



 **AGRIBUSINESS**
HR REVIEW

2020 - 2021 U.S. DATA RELEASE | 14TH EDITION





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INTRODUCTION & KEY FINDINGS

The AgCareers.com AGRIBUSINESS HR REVIEW provides a range of human resource practices relevant to participating agribusinesses over the last twelve months within the United States. This fourteenth edition provides market knowledge, data, and trends for 2020-2021.

The AGRIBUSINESS HR REVIEW involved contribution from 80 agribusiness companies. This information documents emerging industry trends and developments on a range of human resource management practices.

Topics covered include salary reviews, employee attrition, workforce trends, development, flexible staffing, bonus and incentive schemes, recruitment practices, and employer branding strategies. The information presented in this document was captured via direct communication with clients. The results are represented in both graphs and tables to best capture and display the information. This document provides the key findings, analysis commentary and detailed results from the collated AGRIBUSINESS HR REVIEW data.

Contributor Profile:

The demographics of 80 agribusiness companies participating in the online HR REVIEW for the fourteenth edition are detailed below in the following charts:

- Diagram 1.0 – Illustrates the company's industry sectors
- Diagram 1.1 – Illustrates the company revenue range provided
- Diagram 1.2 – Illustrates the company type
- Diagram 1.3 – Illustrates the number of people employed by the company
- Diagram 1.4 – Illustrates the ratio of HR Staff to Employees

DIAGRAM 1.0 | CONTRIBUTING COMPANIES BY SECTOR

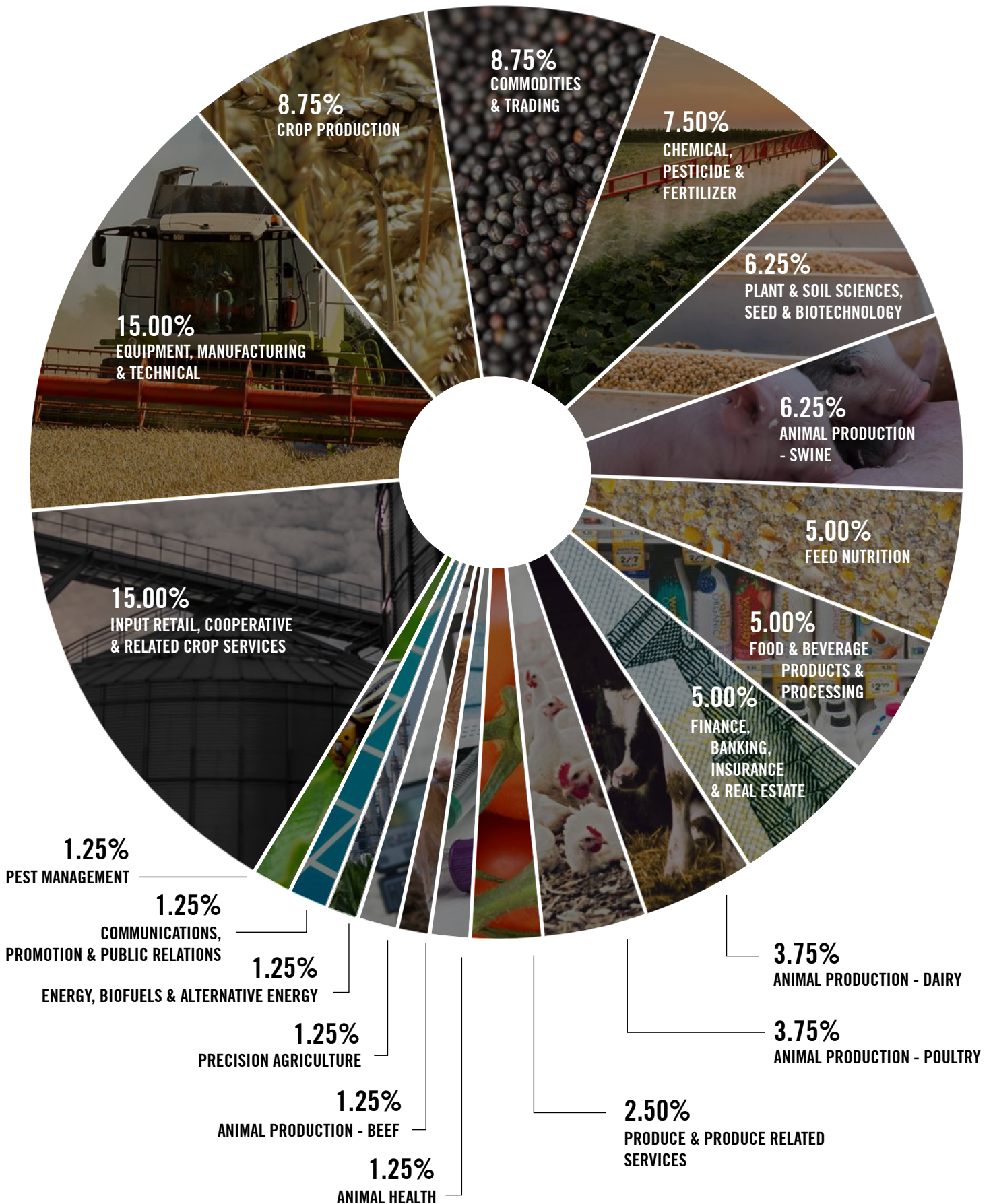


DIAGRAM 1.1 | CONTRIBUTING COMPANIES BY REVENUE RANGE

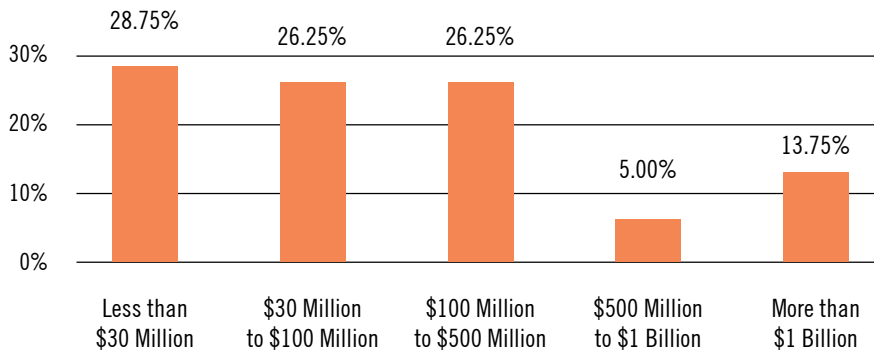


DIAGRAM 1.2 | CONTRIBUTING COMPANIES BY COMPANY TYPE

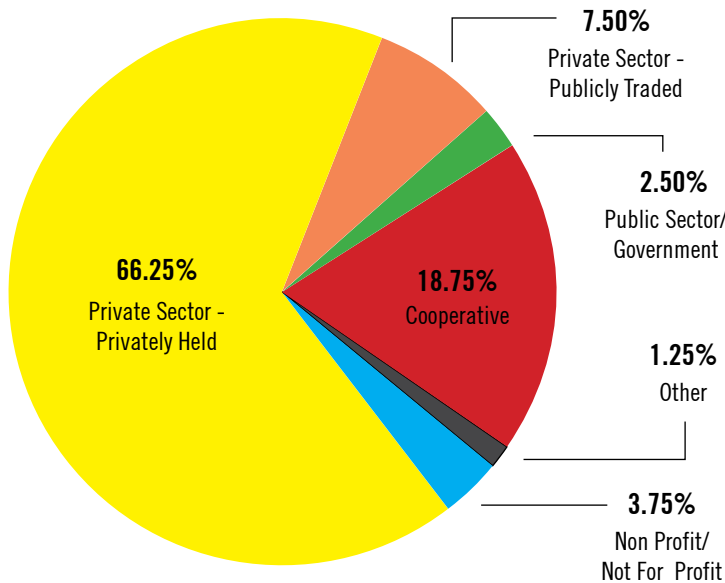


DIAGRAM 1.3 | CONTRIBUTING COMPANIES BY TOTAL NUMBER OF EMPLOYEES

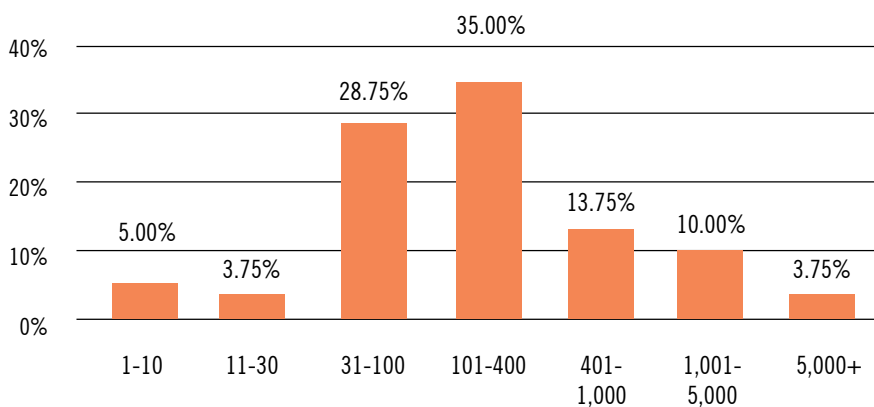


DIAGRAM 1.4 | CONTRIBUTING COMPANIES BY RATIO OF HR STAFF TO EMPLOYEES



KEY FINDINGS

WORKFORCE SIZE CHANGES

Over the next two years, **an increase in workforce size is anticipated by 51.25%**, while **45.00%** anticipate the size of their workforce will stay the same.

2020 showed a decrease in those companies reporting an increase in workforce size and an increase in those reporting their workforce size will remain the same.

COMPETITION FOR TALENT

Competition for talent remains **the top challenge** cited by HR professionals (**56.25%**).

Competition for talent (68.42%) was noted as the top reason employers will do more graduate recruitment.

