



# 2019 Holiday Practices Survey

**Exclusive Membership Benefit  
Complimentary to MRA Members**







Published: September 2018



## YOUR ORGANIZATION MATTERS:





MRA counts on your participation in providing critical survey input. The more organizations that participate, the more reliable and representative the results. We are driven by data and powered by you. **Thank You!**

### RELY ON MRA SURVEYS

-  **Salaries and benefits** – one of the largest expenses for many organizations
-  **Make informed decisions** on salaries, benefits, HR policies and practices
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### COUNT ON MRA'S SUPPORT

#### Participate in surveys to receive:

-  Survey report of results – free
-  Members receive access to MRA's On-Demand Salary Tool and the MRAPay comparative tool to see how survey results and your organization's salaries compare!\*\*
-  HRCI credit for recertification or SHRM professional development credit (PDC) for qualifying surveys
-  MRA Survey Department concierge service to answer all your questions

#### \*\*Currently available for:

- Industrial & Production Trades
- Benchmark Compensation
- Nonprofit Compensation & Benefits

MRA – The Management Association, the largest employers association in the Midwest and one of the largest in the United States, has been conducting surveys since 1901. The Survey Department has a team of professionals with expertise in survey design, statistical analysis, compensation and market research.

#### Questions?

Contact the Survey Department at  
800.488.4848, Ext 3508 or [surveys@mranet.org](mailto:surveys@mranet.org)



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## Make Data-driven Decisions

For a complete list of surveys available from MRA please visit our website at [www.mranet.org](http://www.mranet.org). Survey questions can be directed to 800.488.4845, ext. 3508, or e-mail [surveys@mranet.org](mailto:surveys@mranet.org).

## CONFIDENTIAL SURVEY REPORT

This survey is provided with the understanding that the information will:

- Remain strictly confidential
- Be restricted to authorized personnel only
- Not be used in collective bargaining or grievance proceedings
- Protect, completely, organizational identity

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# Welcome to the 2019 Holiday Practices Survey

This annual survey report covers holiday practices regarding alternative work schedules, plant/company shutdowns, regularly scheduled holidays, and more.

## Introduction

**A total of 984 organizations representing 1,230 reporting locations (i.e. units/divisions) participated across Illinois, Iowa, Minnesota, North Dakota, South Dakota, and Wisconsin.**

Our sincere thanks to all companies that participated in this survey. Your participation is vital to maintaining the strength and integrity of our surveys.

### Regular Scheduled Holiday:

- A holiday observed by the company

### Floating Holiday:

- A selected day off usually scheduled by an employee, but may be assigned to a specific date by the employer
- It may be a substitute day taken when the employee is scheduled to work on a regular scheduled holiday
- Prior notice and supervisory approval is usually obtained

### Work Normal Schedule:

- A day that is not an observed holiday for your company

### Undecided:

- For the companies that have not made a decision on how they are treating that day

### Shutdown:

- A period of time when a plant/warehouse is temporarily closed for preventive maintenance or fiscal/calendar year-end

**N = The total number of participants providing responses**

**NOTE: Due to rounding, some totals may not equal 100%.**

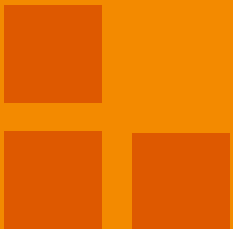
## Definitions of Terms



# 2019 Holiday Practices Survey

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## Summary of Data

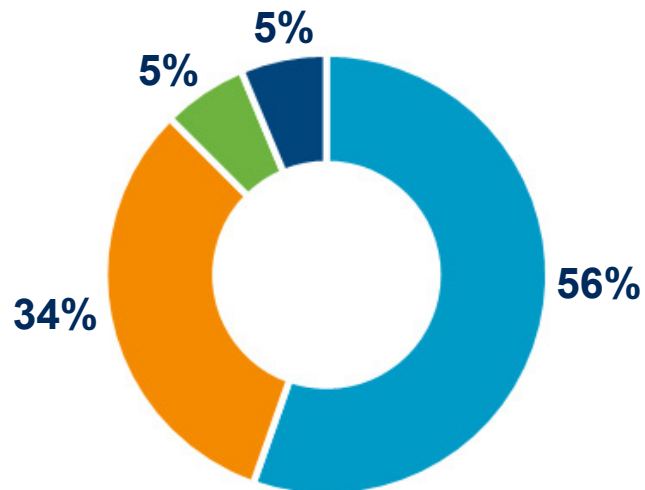


# Survey Profile

984

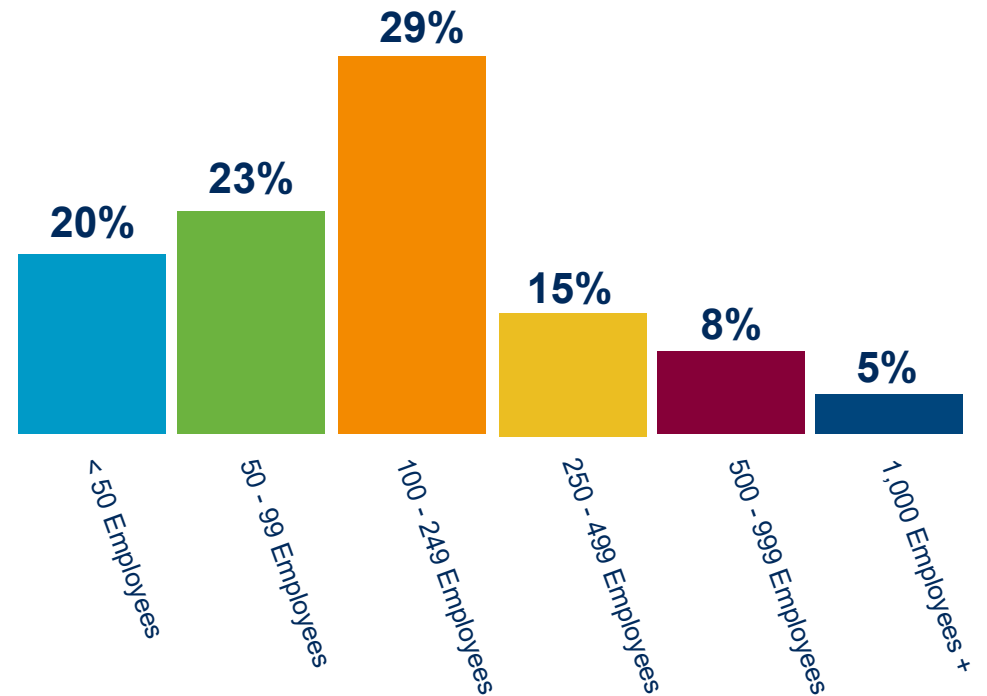
Organizations reporting on 1,230 divisions/locations across multiple states

Industry Type (N=984)



- Manufacturing/Construction
- Services
- Financial Activities
- Health Care/Health Services

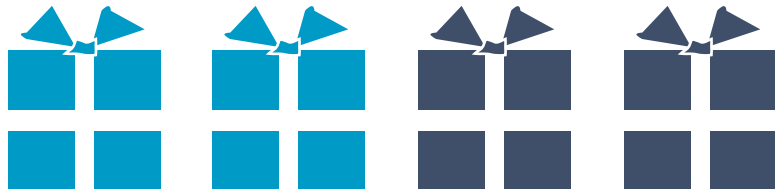
Employment Size (N=984)



NOTE: The data presented contains summary results as well as detailed data breakouts by industry type.

# Number of Holidays Planned for 2019

## Number of Paid Holidays in 2019



**50%** of companies will give between 8 - 9 1/2 days of regularly scheduled paid holidays.

	Manufacturing/ Construction (N=544)	Services (N=327)	Financial Activities (N=50)	Healthcare/ Health Services (N=54)	Total (N=975)
0 days	0%	1%	2%	0%	0%
<6 days	0%	1%	0%	4%	1%
6-6.5 days	8%	15%	24%	24%	12%
7-7.5 days	13%	16%	12%	13%	14%
8-8.5 days	28%	22%	20%	26%	26%
9-9.5 days	28%	19%	22%	18%	24%
10-10.5 days	18%	15%	12%	7%	16%
11-11.5 days	3%	7%	6%	4%	4%
12-12.5 days	1%	2%	0%	4%	2%
13-13.5 days	1%	2%	2%	0%	1%
14+ days	1%	2%	2%	2%	1%

## Number of Floating Holidays in 2019

	Manufacturing/ Construction (N=529)	Services (N=322)	Financial Activities (N=50)	Healthcare/ Health Services (N=52)	Total (N=953)
0 days	50%	59%	82%	56%	55%
0.5-1.5 days	29%	19%	12%	31%	25%
2-2.5 days	13%	12%	4%	7%	12%
3-3.5 days	4%	4%	0%	2%	3%
4-4.5 days	2%	2%	0%	4%	2%
5-5.5 days	0%	1%	0%	0%	1%
6-6.5 days	1%	1%	2%	0%	1%
7+ days	1%	2%	0%	0%	1%

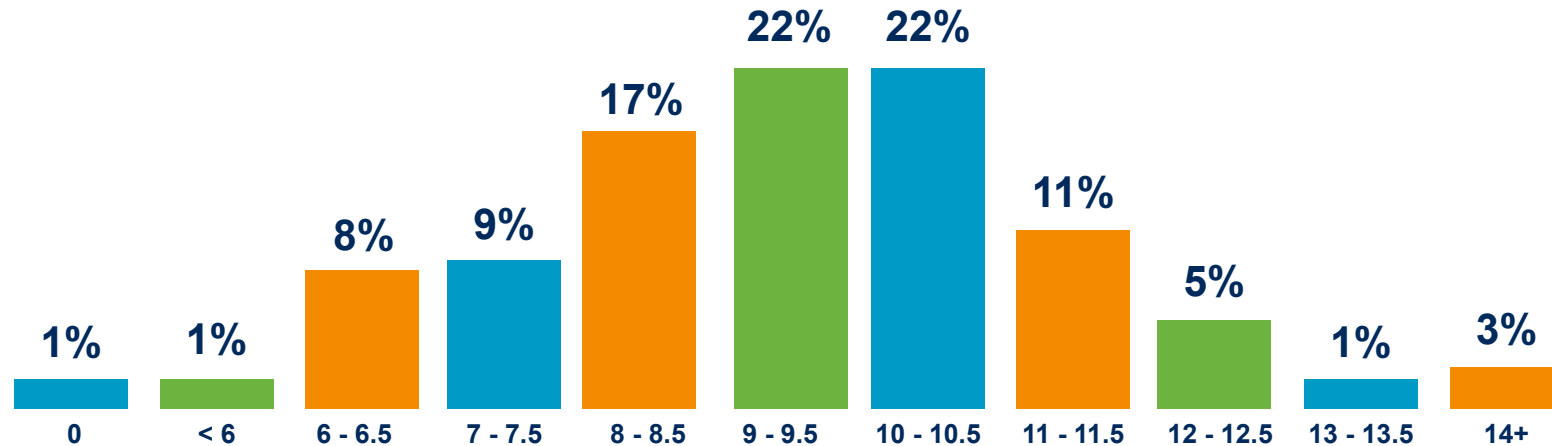


**55%** of companies will not be giving any floating holidays in 2019.



# Number of Holidays Planned for 2019 (continued)

Total number of days off (regular scheduled holidays + floating holidays) given in 2019



Total Number of Days off (Paid Holiday + Floating)

	Manufacturing/Construction (N=545)	Services (N=329)	Financial Activities (N=52)	Healthcare/Health Services (N=54)	Total (N=980)
0 days	0%	1%	4%	0%	1%
<6 days	0%	1%	0%	4%	1%
6-6.5 days	4%	12%	21%	19%	8%
7-7.5 days	7%	10%	10%	13%	9%
8-8.5 days	16%	19%	21%	11%	17%
9-9.5 days	27%	14%	19%	20%	22%
10-10.5 days	27%	17%	17%	19%	22%
11-11.5 days	11%	12%	6%	7%	11%
12-12.5 days	4%	8%	0%	5%	5%
13-13.5 days	1%	2%	2%	0%	1%
14+ days	3%	4%	0%	2%	3%

