

Security and Compliance Compensation Survey Report *2022*

Twenty First Edition

Data in effect January, 2022

The *Foushée Group, Inc.* is a nationwide management consulting firm specializing in compensation and organization analysis. Since 1980 the firm's staff has conducted comprehensive compensation studies, organization analysis projects and specialized surveys for over 950 companies. Annually since 1986, the firm has published the most widely endorsed Environmental, Health and Safety Compensation Survey Report in the United States. In addition to the survey reports, we provide participants with a complete range of products including special analyses by select companies, job family, industry, geographic area and company size.

We encourage subscribers to the Security and Compliance Compensation Survey to call us regarding any questions they may have concerning the report.

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“Our Experience Makes the Difference”™

Definition of Terms

The following definitions and statistical measures are used in this report:

Position Title:	The job title used in the survey to identify the position. Subscribers should be cautious in using the position title as the sole reference in matching their position to survey data. Organizations report numerous titles for the same job content.
Job Code:	The job codes used in the survey questionnaire and this report are arbitrary numbers used to identify the position for analysis and reporting only.
Job Description:	The generic description used to define the nature, scope and responsibilities of the position in the survey. The descriptions were developed from material gathered from client organizations with security and compliance personnel.
Minimum Qualifications:	Defines the minimum education and years of experience required to perform the job responsibilities in a competent manner. The definitions were developed from material gathered from client organizations with security and compliance personnel.
Degree of Position Match:	The respondents were asked to match their position description to the job description presented in the survey and to indicate the degree of match (less than description, very close match, more than description) to provide the subscribers with a reference point when using the survey report. Subscribers should use the information with caution when the position data indicates a <u>high percentage</u> of "less than or more than description match".
Base Salary: (All Incumbents)	The annual base salary paid to <u>all</u> incumbents disregarding any additional income (bonus, profit sharing, overtime, shift differentials, etc.). This is the base rate paid annually.
Base Salary: (Bonus Eligible Only)	The annual base salary paid to incumbents who are eligible for extra cash income.
Base Salary: (Non-Bonus Eligible)	The annual base salary paid to incumbents who are <u>not</u> eligible for extra cash income.
Bonus Amount: (Actual Bonus Paid)	The actual annual bonus amount reported in the survey. These are cash payments in addition to base salary that are used to reward employees for company and/or individual performance. Bonuses are generally not guaranteed and amounts vary from year to year. Companies may express bonus potential as a percentage of base salary (Bonus Target % of Base) that will be paid if the company or employee meets target performance.
Bonus Tgt. % of Base	The annual bonus target as a percent of base pay for positions that are in a defined company bonus plan.
Total Compensation:	The annual base salary plus the reported annual bonus, if any, for <u>all</u> incumbents. The total compensation

(All Incumbents)	figures that represent all employees in the survey group regardless of whether they were paid a bonus or not.
Total Compensation: (Bonus Eligible Only)	The base salary plus bonus for <u>only</u> those incumbents receiving a bonus. These figures represent total compensation only those employees eligible to be paid a bonus and then only if they received a bonus.
Long Term Incentive (LTI):	The annual long-term incentive value granted to an employee. LTI is in addition to total compensation (Base + Bonus) and is often in the form of stock options or restricted stock grants. Not all companies offer LTI, and companies that do offer LTI may offer it selectively.
Long Term Incentive Target:	The annual LTI incentive target for the position that is eligible for an Long Term Incentive.
Long Term Incentive Recipients Only:	The annual Long Term Incentive paid to incumbents who are eligible for an LTI.
Long Term Incentive as a Percent of Base:	The annual Long Term Incentive target as a percent of base pay for positions that are in an LTI plan.
Number of Organizations:	The total number of organizations reporting data for the position.
Number of Incumbents:	The total number of individual employees occupying and carrying out the job as described in the survey description. At times during the audit process, the number may be adjusted to meet Safe Harbor Guidelines.
Weighted Average:	The data reported is multiplied by the number of incumbents in the position. The results are totaled and then divided by the total number of incumbents in the position.
10th Percentile:	The value in an ordered array of data below which lies 10% of the sample and above which lies 90% of the sample. The 10th percentile was not reported when the position data had less than <u>five</u> organizations and less than <u>five</u> incumbents.
25 th Percentile:	The value in an ordered array of data below which lies 25% of the sample and above which lies 75% of the sample (also known as the 1st Quartile rate). The 25th percentile was not reported when the position data had less than <u>five</u> organizations and less than <u>five</u> incumbents.
Median:	The value in an ordered array of data where one-half of the incumbents are paid annual salaries, bonuses or total cash compensation above this figure and one-half are paid below this figure (also known as the 50th Percentile). The median was not reported when the position data indicated less than five organizations and less than <u>five</u> incumbents.