COMPANY CULTURE

A **positive work culture (78.75%)**, was noted as the **top method employers utilize to compete for talent**.

The top method for maintaining or improving a positive company culture was providing an opportunity for employees to use skills and abilities (81.25%).

CONSERVATIVE SALARY FORECASTS

In 2020, there was a slight decrease of companies that noted all or some staff would receive a salary increase within the next 12 months.

There was a **15.91% increase** in those reporting that **staff would not receive an increase within the next 12 months**.

FLEXIBLE STAFFING SOLUTIONS

With no surprise, **work from home** emerged as the **new top approach for flex staffing solutions this year (70.37%)**.

More than 36.25% of companies employed skilled seasonal staff, typically from 6 to 12 months of the year, 34.48%. This is an increase over 2019, as companies were most likely to employ seasonal skilled staff for only 3 to 6 months (39.68%).

DIFFICULT-TO-FILL-POSITIONS

Hourly/non-exempt positions were noted as the **most difficult type and level of role to recruit**.

By level, salaried/exempt staff and sales roles were listed as a difficult to fill role (both 27.50%). Technical roles were also noted as a difficult type of role to recruit (40.00%).



ANALYSIS

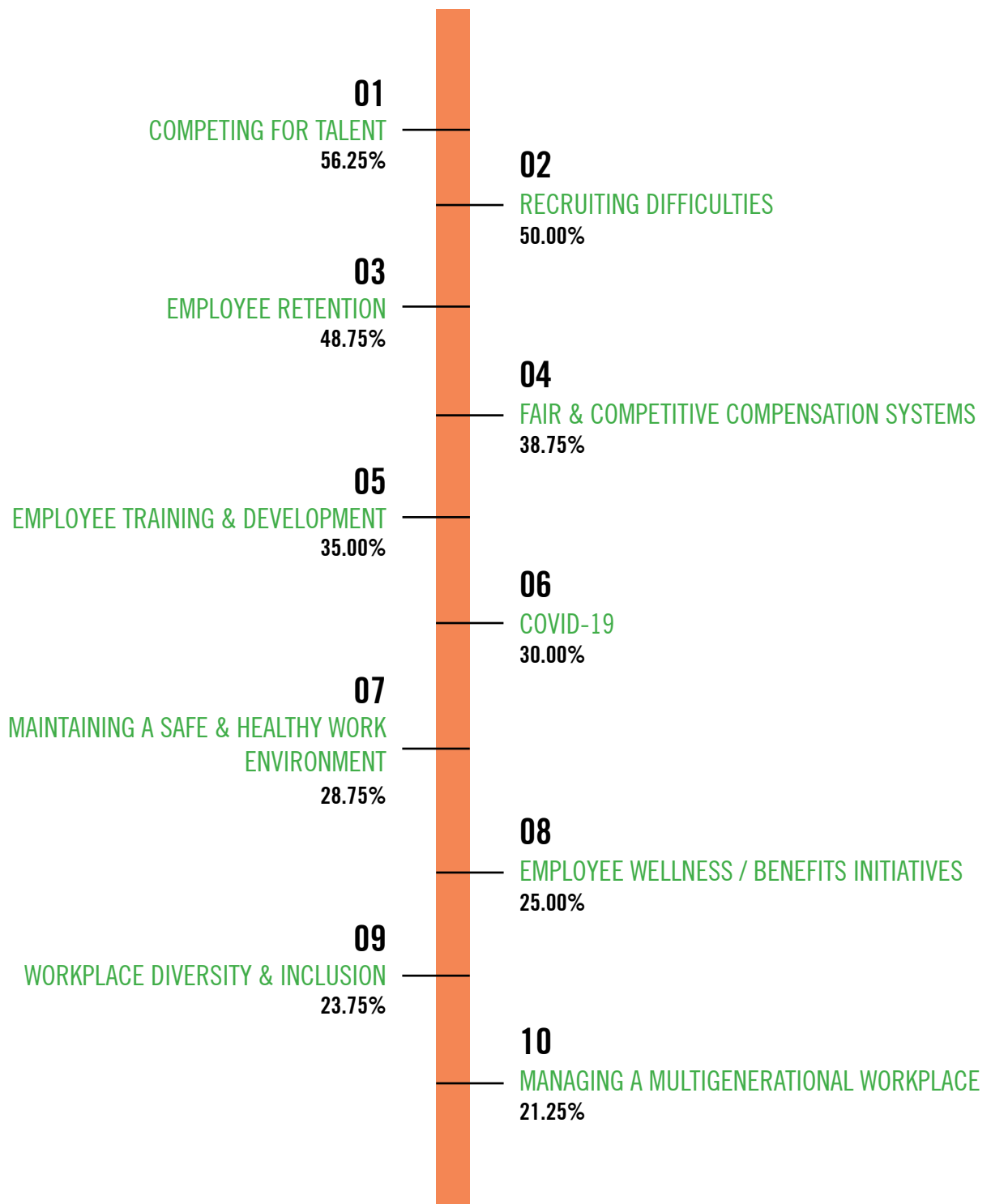
This section analyzes the online HR REVIEW survey results and documents trends within the agribusiness industry. The AGRIBUSINESS HR REVIEW analysis includes the following topics:

- Today's HR Challenges
- Salaries and Salary Reviews
- Employee Attrition
- Workforce
- Development
- Flexible Staffing
- Bonus & Incentive Schemes
- Recruitment Practices
- Employer Branding Strategy

1. TODAY'S HR CHALLENGES

Competing for talent remains the top concern of surveyed HR professionals, followed closely by recruiting difficulties. See the top ten noted concerns in Figure 2.0 (next page).

DIAGRAM 2.0 | TOP TEN MOST CONCERNING HUMAN RESOURCE MATTERS



*Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

2. SALARY REVIEWS

Frequency of Reviews

Of the eighty agribusiness companies participating in the AGRIBUSINESS HR REVIEW, 95% conducted salary reviews, and of those 85% conducted reviews annually, as seen in Diagram 2.1.

The months when salary reviews occur varied between companies. The most predominant month to review salaries was January (31.58%) and the most predominant month to implement salary increases was also January (43.42%). Diagram 2.2 displays the popularity by month for completed salary reviews and increases.

DIAGRAM 2.2 | MONTHS SALARIES REVIEWED/IMPLEMENTED

**Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.*

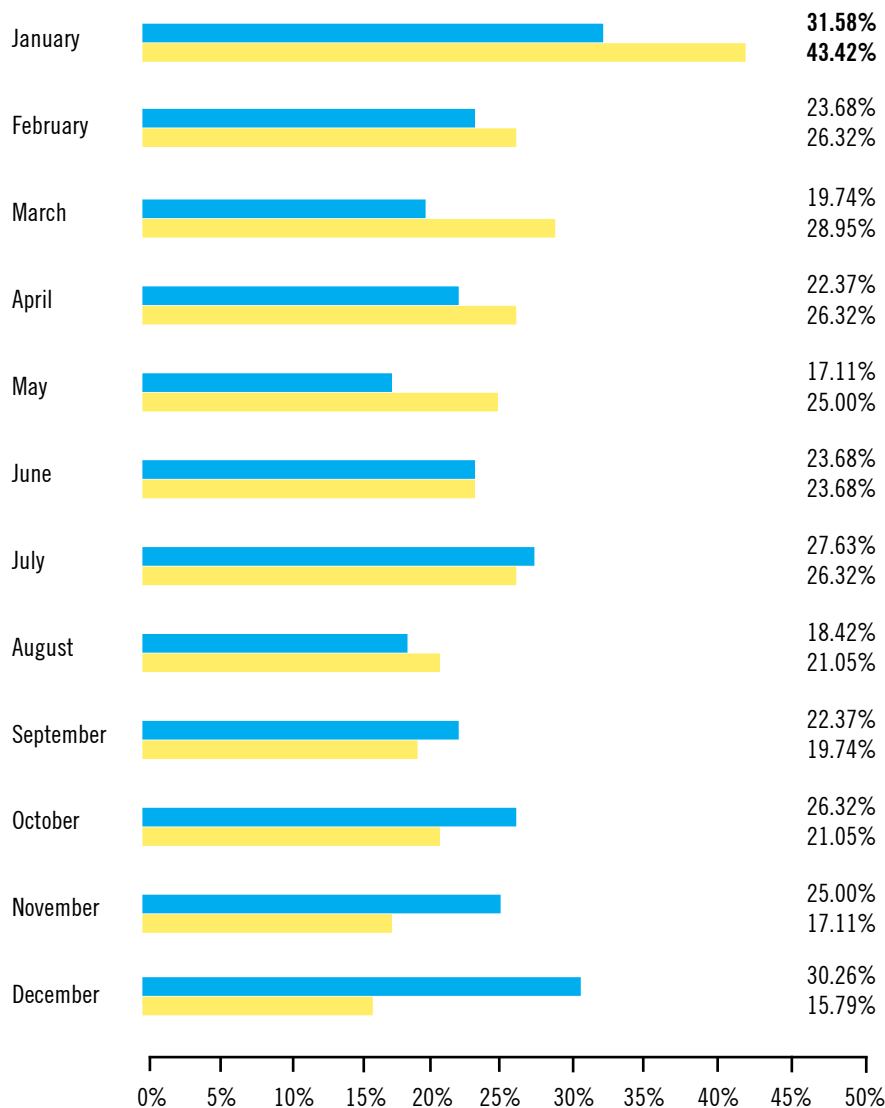
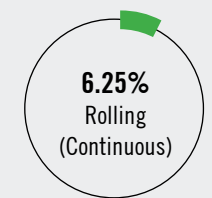
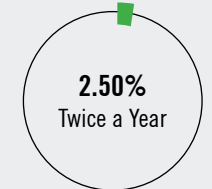
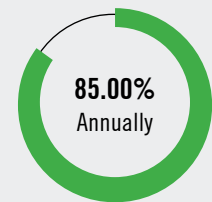


