 40.953 | 48.891 | 4 | 1.935 | 14 | 39,45 |
| SSOO million or more | 23 | 3833 | 39,553 | 40,723 | 34,449 | 39,603 | 44,572 | d | 1,570 | 23 | 39,70 |
| Industry Group | | | | | | | | | | | |
| Ag Chem/Fenilizer/Seed | 25 | 2124 | 39.651 | 42,669 | 36,402 | 41,909 | 47,499 | 6 | 2,353 | 25 | 39,946 |
| Commodias Feed | 12 | 1230 | 41,672 | 40.675 | 34,112 | 39.965 | 46,478 | 1 | | 12 | 41,839 |
| Cooperative/Ag Retail | 12 | 586 | 37,688 | 38,193 | 31,946 | 37,774 | 41,443 | 5 | 2.655 | 12 | 38,286 |
| Livestock Production/Processing | 8 | 888 | 36,636 | 37,110 | 31,824 | 36,941 | 40,851 | 1 | - | 6. | 37,138 |
| Produce & Farming | 5 | 326 | 30,545 | 27,501 | 23,318 | 26,749 | 30,786 | 3 | 3,414 | 5 | 32,169 |
| Location Group | | | | | | | | | | | |
| Mid-Allantic | 5 | 126 | 45,611 | 42,988 | 39,299 | 42,768 | 44,572 | 1 | - | 5 | 45,530 |
| Mid-West | 140 | 2875 | 39,993 | 40,459 | 33,440 | 39,749 | 45,947 | 9 | 2,211 | 40 | 40,335 |
| Sculp. | 23 | 871 | 35,780 | 35,981 | 28,612 | 35,173 | 41,787 | 3 | 2,383 | 23 | 35,903 |
| South West | 13 | 263 | 34,768 | 35,633 | 30,476 | 35,139 | 39,887 | 2 | - | 13 | 34,86 |
| West | 23 | 1017 | 40,149 | 40,381 | 31,911 | 39,000 | 44,413 | 6 | 3,048 | 23 | 40,847 |
| City or Rural | | | | | | | | | | | |
| City | 29 | 1488 | 39,655 | 41,374 | 32,426 | 40,135 | 48,750 | 7 | 1,669 | 29 | 39,922 |
| Rural | 46 | 3666 | 37,387 | 38,762 | 32,972 | 38,945 | 43,302 | 12 | 2,805 | 46 | 37,875 |



COMPENSATION PRICING BENCHMARKREVIEW

| | Full Access (US & Canada) | Full Access | Basic Reports | |
|---|------------------------------|----------------|------------------|--|
| | \$4,000 | \$3,500 | \$1,500 | |
| Country Access Choose U.S. or Canadian data or both | U.S. and Canada | U.S. or Canada | U.S. or Canada | |
| Positions Access All-Access to all 230 positions or limited-access to only positions submitted by participant | AII | AII | Limited | |
| Online Access 24/7 access to AgCareers.com's interactive salary reporting tool | X | X | | |
| Standard Reports Comprehensive market overview of salary and bonus with demographic breakouts by position | X | X | X | |
| Advanced Reports Receive customized reporting by client request (Ex. Company Comparison, Employee Benchmarking, etc.) | X | X | | |

Key points for consideration when selecting a subscription:

Position Access — Choosing the Full Access subscription delivers immediate access to the online database, all available positions and all reporting features. Clients do not have to submit data until the data collection phase, which begins in May. If a client chooses the Basic Reports subscription, they must first submit data to the survey. The data is reviewed and then access or reporting is provided for only the positions contributed to the survey. The positions are not limited in number but by the positions the client is able to supply to the survey.

Online Access — Having an online subscription gives complete access to the interactive database. This allows the client to customize reports by demographic breakouts. Reports can also be easily exported to Excel as needed. For those choosing the Basic Reports subscription (no online database access), electronic PDFs of the Standard Reports are simply emailed to the client.

Subscription Length - All subscriptions are available for a full year, from date of signed agreement. Clients have a full year to utilize their subscription to the Compensation Benchmark Review. This often allows users to access both the current year's data when they sign up and the upcoming data released in September.

To be noted:

Subscriptions auto-renew, one year from the date of purchase, for continual uninterrupted access.

Renewal subscriptions must be canceled within 30 days of the agreement anniversary date.

Online access and data available expires if the subscription is not renewed.



Compensation Benchmark Review Agreement

| Company Name: | from here on known as the "Participant" | | | | | |
|---|---|--|--|--|--|--|
| agrees to participate in and submit confidential salary data for the Compensation Benchmark Review TM conducted by AgCareers.com. AgCareers.com agrees to treat all salary data submitted by organizations as confidential information for the aggregation and preparation of surveys and reports. Final survey reports will present results in such a manner as not to associate any salaries with any specific participating organizations. | | | | | | |
| Participant agrees that the salary information received is to be considered confidential a reveal any of the confidential information received from AgCareers.com to any other party of AgCareers.com. | | | | | | |
| Please select one of the subscription levels below: | | | | | | |
| \$4,000 FULL ACCESS - U.S. and Canada - Immediate online access to all | positions and reporting options. | | | | | |
| \$3,500 FULL ACCESS - U.S Immediate online access to all positions and reporting options. | | | | | | |
| \$1,500 BASIC REPORTS - U.S Electronic PDF of the standard compensation reports, limited to positions submitted by Participant. | | | | | | |
| The starting date of this agreement will be the date this agreement is signed and receive | ed by AgCareers.com. | | | | | |
| Please note that this agreement will automatically renew on an annual basis from the signing date below unless AgCareers.com is notified differently by your organization prior to the signing date. AgCareers.com retains the right to modify pricing and agreement details and will request the execution of an updated agreement at such time. Please sign below if you agree with the terms and return a copy to AgCareers.com at fax no. 910.592.9410, or scan/email to compensation@agcareers.com . | | | | | | |
| | | | | | | |
| Signature: | ACareers.com | | | | | |
| Name, Title: | Rachael Powell, HR Solutions | | | | | |
| Date: | | | | | | |
| PO/Ref #: Payment Type:ACH / Check / Credit Card | A/P Contact Email: | | | | | |

Note: Online access assumes the AgCareers.com confidentiality agreement is in effect when Participant is provided access/data from AgCareers.com.

Limitation of Liability

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