75th Percentile:	The value in an ordered array of data below which lies 75% of the sample and above which lies 25% of the sample (also known as the 3rd Quartile rate). The 75th percentile was not reported when the position data had less than <u>five</u> organizations and less than <u>five</u> incumbents.
90th Percentile:	The value in an ordered array of data below which lies 90% of the sample and above which lies 10% of the sample. The 90th percentile was not reported when the position data had less than <u>five</u> organizations and less than <u>five</u> incumbents.
Interquartile Range:	In an ordered array of data, the distance between the 25th Percentile (1st Quartile) and the 75th Percentile (3rd Quartile). The interquartile range contains the middle 50% of the compensation data.
FLSA Status:	The percentage of incumbents that are reported by the participating organizations to be exempt from the Fair Labor Standards Act (FLSA). Those individuals exempt from the FLSA are not required to be paid overtime. The percentage of incumbents that are reported to be nonexempt are subject to overtime pay in compliance with the FLSA.
Eligibility for Extra Cash Income:	The survey participants were asked to indicate if the incumbents in the position were eligible to receive extra income in the form of an annual cash bonus, cash profit sharing, or special cash awards. Subscribers should take into consideration the frequency of additional income paid or not paid when comparing compensation levels.
Eligibility for Stock Option Grants:	The survey participants were asked to indicate if the incumbents in the position were eligible to receive stock option grants. A stock option grant is the issuance of unrestricted common shares of the company's stock to one or more selected employees. Stock options are a compensation component that allows employees to purchase company stock at a fixed price, vesting over a specified period of time, with a defined exercise date. The difference between the option price and the market price of the stock at the time of exercise (the date the employee can purchase and sell the stock) constitutes the reward to the recipient.
Average Salary Range:	The weighted average annual salary range of all participating organizations which have an established salary range structure. The salary range defines the established annual salary Minimum, Midpoint and Maximum range opportunity that an employee in the position can expect to be paid.

Using the Survey Results

It is critical when using this survey to match jobs and analyze results to test your current compensation levels against prevailing competitive practices to:

- Match your job to survey positions based on content and responsibilities as defined in the position descriptions, rather than just referencing the title;
- Consider the reporting relationship of the position in your organization and the overall job content and responsibility when matching jobs to the survey model;
- Recognize that your incumbent need not perform all of the job functions described in the survey job in order to have a valid job match. However, do not overlook the fact that if one or more major functions or responsibilities included in the survey description are not a part of your job (or vice-versa), you may decide not to match that position.

Generally, if 80 percent or more of your job content matches the survey description, you have a good fit and can apply the data for your analysis.

Updating Survey Data

Most professional compensation administrators apply some type of update factor to survey data in an effort to keep pace with inflation or change in the marketplace.

The Foushée Group suggests consideration be given to utilization of a compensation trend factor. The compensation trend factor, when used in conjunction with the number of months elapsed since the survey data was collected (January 1, 2022), will yield an update percentage that can be applied to salary data in this report. At the time of this report, the national salary increase trend factor for all industries included in the survey averaged 4.0% annually as a composite of projected salary increases during 2021 for exempt and non-exempt employees. The following example illustrates the trending technique:

Objective: Update data as of July 1, 2022 for data collected January 1, 2022.