DIAGRAM 2.1 | FREQUENCY OF SALARY REVIEWS



■ Salaries Reviewed
■ Salaries Implemented

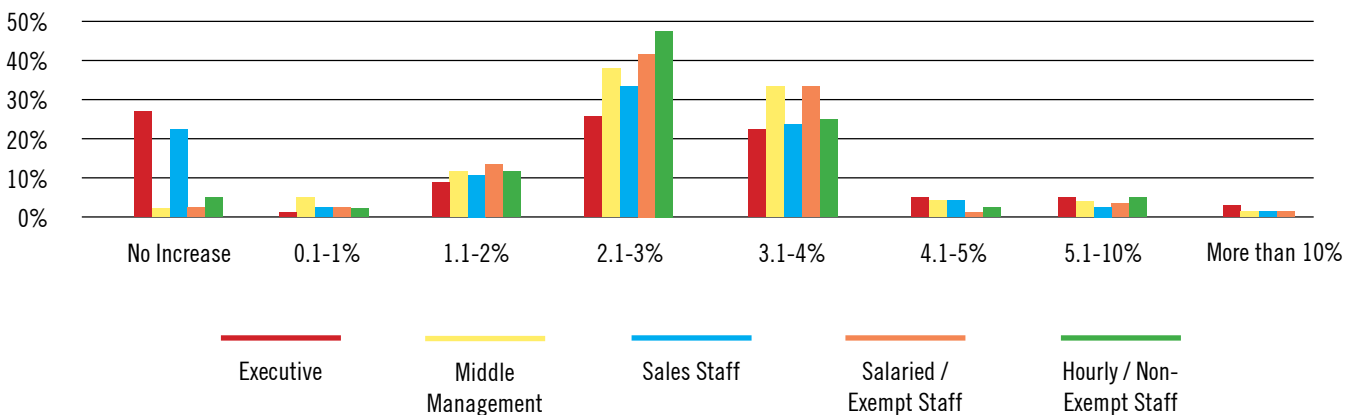
Administration of Salary Increases

There are a variety of methods a company may use to administer salary increases. Salary increases were most likely to be allocated towards high performers (43.75%); some companies reported they would allocate the same increase or no increase to all performers (33.75%) and 10.00% said they would administer salary increases to high performers only. In addition, 12.50% said salaries would not be increased.

Salary Increases in Previous 12 Months

The majority of agribusiness companies indicated salaries increased during the last 12 months (85.00%). The predominant average salary increase received by employees during 2019-2020 was between 2.6% to 3.0% (39.71%). Salary increases reported by role were consistently reported to be between 2.1-3.0%. Diagram 2.3 displays the salary frequency amounts by role type.

DIAGRAM 2.3 | SALARY INCREASES PER ROLE



Budgeted Salary Increases

In 2020, there was a slight decrease of companies that noted all staff and some staff would receive a salary increase within the next 12 months. There was also a 15.91% increase in those reporting that staff would not receive an increase within the next 12 months. Diagram 2.4 illustrates the anticipated salary increases reported over the past 5 years.

DIAGRAM 2.4 | LIKELIHOOD OF SALARY INCREASES IN NEXT 12 MONTHS

	2016	2017	2018	2019	2020
Yes, all staff	48.94%	57.43%	58.33%	52.38%	43.75%
Yes, some staff	45.74%	39.60%	38.10%	46.03%	38.75%
No	5.32%	2.97%	3.57%	1.59%	17.50%

In 2020, the majority basis for salary calculations was base salary (89.39%) followed by Total Cash (Base Salary + Performance Pay) (10.61%).

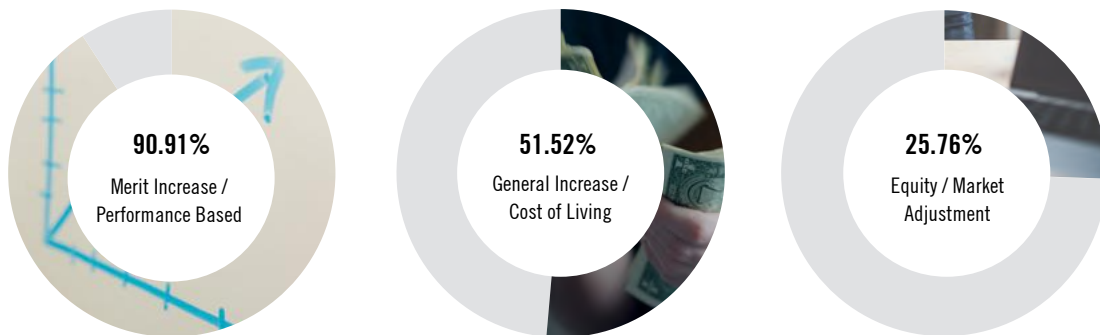
The leading range for budgeted salary increases for agribusinesses in 2021 was 2.6% to 3.0% (36.25%). Diagram 2.5 details the average salary increase for 2020 vs. the budgeted salary increase for 2021.

DIAGRAM 2.5 | AVERAGE SALARY INCREASE (2020) VS. BUDGET (2021)

	Increases Received 2020	Increases Budgeted 2021
0%	15.00%	11.25%
0.1%-0.5%	0.00%	0.00%
0.6%-1.0%	1.47%	0.00%
1.1%-1.5%	2.94%	5.00%
1.6%-2.0%	7.35%	10.00%
2.1%-2.5%	10.29%	13.75%
2.6%-3.0%	39.71%	36.25%
3.1%-3.5%	20.59%	13.75%
3.6%-4.0%	11.76%	6.25%
4.1%-4.5%	1.47%	0.00%
4.6%-5.0%	0.00%	1.25%
More than 5%	4.41%	2.50%

Diagram 2.6 demonstrates the types of salary increases distributed to employees. Overall, salary increases were largely based on merit/performance-based increases (90.91%), and 51.52% were based on general increase/cost of living.

DIAGRAM 2.6 | TYPES OF SALARY INCREASES DISTRIBUTED



*Other: 1.52%

**Percentages do not total 100%. Respondents were allowed to select more than one response.

Compensation Studies

Almost half of participants have conducted a compensation study within the past year (47.50%). Over the last five years there has been a steady increase in companies who have completed a salary increase within the last year, until this year which showed a slight decrease.

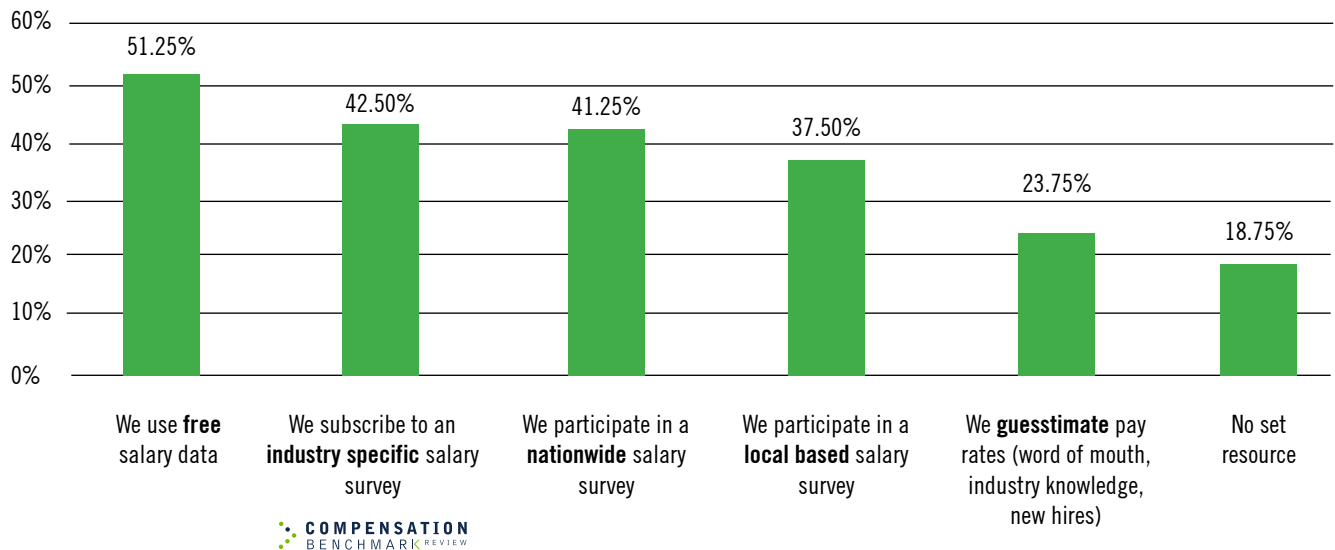
Diagram 2.7 demonstrates the last time a compensation study was performed in the organization.

DIAGRAM 2.7 | LAST COMPENSATION STUDY PERFORMED

	2016	2017	2018	2019	2020
In the past 6 months	18.09%	16.83%	28.57%	30.16%	20.00%
In the past 12 months	24.47%	33.66%	25.00%	30.16%	27.50%
Two years ago	5.32%	9.90%	15.48%	6.35%	17.50%
More than two years ago	18.09%	11.88%	13.10%	15.87%	11.25%
Never have	18.09%	13.86%	8.33%	6.35%	12.50%
N/A or unsure	15.96%	13.86%	9.52%	11.11%	11.25%

Companies reported benchmarking salary data from the following types of surveys: online salary surveys such as AgCareers.com's COMPENSATION BENCHMARK REVIEW™ (42.50%), free salary surveys (51.25%), nationwide salary surveys (41.25%), and locally based salary surveys (37.50%). Diagram 2.8 demonstrates the various sources utilized for salary reviews.

DIAGRAM 2.8 | SOURCE OF SALARY DATA FOR BENCHMARKING



*Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

3. EMPLOYEE ATTRITION

Employee Turnover Rates

Employee turnover rates varied greatly among participating organizations and when compared with 2019, reported turnover rates were relatively stable. Overall, 42.50% reported turnover of 10.00% or less, 32.50% reported turnover between 10.1% to 20.00%, and 25.00% reported turnover of greater than 20%.

