

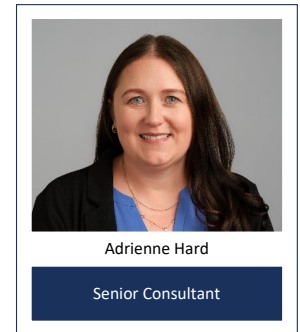
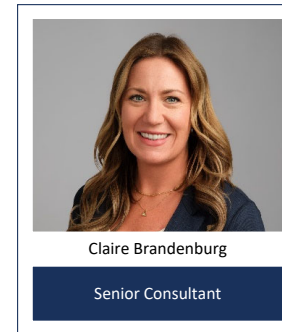
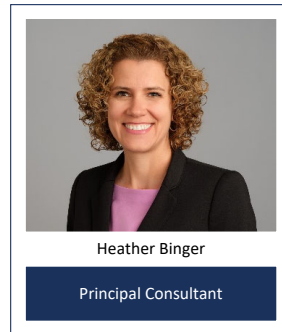
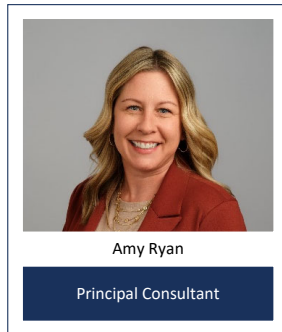
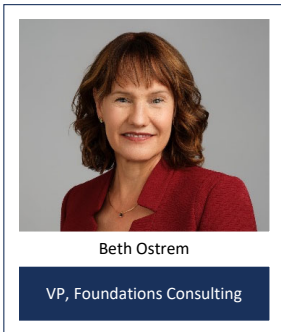
# 2025 Agricultural Cooperative Compensation Survey

Participation Information Webinar

March 6, 2025

# Foundations Consulting | Empowering Cooperatives

- Compensation Strategy & Analysis
- CEO Compensation
- Incentive Plan Design
- Board Education and Consulting
- Performance Management
- HR Compliance
- HR Generalist Support
- Training



# Agenda



## About Foundations Consulting



## Survey Overview

Benefits of participating  
Important Dates  
Pricing



## Data Collection

Survey Jobs  
Survey Workbook  
Job Matching Guidance



## Results

Data points included  
Custom Reports  
Results webinar



## Q&A

# 2025 Survey Overview

# Agricultural Compensation Survey Overview



Administered in partnership with the National Council of Farmer Cooperatives



Over 50 unique positions in the agricultural cooperative industry



Covers Base Pay, Discretionary Bonuses, Sales Commissions, STI, and LTI



Includes product/service and number of facilities for the Location, Regional, and Production Manager positions

# Benefits of Participating



Obtain current benchmark compensation data for more than 50 jobs specific to U.S. agricultural cooperatives



Stay competitive in attracting and retaining top talent



Make informed decisions to align with market trends



Receive valid and reliable compensation data at a fraction of the cost of comparable surveys

# Data Integrity



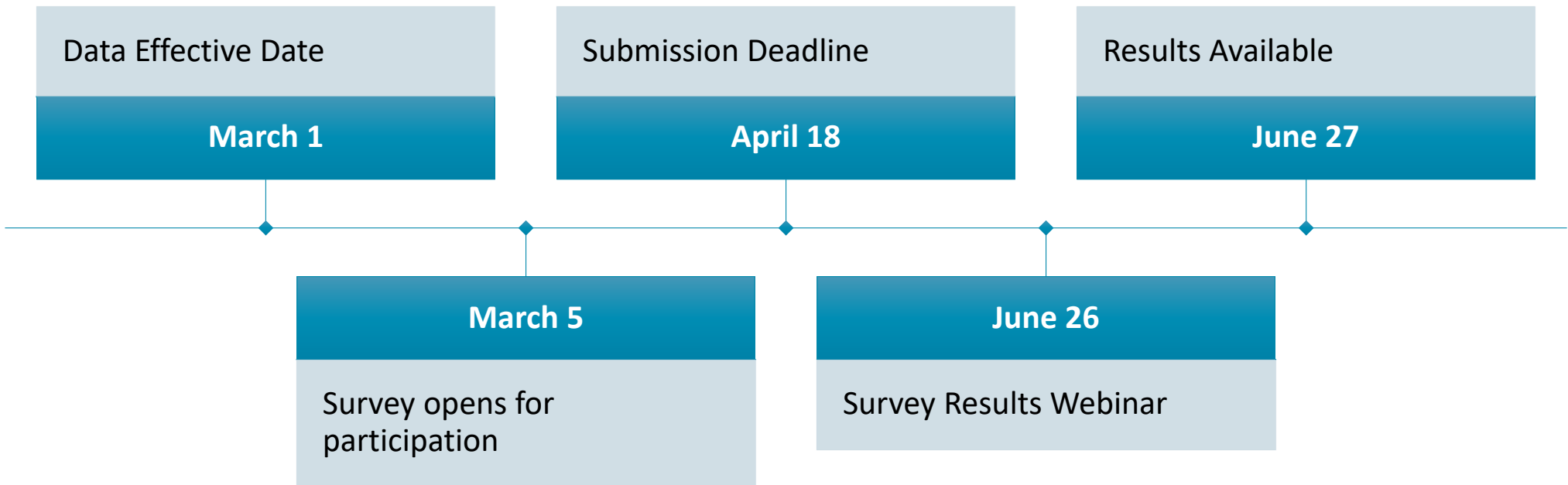
Foundations Consulting conducts several surveys annually, bringing over 50 years of combined expertise in delivering confidential compensation survey data.