- | | | | | | | |
|---|------|--|---|---------------------|---|----------------------------|
| • Number of months elapsed: | 6 | $\frac{6 \times 4.0\%}{12 \text{ months}}$ | = | $\frac{24.0\%}{12}$ | = | 2.00% Update Factor |
| • Compensation trend factor: | 4.0% | | | | | |
| • Annual Salary (as of January 1, 2022) | | = | | \$71,500 | | |
| • Add update factor of 2.0% | | = | | <u>\$1430</u> | | |
| • Salary as of July 1, 2022 | | = | | <u>\$72,930</u> | | |

Note: This update factor technique is generally valid in times of relative economic stability. During periods of rapid inflation or recession, the trend factor should be adjusted upward or downward as the economic climate dictates.

Job Description:

Plans and directs the business unit security function under senior management direction. Accountable for ensuring that the security programs and strategies of the organization are effectively implemented and maintained. Manages the security operations, overall planning, directing and organizing programs of one or more major sites/facilities within a geographic region. Implements the policies, procedures and systems required for maintaining and enhancing the overall organization's security mission. Plans, organizes and directs the activities of Business Unit Security Managers and ensures their actions comply with legal, regulatory requirements, and customer needs. Plans and manages the most sensitive and complex security functions and develops, coordinates, and finalizes security and technical support efforts. Develops and implements policies, procedures, standards, training and methods for identifying and protecting information, personnel, property, facilities, operations, or material from unauthorized disclosure, misuse, theft, assault, vandalism, product tampering, espionage, sabotage, or loss. Through consultation with Business Unit Security Managers establishes long and short-term security operations objectives for the organization. Plans, develops and implements procedures to obtain, maintain, secure, analyze, account for, and provide information from assessment reports. Directs the initiation of proactive facility assessments and surveys. Based on results of trends and survey results, recommends corrective measures. Plans, acquires and administers resources for the function, to include funding, equipment and other resources. Develops and documents standards for measuring the efficiency and effectiveness of business unit security operations. Serves on senior level intra and inter-corporate committees and working group. Manages the activities and provides leadership direction to the professional, technical and support staff within the organization unit.

Qualification Guidelines:

Master's degree in an area of study relevant to this position and more than 4 years experience with a major law enforcement, intelligence, public service or private sector security organization or Bachelor's degree or international equivalent in an area of study relevant to this position and more than 10 years experience with a major law enforcement, intelligence, public or private sector security organization. Has had exposure in the international security arena. Certification preferred.

Summary of Base Salaries and Total Cash Compensation

Compensation Category	Org.	Incum.	Weighted Avg.	10th%ile	25th%ile	Median	75th%ile	90th%ile
Base Salary-All Incumbents	32	108	140,516	112,949	124,822	140,479	151,479	162,562
Base Salary-Bonus Eligible	26	91	140,716	112,779	125,423	142,100	151,479	161,736
Base Salary-Non-Bonus Eligible	6	17	139,447	118,707	123,552	135,205	145,781	170,903
Bonus Amount-Actual Amount Paid	23	82	19,587	3,549	11,537	18,464	26,967	34,608
Bonus Target % of Base	21	80	13	2	10	15	16	20
Total Compensation-All	32	108	155,388	124,469	137,798	148,534	171,662	190,057
Total Compensation - Bonus Eligible	26	91	158,366	127,939	141,178	155,760	174,050	190,615
Long Term Incentive Target	4	12						
Long Term Incentive Recipients Only	6	19	11,242	4,637	5,500	10,925	14,308	15,239
Long Term Incentive as a % of Base	4	12						

- **Degree of Position Match (% of organizations):** Less than Description: 3% Very Close Match: 91% More than Description: 6%
- **Percentage of Employees Eligible for Stock Options (% of all incumbents):** Eligible: 23% Not Eligible: 77%
- **Percentage of Incumbents Eligible for LTI:** Yes: 34% No: 66%