Voluntary versus Involuntary Turnover

Diagram 2.9 compares voluntary turnover rates for agribusiness companies in 2020 to those reported since 2016. In 2020, there was a noticeable increase in the proportion of voluntary turnover as a percentage of turnover. Voluntary turnover rates were reported as a percentage of turnover as a whole.

DIAGRAM 2.9 | VOLUNTARY TURNOVER

Percentage of Turnover Identified as Voluntary	2016	2017	2018	2019	2020	Description
None	2.25%	1.08%	3.61%	0.00%	0.00%	All involuntary
1-20%	33.70%	29.03%	36.50%	17.74%	25.00%	Few chose to leave
21-40%	6.74%	6.46%	6.02%	6.46%	7.89%	Less than half chose to leave
41-60%	11.32%	15.05%	9.64%	9.67%	13.16%	Half chose to leave
61-80%	19.10%	26.88%	26.51%	40.33%	21.05%	More than half chose to leave
81-100%	26.96%	21.42%	27.71%	25.81%	32.89%	Majority chose to leave

Replacement Time Frame

The number of weeks it took to replace employees varied by position and level of accountability. In general terms, the executive level roles took more than 12 weeks to be filled. Replacement time frame for middle management and sales staff was generally 6 to 8 weeks. Salary/exempt staff roles took between 4 to 6 weeks to be filled. Hourly/non-exempt staff replacement was typically between 2 and 4 weeks. Diagram 2.10 (next page) exhibits the average time for replacing employees.

DIAGRAM 2.10 | AVERAGE REPLACEMENT TIME FRAME

Replacement Time	Executive	Middle Management	Sales Staff	Salaried / Exempt Staff	Hourly / Non-Exempt Staff
Less than 2 weeks	3.75%	2.50%	3.75%	2.50%	20.00%
2-4 weeks	3.75%	1.25%	5.00%	11.25%	28.75%
4-6 weeks	2.50%	18.75%	15.00%	27.50%	21.25%
6-8 weeks	6.25%	21.25%	16.25%	26.25%	11.25%
8-10 weeks	8.75%	18.75%	13.75%	13.75%	6.25%
10-12 weeks	17.50%	12.50%	6.25%	6.25%	5.00%
>12 weeks	21.25%	7.50%	7.50%	1.25%	3.75%
Unable to Fill	0.00%	0.00%	1.25%	0.00%	0.00%
N/A	36.25%	17.50%	31.25%	11.25%	3.75%

4. WORKFORCE

Employee Satisfaction

The practice of measuring employee satisfaction and engagement can help to keep the pulse of the organization. Satisfaction and engagement were reported to be measured by 38.75% of companies. There was a slight variation in frequency as 64.52% measured engagement on an annual basis and 29.03% have done so every two years. The use of internal surveys was the primary method (54.84%), followed closely by external survey (i.e., climate study, engagement survey, etc.) (51.61%). Companies also noted they look at staff retention (29.03%) and management review as a means of measuring employee satisfaction and engagement (25.81%).

Workforce Changes

Over the next two years, an increase in workforce size is anticipated by 51.25%, while 45.00% anticipate the size of their workforce will stay the same. 2020 showed a decrease in those companies reporting an increase in workforce size and an increase in those reporting their workforce size will remain the same. The anticipated increase of workforce size was 68.29% growth strategy and natural growth (51.22%) and acquisition and mergers were cited by 26.83%.

Diagram 2.11 (next page) displays the variation in outlook over the previous five years.

DIAGRAM 2.11 | WORKFORCE SIZE CHANGES IN THE NEXT TWO YEARS

	2016	2017	2018	2019	2020
Increase	44.68%	47.52%	64.29%	61.90%	51.25%
Decrease	4.26%	5.94%	3.57%	4.76%	3.75%
Stay the Same	51.06%	46.53%	32.14%	33.33%	45.00%

Anticipated Job Openings

In the next 12 months, 51.22% of companies expected to fill 1 to 10 job openings and 31.71% expected to fill 11-50 openings, followed by 14.63% who will expect to fill 100 + positions within the next year. In addition, 2.44% stated they do not anticipate they will fill any openings within the next 12 months.

Exit Interviews

Companies reported that they plan to conduct exit interviews remained the same as 2019. In 2020, of the agribusiness companies responding, 80.00% stated they conduct exit interviews with employees as compared with 79.37% in 2019.

Female Workforce

Survey participants were asked, has the proportion of female employees within your workforce grown over the past five years; 60.00% indicated the proportion has grown. 15.00% indicated it has not increased in the past five years. Companies reported that their workforce is on average 27.94% female.

Diagram 2.12 illustrates the responses, showing relatively consistent responses, showing relatively consistent assumptions about their female workforce over the previous five years.

DIAGRAM 2.12 | FEMALE WORKFORCE

Has the proportion of female employees within your workforce grown over the past five years?

	2016	2017	2018	2019	2020
Yes	55.32%	52.48%	57.14%	63.49%	60.00%
No	27.96%	22.77%	26.19%	17.46%	15.00%
Unsure	17.02%	24.75%	16.67%	19.05%	25.00%

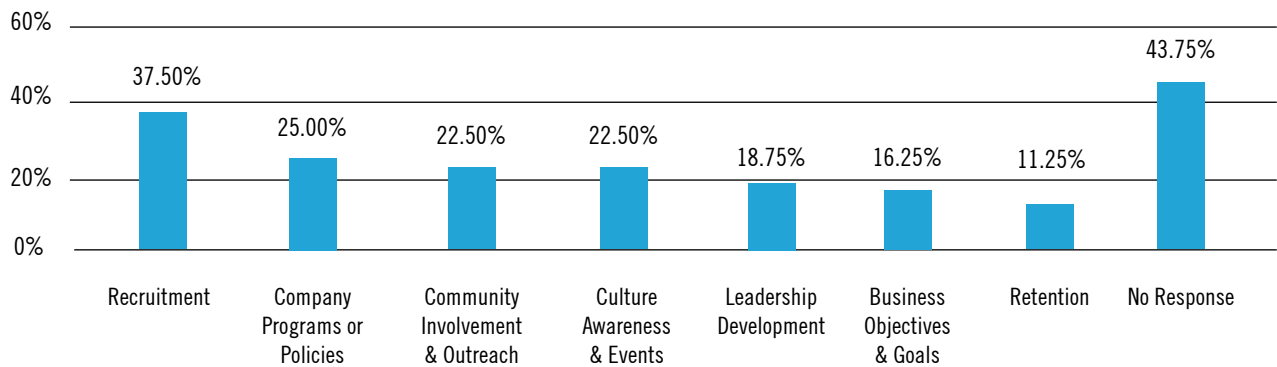
Overtime

Employee overtime has stayed relatively the same (61.25%) during the last 12 months. Approximately 25% of participants reported increased overtime in the previous 12 months. In comparison, 68.25% reported overtime levels had remained the same in 2019.

Diversity

Most commonly, HR staff were cited as responsible for diversity and inclusion strategies within their organizations (51.25%), although 45.00% reported they had no dedicated staff for such programs. Of those areas with an intentional diversity/inclusion element, recruitment (37.50%) was at the top of the list, followed by company programs or policies (25.00%). 43.75% of participants did not indicate if there was an intentional diversity/inclusion element. Diagram 2.13 displays additional areas with a diversity/inclusion element.

DIAGRAM 2.13 | AREAS OF DIVERSITY / INCLUSION ELEMENT OR FOCUS



*1.25% said "Other"

**Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

5. DEVELOPMENT

On-boarding

On-boarding programs are in place with 72.50% of the participating companies. Of those with an on-boarding program in place, over half (58.62%) of companies indicated their on-boarding program is less than 30 days. Overwhelmingly, 78.95% of companies note they utilize hands-on training, 50% noted they use online/ e-learning, cross training was noted by 44.74% and structured staff introduction/ networking and job shadowing (43.42%).

Training Expenditures

Participating companies determine the amount spent on training for employees on an as needed basis, according to 76.25%. The average spent on training per employee was \$1,338.52.

Staff Development & Training

For staff development and training, most employers use:

1. Cross training 68.75%
2. Financial assistance (for external study/tuition) 63.75%
3. Mandatory training 61.25%
4. Orientation/induction 52.50%
5. Certificate Courses 48.75%

*Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

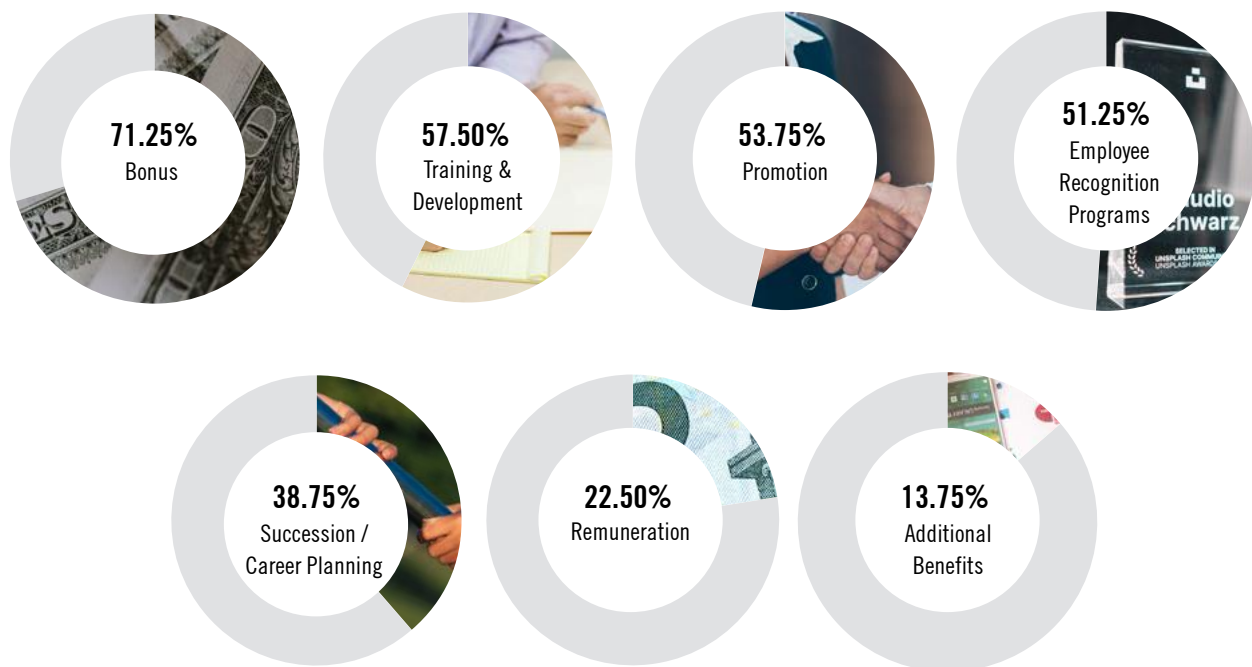
When asked about career advancement policy initiatives, 55.00% of participants have succession planning in place, followed by trainee programs (17.50%). It was found that 37.50% of companies have no initiatives in place.

