



by



SECOND EDITION

# ALL PROGRAMS REPORT

WITH THE  
SUPPORT OF  
Wronski Associates

2017-18  
SURVEY

of practices  
for early-career  
development  
programs

## WELCOME TO THE 2017-18 SURVEY OF PRACTICES FOR EARLY CAREER DEVELOPMENT PROGRAMS ("LDP SURVEY").

The survey was conducted by LDP Connect (host of the annual Leadership Development Program Summit—[www.LDPsummit.com](http://www.LDPsummit.com)), in consultation with **development program managers**, and in response to requests for benchmarking data on practices related to managing development programs for early career hires. The overall survey was completed by the **45 organizations** listed below on **113 different development** programs across many functions.

Abbott	CVS Health	IBM	Pfizer	The Hartford
AbbVie	Danaher Corporation	Johnson & Johnson	Prudential Financial	The Walt Disney Company
Aetna	Dell Inc	J&J Medical Devices	Raytheon	Thermo Fisher Scientific
Baxter	DICK'S Sporting Goods	Lam Research	Rexnord	Thomson Reuters
Becton Dickinson	Discover Financial Services	Liberty Mutual Insurance	Sanofi	Travelers Insurance
Cardinal Health	Eaton	Medtronic	State Street	Unum Group
Cargill	Excelon Corporation	MetLife	Stryker Corporation	Vanguard
Cigna	Fifth Third Bank	Nielsen	Sun Life Financial	Verizon
Comcast NBC/Universal	Hexcel Corporation	Owens Corning	Textron Inc	Whirlpool Corporation

This **Compensation, Retention and Budgeting Report** provides results for **all functional areas** surveyed. Custom reports and additional data analysis services are available. Contact [Dan.Beaudry@LDPconnect.com](mailto:Dan.Beaudry@LDPconnect.com) for more information.

LDP Connect would like to **thank all** who participated in this survey,  
and all who contributed to the creation of its content.

Which of the following components are part of the total compensation that associates receive *upon starting* your development program?

	OFFERING	REPORTING	25TH %ile	MEDIAN	75TH %ile	FIXED	NEGOTIABLE	NR
<b>BASE SALARY</b>	<b>112</b>	<b>104</b>	<b>\$58,000</b>	<b>\$62,000</b>	<b>\$77,250</b>	<b>96</b>	<b>15</b>	<b>1</b>
BACHELOR	82	77	\$56,000	\$60,000	\$64,000	74	8	0
GRADUATE	30	27	\$105,000	\$112,000	\$117,500	22	7	1
<b>SIGN ON BONUS</b>	<b>89</b>	<b>84</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$10,000</b>	<b>66</b>	<b>21</b>	<b>2</b>
BACHELOR	62	58	\$3,275	\$5,000	\$5,750	50	11	1
GRADUATE	27	26	\$10,500	\$20,000	\$25,000	16	10	1
<b>RELOCATION PACKAGE</b>	<b>78</b>	<b>67</b>	<b>\$3,000</b>	<b>\$5,000</b>	<b>\$10,000</b>	<b>55</b>	<b>19</b>	<b>4</b>
BACHELOR	54	48	\$2,500	\$4,000	\$7,500	37	13	4
GRADUATE	24	19	\$9,500	\$10,000	\$19,250	18	6	0
<b>EQUITY GRANT</b>	<b>11</b>	<b>10</b>	<b>\$3,200</b>	<b>\$11,000</b>	<b>\$22,500</b>	<b>11</b>	<b>0</b>	<b>0</b>
BACHELOR	4	4	--	--	--	4	0	0
GRADUATE	7	6	\$10,500	\$18,500	\$25,000	7	0	0
<b>ANNUALIZED TARGET BONUS</b>	<b>71</b>	<b>67</b>	<b>5%</b>	<b>8%</b>	<b>12%</b>	<b>57</b>	<b>6</b>	<b>8</b>
BACHELOR	48	44	5%	6%	9%	38	6	4
GRADUATE	23	23	10%	15%	20%	19	0	4
<b>OTHER</b>	<b>20</b>					<b>17</b>	<b>2</b>	<b>0</b>

#### NOTES:

- "Offering" represents the number of respondents who offer the compensation element.
- "Reporting" represents the number of respondents providing numerical data for the compensation element.
- Compensation data figures provided only where a minimum of 5 responses reported.
- "Bachelor" and "Graduate" indicate the *primary* degree required for the representative programs.