Percentage of Incumbents Eligible for Extra Income

Average Salary Range

Bonus	Profit Sharing	Other
81%	3%	56%

Minimum	Midpoint	Maximum
110,479	146,271	185,088

Manager, Business Unit Security

Job Code: 342

TYPE OF ORGANIZATION	Org.	Incum.
Corporation	18	63
Group/Subsidiary	2	9
Division/Plant	1	2
Res. Labs., Gov't., Education	11	34

REGION	Org.	Incum.
West Coast	7	14
South Central	8	21
North Central	7	13
Southeast	16	29
Northeast	12	31

INDUSTRY	Org.	Incum.
Durable Goods Mfg.	3	13
Technology	1	2
Other	2	11
Non-Durable Goods Mfg.	2	2
Chemicals	1	1
Pharmaceutical	1	1
Other	0	0
Non-Manufacturing	27	93
Energy	1	5
Utilities	6	21
Research Laboratories	7	17
Services	3	14
Financial Services	4	8
Other	6	28

FINANCIAL DIMENSION	Org.	Incum.
Under \$500 Million	4	6
\$500 Million < \$1 Billion	1	3
\$1 Billion < \$3 Billion	6	7
\$3 Billion < \$5 Billion	2	10
\$5 Billion < \$10 Billion	3	16
\$10 Billion < \$20 Billion	4	24
Over \$20 Billion	12	42

Base Salary

Wt. Average	Median	10th Percentile	90th Percentile
138,629	136,262	118,929	165,100
147,495	146,784	134,554	156,100

Base Salary

Wt. Average	Median	10th Percentile	90th Percentile
156,323	161,100	130,124	173,300
133,505	140,028	108,204	151,580
130,665	135,000	111,059	145,638
141,594	135,205	113,608	163,487
139,126	142,582	121,883	151,479

Base Salary

Wt. Average	Median	10th Percentile	90th Percentile
139,391	142,129	111,135	163,044
128,442	124,516	108,154	153,331
147,358	145,401	134,880	160,297
150,130	147,260	133,691	171,286

Base Salary

Wt. Average	Median	10th Percentile	90th Percentile
152,899	147,465	138,523	170,903
132,090	128,076	108,973	161,227

Ttl. Cash Comp. (No LTI)

Wt. Average	Median
159,342	157,980
152,298	148,274

Ttl. Cash Comp. (No LTI)

Wt. Average	Median
174,179	175,100
149,029	151,154
149,349	142,444
154,849	142,464
153,159	148,274

Ttl. Cash Comp. (No LTI)

Wt. Average	Median
153,422	147,054
152,126	142,070
152,721	156,782
162,664	151,732

Ttl. Cash Comp. (No LTI)

Wt. Average	Median
154,915	147,465
149,181	143,750

Job Description:

Plans and directs the international investigative function under senior management direction. Accountable for implementing the organization's international investigative programs and strategies. Implements the policies, procedures and systems required to maintain and enhance the international organizational investigative mission. Interprets and applies laws, orders, rules and regulations pertaining to international investigations. Plans and conducts investigative operations, staff investigative requirements and oversees training of subordinate investigators overseas, in the complete spectrum of investigative techniques. Directs, plans and carries out the most sensitive and complex investigations, investigative support operations and investigative staff projects. Develops and documents standards for measuring the efficiency and effectiveness of international investigative operations. For overseas operations, evaluates and applies in-depth knowledge to establish standards of investigative efforts required, scope and depth of fact finding needed, proper use of investigative techniques and conclusions of investigations. Plans, develops and implements procedures to obtain, maintain, secure, analyze, file and account for investigative reports to appropriate in-country officials. Oversees planning and conducts extremely sensitive and complex investigations, and briefs senior and executive management on the status of these investigations. Participates and handles extremely sensitive or high profile investigations that may have political or social ramifications within the public/international country domain. Directs briefings with international law enforcement, department and corporate staff, and coordinates the use of necessary resources to achieve company objectives. Interacts with all levels within the organization, and acts as duty expert on investigative techniques. Maintains expert knowledge of specific requirements imposed by foreign government agencies, consulting with other members of the security function, as well as consulting with operating unit and field personnel. Keeps management informed on major accomplishments, issues and concerns. Trains and develops staff.