Motivation for Employees

To keep employees challenged and productive in their roles, 71.25% of respondents have a bonus system in place. Other approaches to motivate employees included training and development (57.50%), promotion (53.75%), and employee recognition programs (51.25%).

Diagram 2.14 illustrates the popularity of various motivational approaches for employees.

DIAGRAM 2.14 | MOTIVATIONAL APPROACHES FOR EMPLOYEES



*8.75% said "None"

** Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

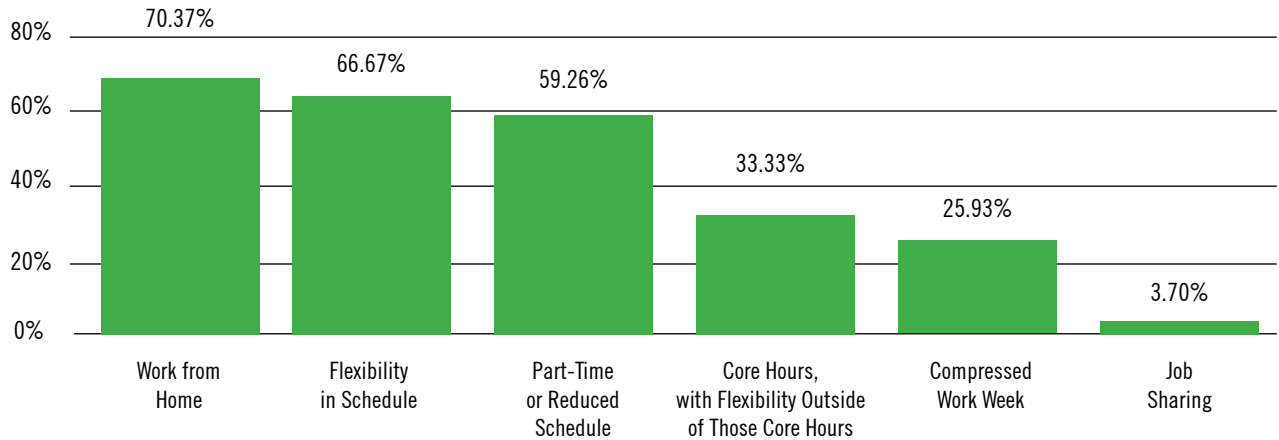
6. FLEXIBLE STAFFING

Methods Commonly Used

Approximately 33.75% of companies have adopted a flexible staffing approach. With no surprise, work from home emerged as the new top approach this year among agribusiness companies (70.37%). Companies also offered flexibility in schedules (66.67%) and part-time or reduced schedule (59.26%).

Diagram 2.15 (next page) illustrates the approaches of flexible working arrangements that are commonly used.

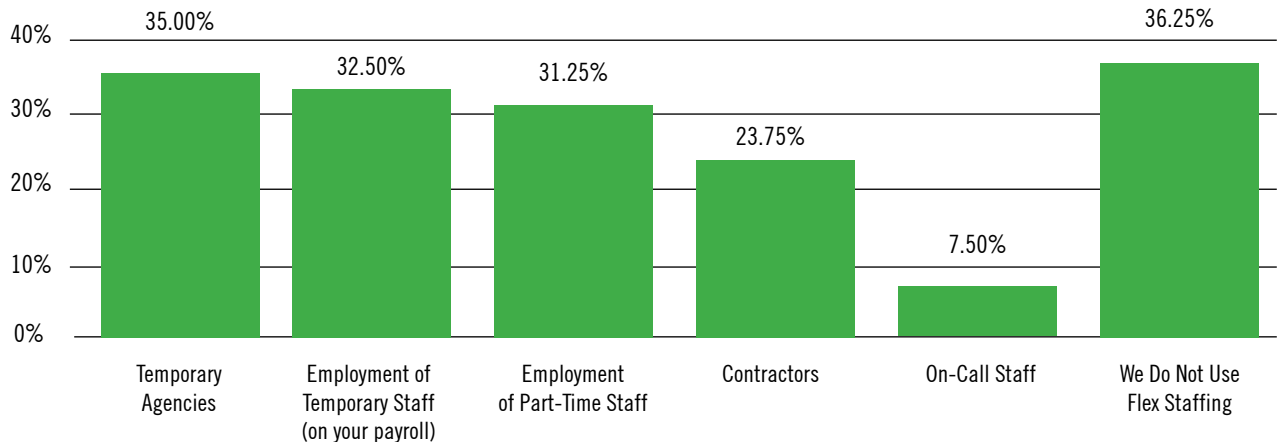
DIAGRAM 2.15 | FLEXIBLE WORK ARRANGEMENTS



*Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

In order to meet staffing needs throughout the year, companies deployed various strategies. Temporary agencies were utilized by 35.00% of employers, followed by employment of temporary staff (32.50%). Overall, 36.25% noted they do not use flexible staffing approaches to meet the organization's needs. Diagram 2.16 displays the prevalence of flex staffing tactics utilized by employers.

DIAGRAM 2.16 | FLEX STAFFING APPROACHES



*Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

Temporary / Contract Staff

37.50% of agribusiness companies employ temporary/contract staff for less than 3 months per year. The expected trend is for the use of temporary/contract staff to stay the same in the next year (80.00%).

Skilled Seasonal Workers

More than 36.25% of companies employed skilled seasonal staff, typically from 6 to 12 months of the year, 34.48%. This is an increase over 2019, as companies were most likely to employ seasonal skilled staff for only 3 to 6 months, as noted by 39.68% of companies.

7. BONUS & INCENTIVE SCHEMES

Performance Reward System

Staff performance is linked to a reward for 87.50% of participants, while 12.50% said performance was not. Overall, a performance system was noted as in place by 78.57% of participants.

Bonuses Awarded

In 2020 42.50% of the companies responding indicated that more than 91% of all employees received a bonus in the last financial year, up from 34.92% in 2019. Only 3.75% of employers stated that no employees from their organization received a bonus in the last financial year, as compared with 11.11% in 2019.

Reward Types & Factors

The majority of employees in all classifications (67%+) were reported as being eligible for bonus / incentive rewards from the responding companies. Profit share as a performance reward was notable, but a less common incentive for each classification. Sales staff were more likely to receive commission (25.71%), while executives were more likely to receive long term incentives (21.43%) and share/stock options (15.71%). Diagram 2.17 illustrates these findings.

DIAGRAM 2.17 | TOP STAFF PERFORMANCE REWARDS

	Bonus/ Incentive	Profit Share	Commission	Share/Stock Options	Long Term Incentive	Other	No Performance Reward
Executive	74.29%	32.86%	1.43%	15.71%	21.43%	1.43%	11.43%
Middle Management	80.00%	28.57%	0.00%	5.71%	10.00%	1.43%	11.43%
Sales Staff	67.14%	18.57%	25.71%	1.43%	1.43%	0.00%	17.14%
Salary / Exempt Staff	75.71%	25.71%	1.43%	4.29%	7.14%	2.86%	11.43%
Hourly / Non- Exempt Staff	70.00%	27.14%	2.86%	2.86%	5.71%	2.86%	14.29%

**Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.*

When asked for the factors on which performance rewards were based, company performance (84.29%) was in the top position, followed by individual performance (78.57%). Over the past five years, company and individual performance have remained the top performance factors used by companies. Diagram 2.18 (next page) displays these findings.

DIAGRAM 2.18 | LIKELIHOOD OF SALARY INCREASES IN NEXT 12 MONTHS

	2016	2017	2018	2019	2020
Company Performance	86.05%	87.78%	84.81%	87.93%	84.29%
Individual Performance	83.72%	87.78%	74.88%	86.21%	78.57%
Team Performance	41.86%	40.00%	39.24%	46.55%	40.00%
Business Unit Performance	39.53%	46.67%	39.24%	34.48%	35.71%
Global Performance	10.47%	3.33%	6.33%	8.62%	8.57%
Company Values	10.47%	16.67%	18.99%	18.97%	12.86%
Multiple Structures	N/A	N/A	N/A	N/A	5.71%
Other (please specify)	2.33%	1.11%	2.53%	1.72%	4.29%

**Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.*

Implementation

Annual performance systems are implemented 78.57% of the time, followed by 12.86% implemented quarterly.

Core Objectives

This year companies responded that the main objective for introducing performance rewards was to achieve business objectives, 67.50%, followed closely by to retain top employees (65.00%) and improve business performance (62.50%). In addition, companies reported they utilize performance rewards in order to boost team/ division performance and enhance individual performance (50.00%).

