

Interactive Exercise

Course 21: Compensation for Business Leaders

We begin by opening ERI's **Executive Compensation Assessor**. The *Individual Profile* module displays. This screen can show you base salary, incentive, and total compensation for more than 1,900 executive job titles. Pay ranges are shown based on area, industry, revenue, planning date, and pay strategy. A job description is also provided to help match jobs with ERI's job titles.

Press the **Browse** button below the *Job Title* field on the left.

Individual Profile

Organization Name (Optional)
Your Organization Name

Job Title
Fourth Highest Paid Executive

Browse

Area
United States Average

Browse Averages

Industry
All Industries - Diversified

eSIC Code: 0000

NAICS: 000000

usSEC: 0000

Browse

Analysis Based on
Revenue

100,000,000

Salary Planning Date
12/31/2025

Fourth Highest Paid Executive

ER: 9004 | eDOT: 189117904 | SOC: 111021

Compensation Type: Base Salaries Pay Period: Annual \$ Revenue Percentiles

Revenue	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
1,000,000,000	175,237	264,215	369,082	496,197	611,868
500,000,000	150,811	227,387	317,682	427,034	526,582
100,000,000	113,165	170,626	238,460	320,436	395,135
50,000,000	102,794	154,989	216,636	291,070	358,923
10,000,000	86,261	130,060	181,843	244,254	301,194

Survey Description eDOT Description

Job Title: Fourth Highest Paid Executive

Alternate Titles:
[Executive Fourth Highest Paid](#)

Overview:
Fourth highest paid employee in the organization based on total compensation.

The *Browse Jobs* box displays. You may scroll through the list of job titles, or you may begin typing "Chief Executive Officer" in the *Search* field. When "Chief Executive Officer" is highlighted in the list, press the **OK** button.

Browse Jobs

Search

Chief Executive Off

Search by

Job Title

Filter table by

All Jobs

AI Job Search

Advanced Search

Hybrid Jobs

Suggest a Title

Select Job

Job Title	eDOT Code	SOC Code	ERI Code	Salary By Level
Chief Executive Officer	189117026	111011	1	No
Chief Experience Officer	189117409	111011	8368	No
Chief Financial Officer	189117054	113031	6	No
Chief Government Affairs Executive	189117107	111021	44430	No
Chief Green Officer	189117575	111011	731	No
Chief Growth Officer	189117489	111011	357	No
Chief Human Resources Officer	189117085	113121	5	No
Chief Information Executive	189117096	113021	9238	No
Chief Information Officer	189117096	113021	98767	No
Chief Information Security Officer	317117001	113021	86144	No

1 of 1907 jobs have been selected.

Job Description

Plans, develops, establishes, and oversees interpretation and implementation of policies and objectives of organization in accordance with board directives and corporation charter.

Responsible for the profitability of the entire organization.

Holds position of the top executive and principal organization leader in the organization.

This position is distinguished from others in that it is the top ranking executive and, in most cases, is the highest paid executive in the organization.

Cancel

OK

Since executives are typically recruited nationally or from a broad region, and Akron is not a high-cost area, we will leave the *Area* as “United States Average.” Next, press the **Industry Browse** button.

Executive Compensation Assessor

Individual Profile

Benchmark List

Survey & Proxy Analyses

Peer Analyses

Advanced Reports

Total Compensation

Data as

Organization Name (Optional)

Your Organization Name

Job Title

Chief Executive Officer

Browse

Area

United States Average

Browse

Averages

Industry

All Industries - Diversified

Industry Browse

eSIC Code:

0000

NAICS:

000000

usSEC:

0000

Browse

Chief Executive Officer

ERI: 1 | eDOT: 189117026 | SOC: 111011

Compensation Type

Base Salaries

Pay Period

Annual

\$ Revenue

Percentiles

Revenue	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
1,000,000,000	321,020	477,624	662,077	885,919	1,089,504
500,000,000	286,870	426,814	591,679	791,675	973,602
100,000,000	229,043	340,778	472,473	632,091	777,345
50,000,000	208,608	310,373	430,347	575,695	707,990
10,000,000	153,095	227,779	315,910	422,495	519,585

Survey Description

eDOT Description

The *Industries* box displays. Type “Plastics” in the *Search Industries* field and press the **Search button**. Plastics is highlighted with an eSIC of 3080. Press the **OK** button.