# Number of Holidays Planned for 2019 (continued)

## Employee holiday schedule



	Manufacturing/Construction (N=547)	Services (N=331)	Financial Activities (N=52)	Healthcare/Health Services (N=54)	Total (N=984)
All employees have the same holiday schedule	83%	87%	94%	83%	<b>85%</b>
Some employees' holiday schedule differs from others (i.e. plant and office differ)	17%	13%	6%	17%	<b>15%</b>

## Employees groups with different holiday schedule

	Manufacturing/Construction (N=93)	Services (N=44)	Financial Activities (N=3)	Healthcare/Health Services (N=9)	Total (N=149)
Executive	6%	14%	0%	0%	<b>8%</b>
Office	30%	20%	0%	33%	<b>27%</b>
Plant	55%	5%	0%	11%	<b>36%</b>
Other	30%	82%	100%	78%	<b>50%</b>

Multiple answers can total more than 100%

# Scheduled Holidays

## New Year's Eve Holiday - Monday, Dec. 31, 2018

	Manufacturing/ Construction (N=535)	Services (N=324)	Financial Activities (N=50)	Healthcare/Health Services (N=53)	Total (N=962)
Work Normal Schedule	45%	58%	64%	70%	52%
Paid Full Day	49%	31%	16%	13%	39%
Paid Half Day	3%	8%	18%	13%	6%
Undecided	3%	3%	2%	4%	3%

## Martin Luther King Jr. Day - Monday, Jan. 21, 2019

	Manufacturing/ Construction (N=511)	Services (N=315)	Financial Activities (N=50)	Healthcare/Health Services (N=53)	Total (N=929)
Work Normal Schedule	99%	78%	72%	75%	89%
Paid Full Day	1%	22%	28%	25%	11%
Paid Half Day	0%	0%	0%	0%	0%
Undecided	0%	0%	0%	0%	0%

## New Year's Day - Tuesday, Jan. 1, 2019

	Manufacturing/ Construction (N=539)	Services (N=329)	Financial Activities (N=50)	Healthcare/Health Services (N=53)	Total (N=971)
Work Normal Schedule	0%	0%	0%	6%	1%
Paid Full Day	100%	100%	100%	94%	99%
Paid Half Day	0%	0%	0%	0%	0%
Undecided	0%	0%	0%	0%	0%

## President's Day - Monday, Feb. 18, 2019

	Manufacturing/ Construction (N=512)	Services (N=317)	Financial Activities (N=49)	Healthcare/Health Services (N=54)	Total (N=932)
Work Normal Schedule	98%	90%	78%	85%	94%
Paid Full Day	2%	9%	20%	15%	6%
Paid Half Day	0%	0%	0%	0%	0%
Undecided	0%	1%	2%	0%	0%

# Scheduled Holidays (continued)

## Good Friday - Friday, April 19, 2019

	Manufacturing/ Construction (N=518)	Services (N=321)	Financial Activities (N=51)	Healthcare/Health Services (N=51)	Total (N=941)
Work Normal Schedule	64%	76%	72%	84%	<b>70%</b>
Paid Full Day	30%	16%	10%	12%	<b>23%</b>
Paid Half Day	4%	7%	16%	2%	<b>5%</b>
Undecided	2%	1%	2%	2%	<b>2%</b>

## Independence Day Holiday - Thursday, July 4, 2018

	Manufacturing/ Construction (N=544)	Services (N=327)	Financial Activities (N=50)	Healthcare/Health Services (N=53)	Total (N=974)
Work Normal Schedule	1%	1%	0%	6%	<b>1%</b>
Paid Full Day	99%	99%	100%	94%	<b>99%</b>
Paid Half Day	0%	0%	0%	0%	<b>0%</b>
Undecided	0%	0%	0%	0%	<b>0%</b>

## Memorial Day - Monday, May 27, 2019

	Manufacturing/ Construction (N=541)	Services (N=322)	Financial Activities (N=49)	Healthcare/Health Services (N=53)	Total (N=965)
Work Normal Schedule	1%	1%	0%	6%	<b>1%</b>
Paid Full Day	99%	99%	100%	94%	<b>99%</b>
Paid Half Day	0%	0%	0%	0%	<b>0%</b>
Undecided	0%	0%	0%	0%	<b>0%</b>

## Independence Day Holiday - Friday, July 5, 2019

	Manufacturing/ Construction (N=507)	Services (N=309)	Financial Activities (N=47)	Healthcare/Health Services (N=53)	Total (N=916)
Work Normal Schedule	59%	76%	75%	88%	<b>67%</b>
Paid Full Day	26%	12%	21%	6%	<b>20%</b>
Paid Half Day	0%	0%	0%	0%	<b>0%</b>
Undecided	15%	12%	4%	6%	<b>13%</b>

# Scheduled Holidays (continued)

## Labor Day - Monday, Sept. 2, 2019

	Manufacturing/ Construction (N=537)	Services (N=323)	Financial Activities (N=51)	Healthcare/Health Services (N=53)	Total (N=964)
Work Normal Schedule	1%	2%	0%	6%	2%
Paid Full Day	99%	98%	100%	94%	98%
Paid Half Day	0%	0%	0%	0%	0%
Undecided	0%	0%	0%	0%	0%

## Veterans Day - Monday, Nov. 11, 2019

	Manufacturing/ Construction (N=501)	Services (N=309)	Financial Activities (N=48)	Healthcare/Health Services (N=49)	Total (N=907)
Work Normal Schedule	100%	94%	79%	94%	96%
Paid Full Day	0%	6%	21%	6%	4%
Paid Half Day	0%	0%	0%	0%	0%
Undecided	0%	0%	0%	0%	0%

## Columbus Day - Monday, Oct. 14, 2019

	Manufacturing/ Construction (N=508)	Services (N=307)	Financial Activities (N=49)	Healthcare/Health Services (N=49)	Total (N=913)
Work Normal Schedule	99%	98%	88%	98%	98%
Paid Full Day	1%	2%	10%	2%	2%
Paid Half Day	0%	0%	0%	0%	0%
Undecided	0%	0%	2%	0%	0%

## Thanksgiving Holiday - Thursday, Nov. 28, 2019

	Manufacturing/ Construction (N=542)	Services (N=326)	Financial Activities (N=50)	Healthcare/Health Services (N=52)	Total (N=970)
Work Normal Schedule	0%	0%	0%	6%	1%
Paid Full Day	99%	100%	100%	94%	99%
Paid Half Day	0%	0%	0%	0%	0%
Undecided	1%	0%	0%	0%	0%

# Scheduled Holidays (continued)

## Thanksgiving Holiday - Friday, Nov. 29, 2019

	Manufacturing/ Construction (N=540)	Services (N=328)	Financial Activities (N=50)	Healthcare/Health Services (N=54)	Total (N=972)
Work Normal Schedule	9%	22%	52%	48%	18%
Paid Full Day	90%	76%	48%	50%	81%
Paid Half Day	0%	1%	0%	0%	0%
Undecided	1%	1%	0%	2%	1%

## Christmas Holiday - Wednesday, Dec. 25, 2019

	Manufacturing/ Construction (N=539)	Services (N=322)	Financial Activities (N=49)	Healthcare/Health Services (N=53)	Total (N=963)
Work Normal Schedule	0%	1%	0%	8%	1%
Paid Full Day	99%	98%	98%	92%	99%
Paid Half Day	0%	1%	0%	0%	0%
Undecided	1%	0%	2%	0%	0%

## Christmas Holiday - Tuesday, Dec. 24, 2019

	Manufacturing/ Construction (N=526)	Services (N=324)	Financial Activities (N=49)	Healthcare/Health Services (N=53)	Total (N=952)
Work Normal Schedule	17%	28%	12%	38%	22%
Paid Full Day	75%	57%	37%	41%	65%
Paid Half Day	4%	11%	45%	19%	9%
Undecided	4%	4%	6%	2%	4%

## Christmas Holiday - Thursday, Dec. 26, 2019

	Manufacturing/ Construction (N=475)	Services (N=305)	Financial Activities (N=49)	Healthcare/Health Services (N=50)	Total (N=879)
Work Normal Schedule	84%	89%	94%	96%	87%
Paid Full Day	9%	7%	6%	4%	8%
Paid Half Day	0%	0%	0%	0%	0%
Undecided	7%	4%	0%	0%	5%

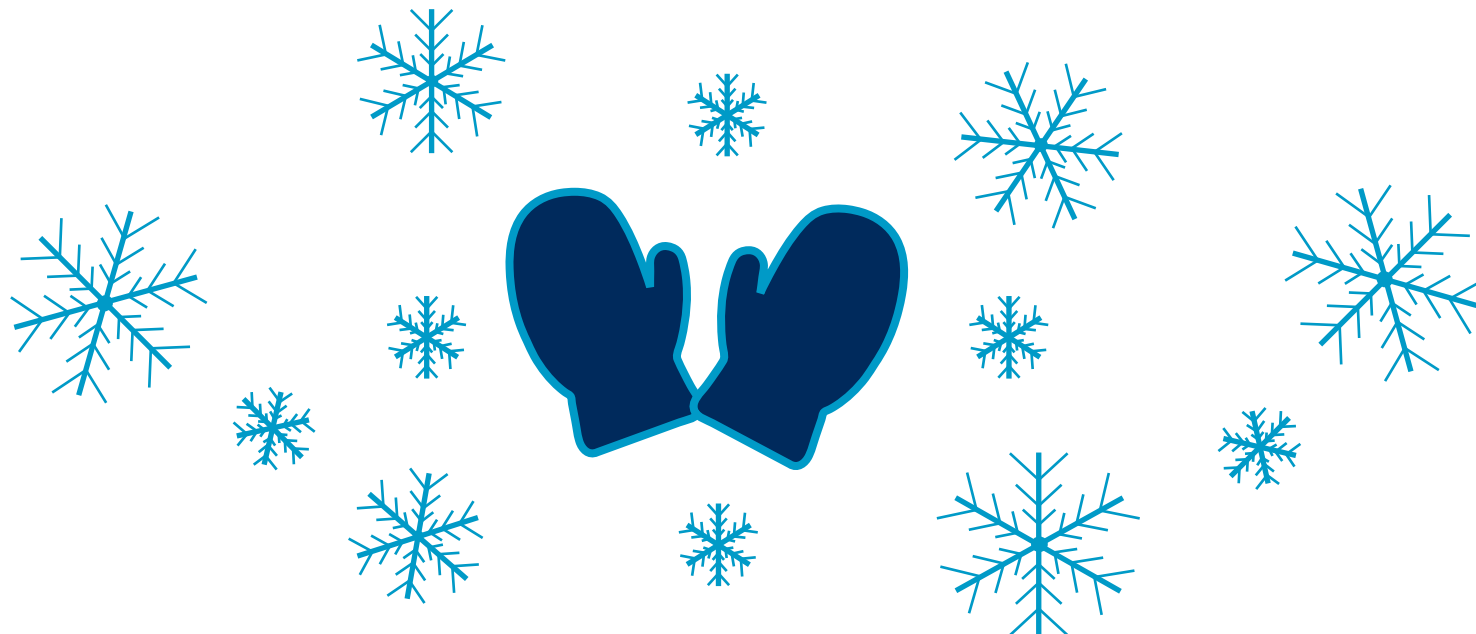
# Scheduled Holidays (continued)

New Year's Eve - Tuesday, Dec. 31, 2019

	Manufacturing/ Construction (N=518)	Services (N=318)	Financial Activities (N=48)	Healthcare/Health Services (N=51)	Total (N=935)
Work Normal Schedule	53%	62%	69%	74%	58%
Paid Full Day	38%	25%	12%	10%	31%
Paid Half Day	4%	9%	17%	16%	7%
Undecided	5%	4%	2%	0%	4%