- "NR" indicates organizations who offer the compensation element, but have not indicated whether the element is fixed or negotiable.

### Base salary comments:

- *Only difference is when someone has their Masters.*
- *Starting range is \$56-60k, room for negotiation within that range.*
- *Varies by geography - extra \$10k for CA and \$6k for NJ rotations.*
- *Associates could receive higher salaries based on number of Actuarial exams passed.*
- *Some variability for prior experience, degree and technical ability. Otherwise fixed rates.*
- *By city by country.*
- *Negotiated based on degree and experience.*
- *Offer is \$5k more if candidate has masters.*
- *Lower for internals; hire for external MBAs.*
- *Being negotiated more now than in past years, paid by BU.*

### Sign on bonus comments:

- *Not all qualify, based on certain recruitment factors.*
- *They receive \$3,000 for making an early decision, or \$2000 for later decision.*
- *Plus additional \$1000 for early decision.*
- *Gross sign on. (x6)*
- *Gross sign-on for former interns.*
- *Varies based on relocation or number of internships with the program.*
- *Based on # of IT internships. 1=\$3,500, 2 or more =\$4,500.*
- *Can be up to with 7,500 if students elect to go early decision.*
- *As needed for relocation a home site.*
- *50,000 is an early incentive, 30,000 is if they respond after early incentive date.*
- *Most often ranges between \$20k-\$30k, paid by corporate program.*



## Relocation comments:

- *Based on mileage from office..could be \$500 - \$2000.*
- *One time and "Up to" this amount... Not all qualify and not all qualify for full amount.*
- *Based on location, subsidized housing provided.*
- *\$2000 net for 50-499 miles; \$3000 for 500+ miles. [Company] pays taxes.*
- *As required - up to \$5K.*
- *Lump sum or household goods move plus lump sum.*
- *Based on miles from current work location to new work location (x9).*
- *Based on IRS guidelines / must be eligible for package.*
- *Ranges based on miles. 50-200 = \$1500; 201-500 miles =\$2000*
- *Varies based on permanent address from home office.*
- *Between 1750 - 3500 depending on the location - called work transfer stipend.*
- *Offer includes fixed lump sum amount plus movement of household good so value of package varies.*
- *Only for NYC associates.*
- *Amount varies per candidate.*
- *Paid by BU.*
- *Varies.*
- *Varies based on location.*

## Equity grant comments:

- *\$15,000 worth of restricted stock at time of graduation. 3 year vest schedule.*
- *Minimum amount - discretionary amount per performance.*
- *RSUs*
- *Rarely negotiated, paid by corporate program.*

## Target bonus comments:

- *7% of salary = \$4k.*
- *5% is the target, but will vary based on individual performance (x2).*
- *Depends on their performance. They can receive anywhere from 0-30% of their base salary as a bonus.*
- *Half of entry level hires receive bonuses. Not guaranteed.*
- *All are eligible for same target, but bonus is based on company and participant performance.*
- *No set targets. Range 0%-12% of base. Average was %5 this past year.*
- *Bonus range is 0%- 9%.*
- *15% with promo mid-term in program.*
- *Target % - may vary based on company and individual performance.*
- *15% of salary.*
- *Paid by BU.*

## Other comments:

- *Transportation allowance.*
- *Completion bonus is given.*
- *Certification program reimbursement.*
- *Associates also receive the opportunity to pay back up to \$5,000 of student loans.*
- *Gross early acceptance bonus (x5)*
- *Early acceptance sign-on bonus (gross) for previous interns (x3).*
- *Up to \$12,000/yr provided for educational purposes.*
- *[Company] product[...] bonus. (x4)*
- *Retention bonus.*
- *Variable Tech Bonus.*
- *Expatriate benefits*

## Why might there be variance in starting compensation between associates in your development program? (Check all that apply)

113 RESPONDENTS

	COUNT	PERCENTAGE
<b>NO VARIANCE. ALL ASSOCIATES START WITH AN IDENTICAL COMPENSATION PACKAGE</b>	<b>69</b>	<b>61%</b>
<b>PACKAGE ELEMENTS NEGOTIATED WITH EACH HIRE (BASED ON EXPERIENCE, DEGREE, NEGOTIATING SKILLS, ETC.)</b>	<b>21</b>	<b>19%</b>
<b>PARTICIPANTS STARTING IN DIFFERENT GEOGRAPHIES</b>	<b>14</b>	<b>12%</b>
<b>PARTICIPANTS STARTING IN DIFFERENT DEPARTMENTS</b>	<b>3</b>	<b>3%</b>
<b>OTHER (PLEASE SPECIFY)</b>	<b>20</b>	<b>18%</b>

### Note:

Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.