We uphold rigorous confidentiality standards, adhering to industry best practices and strict compliance with anti-trust guidelines.

All survey data is reported in aggregate to ensure participant confidentiality is fully protected.

Data is for purchaser's internal use and is not authorized to be shared with any other entity.

# Important Dates






# Survey Pricing

Product	NCFC Member	Non-NCFC Member
Survey Report - Participant	\$250	\$400
Survey Report - Non-Participant	\$500	\$600
Single job results	\$50	\$50

# Data Collection

# Data Submission Workbook

**Survey Participation Information**

 **Data Submission Workbook** ←  
Download to participate in this survey. (Submit by April 18)

Found on our website at [coophrconsulting.com/agricultural-cooperative-compensation-survey](https://coophrconsulting.com/agricultural-cooperative-compensation-survey)

## Reference Tabs:


- Survey Instructions
- Survey Job Descriptors
- Position List by Job Family

## Data Tabs to be completed by you:

- Organization & Contact Information
- Incumbent Data
- Order Form

Instructions   Organization and Contact Info   Order Form   Incumbent Data   Survey Job Descriptors   Position List by Job Family

# Survey Instructions



## 2025 Agricultural Cooperative Compensation Survey Instructions

Data Effective Date: March 1, 2025  
 Survey Participation Deadline: April 18, 2025  
 Report Distribution: June 27, 2025

This survey is administered by Foundations Consulting and is conducted following all applicable laws and regulations, including antitrust laws. Survey responses will be summarized and will be aggregated and anonymized. Foundations Consulting will treat your compensation data with the strictest of confidence and will not disclose data identified by individual or organization. Data is provided for purchaser's internal use and is not authorized to be shared with any other entity.

Send completed workbook to:	<a href="mailto:consulting@farmcreditfoundations.com">consulting@farmcreditfoundations.com</a>
Questions?	Contact Adrienne Hard at 651-282-8858 or <a href="mailto:consulting@farmcreditfoundations.com">consulting@farmcreditfoundations.com</a>

Instructions for each field are below. Do not submit survey responses here - complete the appropriate tab of the worksheet.

Organization and Contact Information	
<b>Cooperative Name</b>	Provide the legal name the organization conducts business as.
<b>Zip Code of Corporate Office</b>	Provide the zip code of the corporate office or headquarters location.
<b>Number of Branch Locations</b>	List the total number of branch locations, not including the corporate office.
<b>Employee count</b>	Report permanent, FT & PT employees as of 3/1/2025. Do not report independent contractors.
<b>Gross sales for the most recent fiscal year</b>	Enter whole numbers only. For example: enter \$23.5 million as 23,500,000
<b>Products and services offered</b>	Select all that apply. Provide any additional products and services in the "other" field.
<b>Contact Information</b>	Enter the contact information for the person completing the survey and the person to receive the report, if different.
Incumbent Data	
<b>Survey Job Number</b>	Enter the Survey Job Number that corresponds with the survey job the employee's position is being matched to. See "Survey Job Descriptors" tab for job titles, numbers, and descriptors.  Note: Select the survey job that is at least an 70% match to the position you are reporting. If the job is not at least an 70% match, please do not report it. If a job has multiple responsibilities, select the survey job where they spend the majority of their time. Do not report the same employee to more than one match.
<b>Survey Job Title</b>	The Survey Job Title will populate upon entering the Survey Job Number.
<b>Employee Identifier</b>	Provide a unique identifier for each employee in case of questions. Do not use the employee's SSN