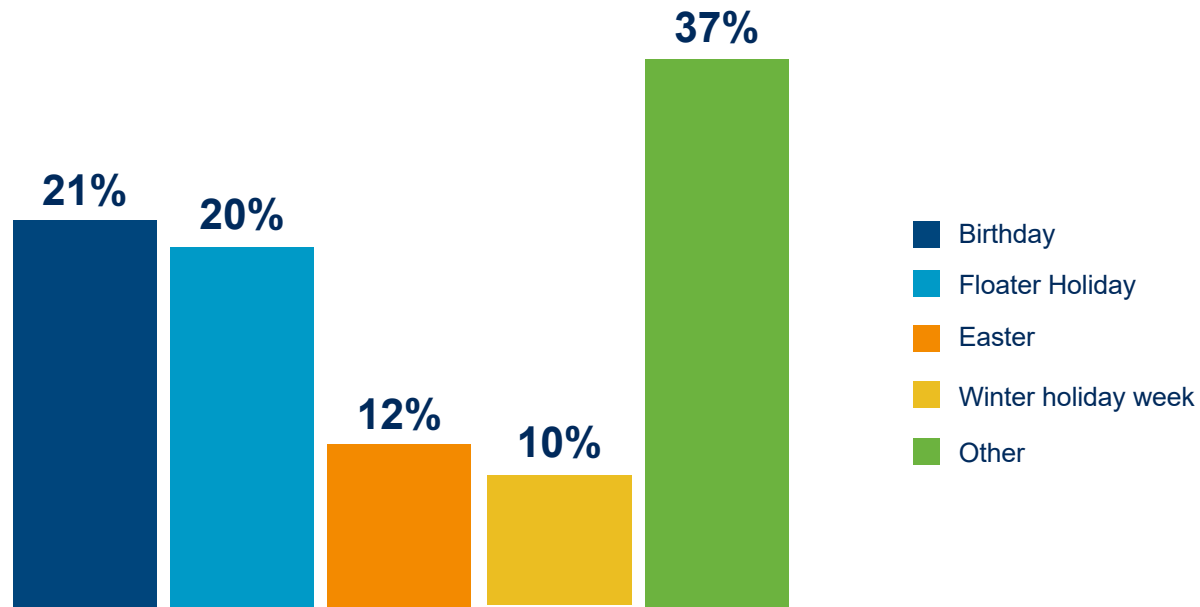
New Year's Day - Wednesday, Jan. 1, 2020

	Manufacturing/ Construction (N=539)	Services (N=328)	Financial Activities (N=51)	Healthcare/Health Services (N=54)	Total (N=972)
Work Normal Schedule	1%	1%	0%	6%	1%
Paid Full Day	99%	98%	98%	94%	99%
Paid Half Day	0%	1%	2%	0%	0%
Undecided	0%	0%	0%	0%	0%



# Other Holidays

## Additional paid holidays



	Manufacturing/Construction (N=53)	Services (N=44)	Financial Activities (N=5)	Healthcare/Health Services (N=8)	Total (N=110)
Birthday	24%	11%	20%	50%	<b>21%</b>
Easter	30%	14%	0%	0%	<b>20%</b>
Floater Holiday	6%	18%	0%	25%	<b>12%</b>
Winter holiday week	6%	16%	0%	12%	<b>10%</b>
Other	34%	41%	80%	13%	<b>37%</b>



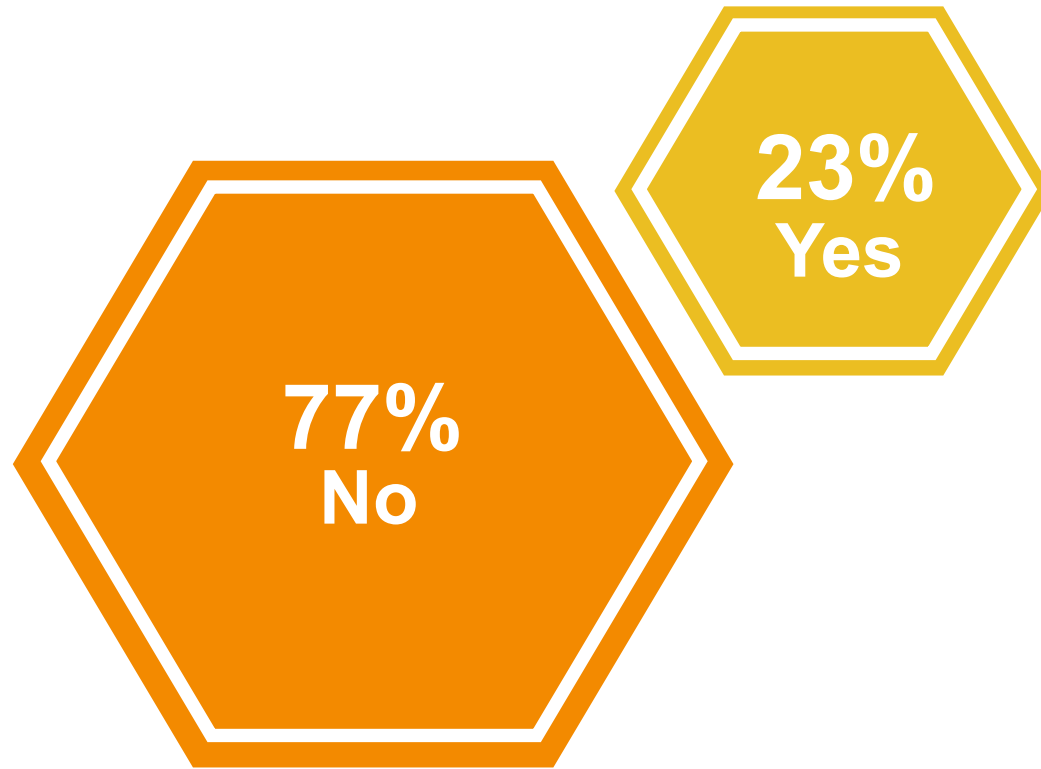
# Other Holidays (continued)

## “Other” additional paid holidays (verbatim comments)

- 1 personal day per year
- 1st Friday in August
- 2 personal holidays for full-time employees (40 hours/week), 1 for employees working 30-39 hours/week
- 3 days are placed in PTO bank vs. a scheduled holiday
- Anniversary Day plus one additional paid day off on anniversary date
- Annual company party
- August 15th - Assumption of the Blessed Mary
- British Columbia, Canada: Family Day, Good Friday, Victoria Day, Canada Day, British Columbia Day, Remembrance Day (Observed)
- Closed on all Fridays
- Company Holiday that is scheduled and entire company has off; date to be determined
- Day after Labor Day and day after Memorial Day are paid holidays
- December 23rd, 2019
- December 27th
- Employees are charged a vacation day to extend the holiday on both 12/31/18 & 7/5/19
- Employee's birthday; Bank days (two floating days to use for the holidays where the Red is open)
- Entire Thanksgiving Week is a “Paid” Holiday and the entire period of time between Christmas Eve and New Years Day is “Paid” Holiday
- Feast of the Assumption; All Saint's Day; Feast of the Immaculate Conception
- Floating and birthday
- For office, Fri after Thanksgiving, Christmas Eve, and New Years Eve are paid. For production staff on 3/4 12 hour shifts, we adjust the schedule to allow Christmas Eve and New Years Eve (typically if customer workload allows) to be off and work another shift during the week.
- Friday before Labor Day
- Friday before Labor Day - August 30, however, may change this for 2019 and use Friday, July 5
- Friday before Memorial Day
- Good Friday - April 19, 2019
- Good Friday, Friday prior to Memorial Day
- In 2018 we did close July 5 & 6 - unpaid time off or vacation. We also plan to close the entire week of Christmas for inventory - most people will take vacation or unpaid time off, with the exception of those assisting with inventory.
- International Women's Day, March 8, 2019 Friday
- July 3rd and 1 yet to be determined
- Memorial Day and Labor day
- Monday, December 23rd
- Native American Heritage Day, June 25th
- Occasionally owners choose to provide half or full days of Christmas Eve or New Years Eve or additional time near 4th of July.
- One “wildcard” day determined each year by executive management and provided to all employees
- One thing to note its that our facility is 24/7, so employees will more than likely be working on a holiday. Those who are not scheduled, with receive a paid day of their normal rate.
- Paid half day, July 3rd 2019; Paid half day, November 21, 2019
- Rosh Hashanah (first and second day), Yom Kippur, Sukkot (first and last days), Passover (first and last days), Shavout (first day)
- We are closed the week between Christmas Eve and New Year's Day and now we are closed the week of July 4th.
- We float Veteran's day and celebrate it on the day after Thanksgiving. We generally observe two days near Christmas and New Years. It has not yet been determined if it will be the day before or the day after.
- We have unlimited PTO, so we have some staff including ownership that celebrates other holidays and they make their own schedules.
- We offer two paid personal days.
- We will be off Dec. 23rd and Dec. 30th as well.
- When requested, we allow additional religious holidays as additional paid time off.

# Alternative Work Schedule

Does your company have an alternative work schedule?



	Manufacturing/Construction (N=547)	Services (N=331)	Financial Activities (N=52)	Healthcare/Health Services (N=54)	Total (N=984)
Yes	30%	15%	4%	20%	23%
No	70%	85%	96%	80%	77%

# Alternative Work Schedule (continued)

How does your company compensate employees with an alternative work schedule for holidays?



**39%**

If holiday falls on a non-scheduled workday, substitute a scheduled day with holiday pay

**17%**

Scheduled work day - 8 hours pay and the day off non-scheduled work day - 8 hours holiday pay and work a full week

**16%**

Other

**17%**

Pay for holiday only if it falls on a regularly scheduled work day

**11%**

Work schedule reverts to a 5-day, 8 hour week when holiday occurs

	Manufacturing/Construction (N=164)	Services (N=50)	Financial Activities (N=2)	Healthcare/Health Services (N=11)	Total (N=227)
Pay for holiday only if it falls on a regularly scheduled work day	18%	12%	100%	18%	17%
If holiday falls on a non-scheduled workday, substitute a scheduled day with holiday pay	40%	44%	0%	9%	39%
Scheduled work day - 8 hours pay and the day off Non-scheduled work day - 8 hours holiday pay and work a full week	16%	18%	0%	28%	17%
Work schedule reverts to a 5-day, 8 hour week when holiday occurs	10%	14%	0%	18%	11%
Other	16%	12%	0%	27%	16%

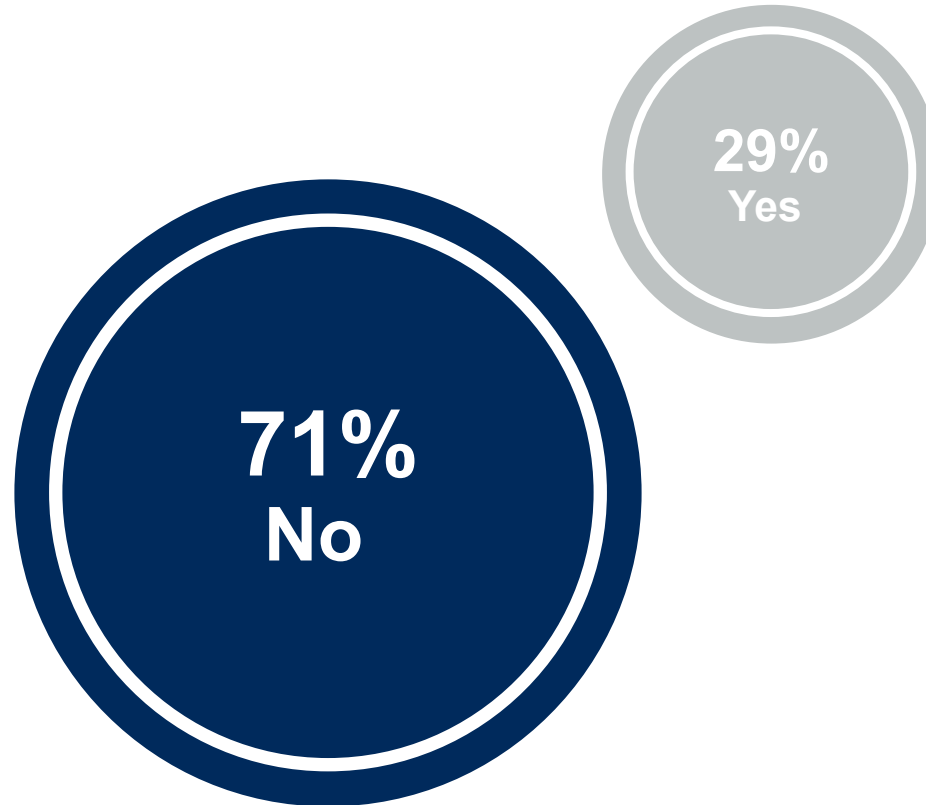
# Alternative Work Schedule (continued)