## Other:

- Masters degree or CPA bump
- Internal transfer joining versus undergrad
- Level of education bachelors vs masters (x2)
- Formula based on experience (internships) and leadership roles
- We target bachelors mainly, but will provide a higher starting for a masters degree
- We provide higher salaries pending the number of Actuarial exams Associates start out with
- Internal nominees do not receive sign-on or early acceptance bonuses
- Variance in sign on bonus only - based on potential relocation or number of internships with the program
- Some variability for prior experience, degree and technical ability. Otherwise fixed rates.
- Other qualifications
- Variance only typically happens with internal hires that may have a higher current salary than our starting salary
- Participants may receive \$5,000 for relocation based on their location (x5)
- Early offer decision would be the only item that would be a difference is compensation
- Relocation amount varies per each situation
- All are offered identical compensation package. We will negotiate the sign-on bonus





Which of the following components are offered as part of the total compensation package for associates *during* your development program?

	OFFERING	REPORTING	25TH%ile	MEDIAN	75TH%ile	FIXED	VARIABLE	NR
<b>MERIT INCREASE</b>	<b>104</b>	<b>83</b>	<b>3%</b>	<b>3%</b>	<b>3%</b>	<b>5</b>	<b>92</b>	<b>7</b>
BACHELOR	78	63	3%	3%	3%	4	70	4
GRADUATE	26	20	3%	3%	3%	1	22	3
<b>COST OF LIVING ADJUSTMENT</b>	<b>12</b>	<b>3</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>1</b>	<b>8</b>	<b>3</b>
BACHELOR	8	3	--	--	--	0	7	1
GRADUATE	4	0	--	--	--	1	1	2
<b>INDIVIDUAL TARGET BONUS</b>	<b>50</b>	<b>40</b>	<b>5%</b>	<b>7%</b>	<b>11%</b>	<b>9</b>	<b>33</b>	<b>8</b>
BACHELOR	33	27	5%	5%	8%	4	23	6
GRADUATE	17	13	10%	12%	15%	5	10	2
<b>TEAM TARGET BONUS</b>	<b>13</b>	<b>8</b>	<b>6%</b>	<b>9%</b>	<b>16%</b>	<b>2</b>	<b>10</b>	<b>1</b>
BACHELOR	5	3	--	--	--	1	4	0
GRADUATE	8	5	6%	15%	20%	1	6	1
<b>PROFIT SHARING BONUS</b>	<b>13</b>	<b>11</b>	<b>\$1,770</b>	<b>\$2,000</b>	<b>\$2,725</b>	<b>1</b>	<b>11</b>	<b>1</b>
BACHELOR	11	9	\$1,740	\$2,000	\$2,000	1	9	1
GRADUATE	2	2	--	--	--	0	2	0
<b>SPOT BONUS</b>	<b>9</b>	<b>6</b>	<b>\$100</b>	<b>\$300</b>	<b>\$875</b>	<b>0</b>	<b>8</b>	<b>1</b>
BACHELOR	7	5	\$100	\$100	\$500	0	7	0
GRADUATE	2	1	--	--	--	0	1	1
<b>RETENTION BONUS</b>	<b>7</b>	<b>4</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>2</b>	<b>4</b>	<b>1</b>
BACHELOR	4	4	--	--	--	2	2	0
GRADUATE	3	0	--	--	--	0	2	1
<b>EQUITY GRANT</b>	<b>7</b>	<b>2</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>2</b>	<b>5</b>	<b>0</b>
BACHELOR	2	1	--	--	--	2	0	0
GRADUATE	5	1	--	--	--	0	5	0
<b>IN-PROGRAM RELOCATION</b>	<b>53</b>	<b>38</b>	<b>\$3,625</b>	<b>\$5,000</b>	<b>\$10,000</b>	<b>15</b>	<b>33</b>	<b>5</b>
BACHELOR	40	32	\$3,375	\$5,000	\$8,875	10	27	3
GRADUATE	13	6	\$5,500	\$8,500	\$11,500	5	6	2
<b>OTHER</b>	<b>4</b>					<b>0</b>	<b>3</b>	<b>1</b>



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### Merit increase comments:

- *Looking at this currently, do not want to guarantee increases.*
- *Varies between members. Annual ~3%. Merit based.*
- *Fixed in Year 1, Variable in Year 2.*
- *Based on performance in program, compared to target rating.*
- *Depends on performance (x15).*
- *2-3% avg.*
- *Based on a specific budget, but determined based on performance rating. higher performance gets >%.*
- *Based on performance and budget %.*
- *Variance based on performance, market ratio and hi pot status.*
- *Fixed at first annual review (after 6 months), variable at second annual review (x2).*
- *Merit pools are based on company performance and individual performance.*
- *Fixed in first six months, variable after 18 months.*
- *Usually between 3 - 3.5% of salary.*
- *Varies*

### Cost of living increase comments:

- *Only on International assignment.*
- *When taking a rotation OUS.*
- *Geography based (x4).*
- *Less than 10% of participants qualify for cost of living adjustment.*

### Individual target bonus comments:

- *Participant can receive more or less of target bonus based on performance.*
- *Set % but amount min -max vary based on performance.*
- *5% is the target, however the amount varies depending upon performance to maximum of 10% (x2).*
- *Half of entry level hires receive bonuses. Not guaranteed.*
- *Performance based.*
- *Modifier to previous target bonus mentioned based on performance.*
- *Increases with promo mid-term in program.*
- *Part of the 15% Incentive.*

### Team target bonus comments:

- *Regional performance multiplier (x3).*
- *Part of the 15% incentive based on company performance.*
- *20% is target and varies based on company performance.*

### Profit sharing bonus comments:

- *Generally 7%.*
- *CPS. Varies between members. Annual. Based on changing guidelines.*
- *Up to 3% based on company performance.*



**Retention bonus comments:**

- *Completion bonus.*
- *Retention bonus for high-potential and high-performing participants, as identified in talent review.*
- *Paid out as needed. Amount varies.*
- *Various by location, performance and other factors.*

**Equity grant comments:**

- *Total value of restricted stock upon graduation from the program - 3 year vesting.*
- *Based on performance at discretion of manager.*
- *Based on merit, amount varies, usually \$15k or more.*

**Relocation comments:**

- *Up to ~30,000 to relocate and house for assignment outside headquarters.*
- *Housing & Transportation provided outside of corporate.*
- *Based on location, subsidized housing provided.*
- *\$3000 lump sum with tax assistance and relocation of goods.*
- *Geography based.*
- *This occurs at the time of rotation.*
- *Relocation amount dependent upon location.*
- *Lump sum or household goods move plus lump sum.*
- *Based on distance from current work location to new work location (x9).*
- *Varies based on distance and family makeup.*
- *Ranges from 1,750 - 3,500 - depends on location.*
- *Package includes fixed lump sum plus movement of HHGs so value of package varies.*
- *Offered for Chicago rotation*
- *Housing for field rotations*
- *Housing and transportation provided.*
- *Depends on the location (x2).*
- *Depends on BU affordability and distance of relocation.*



### Spot bonus comments:

- *Varied project bonus awards semi-annually*

### Other comments:

- *5% variable compensation.*
- *Cash bonus based on performance, not a set target.*
- *Promotional increase at beginning of year 2. Amount is variable based on individual performance.*



Overall, why might there be variance in *in-program* compensation between associates in your development program? (Check all that apply)

## 113 RESPONDENTS

	COUNT	PERCENTAGE
INDIVIDUAL PERFORMANCE	91	81%
TEAM/BUSINESS UNIT PERFORMANCE	31	27%
GEOGRAPHY	18	16%
LEVEL OR VALUE OF PARTICIPANT ROLE OR ROTATION	12	11%
NO VARIANCE.	9	8%
DIFFERENCES IN BUDGET ACROSS ROTATION LOCATIONS	6	5%
ELEMENTS NEGOTIATED WITH EACH PARTICIPANT	3	3%
OTHER (PLEASE SPECIFY)	10	9%

Note:  
Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.

## Other:

- Timing of when they started the program
- Market ratio
- Actuarial qualifications
- Participants may receive \$5000 for relocation based on their location (x5)
- Different department norms
- Timing of when they started the program



Which of the following components are offered as part of the total compensation that associates receive *upon completion* of your development program?

