

Foundation Executive Compensation Report 2025 / 2026

TCS Total Compensation Solutions
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2025 / 2026 FOUNDATION EXECUTIVE COMPENSATION REPORT

**Data Effective: September 1, 2025
Data Published: January 2026**

**Number of Foundations: 635
Number of Job Titles: 23
Number of Employees Reported: 2,533**

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I. EXECUTIVE SUMMARY

Introduction

Welcome to the eighth edition of Total Compensation Solutions' (TCS) *Foundation Executive Compensation Report*. TCS publishes a generic not-for-profit compensation survey, and we observe that Foundation executive compensation is not the same as executive compensation in the rest of the not-for-profit sector. To address this difference, TCS created a unique executive compensation report strictly focusing on Foundations. The *2025 / 2026 Foundation Executive Compensation Report* gathers and reports compensation data on 23 executive, director and professional level positions found in over 635 not-for-profit foundations.

In this report, we reviewed various compensation elements reported in IRS Form 990's including: base salary, bonus, other income, retirement, and non-taxable benefits. From those elements, we analyzed total cash compensation (base salary plus annual bonus) and total remuneration (total cash compensation plus retirement, non-taxable benefits, and other income) for each job title. We collected data from active Foundations to develop a total rewards picture for Foundation executives throughout the U.S.

We hope TCS' *2025 / 2026 Foundation Executive Compensation Report* can be a valuable resource in helping your organization determine the competitive market for talent.

In this eighth edition of the Foundation Executive Compensation Report, TCS compiles and reports on compensation elements that are relevant to successful management of executive pay programs in Foundations. They are the following:

- Base Salary
- Total Cash Compensation (Base Salary plus Bonus)
- Total Remuneration (TCC plus Retirement, Benefits & Other Income).

TCS notes that there are also significant differences in pay practices dependent upon three factors:

- Geographic location – which suggests that high cost-of-labor areas (major metropolitan areas) pay more than other geographic areas (suburban or rural) of the country
- Revenue size – which suggests that Foundations with greater revenue generating capabilities pay more than other Foundations
- Assets size – which suggests that Foundations with larger asset accumulation pay more than other Foundations

Introduction - continued

This report is designed to report on the pay elements listed above as well as the differentiating factors, all of which have an impact on compensation plans among not-for-profit Foundations. By compiling data, analyzing the impact of the differentiating factors, and undertaking this research, TCS can help not-for-profit Foundations explain and reasonably justify their compensation policies and practices in a changing economic and social environment.

This report was conducted using rigid standards and methods developed by TCS. We gathered data using publicly filed documents and incorporated that information into the database with appropriate adjustments for effective date and job matching criteria.

TCS uses statistical process control for all of our surveys. This is a process for: compiling data; screening data; preparing micro-reports that allow survey analysts to review single organization data; match quality and consistency of pay practices; and preparing macro-reports that compare all organizations' response on similar positions. The result is a comprehensive database which TCS uses with a high degree of confidence to advise clients on timely, accurate compensation trends.

This report is divided into three sections as described below:

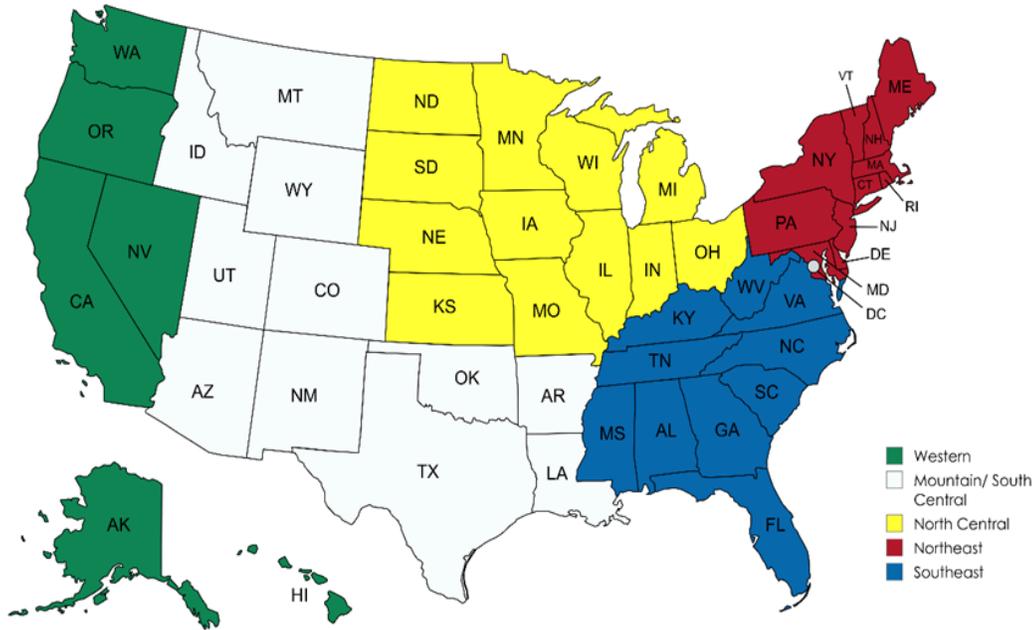
Section I	Executive Summary	Provides an introduction of the report and its overall objective as an alternative source of data for not-for-profit Foundations, our methodology, Foundation demographics and key findings.
Section II	Compensation Analysis	Reports compensation data effective as of September 1, 2025, for 23 job titles based on national, geographic location, and revenue size groupings.
Section III	Reference	Defines and explains terms used in this report, provides technical notes on report use and geographic breakdowns.

TCS is pleased to present this report on compensation and practices for not-for-profit Foundations. We believe that this report provides an accurate assessment of pay practices among these organizations.

If you have any questions on this report or would like to provide additional feedback on this survey, please contact Tom Bailey, Principal and Senior Compensation Consultant at (914) 255-8725 or email your questions to: tbailey@total-comp.com