## “Other” alternative work schedule for holidays (verbatim comments)

- 10 hour work shifts, some holiday's paid 8 reg. hours
- 12 hour schedule; 12 hour holiday pay on scheduled day, 8 hours holiday if on non-scheduled day
- 4 day 10 hour work schedules receive only 1 floating holiday
- 4 day 10 hour work week receives 10 hours of holiday pay
- 8 hours pay for holiday and reg pay for hours worked
- All eligible employees receive holiday pay regardless if they are working/scheduled on the holiday. we are open and staffed 24/7
- Alternative work schedule employees eligible for 7 paid holidays vs 11 paid holidays for regular schedule employees - based on holiday and which ones fall during work schedule
- Based on 37.5 hour work week, EE gets 7.5 hours of holiday pay for the holiday day (37.5/5), regardless of whether they're scheduled for that day or not
- Case by case
- Depends on when holiday falls. Different schedules for different holidays. Always compensated.
- Employee receives a personal day for the holiday.
- Employee receives holiday pay on the holiday in addition to any hours worked.
- Employee receives holiday even if not scheduled on that day. normal work schedule.
- Everyone receives holiday pay (regardless if it was their scheduled day to work or not). If the employee's scheduled day falls on a holiday, they receive double time pay for working the holiday, plus holiday pay on top of that.
- For certain holidays, employee works, plus receives holiday pay. For others, they work and receive an extra floating holiday to use at another time.
- If employee is working on scheduled holiday they get double time, if an employee is not scheduled to work on that holiday they receive 8 hours of pay at their normal rate
- If holiday falls during a scheduled work day they get 10 hrs pay; if it falls on a non-scheduled work day they get 8 hrs pay
- If holiday falls on scheduled work day the employee is off. If holiday falls on a non-scheduled workday the employee is paid out.
- If scheduled to work, pay them the hours worked plus 8 hours of holiday pay
- If the holiday falls on a weekend, the day preceding or following the holiday will be observed (paid time off) at the discretion of management. If employee works 1/2 half day during a holiday week due to flex week, the 1/2 day will revert to the day preceding the Holiday at 5 hours of work (vs. 4). If employee's schedule comprises less than 8 hours a day, holiday pay will be prorated.
- Must work holiday if it falls on regularly scheduled work day. Pay double time.
- Off Thanksgiving, Christmas Eve and Christmas Day for sure. Otherwise plant may have to work depending on schedule.
- Offer float hours
- Pay 7 holidays identified at the beginning of the year plus 2 hours on year end check to total the same 72 hour benefit as the regular 5x8 shift
- Pay for holiday for the amount of scheduled hours on a scheduled work day, if non scheduled work day pay 8 hours holiday
- Pay for holiday in week of holiday at 8 hours
- Pay for holiday regardless if it falls on a regularly scheduled work day.
- Scheduled work day 12-hours of pay and the day off. Non-scheduled work day, 8-hours of holiday pay.
- Summer hours apply to certain departments, as applicable.
- The holiday pay is just added to the paycheck regardless of their work schedule. It does not affect if they are scheduled or not. Reg FT employees working 5-8 hour days get time off on the holiday and receive holiday for te time off.
- They receive 7 paid holidays instead of 9
- Work remaining 4 days
- Work schedule is adjusted to 40 hour week including holiday pay
- Work the Holiday and receive Holiday pay + hours worked

# Working on Holidays

Does your company require some employees to work on holidays?



	Manufacturing/Construction (N=547)	Services (N=331)	Financial Activities (N=52)	Healthcare/Health Services (N=54)	Total (N=984)
Yes	25%	36%	6%	52%	<b>29%</b>
No	75%	64%	94%	48%	<b>71%</b>

# Working on Holidays (continued)

How does your company compensate employees that work on holidays?

	Manufacturing/Construction (N=134)	Services (N=118)	Financial Activities (N=3)	Healthcare/Health Services (N=28)	Total (N=283)
Straight time only for hours worked (no holiday pay)	1%	8%	0%	0%	4%
Time and one-half only for hours worked (no holiday pay)	3%	9%	0%	14%	7%
Double time only for hours worked (no holiday pay)	5%	6%	0%	7%	6%
Straight time for hours worked plus holiday pay	32%	25%	33%	36%	30%
Time and one-half for hours worked plus holiday pay	26%	23%	33%	25%	25%
Double time for hours worked plus holiday pay	24%	6%	0%	11%	15%
Straight time for hours worked plus option to take holiday time off with pay at a later date	8%	22%	33%	7%	14%
Time and one-half for hours worked plus option to take holiday time off with pay at a later date	1%	10%	0%	11%	6%
Double time for hours worked plus option to take holiday time off with pay at a later date	1%	1%	0%	0%	1%
Employee can choose between holiday pay or time off at a later date	10%	9%	0%	14%	10%

Multiple answers can total more than 100%

# Other Company Paid Events

What other company-paid events or days does your company offer?



**52%**

Holiday or end of the year party



**48%**

Organized summer activity or event



**32%**

Team building events



**28%**

Department-driven social events



**22%**

Spontaneous time off to leave early



**13%**

Sporting events



**7%**

Retreats



**3%**

Lunch, Dinner, Snacks, Cookout



**2%**

Sabbaticals



**2%**

Community/ Volunteer Time



**1%**

Summer Days/ Hours



**1%**

Birthdays



**11%**

Other



**22%**

None

Multiple answers can total more than 100%

**N = 904**

# Other Company Paid Events (continued)

What other company-paid events or days does your company offer? (continued)

	Manufacturing/Construction (N=533)	Services (N=328)	Financial Activities (N=50)	Healthcare/Health Services (N=54)	Total (N=965)
Holiday or end of year party	54%	52%	48%	43%	52%
Organized summer activity or event	48%	48%	54%	43%	48%
Team building events	26%	40%	52%	22%	32%
Retreats	3%	13%	14%	6%	7%
Sabbaticals	1%	3%	0%	0%	2%
Sporting events	13%	14%	24%	4%	13%
Department-driven social events	24%	35%	42%	26%	28%
Spontaneous time off to leave early	17%	31%	34%	13%	22%
Birthday	1%	1%	6%	4%	1%
Community Service/Volunteer Time	2%	2%	2%	2%	2%
Lunch, Dinner, Snacks	4%	1%	2%	0%	3%
Summer Days/Hours	1%	2%	2%	0%	1%
Other	11%	11%	18%	13%	11%
None	25%	19%	6%	26%	22%

Multiple answers can total more than 100%



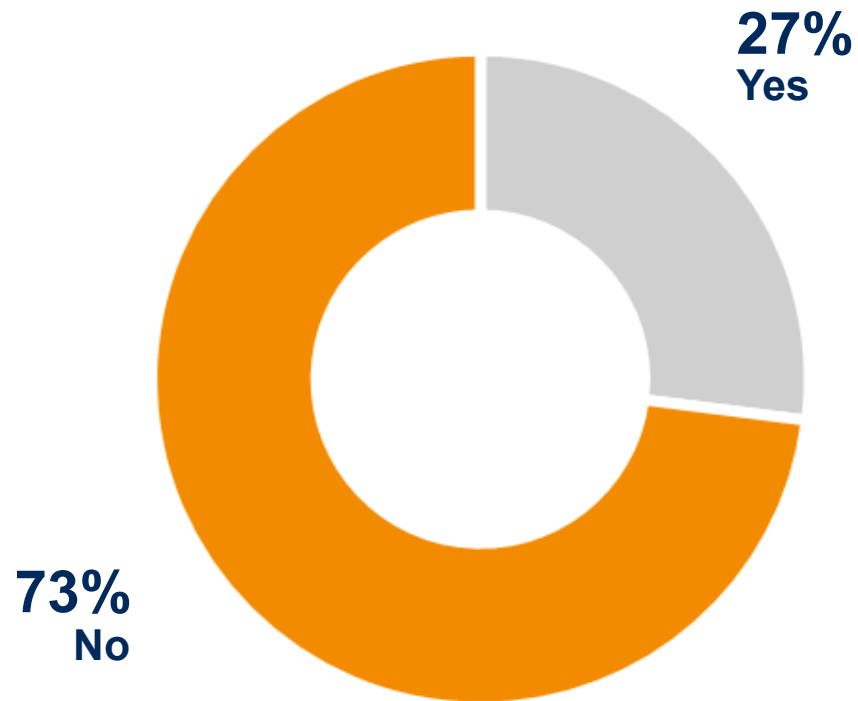
# Other Company Paid Events (continued)

## “Other” company-paid events or days (verbatim comments)

- 1 built in snow day/school closing
- 2 hour paid early dismissal the day before a paid holiday
- 3rd Friday social 1 hr
- 4 weeks flex time
- A full day for all staff meeting
- Anniversary party
- Annual ESOP meeting
- Annual Fun Day
- Annual off site employee meeting
- Bi-monthly fun events
- Children’s Christmas party
- Close early on Fridays
- Closed between Christmas and New Year’s - paid time off not included in PTO, employees receive pay as if they had worked (4 mentions)
- Flexible schedule
- Friday get togethers
- Half day floating holiday
- Half day off on Fridays in the office
- Health and wellness events
- Holiday raffle
- Holiday year end party is partially paid
- Individual contribution awards
- Leave early on Fridays
- May work four 10-hour days during summer months
- Monthly social gathering (2 mentions)
- Off-site training
- One personal day per year
- Personal days (in addition to vacation and holidays)
- Snow days
- Social outings such as duck pin bowling
- Spontaneous celebrations to recognize company-wide good work.
- Studio closures
- Ticket give-aways
- Training (2 mentions)
- Training/appreciation days
- Wellness activities
- Work from home
- Years of service recognition event

# Other Company Paid Events (continued)

Does your company pay employees for time spent on community service?



	Manufacturing/Construction (N=534)	Services (N=323)	Financial Activities (N=50)	Healthcare/Health Services (N=53)	Total (N=960)
Yes	19%	35%	68%	23%	27%
No	81%	65%	32%	77%	73%

# Company Shutdowns

Does your company have a plant/warehouse shutdown?

	Manufacturing/ Construction (N=547)	Services (N=331)	Financial Activities (N=52)	Healthcare/ Health Services (N=54)	Total (N=984)
Yes	14%	3%	0%	0%	9%
No	86%	97%	100%	100%	91%

Are employees asked to use vacation days during the shutdown?

	Manufacturing/ Construction (N=75)	Services (N=9)	Financial Activities (N=0)	Healthcare/ Health Services (N=0)	Total (N=84)
Yes	56%	11%	0%	0%	51%
No	44%	89%	0%	0%	49%

Are both the plant/warehouse and office closed during the shutdown?

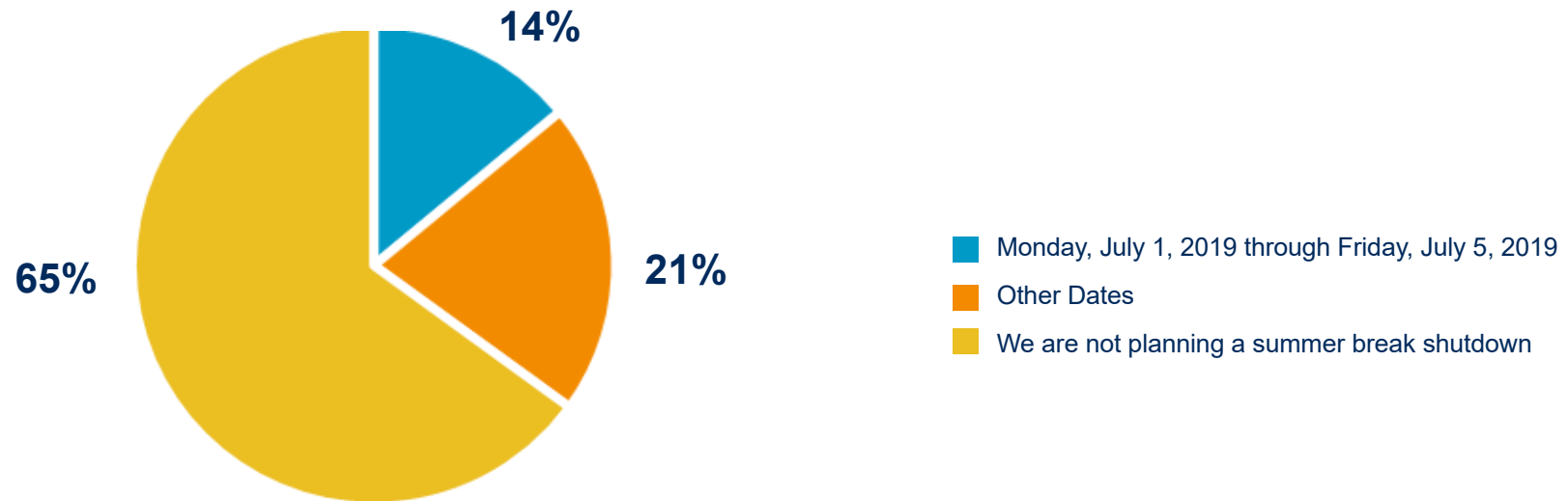
	Manufacturing/ Construction (N=74)	Services (N=9)	Financial Activities (N=0)	Healthcare/ Health Services (N=0)	Total (N=83)
Yes	53%	67%	0%	0%	54%
No	47%	33%	0%	0%	46%



NOTE: Company shutdown data is heavily impacted by manufacturing/construction companies. Please refer to industry breakdown as necessary.