Instructions
Organization and Contact Info
Order Form
Incumbent Data
Survey Job Descriptors
Position List by Job Family
+

# Organization and Contact Information

Foundations CONSULTING		2025 Agricultural Cooperative Compensation Survey	
<b>Organization Data</b>			
Cooperative Name	<input type="text"/>		
Zip Code of Corporate Office	<input type="text"/>		
Number of Branch Locations	<input type="text"/>		
Employee count	<input type="text"/>		
Gross sales for the most recent fiscal year	<input type="text"/>		
<b>Cooperative services offered:</b>			
<input type="checkbox"/>	Agronomy	<input type="checkbox"/>	Grain Storage
<input type="checkbox"/>	Animal Nutrition	<input type="checkbox"/>	Implement Dealerships
<input type="checkbox"/>	Auto Parts Stores	<input type="checkbox"/>	Propane/Fuel
<input type="checkbox"/>	C-Stores	<input type="checkbox"/>	Renewable Energy
<input type="checkbox"/>	Energy Storage	<input type="checkbox"/>	Other Retail
<input type="checkbox"/>	Farm Supply Stores	<input type="checkbox"/>	Other (please specify):
			<input type="text"/>
<b>Contact Information</b>			
<b>Survey Contact (person completing the survey and can answer questions about the data submitted)</b>			
Name	<input type="text"/>		
Title	<input type="text"/>		
Email Address	<input type="text"/>		
Phone Number	<input type="text"/>		

# Survey Positions – Listed by Job Family

Executive
CEO/General Manager
CFO
COO

Agronomy
Agronomist - Entry
Agronomist - Intermediate
Agronomist - Senior
Agronomy Applicator
Agronomy Operations Manager
Crop Advisor/Field Rep - Entry
Crop Advisor/Field Rep - Intermediate
Crop Advisor/Field Rep - Senior

Customer Service
Customer Service Manager
Customer Service Representative

Credit
Credit Analyst
Credit Manager

Maintenance & Engineering
Agricultural Engineer - Entry
Agricultural Engineer - Intermediate
Agricultural Engineer - Senior
Maintenance Manager
Maintenance Supervisor
Mechanic

Operations & Logistics
Head of Logistics
Location Manager
Regional Manager
Truck Driver
Truck Driver - Fuel
Warehouse Manager
Warehouse Worker

Production & Quality Management
Feed Production Manager
General Laborer
Grain Elevator Operator
Plant Manager
Plant Supervisor
Production Manager
Quality Assurance Manager

Purchasing & Inventory
Buyer/Purchasing Agent
Inventory Manager
Merchandiser
Purchasing Manager

Research
Research Scientist
Research Technician

Sales/Marketing
Head of Grain Marketing
Head of Marketing
Head of Sales
Sales Manager
Sales Specialist, Agronomy - Entry
Sales Specialist, Agronomy - Intermediate
Sales Specialist, Agronomy - Senior
Sales Specialist, Energy - Entry
Sales Specialist, Energy - Intermediate
Sales Specialist, Energy - Senior
Sales Specialist, All Other - Entry
Sales Specialist, All Other - Intermediate
Sales Specialist, All Other - Senior