Industries

Search Industries

Plastics

Search By

Industry Name

Search

[Suggest an Industry](#)

Hybrid Industries

Browse Industries
[Back to industry list](#)

eSIC Name	eSIC	NAICS	usSEC
Plastics	3080	325991	3080
Plastics Material and Resin Manufacturing	2820	325200	2820
Packaging Paper and Plastics Film Paper Production	2671	322220	2670
Rubber and Plastic Footwear Manufacturing	3020	316200	3021
Industrial and Personal Service Paper Wholesalers	5113	424130	5110
Rubber Product Manufacturing	3050	326220	3050
Chemical Merchant Wholesalers	5160	424600	5160
Special Paper and Allied Paper Product Manufacturing	2670	322210	2670

Industry Description

Plastics (eSIC: 3080)

This industry group includes industries involved in: Plastics Bottles, Custom Compounding of Purchased Plastics Resins, Plastics Pipe, Unsupported Plastics Film and Sheet, Unsupported Plastics Profile Shapes, Laminated Plastics Plate, Sheet, and Profile Shapes, Plastics Foam Products, Plastics Plumbing Fixtures, Plastics Products (Not Elsewhere Classified).

Do multiple industries best match your organization's operations?
Click [+](#) Add Hybrid Industries to create a Hybrid Industry.

Cancel

OK

The company’s revenue of “\$150,000,000” can be typed into the *Analysis Based on Revenue* field.

Also, in *Salary Planning Date*, select **July 1, 2026**.

Make sure that in the *Compensation Type* dropdown, **Base Salaries** is selected.

Organization Name (Optional)

Your Organization Name

Job Title

Chief Executive Officer

Browse

Area

United States Average

Browse

Averages

Industry

Plastics

eSIC Code:

3080

NAICS:

325991

usSEC:

3080

Browse

Analysis Based on

Revenue

150,000,000

Salary Planning Date

7/1/2026

Chief Executive Officer

ERI: 1 | eDOT: 189117026 | SOC: 111011

Compensation Type

Base Salaries

Pay Period

Annual

\$ Revenue

Percentiles

Revenue	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
1,500,000,000	364,022	541,602	750,721	1,004,590	1,235,445
750,000,000	322,865	480,369	665,880	891,011	1,095,765
150,000,000	254,751	379,026	525,466	703,035	864,592
75,000,000	232,005	345,185	478,579	640,264	787,397
15,000,000	176,923	263,231	365,030	488,254	600,454

Survey Description

eDOT Description

Job Title: Chief Executive Officer

Alternate Titles:
[Chairman of the Board & CEO](#), [President](#), [Executive Director CEO](#), [CEO](#), [Top Executive](#), [Top Executive Officer](#), [Top Group Executive](#)

Overview:
Plans, develops, establishes, and oversees interpretation and implementation of policies and objectives of organization in accordance with board directives a corporation charter.
Responsible for the profitability of the entire organization.

Now annual CEO base pay displays according to the selected area, industry, revenue, and salary planning date. If median salary or 75th percentile are not being displayed, select **Percentiles**.

Chief Executive Officer

ERI: 1 | eDOT: 189117026 | SOC: 111011

Compensation Type

Base Salaries

Pay Period

Annual

\$ Revenue

Percentiles

Revenue	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
1,500,000,000	364,022	541,602	750,721	1,004,590	1,235,445
750,000,000	322,865	480,369	665,880	891,011	1,095,765
150,000,000	254,751	379,026	525,466	703,035	864,592
75,000,000	232,005	345,185	478,579	640,264	787,397
15,000,000	176,923	263,231	365,030	488,254	600,454

In the *Modify Percentiles* box, in the first *High Percentile* column, select **75th Percentile** and then press the **OK** button. If necessary, you could also select **Median** in the middle column.