# Company Shutdowns (continued)

## Summer break shutdown



- Monday, July 1, 2019 through Friday, July 5, 2019
- Other Dates
- We are not planning a summer break shutdown

	Manufacturing/Construction (N=76)	Services (N=9)	Financial Activities (N= 0)	Healthcare/Health Services (N=0)	Total (N=85)
Monday, July 1, 2019 through Friday, July 5, 2019	16%	0%	0%	0%	14%
Other Dates	21%	22%	0%	0%	21%
We are not planning a summer break shutdown	63%	78%	0%	0%	65%

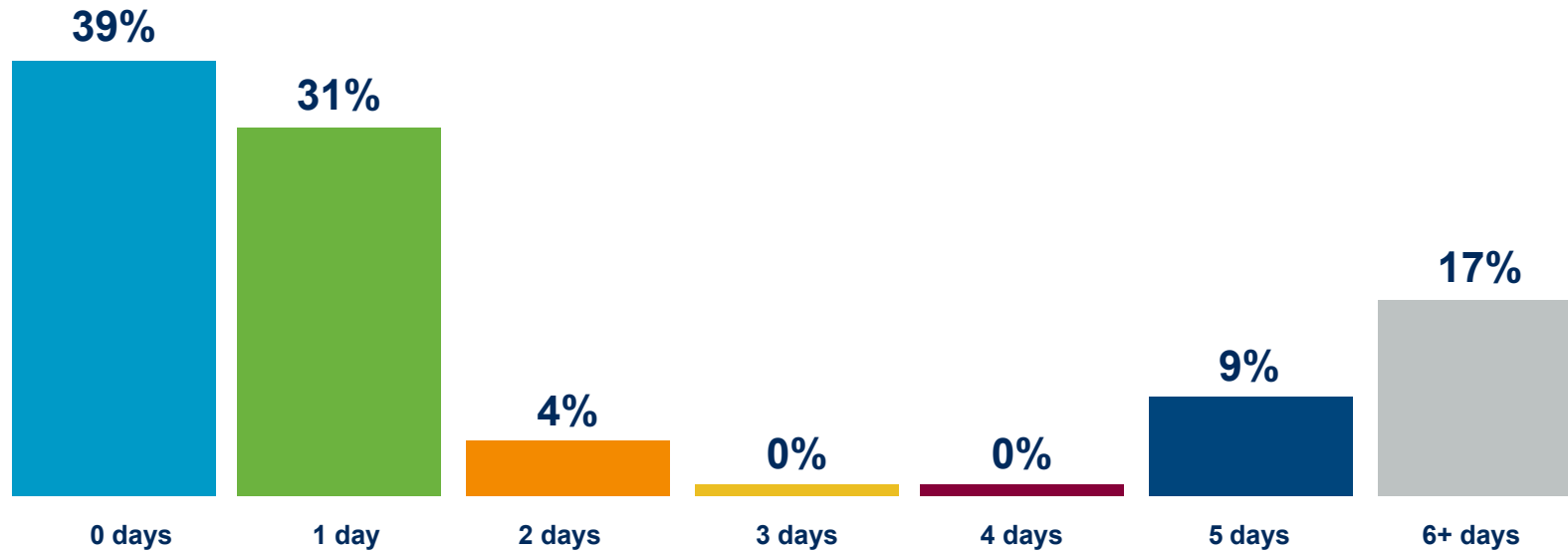
NOTE: Company shutdown data is heavily impacted by manufacturing/construction companies. Please refer to industry breakdown as necessary.

## “Other” summer break shutdown (verbatim comments)

- 7/5/2019 (6 mentions)
- 9/3/19 - 9/14/18
- August
- June 1 - August 15
- Monday, July 29, 2019 through Friday, August 2, 2019
- Monday, July 8, 2019 through Friday, July 12, 2019
- Sep 26-Sep 27 due to end of fiscal year and physical inventory
- Unknown (4 mentions)
- Unscheduled
- Varies by location

# Company Shutdowns (continued)

Total number of days paid for summer shutdowns



	Manufacturing/Construction (N=22)	Services (N=1)	Financial Activities (N=0)	Healthcare/Health Services (N=0)	Total (N=23)
0 days	36%	100%	0%	0%	39%
1 day	32%	0%	0%	0%	31%
2 days	5%	0%	0%	0%	4%
3 days	0%	0%	0%	0%	0%
4 days	0%	0%	0%	0%	0%
5 days	9%	0%	0%	0%	9%
6+ days	18%	0%	0%	0%	17%

NOTE: Company shutdown data is heavily impacted by manufacturing/construction companies. Please refer to industry breakdown as necessary.

# Company Shutdowns (continued)

## Total number of days paid as **holiday pay** for summer shutdown

	Manufacturing/Construction (N=20)	Services (N=2)	Financial Activities (N=0)	Healthcare/Health Services (N=0)	Total (N=22)
<b>0 days</b>	35%	50%	0%	0%	<b>36%</b>
<b>1 day</b>	50%	50%	0%	0%	<b>50%</b>
<b>2 days</b>	5%	0%	0%	0%	<b>5%</b>
<b>3 days</b>	0%	0%	0%	0%	<b>0%</b>
<b>4 days</b>	0%	0%	0%	0%	<b>0%</b>
<b>5 days</b>	0%	0%	0%	0%	<b>0%</b>
<b>6+ days</b>	10%	0%	0%	0%	<b>9%</b>

## Total number of days paid as **floaters** for summer shutdown

	Manufacturing/Construction (N=20)	Services (N=2)	Financial Activities (N=0)	Healthcare/Health Services (N=0)	Total (N=22)
<b>0 days</b>	85%	100%	0%	0%	<b>86%</b>
<b>1 day</b>	15%	0%	0%	0%	<b>14%</b>
<b>2 days</b>	0%	0%	0%	0%	<b>0%</b>
<b>3 days</b>	0%	0%	0%	0%	<b>0%</b>
<b>4 days</b>	0%	0%	0%	0%	<b>0%</b>
<b>5 days</b>	0%	0%	0%	0%	<b>0%</b>
<b>6+ days</b>	0%	0%	0%	0%	<b>0%</b>

*NOTE: Company shutdown data is heavily impacted by manufacturing/construction companies. Please refer to industry breakdown as necessary.*

# Company Shutdowns (continued)

## Total number of days paid as vacation for summer shutdown

	Manufacturing/Construction (N=19)	Services (N=2)	Financial Activities (N=0)	Healthcare/Health Services (N=0)	Total (N=21)
0 days	26%	100%	0%	0%	33%
1 day	16%	0%	0%	0%	14%
2 days	0%	0%	0%	0%	0%
3 days	21%	0%	0%	0%	19%
4 days	5%	0%	0%	0%	5%
5 days	21%	0%	0%	0%	19%
6+ days	11%	0%	0%	0%	10%

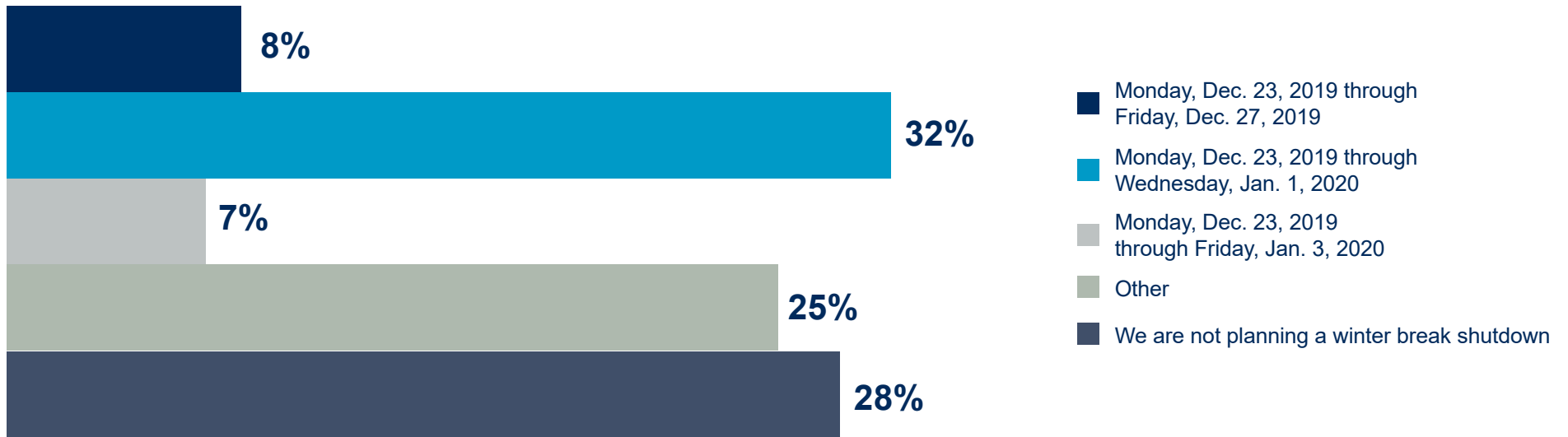
## Total number of days unpaid for summer shutdown

	Manufacturing/Construction (N=22)	Services (N=2)	Financial Activities (N=0)	Healthcare/Health Services (N=0)	Total (N=24)
0 days	49%	0%	0%	0%	46%
1 day	18%	0%	0%	0%	17%
2 days	5%	0%	0%	0%	4%
3 days	14%	0%	0%	0%	13%
4 days	5%	0%	0%	0%	4%
5 days	9%	0%	0%	0%	8%
6+ days	0%	100%	0%	0%	8%

NOTE: Company shutdown data is heavily impacted by manufacturing/construction companies. Please refer to industry breakdown as necessary.

# Company Shutdowns (continued)

## Winter break shutdown



	Manufacturing/Construction (N=76)	Services (N=9)	Financial Activities (N=0)	Healthcare/Health Services (N=0)	Total (N=85)
Monday, Dec. 23, 2019 through Friday, Dec. 27, 2019	9%	0%	0%	0%	8%
Monday, Dec. 23, 2019 through Wednesday, Jan. 1, 2020	31%	34%	0%	0%	32%
Monday, Dec. 23, 2019 through Friday, Jan. 3, 2020	7%	11%	0%	0%	7%
Other	25%	22%	0%	0%	25%
We are not planning a winter break shutdown	28%	33%	0%	0%	28%

NOTE: Company shutdown data is heavily impacted by manufacturing/construction companies. Please refer to industry breakdown as necessary.



