Final Comparison Group – Staff

- In the selection of peer institutions for **staff**, considered institutions which reflect the majority of the following:

| Control / Carnegie Class | • Private, 4+ years, not-for-profit institutions  
<table>
<thead>
<tr>
<th></th>
<th>• Top 75 Ranked Baccalaureate Colleges: Arts &amp; Sciences Focus (according to US News, removed military institutions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Enrollment</td>
<td>• Institutions with total enrollment of less than 4,000 students</td>
</tr>
<tr>
<td>Region</td>
<td>• National</td>
</tr>
<tr>
<td>CUPA-HR Survey Participant</td>
<td>• 2023 College and University Professional Association – Human Resources (CUPA-HR) survey participant</td>
</tr>
</tbody>
</table>

*Source: Integrated Postsecondary Education Data System (IPEDS) 2023 dataset*
Final Comparison Group – Staff

N = 60

- Amherst College
- Barnard College
- Bates College
- Berea College
- Bowdoin College
- Bryn Mawr College
- Bucknell University
- Carleton College
- Centre College
- Claremont McKenna College
- Colby College
- Colgate University
- College of Saint Benedict
- College of the Holy Cross
- Colorado College
- Davidson College
- Denison University
- DePauw University
- Drexel University*
- Dickinson College
- Furman University
- Gettysburg College
- Grinnell College
- Gustavus Adolphus College
- Hamilton College
- Harvey Mudd College
- Hillsdale College
- Hobart William Smith Colleges
- Kalamazoo College
- Kenyon College
- Knox College
- Lafayette College
- Macalester College
- Middlebury College
- Mount Holyoke College
- Muhlenberg College
- Oberlin College
- Occidental College
- Pomona College
- Principia College
- Reed College
- Rhodes College
- Scripps College
- Skidmore College
- Smith College
- St Joseph’s University*
- St Lawrence University
- St Olaf College
- Swarthmore College
- The College of Wooster
- The University of the South
- Trinity University
- Union College
- University of Pennsylvania*
- University of Richmond
- Vassar College
- Villanova University*
- Washington and Lee University
- Wesleyan University
- Wheaton College
- Whitman College
- Willamette University
- Williams College
- Wofford College
Haverford College’s Benefits Comparison Group
Staff – General Industry Participant List

Haverford College selected the following 26 organizations from the local Philadelphia region as peers for the staff benefits comparison:

- AAA Club Alliance
- American Water
- Arkema, Inc.
- Avantor
- Board of Pensions
- Campbell Soup Company
- Chemours Company
- CSL Behring
- Deborah Heart and Lung Center
- Dupont USA
- GSK
- Idorsia Pharmaceuticals US
- IKEA North America
- Incyte Corporation
- J.M. Huber Corporation
- Janney Montgomery
- LifeScan, Inc.
- NFI Industries
- Penske
- Philadelphia Phillies
- Planned Parenthood Keystone
- Planned Parenthood SE Pennsylvania
- SAP America, Inc.
- SNC-Lavalin
- Subaru of America, Inc.
- University of Pennsylvania Health System
Comparison Markets for Compensation Benchmarking

<table>
<thead>
<tr>
<th>Comparison Market</th>
<th>Employee Group Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher Education: National Faculty Peer Group</td>
<td>• Faculty and senior-level staff (e.g., third-level managers/high-level individual contributors and above)</td>
</tr>
<tr>
<td>Higher Education: Regional Staff Peer Group</td>
<td>• Locally recruited staff that require proximity as a key factor in talent acquisition</td>
</tr>
<tr>
<td>Broader Industry</td>
<td>• Staff that are also present in other industries (e.g., facilities, finance, HR, etc.)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>National Faculty Peer Group</th>
<th>Regional Staff Peer Group</th>
<th>Broader Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty</td>
<td>✅</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior-Level Staff</td>
<td>✅</td>
<td></td>
<td>✅</td>
</tr>
<tr>
<td>Locally Recruited Staff</td>
<td></td>
<td></td>
<td>✅</td>
</tr>
</tbody>
</table>


Cost of Labor Analysis

Cost of Living vs. Cost of Labor

There are differences between “cost of living” and “cost of labor” in a given location. Geographic differentials in compensation studies use Cost of Labor, not Cost of Living. In addition, individuals tend to change their purchasing patterns and standard of living expectations based on their location.

<table>
<thead>
<tr>
<th>Location</th>
<th>Geographic Differential</th>
</tr>
</thead>
<tbody>
<tr>
<td>Haverford, Pennsylvania</td>
<td>8%</td>
</tr>
<tr>
<td>Philadelphia, Pennsylvania</td>
<td>7%</td>
</tr>
<tr>
<td>State of Pennsylvania</td>
<td>1%</td>
</tr>
<tr>
<td>New York, New York</td>
<td>26%</td>
</tr>
<tr>
<td>State of New York</td>
<td>14%</td>
</tr>
<tr>
<td>State of New Jersey</td>
<td>17%</td>
</tr>
<tr>
<td>State of Delaware</td>
<td>5%</td>
</tr>
<tr>
<td>State of Maryland</td>
<td>9%</td>
</tr>
<tr>
<td>Washington D.C.</td>
<td>19%</td>
</tr>
</tbody>
</table>
Benchmarking Methodology

1. Confirm Methodology
   Confirm the peer group criteria and determine peers for market data

2. Confirm Surveys
   Select surveys to benchmark against, keeping in mind the following criteria: survey age, survey description, data relevance, survey statistics

3. Select & Match Jobs
   Match Haverford College’s jobs to survey jobs based on content (good match if 70%-80% of benchmark job matches)

4. Relevant Markets
   Ensure data cuts selected match the targeted markets (industry, size, location) and that there is enough data available in the scope.

5. Gather Comp Statistics
   Collect multiple data percentiles for base salary (to understand competitive landscape and the range of pay)

6. Make Adjustments to Data
   Make adjustments (premiums or discounts) to the available survey data based on differences in responsibilities, level, institution size, location, etc.

7. Age Compensation Data
   Age the data from the various survey sources to a common point in time

8. Develop Market Composite
   Combine the data from multiple survey sources into a single, blended number based on the relevance of each data source

9. Analyze Market Results
   Evaluate competitiveness and use market data to inform salary ranges