Modify Percentiles

×

↺ Default

Low Percentile	Low Percentile	Average	High Percentile	High Percentile
10th Percentile ▼	25th Percentile ▼	Median ▼	75th Percentile ▼	90th Percentile ▼

Cancel

OK

We now see the median base salary as well as salary at the 75th percentile that reflects the company's pay policy for the CEO.

Chief Executive Officer

ERI: 1 | eDOT: 189117026 | SOC: 111011

Compensation Type

Base Salaries ▼

Pay Period

Annual ▼

\$ Revenue

Percentiles

Revenue	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
1,500,000,000	364,022	541,602	742,901	1,004,590	1,235,445
750,000,000	322,865	480,369	658,909	891,011	1,095,765
150,000,000	254,751	379,026	519,899	703,035	864,592
75,000,000	232,005	345,185	473,480	640,264	787,397
15,000,000	176,923	263,231	361,067	488,254	600,454

We also want to adjust the Revenue values to see what companies within a reasonable range of \$150 million pay their CEO. This is an important consideration because Plastic Plumbing Products is expected to have significant growth. Select **Revenue**.

Chief Executive Officer

ERI: 1 | eDOT: 189117026 | SOC: 111011

Compensation Type

Base Salaries ▼

Pay Period

Annual ▼

\$ Revenue

Percentiles

Revenue	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
1,500,000,000	364,022	541,602	742,901	1,004,590	1,235,445
750,000,000	322,865	480,369	658,909	891,011	1,095,765
150,000,000	254,751	379,026	519,899	703,035	864,592
75,000,000	232,005	345,185	473,480	640,264	787,397
15,000,000	176,923	263,231	361,067	488,254	600,454

The *Change Revenue* box displays. Leave “150,000,000” and delete all the other values. Then select **Add Revenue** and add 175 million and 200 million. Press **OK**.

Change Revenue

Default

+ Add Revenue

Revenue	
200,000,000	
175,000,000	
150,000,000	

Cancel

OK

Base Pay for the selected revenue displays.

Chief Executive Officer

ERI: 1 | eDOT: 189117026 | SOC: 111011

Compensation Type

Base Salaries ▼

Pay Period

Annual ▼

\$ Revenue

Percentiles

Revenue	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
200,000,000	265,025	394,312	540,866	731,388	899,461
175,000,000	260,181	387,105	530,982	718,021	883,023
150,000,000	254,751	379,026	519,899	703,035	864,592

To view data on short-term incentives, select **Incentive** from the *Compensation Type* drop-down menu. You can now view incentive pay at the 75th percentile.

Chief Executive Officer

ERI: 1 | eDOT: 189117026 | SOC: 111011

Compensation Type

Incentive ▼

Pay Period

Annual ▼

\$ Revenue

Percentiles

Revenue	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
200,000,000	213,680	317,919	436,081	589,691	725,203
175,000,000	200,570	298,414	409,327	553,513	680,710
150,000,000	185,923	276,622	379,434	513,091	630,999

To view total cash compensation for CEO at the 75th percentile, select **Total Cash** from the drop-down menu below *Compensation Type*.

Chief Executive Officer

ERI: 1 | eDOT: 189117026 | SOC: 111011

Compensation Type

Total Cash ▼

Pay Period

Annual ▼

\$ Revenue

Percentiles

Revenue	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
200,000,000	478,704	712,231	976,947	1,321,079	1,624,664
175,000,000	460,751	685,520	940,309	1,271,534	1,563,733
150,000,000	440,673	655,647	899,333	1,216,125	1,495,592

Now we will research the pay for two more jobs: Chief Operating Officer and Chief Financial Officer. Press the **Browse** button below *Job Title*.

The *Browse Jobs* dialogue box appears. You may scroll through the list of job titles, or you may begin typing “Chief Operating Officer” in the *Search* field. When Chief Operating Officer is highlighted in the list, press the **OK** button to return to the *Individual Profile* module.