Demographics of Foundations in the Report

Geographic Breakdown of Foundations in the Report

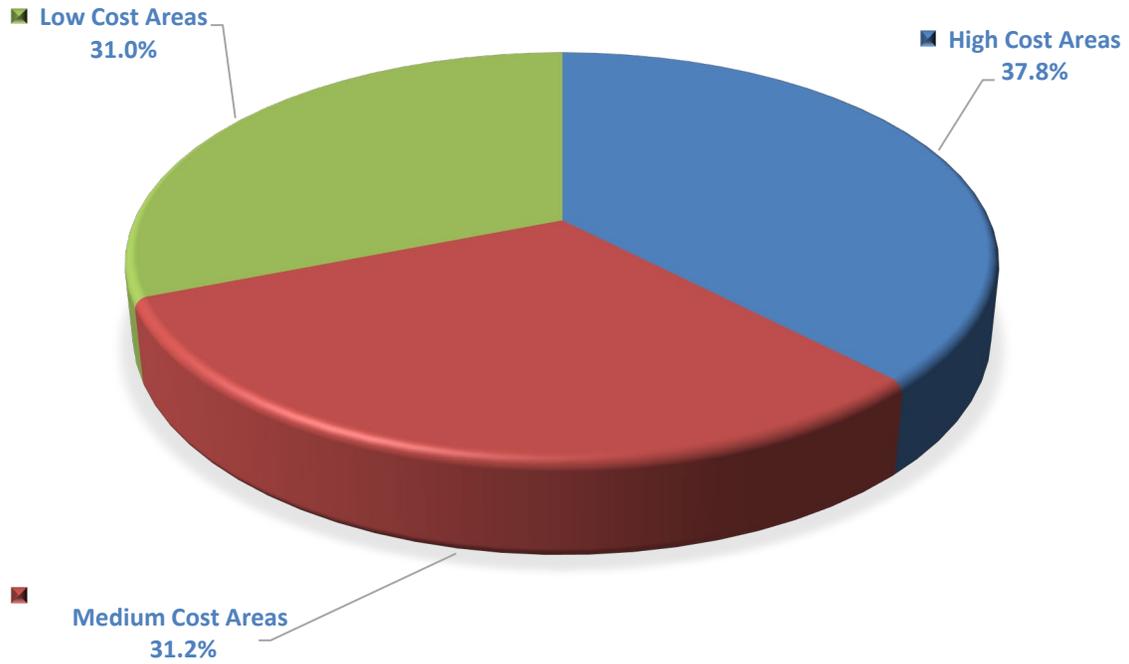


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Region	Number	Percentage
Northeast	185	29.1%
Southeast	94	14.8%
North Central	125	19.7%
Mountain/South Central	95	15.0%
Western	136	21.4%
Total	635	100.0%

Demographics of Foundations - continued

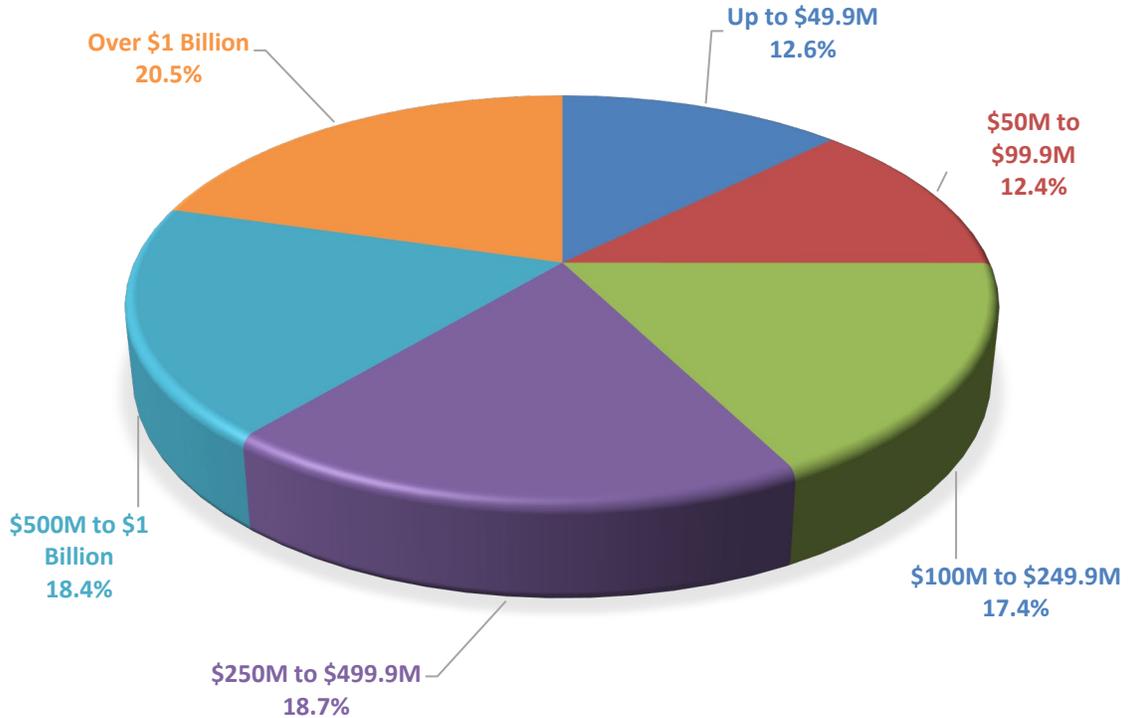
Cost of Labor Areas Breakdown of Foundations in Report



Cost of Labor	Number of Orgs.	Percent
High Cost Areas	240	37.8%
Medium Cost Areas	198	31.2%
Low Cost Areas	197	31.0%
Total	635	100.0%