8. RECRUITMENT PRACTICES

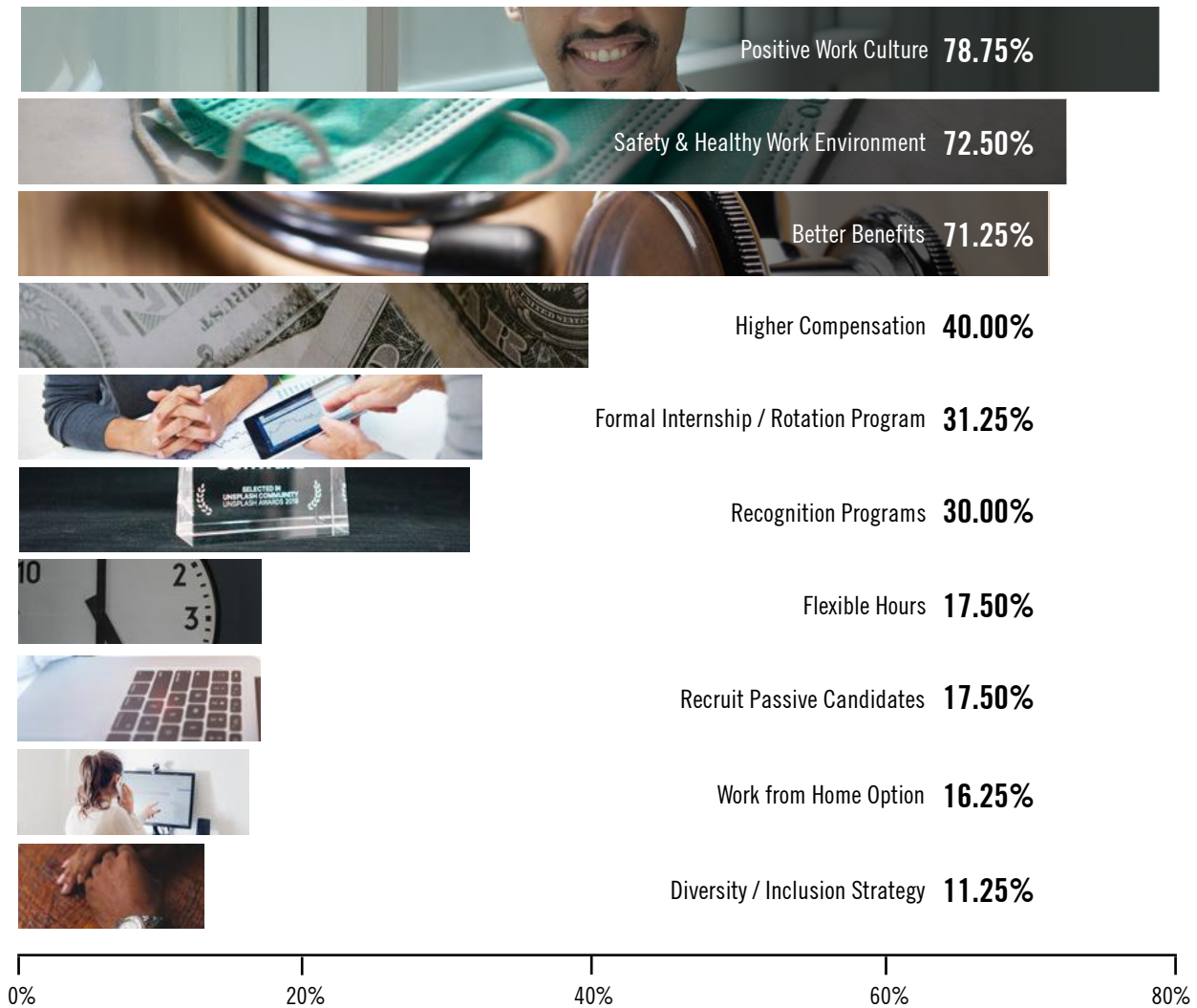
Recruitment Focus

During the upcoming year, companies noted they will focus on employee retention practices (57.50%); 41.25% noted better candidate engagement, 36.25% mentioned increasing employer branding efforts, 25.00% said implementing a new applicant tracking system and 20.00% will be increasing collegiate presence/branding. Additionally, 17.50% of companies noted they would not be focusing on any of the listed recruitment practices.

Competing with Other Employers

In order to compete with other employers for talent, a positive work culture (78.75%), a safe and healthy work environment (72.50%), and better benefits (71.25%) were the top three noted strategies. Diagram 2.19 (next page) displays these findings.

DIAGRAM 2.19 | STEPS TO COMPETE AGAINST OTHER EMPLOYERS



*6.25% said "None"

**Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

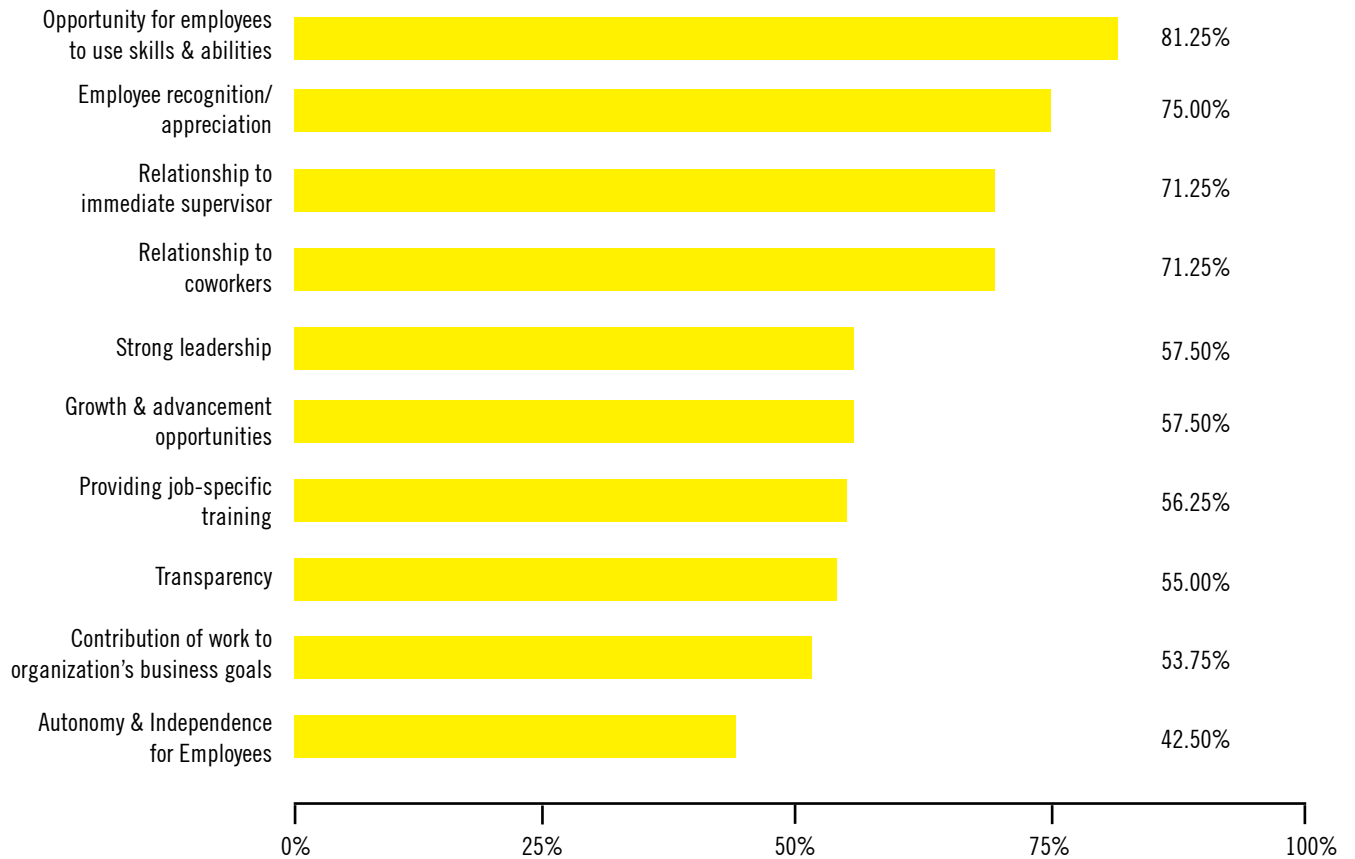
Benefit Enhancements

Over the past year, 36.25% noted they had made enhancements to their benefits program within the past year and 40.00% indicated their benefit program remained the same in the past year.

Company Culture

Company culture ranked as a top method for competing against other employers. Companies utilized a variety of methods to maintain or improve company culture. The top method reported was providing an opportunity for employees to use skills and abilities (81.25%). Diagram 2.20 (next page) displays the ten top methods.