Qualification Guidelines:

Master's degree or international equivalent in an area of study relevant to this position and more than 6 years experience with a major law enforcement, intelligence, public service or private sector security organization or Bachelor's degree or international equivalent in an area of study relevant to this position and more than 10 years experience with a major law enforcement, intelligence, public or private sector security organization. Must have demonstrated experience and exposure in the international security arena. Certification preferred.

Summary of Base Salaries and Total Cash Compensation

Compensation Category	Org.	Incum.	Weighted Avg.	10th%ile	25th%ile	Median	75th%ile	90th%ile
Base Salary-All Incumbents	14	18	182,963	150,691	154,426	172,833	198,682	222,068
Base Salary-Bonus Eligible	13	17	184,986	152,895	156,431	173,800	200,240	226,878
Base Salary-Non-Bonus Eligible	1	1						
Bonus Amount-Actual Amount Paid	13	17	46,085	18,096	30,888	41,892	54,195	82,379
Bonus Target % of Base	13	17	22	12	20	20	29	30
Total Compensation-All	14	18	226,488	166,712	190,074	204,552	260,952	294,125
Total Compensation - Bonus Eligible	13	17	231,072	177,785	195,650	206,351	261,836	295,920
Long Term Incentive Target	8	11	45,337	20,400	31,722	43,605	65,000	65,000
Long Term Incentive Recipients Only	8	11	42,912	20,400	30,113	42,036	60,307	61,750
Long Term Incentive as a % of Base	8	11	24	17	20	24	28	32

- **Degree of Position Match (% of organizations):** Less than Description: 7% Very Close Match: 93% More than Description: 0%
- **Percentage of Employees Eligible for Stock Options (% of all incumbents):** Eligible: 0% Not Eligible: 100%
- **Percentage of Incumbents Eligible for LTI:** Yes: 67% No: 33%

Percentage of Incumbents Eligible for Extra Income

Average Salary Range

Bonus	Profit Sharing	Other
93%	7%	50%

Minimum	Midpoint	Maximum
116,558	163,436	209,907

Manager, International Investigation

Job Code: 225

TYPE OF ORGANIZATION	Org.	Incum.
Corporation	13	16
Group/Subsidiary	0	0
Division/Plant	0	0
Res. Labs., Gov't., Education	1	2

REGION	Org.	Incum.
West Coast	5	5
South Central	3	4
North Central	2	3
Southeast	2	2
Northeast	4	4

INDUSTRY	Org.	Incum.
Durable Goods Mfg.	1	1
Technology	1	1
Other	0	0
Non-Durable Goods Mfg.	2	4
Chemicals	0	0
Pharmaceutical	2	4
Other	0	0
Non-Manufacturing	11	13
Energy	1	1
Utilities	2	2
Research Laboratories	1	2
Services	1	1
Financial Services	3	3
Other	3	4

FINANCIAL DIMENSION	Org.	Incum.
Under \$500 Million	0	0
\$500 Million < \$1 Billion	0	0
\$1 Billion < \$3 Billion	0	0
\$3 Billion < \$5 Billion	4	5
\$5 Billion < \$10 Billion	0	0
\$10 Billion < \$20 Billion	3	3
Over \$20 Billion	7	10

Base Salary

Wt. Average	Median	10th Percentile	90th Percentile
185,496	175,933	151,164	231,687

Base Salary

Wt. Average	Median	10th Percentile	90th Percentile
200,188	153,758	150,646	275,766

Base Salary

Wt. Average	Median	10th Percentile	90th Percentile
185,425	171,866	152,032	246,115

Base Salary

Wt. Average	Median	10th Percentile	90th Percentile
182,109	175,933	155,347	206,076

Ttl. Cash Comp. (No LTI)

Wt. Average	Median
233,155	209,875

Ttl. Cash Comp. (No LTI)

Wt. Average	Median
245,641	195,650

Ttl. Cash Comp. (No LTI)

Wt. Average	Median
221,346	200,222

Ttl. Cash Comp. (No LTI)

Wt. Average	Median
231,057	209,875