# Survey Job Descriptors

2025 Agricultural Cooperative Compensation Survey Job Descriptors			
Survey Job Family	Survey Job Number	Survey Job Title	Survey Job Summary
Agronomy	200	Agronomist - Entry	Provides agronomic expertise, advice, and education to farmers/producers. Collects and analyzes data and samples from feed and soil. Researches new technology in agriculture. Works with sales and marketing teams to develop and support marketing strategies to improve producer's overall crop production and profitability. Typically requires a bachelor's degree and less than 3 years of experience.
Agronomy	205	Agronomist - Intermediate	Provides agronomic expertise, advice, and education to farmers/producers. Collects and analyzes data and samples from feed and soil. Researches new technology in agriculture. Works with sales and marketing teams to develop and support marketing strategies to improve producer's overall crop production and profitability. Typically requires a bachelor's degree and 3-5 years of experience.
Agronomy	210	Agronomist - Senior	Provides agronomic expertise, advice, and education to farmers/producers. Collects and analyzes data and samples from feed and soil. Researches new technology in agriculture. Works with sales and marketing teams to develop and support marketing strategies to improve producer's overall crop production and profitability. Typically requires a bachelor's degree and 5 or more years of experience.
Agronomy	215	Agronomy Applicator	Applies fertilizer and agriculture chemicals to crops. Operate and maintain advanced technology spray equipment. Blends chemicals according to specifications. Typically requires an applicators license and experience with custom application and chemical mixing.
Agronomy	220	Agronomy Operations Manager	Manages and drives efficient agronomy department operations. Develops, establishes, and executes operational plans to support sales and revenue objectives. Work with management and sales teams on programs, pricing, and overall strategy for Agronomy division. Manages assets and budget. NOTE: This position is typically found at small to mid-sized cooperatives and reports to the General Manager. This is not a "corporate"/ main office position responsible for setting direction of multiple agronomy departments located in different facilities.
Agronomy	225	Crop Advisor/Field Rep - Entry	Advise growers on all contracted crops and acres in raising the best crop possible within economic and environmental parameters. Consult with growers on agricultural issues and prescribe appropriate actions to resolve issues. Build relationships with growers and collaborate with other advisors to understand disease and pest outbreaks in the area. Develop new prospects and interact with existing growers to increase agricultural sales. May work with marketing to develop marketing plans and strategies. Typically requires a bachelor's degree in agronomy, soils, plant or crop science. Certified Crop Advisor or pest control advisor license preferred. Typically requires less than 3 years of experience.

# Job Matching Guidance

<b>Matching Criteria</b>	<p>Match based on job content, not job title alone.</p> <p>Compare survey job descriptors to job responsibilities.</p>
<b>What Defines a Good Match?</b>	<p>A good match should represent at least 70% of the survey position's duties.</p> <p>If a job includes multiple responsibilities, match to the survey job where the majority of time is spent.</p> <p>If key responsibilities do not align, consider a different match or leave the job unmatched.</p>
<b>Considering Minimum Qualifications</b>	<p>Compare the minimum qualifications of the survey job and your organization's job.</p> <p>If the experience requirement differs by only one year, it is still considered a good match.</p> <p>If a survey job has multiple levels, match to the level that aligns with your organization's job description, not individual employees' qualifications.</p>
<b>One-to-One Matching Best Practices</b>	<p>Each incumbent should be matched to only one survey job.</p> <p>Not every employee will have a survey match.</p> <p>Employees with the same job title should typically be matched to the same survey job. If exceptions exist, document them in the notes/comments section.</p>



# Survey Job Number & Job Title

## Incumbent Data Tab

1. Enter the Survey Job Number in Column A
2. The survey job title will automatically populate in Column B

Survey Job Number	Survey Job Title This will auto-populate using Job Number. See Instructions for Survey Matching Guidance.
<i>Example: 715</i>	<i>Plant Manager</i>
200	Agronomist - Entry
400	Credit Analyst
505	Maintenance Supervisor
100	CEO/General Manager

## Instruction Notes

The incumbent data tab contains the same helpful notes for each column that is listed on the instruction tab.

To view the notes, hover over the column header.

Survey Job Number	Survey Job Title This will auto-populate using Job Number. See Instructions for Survey Matching Guidance.
<i>Example: 715</i>	<i>Plant Manager</i>
200	Agronomist - Entry
400	Credit Analyst
505	Maintenance Supervisor
100	CEO/General Manager

***Please Do Not Add or Resort Columns***

Enter the Survey Job Number that corresponds with the survey job the employee's position is being matched to. See "Survey Job Descriptors" tab for job titles, numbers, and descriptors.

Note: Select the survey job that is at least an 70% match to the position you are reporting. If the job is not at least an 70% match, please do not report it. If a job has multiple responsibilities, select the survey job where they spend the majority of their time. Do not report the same employee to more than one match.