DIAGRAM 2.20 | TOP 10 METHODS TO MAINTAIN OR IMPROVE COMPANY CULTURE



*Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

Reaching Prospective Applicants

The top 5 methods of attracting prospective applicants are:

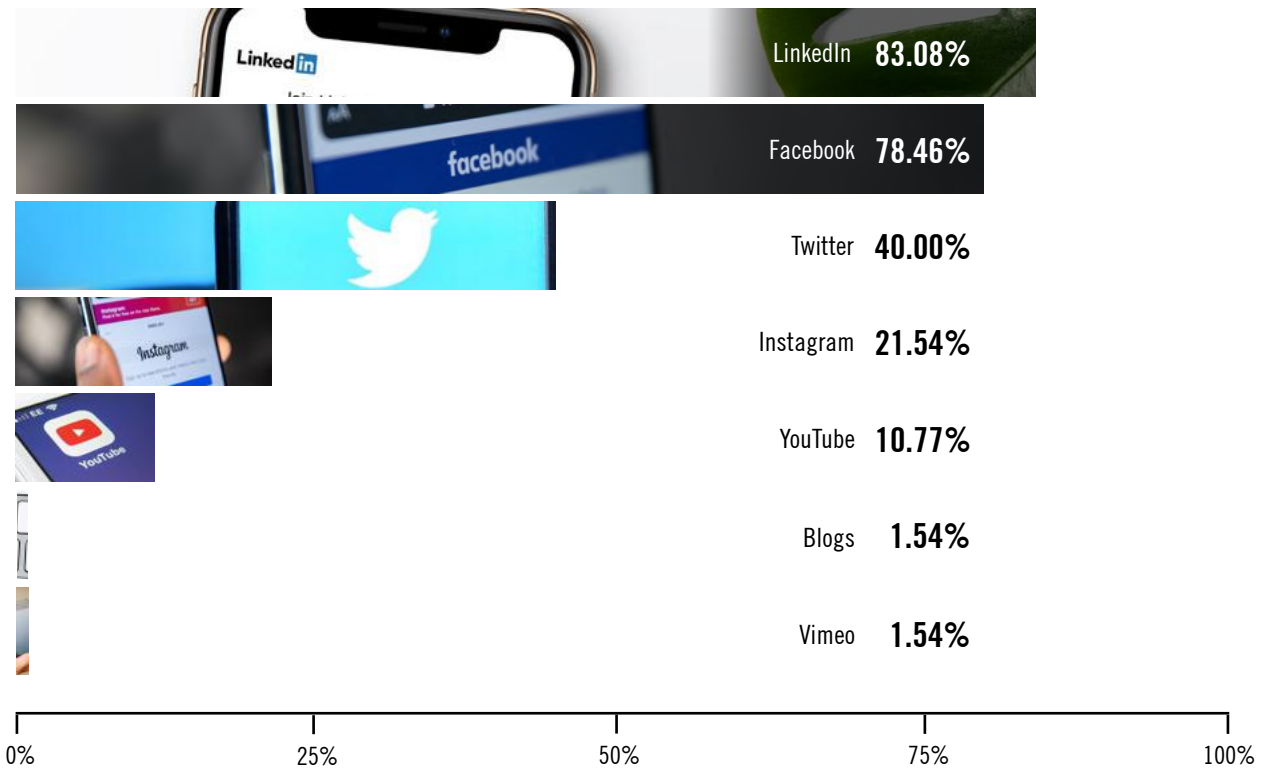
1. Employee Referrals & Networks 80.00%
2. Corporate Website 65.00%
3. General Online Job Boards 62.50%
4. Industry Specific Job Boards (e.g.: AgCareers.com) 48.75%
5. College / University Recruiting and LinkedIn 43.75%

*Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

Social Media

Social media continues to be a popular method to support recruitment efforts as 81.25% of companies report they use the tool. The top social media sites utilized for recruiting are LinkedIn (83.08%) followed closely by Facebook (78.46%). Diagram 2.21 (next page) displays the most popular social media tools utilized by participants.

DIAGRAM 2.21 | SOCIAL MEDIA TOOLS USED FOR RECRUITING



*3.08% said "other"

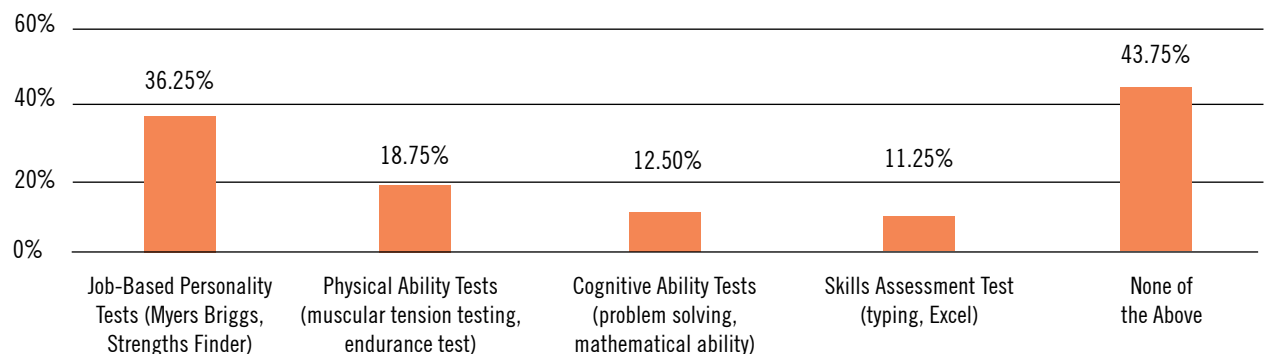
** Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

Selection Process

Reference checks (66.25%) were noted as the most popular method of pre-employment screening tools employers use prior to extending an offer, followed closely by drug/alcohol screen and background check (both 62.50%).

Pre-hire assessments can help an employer determine the candidate's ability to perform the essential functions of a position. Employers reported using various types of pre-hire assessments as displayed in Diagram 2.22, with the most common being job-based personality tests (36.25%).

DIAGRAM 2.22 | PRE-HIRE ASSESSMENTS

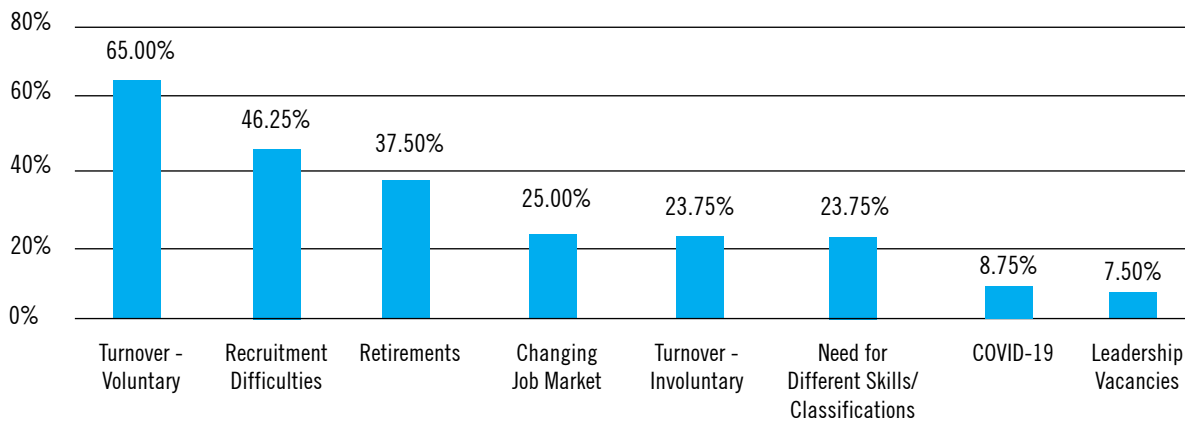


* Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

Organization Planning Needs

Significant factors influencing workforce planning needs other than voluntary turnover (65.00%), were recruitment difficulties (46.25%), retirements (37.50%) and the changing job market (25.00%). Diagram 2.23 displays the hurdles employers are facing.

DIAGRAM 2.23 | SIGNIFICANT FACTORS INFLUENCING WORKFORCE PLANNING NEEDS

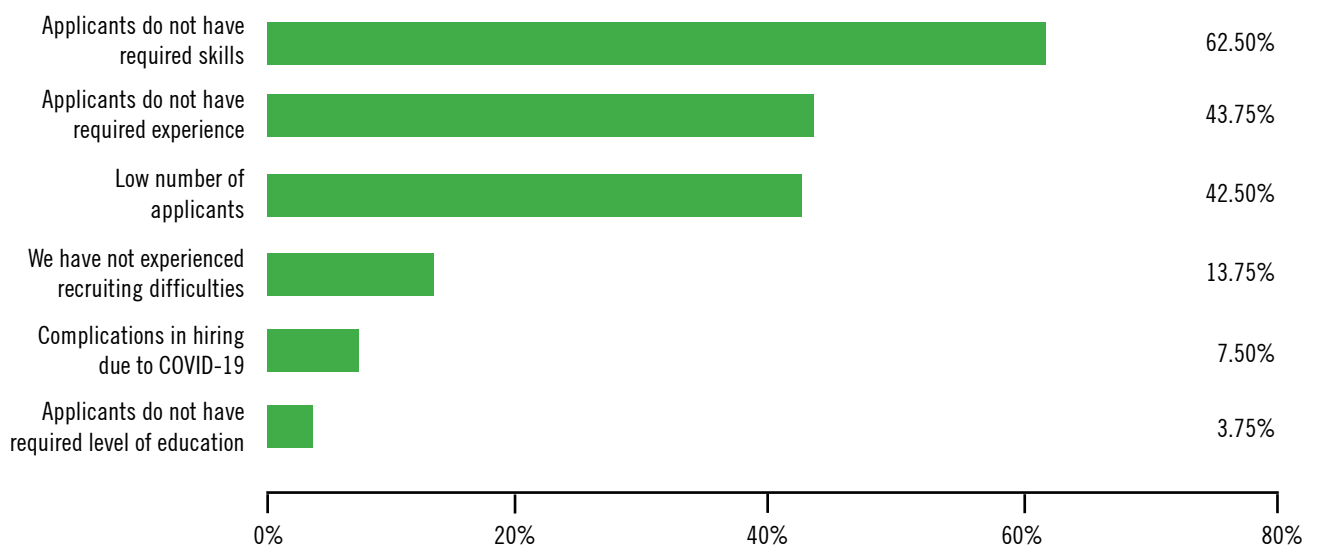


*2.50% said "Other"

**Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

Companies experienced recruiting difficulties for various reasons, with the top two being applicants not having the required skills (62.50%) and applicants do not have the required experience (43.75%). See Diagram 2.24 for the complete list.

DIAGRAM 2.24 | REASON FOR RECRUITING DIFFICULTY



*5.00% said "Other"

**Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

When recruiting at all levels throughout the company, the most difficult levels to recruit for were hourly/non-exempt (57.50%). Looking back since 2016, middle management and hourly roles have remained the most difficult roles to fill, though in 2020 those reporting middle management as a difficult role to recruit significantly decreased. See Diagram 2.25 for a complete lookback.