	OFFERING	REPORTING	25TH %ile	MEDIAN	75TH %ile	FIXED	VARIABLE	NR
<b>BASE SALARY</b>	<b>97</b>	<b>74</b>	<b>\$70,000</b>	<b>\$75,000</b>	<b>\$100,000</b>	<b>9</b>	<b>82</b>	<b>6</b>
BACHELOR	73	55	\$64,600	\$72,500	\$76,625	7	62	4
GRADUATE	24	19	\$110,500	\$125,000	\$130,000	2	20	2
<b>INDIVIDUAL TARGET BONUS</b>	<b>47</b>	<b>28</b>	<b>\$4,750</b>	<b>\$8,150</b>	<b>\$13,125</b>	<b>2</b>	<b>41</b>	<b>4</b>
BACHELOR	33	21	\$3,000	\$6,500	\$10,000	2	28	3
GRADUATE	14	7	\$13,750	\$15,000	\$19,750	0	13	1
<b>TEAM TARGET BONUS</b>	<b>8</b>	<b>2</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>0</b>	<b>7</b>	<b>1</b>
BACHELOR	3	1	--	--	--	0	3	0
GRADUATE	5	1	--	--	--	0	4	1
<b>PROFIT SHARING BONUS</b>	<b>13</b>	<b>13</b>	<b>\$2,250</b>	<b>\$2,370</b>	<b>\$3,000</b>	<b>1</b>	<b>11</b>	<b>1</b>
BACHELOR	11	11	\$2,125	\$2,336	\$2,750	1	9	1
GRADUATE	2	2	--	--	--	0	2	0
<b>RETENTION BONUS</b>	<b>2</b>	<b>1</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>0</b>	<b>1</b>	<b>1</b>
BACHELOR	2	1	--	--	--	0	1	1
GRADUATE	0	0	--	--	--	0	0	0
<b>EQUITY GRANT</b>	<b>9</b>	<b>5</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>2</b>	<b>5</b>	<b>2</b>
BACHELOR	4	3	--	--	--	2	1	1
GRADUATE	5	2	--	--	--	0	4	1
<b>RELOCATION PACKAGE</b>	<b>42</b>	<b>30</b>	<b>\$2,875</b>	<b>\$7,500</b>	<b>\$10,000</b>	<b>8</b>	<b>30</b>	<b>4</b>
BACHELOR	37	27	\$2,500	\$7,500	\$10,000	6	27	4
GRADUATE	5	3	--	--	--	2	3	0
<b>OTHER</b>	<b>6</b>					<b>2</b>	<b>1</b>	<b>3</b>

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## Salary comments:

- *Depends on the role they go into (x4).*
- *Depends on post-program location, function, merit increases throughout program and other readiness.*
- *Depends on post program manager.*
- *Based on overall performance in program & market competitive.*
- *Dependent on placement rotation.*
- *Preparing for first graduating class. Salaries will likely vary from \$65-75k.*
- *Performance based (x4)*
- *Depends on the role and department they post out of.*
- *Depends upon performance in rotations (x4).*
- *Merit and promotional increase award based on individual performance.*
- *TTC of \$85k with various mix based on specific field sales role.*
- *Variable due to level of role, prior experience, and professional specialty.*
- *By country by city.*
- *Promoted upon grad of program. 5-10% to base. Mgr level role.*
- *There is no program completion salary adjustment.*
- *Possibility for promotion would increase salary upon program completion*
- *Dependent on role and level*

## Team bonus comments:

- *Regional performance multiplier.*
- *Together with individual performance.*

### Individual bonus comments:

- *Depends on the role (x2).*
- *Dependent on sales volume; hitting individual quota.*
- *4-10% target bonus range. And bonus can be more or less of target.*
- *Performance based (x2).*
- *6.5% is the target, however amount could change based upon performance (x2).*
- *Eligible for 7.5% of base salary as variable compensation / annual bonus.*
- *Eligible for up to 10% base salary (variable comp bonus).*
- *Dependent on role and level.*
- *Together with team performance.*

### Profit sharing bonus comments:

- *3% based employee and company performance.*
- *Performance based.*
- *up to 3% based on company performance.*

### Retention bonus comments:

- *Setting up tiered performance based retention bonus structure for grads.*

### Equity grant comments:

- *Dollar value of restricted stock grant - 3 year vesting.*
- *Based on performance.*



## Relocation comments:

- *Based on location (x3).*
- *Relocation amount/package dependent on post program role offered.*
- *Based upon relocation from current work location to new work location, where relocation is applicable (x3).*
- *Offered if participant is relocating for their post-program role.*
- *Based on distance moved (x4).*
- *Hiring site pays relocation.*
- *Package includes fixed lump sum plus movement of HHGs so value of package varies.*
- *Varies.*

## Other comments:

- *10% increase given at time of graduation.*
- *Participants must find open roles upon completion of program - salaries in those roles vary.*
- *Most participants move into new roles at a higher level, and receive a promotional increase, 5-8%.*