Browse Jobs

Search

Chief Oper

Q

Search by

Job Title

▼

Filter table by

All Jobs

▼

AI Job Search

Advanced Search

Hybrid Jobs

[Suggest a Title](#)

Select Job

Job Title	eDOT Code	SOC Code	ERI Code	Salary By Level
Chief Operating Officer	189117006	111011	2	No
Chief Operations Officer	189117006	111011	84329	No
Chief People Officer	189117527	113121	452	No
Chief Privacy Officer	189117932	113012	9420	No
Chief Product Development Officer	189117605	119041	44478	No
Chief Product Officer	189117146	113051	256038	No
Chief Production Officer	189117146	113051	7718	No
Chief Program Officer	189117552	111011	576	No
Chief Project Management Officer	189117559	119199	259549	No
Chief Project Officer	189117559	119199	259548	No

1 of 1907 jobs have been selected.

Job Description

Heads, plans, oversees, and coordinates the entire operation of an organization toward the achievement of established policies, goals, and operating objectives.

Collaborates in the planning and formulation of organization policies and practices.

Oversees the design, operation, and improvement of the system that creates and delivers the organization's products or services.

Oversees and adjusts organization's processes and operations as necessary to ensure efficient and effective execution of policies and procedures.

This section includes the most important information about the position.

Cancel

OK

The total cash compensation at the 75th percentile for the Chief Operating Officer is now displayed.

Chief Operating Officer

ERI: 2 | eDOT: 189117006 | SOC: 111011

Compensation Type	Pay Period				
Total Cash ▼	Annual ▼	\$ Revenue	Percentiles		
Revenue	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
200,000,000	311,440	457,412	622,881	837,990	1,027,753
175,000,000	300,681	441,610	601,362	809,039	992,247
150,000,000	288,643	423,929	577,285	776,648	952,520

To view data for a Chief Financial Officer, select “Chief Financial Officer” in the *Browse Jobs* box. Press the **OK** button to return to the *Individual Profile* module.

Total cash compensation at the 75th percentile for the Chief Financial Officer is now displayed.

Chief Financial Officer

ERI: 6 | eDOT: 189117054 | SOC: 113031

Compensation Type	Pay Period				
Total Cash ▼	Annual ▼	\$ Revenue	Percentiles		
Revenue	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
200,000,000	281,225	402,896	540,818	720,116	878,288
175,000,000	271,601	389,108	522,309	695,471	848,230
150,000,000	260,941	373,836	501,810	668,175	814,939

Move to the *Survey & Proxy Analyses* tab and select **75th Percentile** in the *Percentiles* dropdown. Add the three jobs we are analysing by selecting *Add Job*.

Survey & Proxy Analyses

Analyses include survey data from private and public companies, as well as publicly disclosed proxy data

+ Add Job

Percentiles

75th Percentile

Values in United State

Estimated Survey 75th Percentile										
✕	Job Title	Salary ?	Bonus ?	Non Equity ?	Total Cash ?	Stock Awards ?	Option Awards ?	Pension ?	Other ?	Total ?

Observe that complete market compensation data is provided for the executive jobs being analysed. This data includes bonuses, non-equity and equity awards, pension benefits, etc., as required by the Securities and Exchange Commission. The data can be used to determine if the executive pay at Plastic Plumbing Products is competitive with the market.

Survey & Proxy Analyses

Analyses include survey data from private and public companies, as well as publicly disclosed proxy data

+ Add Job

Percentiles

75th Percentile

Values in United State

Estimated Survey 75th Percentile										
✕	Job Title	Salary ?	Bonus ?	Non Equity ?	Total Cash ?	Stock Awards ?	Option Awards ?	Pension ?	Other ?	Total ?
✕	Chief Financ... Officer	448,798	167,212	286,024	668,175	715,007	525,261	62,188	36,949	2,241,439
✕	Chief Opera... Officer	508,201	181,708	325,905	776,647	768,845	638,816	83,432	47,417	2,554,324
✕	Chief Execut... Officer	703,034	332,893	544,928	1,216,125	1,536,385	1,185,565	147,981	81,732	4,532,518

This ends the tutorial portion of this exercise. Please close this PDF window. Then press the **Next** button on the course *Problem Statement* page to continue.