# Incumbent Salary and Job Data

Report data in all columns for all employees you are reporting (do not leave blank cells/rows in this section)

<i>Data Below Required for All Employees</i>										
<b>Unique Employee Identifier</b>	<b>Company Job Title</b>	<b>Full-time Equivalent</b>	<b>Exempt/ Non-Exempt</b>	<b>Workplace Zip code</b>	<b>Company Pay Grade</b>	<b>Grade Range Minimum</b>	<b>Grade Range Midpoint</b>	<b>Grade Range Maximum</b>	<b>Base Salary (effective 3/1/2025)</b>	<b>Discretionary Bonuses</b>
123456	Plant Manager	1.0	E	55101	12	40,000	50,000	60,000	59,346	2,561

# Short-Term, Long-Term, and Sales Incentive Data

- ✓ Report the eligibility column for each incentive for all employees.
- ✓ Fill in the target, max, and actual incentives paid for all employees eligible
- ✓ Report the Target and Max Incentive as percentage of salary, and actual incentive paid as a dollar amount.

<i>Short-Term Incentive Data</i> <i>Enter eligibility (column N) for all, pay data only for those eligible</i>				<i>Sales Incentive or Commission Data</i> <i>Enter eligibility (column R) for all, pay data only for those eligible</i>				<i>Long-Term Incentive Data</i> <i>Enter eligibility (column V) for all, pay data only for those eligible</i>			
<b>Eligible for Short-Term Incentive</b>	<b>Target Short-Term Incentive</b>	<b>Maximum Short-Term Incentive</b>	<b>Actual Short-Term Incentive Paid</b>	<b>Eligible for Sales Incentive or Commission</b>	<b>Target Sales Incentive or Commission</b>	<b>Max Sales Incentive or Commission</b>	<b>Actual Sales Incentive or Commission</b>	<b>Eligible for Long-Term Incentive</b>	<b>Target Long-Term Incentive</b>	<b>Maximum Long-Term Incentive</b>	<b>Actual Long-Term Incentive Paid</b>
Y	10.0%	15.0%	8,500	Y	20.0%	30.0%	15,000	Y or N	20.0%	25.0%	35,000

# Additional Data for Location, Regional, and Production Managers


For Location, Regional, and Production Manager positions, report the product/service and number of facilities they are responsible for.

<i>Location, Regional, and Production Manager Only</i>	<i>Regional Manager and Production Manager Only</i>
<b>Product/Service</b>	<b>Number of Facilities</b>
<i>Dairy</i>	<i>6</i>

Note any additional information or unique situations in the last column

<i>Submit Notes/Comments Here</i>
<b>Notes and Comments</b>

# Order Form

 <b>2025 Agricultural Cooperative Compensation Survey</b> <b>ORDER FORM</b>	
Return completed form to <a href="mailto:consulting@farmcreditfoundations.com">consulting@farmcreditfoundations.com</a>	
<b>Standard Report Options</b>	<p>The standard report includes a summary of all survey data from all participants in both a PDF and excel file. Your data is included in all calculations and job data information. Data provided is a national data set.</p> <p> <input type="checkbox"/> \$250 Survey participant and NCFC member  <input type="checkbox"/> \$400 Survey participant and non-NCFC member  <input type="checkbox"/> \$500 Non-participant and NCFC member  <input type="checkbox"/> \$600 Non-participant and non-NCFC member                 </p>
<b>Single Job Results</b>	<p>You may purchase the survey data and results for one or more jobs. This does not include the full survey report.</p> <p> <input type="checkbox"/> \$50 per job Provide the job titles you wish to purchase in the space below:                 </p> <div style="border: 1px solid black; height: 50px; width: 100%;"></div>
<b>Custom Report</b>	<p>We provide custom report options that are tailored to your organization. You can select specific participants, gross sales, geographic regions or other cuts applicable to your organization or the specific positions you are interested in. Price varies by the scope of the custom report selected. (the data must include a minimum of 5 cooperatives to ensure confidentiality)</p> <p>Email <a href="mailto:consulting@farmcreditfoundations.com">consulting@farmcreditfoundations.com</a> to discuss your custom report needs and we will provide a quote.</p>
<b>Payment</b>	<p>Payment is required for results distribution. Please submit your contact information below, and an invoice will be emailed to you. Payment is accepted by ACH or check only.</p>
<b>Contact Information</b>	<p>Name <input type="text"/></p> <p>Title <input type="text"/></p>

# Data Validation

After we receive your submission, we will carefully review and validate all data to ensure accuracy and completeness.