## Why might there be variance in compensation among *graduates* of your development program?

112 RESPONDENTS

	COUNT	PERCENTAGE
INDIVIDUAL PERFORMANCE	81	72%
PARTICIPANTS GRADUATING INTO ROLES VALUED AT DIFFERENT LEVELS BY THE ORGANIZATION	61	54%
PARTICIPANTS GRADUATING INTO DIFFERENT GEOGRAPHIES	40	36%
COMPENSATION NEGOTIATED BETWEEN GRADUATE AND BUSINESS UNIT ABSORBING THE GRADUATE	37	33%
TEAM/BUSINESS UNIT PERFORMANCE	30	27%
NO VARIANCE	6	5%
OTHER (PLEASE SPECIFY)	5	5%

Note:  
Multiple answers per  
participant possible.  
Percentages added  
may exceed 100 since  
a participant  
may select more than  
one answer for this  
question.



## Other:

- Salaries at the end of graduation will vary based on performance however at graduation if maintaining a successful performance throughout the program will be given a 10% increase.
- If multiple offers, HR will manage the offers to avoid a bidding war.
- Participants graduate into Mgr level role but some may have a premium (e.g., Architecture, Development, etc.) or geo differential.



## What percent of your participants complete the first year of the development program?

25TH PERCENTILE	93%
MEDIAN	99%
75TH PERCENTILE	100%
<b>AVERAGE</b>	<b>96%</b>

Note: Based on 101 responses

## What percent of your participants complete the full program?

25TH PERCENTILE	84%
MEDIAN	92%
75TH PERCENTILE	99%
<b>AVERAGE</b>	<b>90%</b>

Note: Based on 94 responses

## What is your 1-year post-program retention rate?

25TH PERCENTILE	80%
MEDIAN	90%
75TH PERCENTILE	100%
<b>AVERAGE</b>	<b>89%</b>

Note: Based on 77 responses

## What is your 5-year post-program retention rate?

25TH PERCENTILE	57%
MEDIAN	70%
75TH PERCENTILE	85%
<b>AVERAGE</b>	<b>70%</b>

Note: Based on 69 responses

## What are your official post-program retention goals?

	1-year	3-year	5-year
25TH PERCENTILE	98%	80%	70%
MEDIAN	100%	90%	75%
75TH PERCENTILE	100%	100%	86%
<b>AVERAGE</b>	<b>98%</b>	<b>88%</b>	<b>77%</b>
Responses:	71	67	69

## What is the overall operating budget of your program (not including salaries and bonuses)?

25TH PERCENTILE	\$60,000
MEDIAN	\$120,000
75TH PERCENTILE	\$552,500
<b>AVERAGE</b>	<b>\$534,493</b>

Note: Based on 66 responses

## What is your average operating dollar investment per participant?

25TH PERCENTILE	\$3,200
MEDIAN	\$12,500
75TH PERCENTILE	\$50,000
<b>AVERAGE</b>	<b>\$31,423</b>

Note: Based on 61 responses

### **LDP SURVEY** [ldpsurvey.com](https://ldpsurvey.com)

The 2017-18 Survey of Practices for Early Career Development Programs: Second Edition ("LDP Survey") is a survey of how organizations manage, recruit for and evaluate their development programs. The survey offers organizations an opportunity to benchmark their practices, compensation levels and retention rates against peers. Custom reports and additional data analysis services are available. Contact [Dan.Beaudry@LDPconnect.com](mailto:Dan.Beaudry@LDPconnect.com) for more information.

### **LDP CONNECT** [ldpconnect.com](https://ldpconnect.com)

LDP Connect provides research, events and support to the global community of professionals who manage, support or recruit for development programs for early career hires. Since 2012, LDP Connect has hosted the annual LDP Summit® – a best practices conference featuring case studies of innovations, group brainstorming sessions, bench-marking data on program practices, and networking & idea sharing.

### **R . J. WRONSKI ASSOCIATES , INC .** [wronskitraining.com](https://wronskitraining.com)

R.J. Wronski Associates Inc. is an award-winning learning and leadership development organization with global reach. We are the trusted partner for organizations that take a strategic approach to their talent development. We offer extensive experience in the creation and implementation of both early career and experienced pipeline programs that attract, develop and retain high potential employees. We distinguish ourselves through engaging design, exceptional service and an unparalleled commitment to exceeding expectations with each solution we deliver.