Demographics of Foundations – continued

Asset Size Breakdown of Foundations in Report



Assets	Number of Cos.	Percentage
Up to \$49.9M	80	12.6%
\$50M to \$99.9M	79	12.4%
\$100M to \$249.9M	110	17.4%
\$250M to \$499.9M	119	18.7%
\$500M to \$1 Billion	117	18.4%
Over \$1 Billion	130	20.5%
Total	635	100%

0080 Chief Financial Officer

Finance Data:	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	333	333	430.2	430.2	34.5	61.0	135.2
All Companies - National	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Annual Base Salary (\$000s)	333	333	274.8	274.8	195.9	252.1	321.2
Actual Bonus %	170	170	13.7	13.7	4.0	8.7	17.0
Actual Bonus Paid (\$000s)	170	170	52.4	52.4	8.0	19.9	42.3
Total Cash Compensation (TCC) (\$000s)	333	333	301.5	301.5	203.9	258.7	352.9
Other Income (\$000s)	128	128	16.4	16.4	0.8	2.7	12.1
Retirement (\$000s)	305	305	28.8	28.8	10.7	19.4	35.3
Non-taxable Benefits (\$000s)	269	269	21.5	21.5	10.1	18.6	30.2
Total Remuneration (\$000s)	333	333	351.5	351.5	231.4	302.2	419.4
High Cost Areas (110% and Above of National Average)	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	120	120	781.3	781.3	34.0	61.1	162.6
Annual Base Salary (\$000s)	120	120	307.4	307.4	215.2	283.5	383.1
Actual Bonus %	56	56	14.4	14.4	4.0	7.0	15.3
Actual Bonus Paid (\$000s)	56	56	84.8	84.8	8.0	19.9	47.5
Total Cash Compensation (TCC) (\$000s)	120	120	346.9	346.9	218.8	300.6	393.9
Other Income (\$000s)	40	40	21.9	21.9	0.8	3.2	9.9
Retirement (\$000s)	107	107	31.6	31.6	11.3	20.3	40.7
Non-taxable Benefits (\$000s)	93	93	24.1	24.1	10.6	22.3	35.6
Total Remuneration (\$000s)	120	120	401.1	401.1	258.7	343.9	460.7
Medium Cost Areas (100% to 109.9% of National Avg.)	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	104	104	179.4	179.4	32.0	56.3	106.3
Annual Base Salary (\$000s)	104	104	260.1	260.1	189.6	251.1	296.9
Actual Bonus %	54	54	12.1	12.1	3.9	9.2	14.1
Actual Bonus Paid (\$000s)	54	54	34.8	34.8	7.5	19.2	38.2
Total Cash Compensation (TCC) (\$000s)	104	104	278.2	278.2	194.6	255.9	324.1
Other Income (\$000s)	39	39	16.3	16.3	0.9	2.1	12.2
Retirement (\$000s)	95	95	26.4	26.4	8.9	17.5	28.7
Non-taxable Benefits (\$000s)	80	80	19.3	19.3	9.8	16.6	27.6
Total Remuneration (\$000s)	104	104	323.3	323.3	225.9	284.1	388.9
Low Cost Areas (Below 100% of National Avg.)	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	109	109	283.0	283.0	40.9	63.8	135.2
Annual Base Salary (\$000s)	109	109	252.9	252.9	187.3	223.5	277.4
Actual Bonus %	60	60	14.5	14.5	4.7	10.6	19.7
Actual Bonus Paid (\$000s)	60	60	38.0	38.0	8.1	20.0	42.8
Total Cash Compensation (TCC) (\$000s)	109	109	273.8	273.8	196.7	238.2	308.1
Other Income (\$000s)	49	49	12.0	12.0	0.6	2.1	13.3
Retirement (\$000s)	103	103	28.1	28.1	12.6	19.7	33.0
Non-taxable Benefits (\$000s)	96	96	20.7	20.7	10.3	18.5	27.8
Total Remuneration (\$000s)	109	109	324.0	324.0	230.2	281.7	369.3