If we identify any discrepancies or require clarification, we will contact the person listed on the Organization tab.

# Survey Results



# Data Results

Data provided  
will include:

---

# of organizations

---

# of incumbents

---

Mean (Average)

---

25<sup>th</sup> percentile

---

50<sup>th</sup> percentile (Median)

---

75<sup>th</sup> percentile

---

# of facilities and product/service for  
Location, Production, and Regional Mgr

---

Survey Data will  
be reported at  
the national  
level and by  
region where  
sufficient data  
exists.

To protect  
confidentiality,  
all data will be  
presented in  
aggregate.



# Custom Reports



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Custom reports are tailored to your organization.

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Organizations select specific scopes: gross sales, geographic regions or other cuts applicable to your organization; or specific positions and receive a custom comparison of your organization to the data points within those selections.

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Price varies by the scopes and number of positions selected.

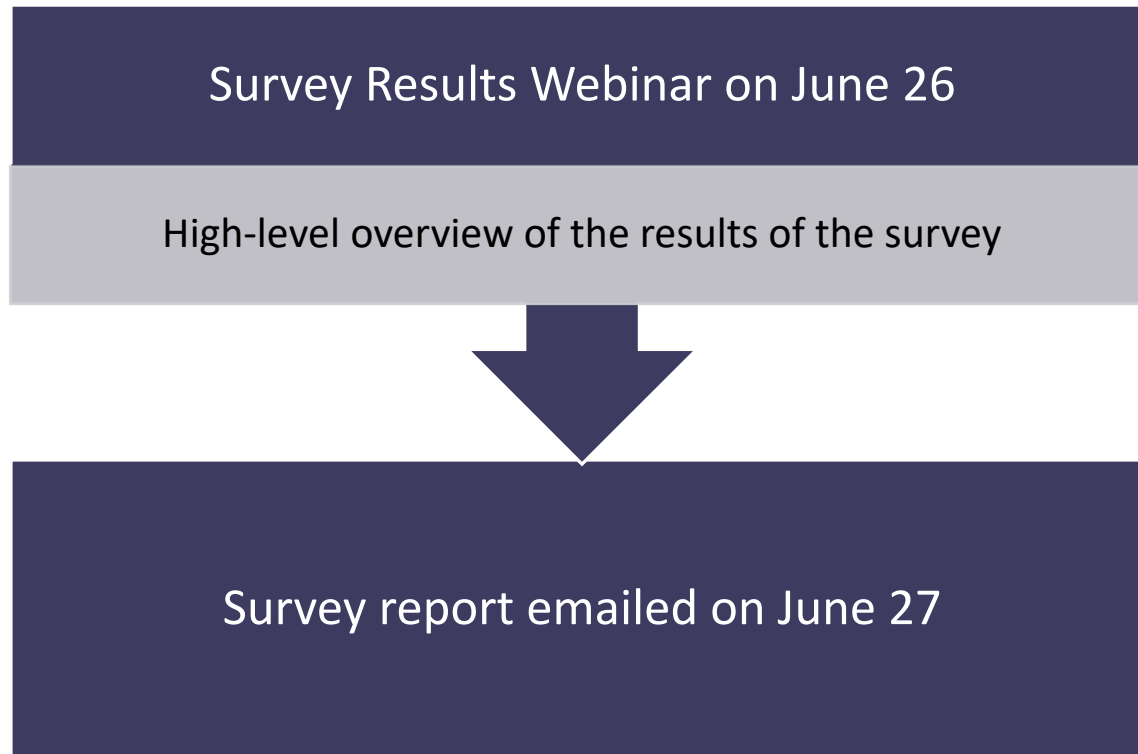
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Each position/scope selected must include a minimum of 5 cooperatives to ensure confidentiality.

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If you are interested in a custom report, please note that on the order form or email [consulting@farmcreditfoundations.com](mailto:consulting@farmcreditfoundations.com).

# Distribution of Results



# Contact Information

<b>Website</b>	<a href="http://www.coophrconsulting.com/agricultural-cooperative-compensation-survey">www.coophrconsulting.com/agricultural-cooperative-compensation-survey</a>
<b>Email</b>	<a href="mailto:Consulting@farmcreditfoundations.com">Consulting@farmcreditfoundations.com</a>
<b>Phone</b>	Adrienne Hard at 651-282-8858

# Questions