DIAGRAM 2.25 | LEVEL OF ROLES THAT ARE DIFFICULT TO RECRUIT FOR

	2016	2017	2018	2019	2020
Executive	37.23%	28.71%	28.19%	39.68%	25.00%
Hourly/Non-Exempt Staff	38.30%	55.45%	55.95%	52.38%	57.50%
Middle Management	52.13%	41.58%	40.48%	55.56%	20.00%
Salaried/Exempt Staff	28.72%	31.68%	39.28%	38.10%	27.50%
Sales Staff	35.11%	31.68%	33.33%	25.40%	27.50%
No roles are difficult to recruit	6.38%	4.95%	1.19%	0.00%	7.50%

**Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.*

The type of role reported as most difficult to recruit for was hourly/non-exempt roles (51.25%), followed by technical roles (40.00%), and sales (28.75%). Diagram 2.26 displays these findings.

DIAGRAM 2.26 | TYPES OF ROLE THAT ARE DIFFICULT TO RECRUIT FOR

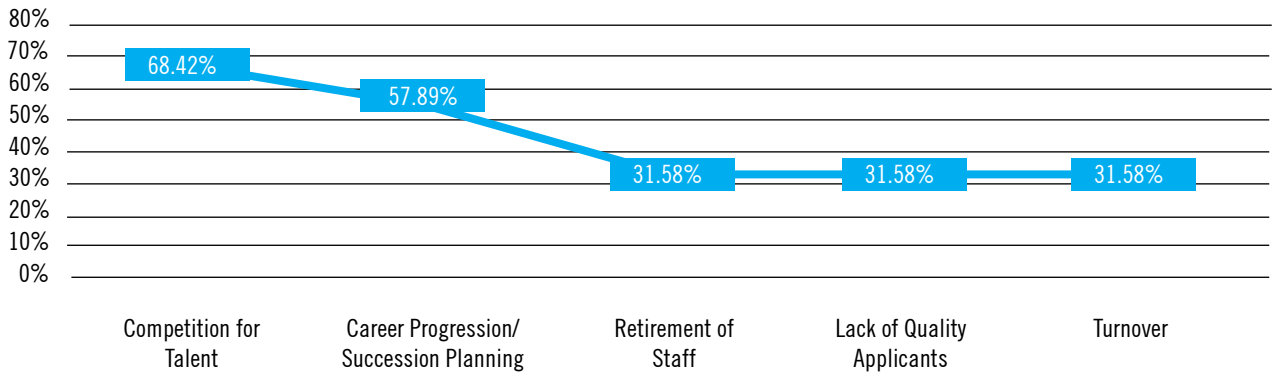
	2016	2017	2018	2019	2020
Finance and Accounting	14.89%	12.87%	19.05%	22.22%	11.25%
General Management	25.53%	24.75%	20.24%	23.81%	13.75%
Hourly / Non-Exempt	36.17%	45.54%	51.19%	49.21%	51.25%
Marketing	7.45%	10.89%	13.10%	14.29%	5.00%
Sales	39.36%	35.64%	42.86%	33.33%	28.75%
Technical	42.55%	47.52%	41.67%	47.62%	40.00%
No roles are difficult to recruit	7.45%	6.93%	2.38%	3.17%	7.50%
Other	10.64%	8.91%	2.38%	6.35%	7.50%

**Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.*

College & University Recruiting

Within the next 1 to 5 years, 76.25% of companies plan to do more graduate recruitment. Competition for talent (68.42%) was noted as the top reason employers will do more graduate recruitment, followed by career progression/ succession planning (57.89%).

DIAGRAM 2.27 | DRIVING FACTORS BEHIND INCREASED GRADUATE RECRUITMENT



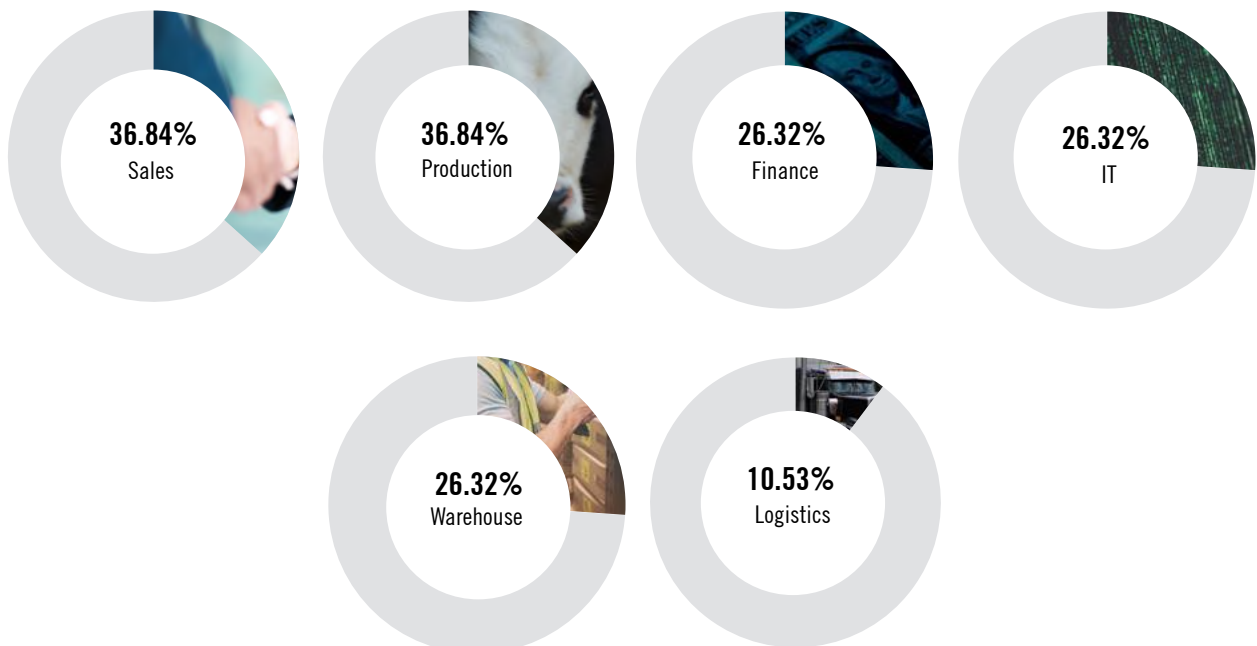
*5.26% said "no response."

**Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

New Graduate Hires

Production and sales (both 36.84%) were noted as the top two areas employers expect to hire new graduates, as seen in Diagram 2.28.

DIAGRAM 2.28 | TOP AREAS NEW GRADUATES EXPECTED TO FILL IN NEXT YEAR



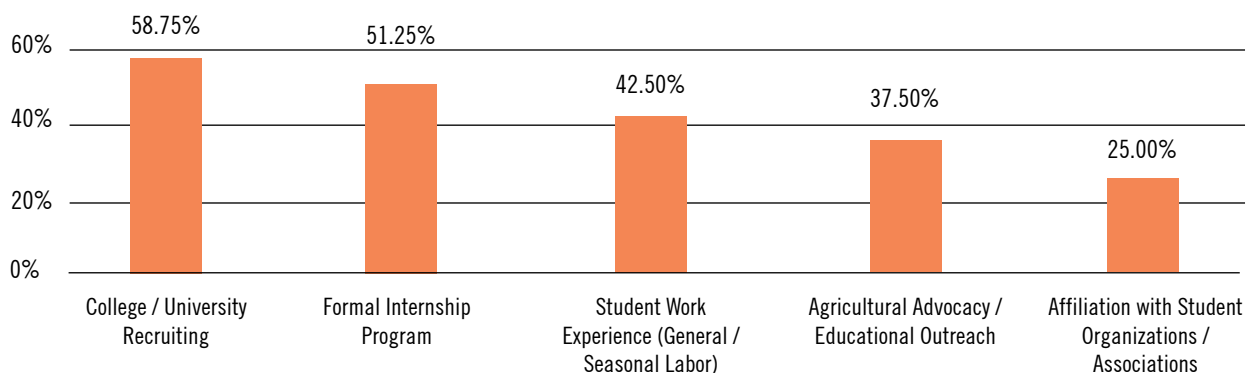
*21.05% said "no response"

**Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

Employers noted the positions they are recruiting for need a bachelor's degree (81.25%), high school diploma (71.25%), associate degree (46.25%), and master's degree (23.75%).

To attract new graduates, employers are most likely to use college and university recruiting (58.75%) and a formal internship program (51.25%). Diagram 2.29 shows the next top methods.

DIAGRAM 2.29 | TOP 5 METHODS TO ATTRACT NEW GRADUATES



*Percentages do not total 100; respondents were allowed to select multiple responses. Results are calculated dividing the number of responses by respondents.

Retirement Trends

Most participants anticipate between 1% and 5% of the workforce to retire within the next 1 to 5 years (47.50%). Looking at the previous five years, retirement trends seem to be consistent. More figures can be seen in Diagram 2.30.

DIAGRAM 2.30 | RETIREMENT TRENDS

	2016	2017	2018	2019	2020
0%	11.07%	1.98%	4.76%	7.94%	5.00%
1-5%	44.68%	48.51%	46.43%	50.79%	47.50%
6-10%	26.60%	26.73%	34.52%	20.63%	25.00%
11-15%	6.38%	9.90%	8.33%	9.52%	13.75%
16-20%	2.13%	4.95%	3.75%	4.76%	5.00%
More than 20%	3.19%	2.97%	1.19%	0.00%	0.00%
No Response	5.32%	4.95%	1.19%	6.35%	3.75%

9. EMPLOYER BRANDING STRATEGY

Branding Strategy

62.50% of responding companies have not implemented an employer branding strategy; 28.75% have implemented one and 8.75% plan to implement one soon.

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