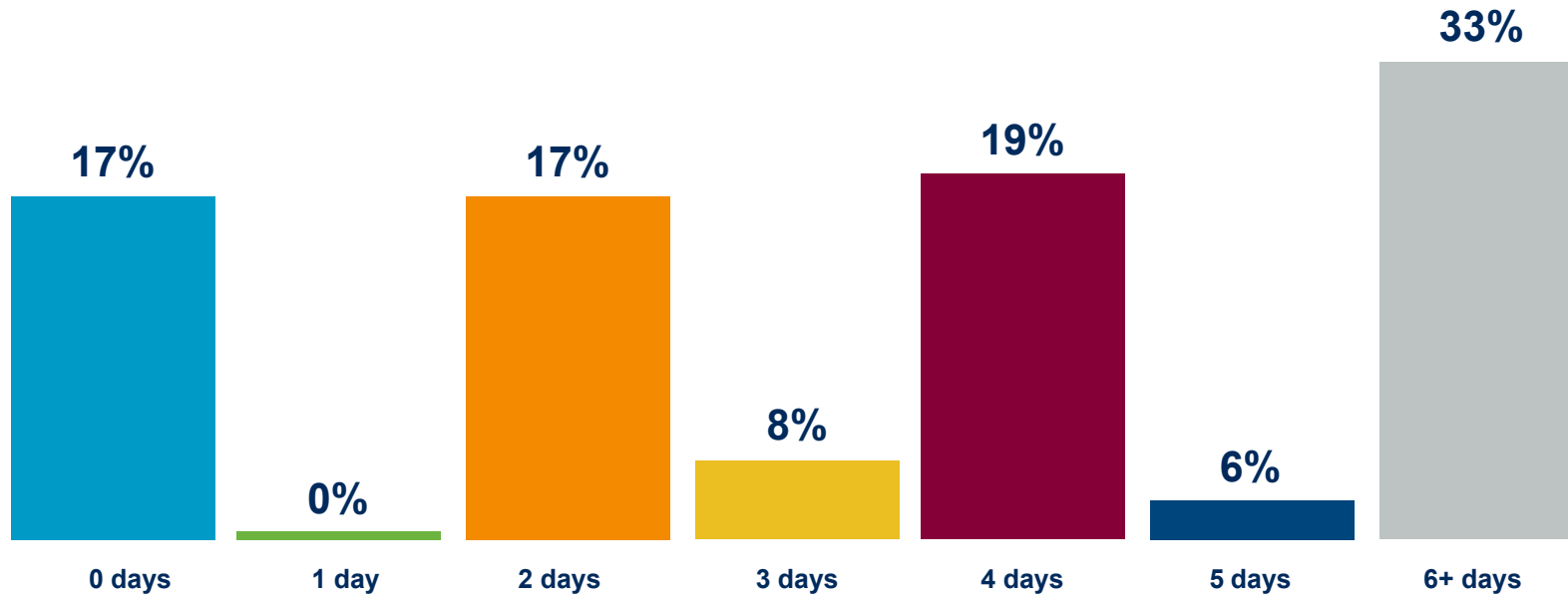
# Company Shutdowns (continued)

## “Other” winter break shutdown (verbatim comments)

- 12/28/2018
- 12/23/2019
- 11/23/2019, 12/24/2019, 12/31/2019
- 12/23/2019 - 12/26/2019
- 12/23/2019 - 1/2/2020
- 12/24/2019 - 1/1/2020 (CA ^} q} •D
- 12/24/2019 - 1/2/2020
- 12/25/2019 - 1/1/2020 (CA ^} q} •D
- 12/26/2019 - 12/31/2019
- 12/26/2019, 12/27/2019, 12/30/2019
- Dept dependent, some work, others will be 12/23 to 01/02
- Not determined yet (4 mentions)
- Unknown
- Varies by location

# Company Shutdowns (continued)

Total number of days paid for winter break shutdown



	Manufacturing/Construction (N=44)	Services (N=4)	Financial Activities (N=0)	Healthcare/Health Services (N=0)	Total (N=48)
0 days	16%	25%	0%	0%	17%
1 day	0%	0%	0%	0%	0%
2 days	18%	0%	0%	0%	17%
3 days	9%	0%	0%	0%	8%
4 days	20%	0%	0%	0%	19%
5 days	7%	0%	0%	0%	6%
6+ days	30%	75%	0%	0%	33%

NOTE: Company shutdown data is heavily impacted by manufacturing/construction companies. Please refer to industry breakdown as necessary.

# Company Shutdowns (continued)

## Total number of days paid as **holiday pay** for winter break shutdown

	Manufacturing/Construction (N=46)	Services (N=6)	Financial Activities (N=0)	Healthcare/Health Services (N=0)	Total (N=52)
<b>0 days</b>	6%	16%	0%	0%	<b>8%</b>
<b>1 day</b>	11%	0%	0%	0%	<b>10%</b>
<b>2 days</b>	24%	17%	0%	0%	<b>23%</b>
<b>3 days</b>	13%	17%	0%	0%	<b>13%</b>
<b>4 days</b>	35%	50%	0%	0%	<b>36%</b>
<b>5 days</b>	2%	0%	0%	0%	<b>2%</b>
<b>6+ days</b>	9%	0%	0%	0%	<b>8%</b>

## Total number of days paid as **floaters** for winter break shutdown

	Manufacturing/Construction (N=35)	Services (N=5)	Financial Activities (N=0)	Healthcare/Health Services (N=0)	Total (N=40)
<b>0 days</b>	72%	20%	0%	0%	<b>65%</b>
<b>1 day</b>	14%	0%	0%	0%	<b>13%</b>
<b>2 days</b>	11%	0%	0%	0%	<b>10%</b>
<b>3 days</b>	0%	60%	0%	0%	<b>7%</b>
<b>4 days</b>	3%	20%	0%	0%	<b>5%</b>
<b>5 days</b>	0%	0%	0%	0%	<b>0%</b>
<b>6+ days</b>	0%	0%	0%	0%	<b>0%</b>

*NOTE: Company shutdown data is heavily impacted by manufacturing/construction companies. Please refer to industry breakdown as necessary.*

# Company Shutdowns (continued)

## Total number of days paid as vacation for winter break shutdown

	Manufacturing/Construction (N=46)	Services (N=6)	Financial Activities (N=0)	Healthcare/Health Services (N=0)	Total (N=52)
0 days	49%	75%	0%	0%	51%
1 day	5%	0%	0%	0%	5%
2 days	13%	0%	0%	0%	12%
3 days	10%	0%	0%	0%	9%
4 days	10%	0%	0%	0%	9%
5 days	3%	0%	0%	0%	2%
6+ days	10%	25%	0%	0%	12%

## Total number of days unpaid for winter break shutdown

	Manufacturing/Construction (N=36)	Services (N=3)	Financial Activities (N=0)	Healthcare/Health Services (N=0)	Total (N=39)
0 days	39%	100%	0%	0%	43%
1 day	8%	0%	0%	0%	8%
2 days	8%	0%	0%	0%	8%
3 days	20%	0%	0%	0%	18%
4 days	17%	0%	0%	0%	15%
5 days	0%	0%	0%	0%	0%
6+ days	8%	0%	0%	0%	8%

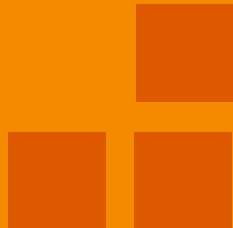
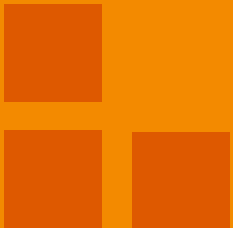
NOTE: Company shutdown data is heavily impacted by manufacturing/construction companies. Please refer to industry breakdown as necessary.



# 2019 Holiday Practices Survey

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## Appendix



# Participant List

This list is organized alphabetically.

1517 Media	Alexandria Industries	Anguil Environmental Systems, Inc	Association of Equipment Manufacturers
3Wire Group Inc.	All Flex Flexible Circuits LLC	Animal Humane Society	Astronautics Corp of America
A T L	Alliance for Strong Families and Communities	Annex Medical, Inc.	Ataco Steel Products Corporation
A-L-L EQUIPMENT	Alliance Laundry Systems	Ansay & Associates	Atos Medical Inc
AB Data	Allied Plastics Inc.	API Heat Transfer	Attic Angel
AbeTech	Alligator Holdings LLC	Appleton Lathing Corporation	Auer Steel & Heating Supply Company
Accelogix	Alloy Products Corp.	Applied Plastics Company	Augsburg University
Access Community Health Network	ALTIUS BUILDING COMPANY	Applied Products Inc.	Automatic Entrances of Wisconsin Inc
Accraply	Alto Shaam Inc	Applied Tech Solutions	Aveda Corporation
Ace Precision Machining Corp	American Academy of Ortho Surg	Aptar-Mukwonago/Seaquist Closures	Avidity Science, LLC
Acelero Learning	American Association of Endodontists	Aptiv	Avtex
Acres Group	American Bank & Trust Company N.A.	Arandell Corporation	AZCO Construction, Inc.
ACS Group	American Board of Psychiatry & Neurology Inc	Architecture Technology Corporation	B&G Foods
Activar Inc.	American Craft Council	Arena Americas	Bachman's Inc.
Adaptive Micro Systems LLC	American Door Works	ARKRAY USA Inc.	Badger Color Concentrates Inc
Adolfson & Peterson Construction	American Retrieval Company	Arla Foods Hollandtown Dairy	Badger Meter Inc
Advanced Flexible Composites	American Roller Company	Aroplax Corporation	Badger Mining Corporation
Advantage Management Corporation	Ammeraal Beltech Inc	Arrowhead Engineered Products	Badger Railing
Advantech Manufacturing Inc	Anagram International Inc.	Artemax, Inc	Bank of Prairie du Sac
Aegis Corporation	Anderson Bogert	Artful Home LLC	Banner Engineering Corp
Aerofab Inc.	Anderson Custom Processing, Inc.	Artistic Plating Company Inc.dba Advanced Plating Technologies	Bardes Plastics, Inc.
AFX, Inc.	Anderson Dahlen	Arvato Digital Services	Batteries Plus Bulbs LLC
Agricultural Utilization Research Institute	Anderson Trucking Service Inc.	ASI Doors Inc	Bay View Industries, Inc.
Agropur Inc.		Asset Marketing Services LLC	Bayer Built Woodworks
Airworthy Aerospace		Associated Bag Company	BCI Acrylic
Aldag/Honold Mechanical, Inc.		Associated Milk Producers Inc.	Belmark Inc

# Participant List (continued)

Bentley Worldwide Packaging	Bruno Independent Living Aids Inc	Christopher and Banks Corporation	Continental Properties, Inc.
Benz Oil Inc	Bulk Reef Supply	CHS	Control Concepts Inc.
Bernick's Management Company	Burlington Graphic Systems Inc	Circle Electric Inc.	Control Products Inc.
Berry Global Inc	Burns Engineering Inc.	Circle Inc	Copesan Services Inc
BEVCO Precision Mfg Company Inc	C L & D Graphics Inc	Citizens Community Federal City & County Credit Union	Cordstrap USA Inc
BI	C.D. Smith Construction Inc.	City of Red Wing	Corix Infrastructures Inc.
Bielinski Homes	Calibre Inc	City of Whitewater	Cornell College
Big Systems LLC	Cambridge Investment Research Inc	Clack Corporation	Corning Municipal Utilities
Bimm Ridder Sportswear	Capitol Stampings Corp	Clarity Coverdale Fury	Corporate Central Credit Union
Birchwood Laboratories LLC	CaptionMax Inc.	Clasen Quality Chocolate	Coughlan Companies
Birdsall Voss & Assoc	Careen Inc. DBA Windings Inc.	Clearfield Inc.	Coulee Bank
BIX Produce Company	Careers Industries Inc	Clow Stamping Company	Cousins Subs
BLM Technologies Inc.	Caribou Technologies	CMD Corporation	Cramer Coil & Transformer Co Inc
Bondhus Corporation	Carisch Inc.	Columbia Gear Corporation	Creative Business Interiors Inc
Boys & Girls Clubs of Greater Milwaukee	Carley Foundry Inc.	Commerce Industrial Chemicals	Cree Inc
Bradley Corporation	Carlisle Interconnect Technologies	Commerce State Bank	Crest Healthcare Supply
Bray Associates Architects, Inc	Carmichael Lynch	CommonBond Communities	Cretex Companies Inc.
Brelie Gear	Catholic Memorial High School	Community Advocates Inc	CTI Paper Group, Inc.
Briess Industries, Inc.	Catholic United Financial	Community Health Care Inc	CUBIC DESIGNS, INC
Bright Health Management Inc.	Cedarburg Light & Water	Complete Office of Wisconsin Inc	Culligan Soft Water Service Company
BrightStar Franchising	CelticMKE	Compliant Pharmacy Alliance Cooperative	Cummins Allison Corporation
Briohn Building Corporation	Center For Diagnostic Imaging	Comprehensive Orthopaedics SC	Custom Equipment LLC
Broadscope Disability Services	Centra Sota Cooperative	Congregation of the Humility of Mary	CWMF Corporation
Broan	Central Minnesota Fabricating Inc.	Congress of Neurological Surgeons	Cyber Power Systems (USA) Inc.
Brock White Company LLC	Chandler Exhibits Inc.	Construction Forms Inc	D L S M Inc
Brookstone Capital Management	Chapter 2 Inc	Consumers Energy Coop	D.A.D. MANUFACTURING
Brownsworth Incorporated	Charleston Orwig		D&H Industries
Brunk Industries Inc			Dairy Connection Inc
			DAN CONE GROUP

# Participant List (continued)

Danceworks	Eagle Supply & Plastics Inc	Ex-Tech Plastics Inc	G3 Industries Inc
Danfoss	Eastek Automated Circuit Technologies LLC	Eye Surgeons Associates PC	Gage Marketing Group
Data Recognition Corporation	Eaton	Fairbanks Morse, LLC	Galesburg Area Chamber of Commerce
Data Sales Co. Inc.	Eau Claire County	Famous Daves of America	Gardner Pet Group Inc
Davis & Kuelthau SC	Eco Finishing	Farmers and Merchants Bank	GASPARD INC
Dayton Rogers Manufacturing Co	Edco Products Inc.	Farmers Mutual Hail Insurance Company of Iowa	Gateway Plastics Inc
DCI Inc	Edgewood College	Farmers National Bank of Prophetstown	Gateway Technical College
DecoPac Inc.	Electrical Builders, Inc.	Federal Package Network	Gauthier Biomedical
Dedicated Computing	Elevate Inc.	Federal Tool & Engineering LLC	GearGrid LLC
Delta T Systems	Elkhorn Area School District	Feed My Starving Children	General Parts L.L.C.
Denali Staffing LLC	Emmi ROth	Feeding America Eastern WI	Geneseo Communications Inc
Design House	Employ Milwaukee	Fiduciary Counselling Inc.	Genesis Systems Group
Dichtomatik Americas LP	Employee Benefits Organization	Firefly Credit Union	Genesys Works - Twin Cities
Dielectric Corporation	Enercon Industries Corporation	First Business Bank - Madison	GEOTEK
Diggers Hotline	ENGINEERING INDUSTRIES, INC.	Fischer USA Inc	Girl Scouts of Minnesota & Wisconsin River Valleys
Discalced Carmelite Friars Holy Hill	Engineering Unlimited Inc.	Fitz Chem LLC	Girl Scouts of Wisconsin Southeast Inc
Discovery World Museum	Entegris Inc.	Flambeau Inc - WI	Glory Global Solutions Inc
Diversatek	Entrust Manufacturing Technologies Inc	Fleetworthy Solutions	Godfrey & Kahn S C
Dorner Mfg Corp	Epilepsy Foundation of Minnesota	Fluid Power Energy Inc	Golrusk Real Estate LLC
Douglas Corporation	Equitable Bank S S B	Foley United LLC	Good Foods Group LLC
DRI-STEEM Corporation	Equix Inc	FONA International Inc	Goodwill of South Central Wisconsin
Drylock Technologies Ltd.	ESI Constructors Inc	Forward Service Corporation	GPS Education Partners, Inc.
Dura Supreme Inc.	Essential Industries Inc	Franciscan Sisters of Perpetual Adoration	Grace Engineered Products Inc
Dynamic Air Inc.	ETI	Frank Productions	Grande Cheese Company
Dynamic Ratings Inc	Everbrite LLC	Free Spirit Publishing Inc.	Granite Microsystems- GMI
Dynamic Sealing Technologies Inc.	Evergreen Retirement Community Inc	Fremont Industries, LLC	Graphics Systems Corporation
Dynex/Rivett Inc	Everidge, Inc.	Fristam Pumps USA Limited Partnership	Gray & Associates LLP



# Participant List (continued)

Gray Machine & Welding Inc	Hart Ranch Development Company	Huot Manufacturing Company	Isle of Dogs
Great Lakes Educational Loan	Hausmann-Johnson Insurance Inc	Hupy and Abraham SC	ISP Painting
Great Lakes Hemophilia Foundation	Hayat Pharmacy	Husco	Isthmus Engineering & Mfg Co-op
Great Lakes Packaging Corp.	Hazelden Betty Ford Foundation	Hydro-Platers Inc	Ixonia Bank
Great Midwest Bank	Health e(fx)	Hydro-Thermal	J & L Fiber Services
Great Northern - Twin Cities LLC	HED Inc	I-CAR	J J Keller & Associates Inc
Great Northern Corporation	Helfter Enterprises, Inc.	Identco	J.W. Speaker
Greater Milwaukee Foundation	Helgesen Industries Inc	IEWC	Jacobus Energy
Greater MSP	Hellenbrand Inc	IFEBP	JET Engineering, Inc
Greenheck Fan Corporation	HellermannTyton Corporation	Ikonix USA	Joe Wilde Company, LLC
Gregory's Foods Inc.	Helwig Carbon Products Inc	IMA Automation USA Inc.	Johnson & Quin
Gromax Precision Die & Manufacturing Inc	Hennepin County Government Center	IMEG Quad Cities - Rock Island	Johnson Health Tech NA Manufacturing
Group O, Inc.	Hennepin Healthcare Research Institute	Imperial Blades	Johnson Health Tech North America Inc
GS Global Resources Inc	Hentzen Coatings Inc	Imperial Plastics Inc.	Johnsonville
Guaranty Management Services	Herker Industries Inc	Impreglon Cellramic	Jones Dairy Farm
Gustave A Larson Company	Herzing University Ltd	Independent Pharmacy Cooperative	Jones Metal Inc.
Guy & O'Neill Inc	HFM Packaging Ltd	Indian Community School, Inc.	Jorgensen Conveyors, Inc.
GWG Life LLC	Highmark Companies	Industrial Door Co. Inc.	June Tailor Inc
H C Duke & Son Inc	HNI Risk Services Inc	Industrial Fabrics Corporation	Junior Achievement of Wisconsin Inc
H O Bostrom Company Inc	Hoglund Bus Company	Industrial Hygiene Services Corporation	K & C Machining Inc
Hamacher Resource Group LLC	Holiday Circuits Inc.	Ingeteam Inc	K&S MFG
Hammes Company	Holden Industries Inc	InHarvest Inc	Kalmbach Media
Hampel Corporation	Holmberg Company Inc.	Initiative Foundation	Katun Corporation
Hansaloy Corporation	HON Company Headquarters	Innovance	Kendall Packaging Corporation
Hanson Dodge	Horticulture Services	Instrument Development Corp	Kenosha Area Business Alliance Inc
Harper Corp of America	Horton Holding Inc.	Integrated Risk Solutions	Kenosha Unified School District
Harry and Rose Samson Family Jewish Community Center	Huf North America Die Cast Corp #296	Interstate Companies Inc.	Kessler's Diamond Center
		Investors Community Bank	
		IPC Eagle Corporation	

# Participant List (continued)

KEY2ACT	LandWorks Inc	Luvata Appleton LLC	Mediaspace Solutions
KHS USA Inc	Larkin Industries	M & M Office Interiors Inc	MEP Associates LLC
Kickhaefer Mfg Company	Larson Engineering of Wisconsin	M-B-W, INC.	Merz North America Inc
Klein Tools Inc	Laughter Yoga	Machine & Process Design, Inc	Metal-Era Inc
Klement Sausage Co. Inc.	Lauterbach Group	MacPhail Center for Music	Metal-Matic Inc.
Knapp Manufacturing Inc	Lawrence Merchandising	Macromatic Industrial Controls Corp	Metalcraft Inc
Komax Corporation	LDV Inc	Maglio & Company	Metalcraft of Mayville Inc
Kondex Corporation	Leader Paper Products, Inc.	Malco Products Inc.	MetalTek International-Wisconsin Centrifugal Div
Kornit Digital North America	League of Minnesota Cities	Mantel Machine Products Inc	MGROUP Holdings Inc
KORT Sign Design	Legacy and Varin Property Management	Marco Group International Inc	Michaud Cooley Erickson & Associates LLC
Koss Corporation	Legal Aid Society of Milwaukee	Marion Plywood Corporation	Michels Corporation
Krier Foods	Legendary Whitetails	Marlin Technologies Inc	Mid-States Aluminum Corporation
Krueger Bearings Inc	Leman USA Inc	Marquette University	Midland Davis Corporation
KS Kolbenschmidt US Inc	Lerdahl Business Interiors Inc	Marriott Chicago Northwest	Midwest Custom Bottling
Kubota Engine America Corp	Lesaffre International Corporation	Marsh Electronics Inc	Midwest Engineered Systems, Inc.
Kuhn North America	Lessiter Media	Marshall Manufacturing	Midwest Insurance Group LLC
KVF Quad Corporation	LGC Douglas Scientific LLC	Marshall W. Nelson & Assoc., Inc.	Midwest Machinery Company Inc.
KWS Services North America	Lifestar Emergency Medical Services	Martin Engineering	Midwest Mechanical
L B White Company Inc	Lifeworks Services Inc.	Marvel Manufacturing Company, Inc.	Midwest Pension & Profit Sharing Services Inc.
La Causa Inc	LimPro Inc.	Mason Wells Inc	Midwest Refrigerated Services Inc
Laffey Leitner & Goode LLC	LiphaTech Inc	Master Appliance Corporation	Midwest Sign & Screen Printing Supplies
Lake Country Fire & Rescue	Lippmann-Milwaukee Inc	Masters Gallery Foods Inc	Midwest Special Services Inc.
Lake Country Power	LMI Packaging Solutions	Mate Precision Tooling	Milcut Inc
Lakeland Supply Inc	LPi	Mathias Die Company Inc.	
Lakeside Bottling Company	LTCC	Mathison Manufacturing Inc	
Lakeside Foods Inc	Lube-Tech	Maynard Steel Casting Company	
Lakeside International LLC	Lutheran Social Services of Wisconsin & Upper Michigan, Inc.	Maysteel LLC	
Lakeside Manufacturing Inc		McNally Industries LLC	
Lakeview Industries Inc.			
LAMCO Slings & Rigging Inc			
Land O' Lakes Inc.			

# Participant List (continued)

Milestones Area Agency on Aging	Mississippi Valley Regional Blood Center	National Council on Family Relations	Omron Management Center of America
Milk Specialties Global	MLG Services Corporation	National Presto Industries	OnCourse Learning Corporation
Millerbernd Manufacturing	MMD Medical	Naviant Inc	Onvoy Division of Badger Plug Co
Milliman Inc	Mobotrex	Nelson Container Corporation	Opportunity Matters Inc.
MILW METAL PRODUCTS CO	Modern Molding Inc.	Nelson Global Products	Opportunity Partners
Milwaukee Art Musuem	Modern of Marshfield	NeoCoil	Opus Holding L.L.C.
Milwaukee Bearing & Machining Inc.	Modern Tool Inc.	Nestle USA	Orluck Industries
Milwaukee Center For Independence	Modernistic Inc.	Networkers Funding LLC	OutSource Inc
Milwaukee Electronics	Molin Concrete Products Company	New Gencoat, Inc., dba GFG	OwnersEdge Inc
Milwaukee Machine Works	Morrissey Inc.	New Resources Consulting LLC	Oxygen Service Company
Milwaukee Plating Company	Motion Tech Automation LLC	Newport-St. Paul Cold Storage Company	Packaging Specialties, Inc.
Milwaukee Public Museum, Inc.	Motive Equipment Inc	Nol-Tec Systems Inc.	Pacon Corporation
Milwaukee Public Schools	MSI Data, LLC	Norco Manufacturing	Paper Machinery Corporation
Milwaukee Valve Company Inc	Mukwonago Area School District	Nordco Inc	PaR Systems Inc.
MilwaukeeJobs.com	Multicircuits Inc	Norican Group	Park Dental
Minneapolis Clinic of Neurology	MultiSource Manufacturing LLC	Northeast Wisconsin Technical College	Park Industries Inc
Minneapolis Public Housing Authority	Muscatine Power & Water	Northern Labs Inc	Park Manufacturing Corp
Minnesota Grinding Inc.	Mustad USA	Northwire Inc.	Parklawn Assemy of God
Minnesota Historical Society	Mutual Wheel Company Inc	Nott Company	Parsons Electric
Minnesota River Area Agency on Aging(R) Inc.	Muza Metal Products	Novo Group, Inc	Partners for Community Development Inc
Minnesota Rural Electric Association	My Choice Family Care	Nuvaira, Inc.	Partners In Excellence
Minnesota Workers' Compensation Insurers' Association Inc.	NABCO Entrances Inc	OEC Graphics Inc	Partnership Bank
Minnetonka Moccasin Co. Inc.	Nahan Printing Inc.	Ohio Medical LLC	Pember Companies Inc
	NAI MLG Commercial (DBA)	Old Wisconsin Sausage	Per Mar Security Services
	Nassco Inc	Oldcastle BuildingEnvelope	Perlick Corporation
	National Business Furniture	Omni Glass and Paint	Petron Corporation
	National Checking Company	OMPI	Pewaukee School District
	National Cooperative Rx		PFERD INC

# Participant List (continued)

Pflow Industries, Inc.  
Phoenix Products Company Inc  
Physical Electronics USA Inc.  
Physicians Realty Trust  
PIC Wire & Cable  
Pindel Global Precision  
Pinnacle Climate Technologies  
Plank Enterprises Inc.  
Planned Parenthood of Wisconsin Inc  
Plastic Bottle Corporation  
Plastic Molded Concepts Inc  
PlayMonster LLC  
Plibrico Company LLC  
Plymouth Foam  
Plymouth Industries Inc.  
PM Plastics Company  
Poblocki Sign Company  
Portal Inc  
Prairie Engineering Inc  
Prairie States Enterprises  
Precision Cable Assemblies LLC  
Precision Rail & Manufacturing Inc  
Prescott Medical Communications Group  
Presence Marketing  
Price Electric Cooperative  
Priests of the Sacred Heart  
Primera Technology  
Prinsco  
Priority Envelope Inc.  
Priority Sign, Inc.  
Process Displays Company  
Process Retail Group Inc  
Production Cutting Services Inc  
Productivity Inc.  
Professional Audio Designs, Inc.  
ProMed Molded Products Inc.  
Prompt Praxis Laboratories LLC  
Prop Shaft Supply Inc.  
Pure's Food Specialties LLC  
Push Solutions LLC  
Q3 Contracting  
QA1 Precision Products Inc  
Quadion LLC  
QualiTech Inc.  
R & B Wagner Inc  
R & L Spring Company  
R & R Insurance Services Inc  
R A Jones & Co  
R F Technologies Inc  
Racine Metal-Fab Ltd  
Racine Railroad Products Inc  
Radyne Corporation  
RAIL ONE  
RAM Tool, Inc.  
Randy's Environmental Services  
Rapid Packaging Inc.  
RBP Chemical Technology  
RCRI Inc.  
Reading & Math Inc  
Redpath and Company  
Reeher LLC  
Reese Enterprises, Inc. / Astro Plastics  
Reesman's Excavating & Grading Inc  
Reich Tool & Design Inc  
Reinders Inc  
Reinhart Boerner Van Deuren SC  
Remke Industries Inc  
RenewAire LLC  
Repete Corporation  
Research Products Corporation  
Resource One International, LLC.  
Rhino Inc.  
Rhyme  
Richards Benefits & Financial Services  
Ricondo & Associates Inc  
Rigid Hitch Inc.  
Rihm Kenworth  
Riley Resource Group  
Rise Baking Company  
River Bend Foodbank  
River Run Computers Inc  
River Valley Church  
Rockwell Automation  
Ronald McDonald House Charities of E IA and W IL  
Roseau County  
Rotating Equipment Repair Inc  
Royal Credit Union  
Roydan Enterprises Ltd  
RT & T Enterprises Inc  
Russel Metals Williams Bahcall  
Rytec Corporation  
Sackett-Waconia  
SAL Family and Community Services  
Samela, Inc. d/b/a NorthShore Care Supply  
Sargento Foods Inc  
Saris Cycling Group  
Sartori Company  
Scherer Bros. Lumber Co.  
Schiller Grounds Care  
School District of Elmbrook  
Schumacher Company LLC  
Scientific Protein Laboratories LLC  
Scranton Gillette Communications Inc  
Sculpt  
Seal Rite Door/Palmer-Donavin  
Second Harvest Heartland  
SECURA Insurance  
Securian Financial  
SEDA North America  
Sellars Absorbent Materials  
Seneca Companies Inc  
Senior Flexonics GA Precision

# Participant List (continued)

Sentry Equipment Corporation	Southern MN Regional Legal Services	Suburban Electrical Engineers & Contractors Inc	The Salvation Army
Serigraph Inc	SouthWest Transit	Super Steel LLC	The Scharine Group Inc
Serve You Rx	Spader Business Management	T & A Industrial Distributors	The Sierra Company LLC
Server Products Inc	Spee-Dee Packaging Machinery	T J Hale Company	The Threshold Inc
Sethness Products Company	SPIRE Credit Union	TAI Diagnostics Inc.	The Water Council, Inc.
SFM Mutual Insurance	Spiros Industries	Tailored Label Products Inc	The Wellness Network
Shaw-Lundquist Associates, Inc.	SPRINGFIELD INC	Tanager Place	Therm Flo, Inc.
Shell Plastics LLC	Spuncast Inc	TAPCO	Therma Tron X Inc
Sholom Community Alliance	SRF Consulting Group Inc.	TaxSlayer Center	Thermo-Tech Windows
SICK Inc.	SSI Technologies, Inc.	Techniplas	Thermotech Inc.
Sico America Inc.	SSM International Finance Inc	Techteriors LLC	Thomson Linear
Sign-Zone LLC.	St Coletta of Wisconsin	Tenderness Health Care LLC	ThoughtFocus
Silgan Containers	St. Olaf College	The Aagard Group LLC	Three Harbors Council
Silver Spring Foods Inc	St. Paul Brass Foundry Co.	The ADS Group	TIDI Products LLC
Siouxland Fabricating, Inc	Stafford Rosenbaum LLP	The American Academy of Neurology (AAN)	Time Investment Company
Sisters of St Francis of Assisi	Stainless Foundry & Engineering	The American Registry of Radiologic Technologists	Titan Air LLLP
Sisters of St. Dominic	Standard Imaging	The Bank Of Elk River	TMJ4
Sjoberg Tool & Manufacturing Corp.	Star Thermoplastic Alloys and Rubbers Inc	The Brewer Company	Toll Company
Skygen USA	Starkey Laboratories Inc.	The C.A. Lawton Co.	Tolomatic Inc.
Skylight Music Theatre	State Bank of Cross Plains	The Community Blood Center Inc	Topcon Agriculture Americas
SkyWater Technology Foundry Inc.	Steel Craft Corporation	The Dieringer Research Group Inc	Toshiba America Energy Systems Corporation
Smalley Steel Ring Co	Steele Solutions Inc	The Goodman Group	Trade Press Media Group Inc
Smith Foundry Company	Stein Industries	The Johnson Foundation Inc	Trans International LLC
Snap On Tools	Stella & Chewy's LLC	The Kinetic Company Inc	Transport Corporation of America
Snap-on Inc	Stowell Associates Inc.	The Merco Group Inc	Transport Refrigeration
Society of Critical Care Medicine	Strang	The Penworthy Company	Treasure Island Resort & Casino
Solutran	Strohwig Industries	The RDI Group	Treehouse Private Brands
Southeastern WI Reg Plan Commission	Sturm Foods Inc		TreeHouse Private Brands
			TREND enterprises Inc.
			Tri-CAP Inc.

# Participant List (continued)

TriCore Inc	Vera French Community Mental Health Center Inc	Wausau Window & Wall Systems	Wisc International Academy
Trinity Logistics Corporation	Viking Drill & Tool Inc.	Waytek	Wisconsin Association of Family & Children's Agencies
Triton Trailers LLC	Visa Lighting An Oldenburg Group Company	Wayzata Home Products	Wisconsin Built Inc
Trust Point Inc	Visit Milwaukee	WDI LLC	Wisconsin Evangelical Lutheran Synod
Tudor Oaks	VJS Construction Services Inc	WDS Construction, Inc.	Wisconsin Health Fund
Turfco Mfg Inc	VNE Corporation	Wegner CPAs	Wisconsin Humane Society
TurnKey Security Equipment Inc.	Vogel Mechanical Inc.	Wells Vehicle Electronics	Wisconsin Knife Works
Turville Bay MRI and Radiation Oncology Center	Vorteq Coil Finishers	Wendell's Inc.	Wisconsin Lift Truck Corporation
Twin City Die Casting Company	VStar Entertainment Group	Wenthe-Davidson Engineering Co	Wisconsin Oven Corporation
Twin City Staffing	Walker Forge Inc	Westbury Bank	Wisconsin Precision Casting Corp
Two Men and a Truck	Walser Automotive Group	Western IL Area Agency on Aging	Wisconsin Vein Center & Medispa
UAS Laboratories	Wangard Partners Inc	Western National Insurance Group	Wisconsin Women's Business Initiative Corporation
UCare	Wanner Engineering Inc.	Westwood Professional Services Inc.	Wm K Walthers Inc
Uline Inc	War Memorial Center	WHEDA	WM Sprinkman Corporation
Ultratec Inc	Warners' Stellian Appliance Company Inc.	WHR Group Inc.	Wolf Paving Company Inc
Union Bank & Trust Company	Warren Township	Widen Enterprises Inc	Wolkerstorfer Co. Inc.
Unison Credit Union	Washington County WI	Wilder Foundation	Woller-Anger & Company LLC
Unit Drop Forge Co., Inc.	Water Gremlin Company	William Butterworth Foundation	World Data Products
United Cerebral Palsy of Greater Dane County	Waterous Company	William Frick & Company	Wrought Washer Mfg Company
United Farmers Cooperative	Watertown Unified School District	Williams Sound LLC.	Wunderlich-Malec Engineering Inc
UNIVERSAL STRAP INC	Watry Industries Inc	Wilson Tool International	Wurth Adams
Universal Welding & Engineering Inc	Waukesha County	Wimmer Communities	Wurth Baer Supply Company
Up Management LLC	Waukesha Metal Products	Winco Stamping	Wysocki Family of Companies
Uresil LLC	Waukesha Water Utility	Wind Mill Slatwall Products	Xymox Technologies, Inc.
USEMCO Inc	Wausau Equipment Company Inc	Wind River Financial, Inc.	
UWM Foundation		Wipaire	
Veit			

# Participant List (continued)

Zacharias Sexual Abuse Center  
Zenar Corporation  
Zero Zone Inc  
Zero Zone Refrigeration

ZF Services LLC  
Zilber Ltd.  
Zimbrick Inc  
Zimmerman Architectural Studios

Zinpro Corporation  
Zoomlion Heavy Industry NA,  
Inc.

## MRA's Total Rewards Team Focuses on Solutions

We are professionals dedicated to partnering with you to address your organization's needs around Benefits, Compensation, and Surveys - your strategy and your competitive edge to attract, engage, and retain critical talent!



Create your plans to provide the highest return on investment



Build the business case to address business strategies and performance



Secure and interpret data to ensure alignment across business, workforce, and reward strategies



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### Questions? Contact: MRA's Survey Department

 800.488.4845 x3508

 [surveys@mranet.org](mailto:surveys@mranet.org)

 [www.mranet.org/surveys](http://www.mranet.org/surveys)







# 2019 Holiday Practices Survey

## Wisconsin

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## Minnesota

9805 45th Avenue North  
Plymouth, Minnesota, 55442  
763.253.9100 • 888.242.1359

## Illinois

625 North Court, Suite 300  
Palatine, IL 60067  
8 47.963.9860 • 800.679.7001

## Iowa/Western Illinois

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Moline, IL 61265  
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