0080 Chief Financial Officer

	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue: Over \$1 Billion							
Revenue (\$000,000s)	8	8	13,320.4	13,320.4	1,964.1	2,373.6	8,518.1
Annual Base Salary (\$000s)	8	8	626.4	626.4	383.1	523.2	736.8
Total Cash Compensation (TCC) (\$000s)	8	8	1,078.9	1,078.9	390.2	626.3	817.6
Retirement (\$000s)	8	8	55.7	55.7	15.8	38.4	94.9
Non-taxable Benefits (\$000s)	6	6	33.5	33.5	17.9	20.6	43.0
Total Remuneration (\$000s)	8	8	1,267.0	1,267.0	456.9	731.0	1,002.4
Revenue: \$500M to \$1 Billion							
Revenue (\$000,000s)	11	11	674.1	674.1	563.0	633.7	770.7
Annual Base Salary (\$000s)	11	11	379.0	379.0	314.9	372.6	440.2
Total Cash Compensation (TCC) (\$000s)	11	11	439.0	439.0	394.0	424.0	486.0
Retirement (\$000s)	11	11	58.1	58.1	24.4	54.1	79.4
Non-taxable Benefits (\$000s)	9	9	29.7	29.7	23.9	30.8	36.6
Total Remuneration (\$000s)	11	11	528.8	528.8	466.6	528.9	598.1
Revenue: \$250M to \$499.9M							
Revenue (\$000,000s)	26	26	341.7	341.7	271.8	337.4	374.6
Annual Base Salary (\$000s)	26	26	329.1	329.1	253.8	328.3	376.3
Total Cash Compensation (TCC) (\$000s)	26	26	348.6	348.6	264.7	332.3	417.7
Retirement (\$000s)	23	23	39.3	39.3	18.6	24.4	35.9
Non-taxable Benefits (\$000s)	22	22	28.5	28.5	16.5	24.8	34.2
Total Remuneration (\$000s)	26	26	420.5	420.5	311.5	385.0	497.4
Revenue: \$100M to \$249.9M							
Revenue (\$000,000s)	66	66	154.2	154.2	114.9	146.4	185.3
Annual Base Salary (\$000s)	66	66	301.9	301.9	249.8	290.9	350.4
Total Cash Compensation (TCC) (\$000s)	66	66	327.9	327.9	256.3	308.6	377.1
Retirement (\$000s)	63	63	30.9	30.9	13.2	21.4	37.0
Non-taxable Benefits (\$000s)	59	59	20.7	20.7	9.3	19.6	29.2
Total Remuneration (\$000s)	66	66	380.7	380.7	301.4	355.1	439.4
Revenue: \$50M to \$99.9M							
Revenue (\$000,000s)	90	90	71.4	71.4	57.3	69.1	85.0
Annual Base Salary (\$000s)	90	90	251.5	251.5	190.0	228.6	288.6
Total Cash Compensation (TCC) (\$000s)	90	90	267.5	267.5	201.4	236.9	311.1
Retirement (\$000s)	81	81	27.8	27.8	10.7	19.4	33.4
Non-taxable Benefits (\$000s)	77	77	19.2	19.2	10.1	16.5	27.2
Total Remuneration (\$000s)	90	90	311.8	311.8	226.5	273.7	374.0
Revenue: Up to \$49.9M							
Revenue (\$000,000s)	132	132	28.7	28.7	20.7	29.6	39.6
Annual Base Salary (\$000s)	132	132	236.4	236.4	179.1	218.6	263.6
Total Cash Compensation (TCC) (\$000s)	132	132	243.7	243.7	184.0	223.6	270.6
Retirement (\$000s)	119	119	21.8	21.8	8.4	15.5	25.1
Non-taxable Benefits (\$000s)	96	96	20.6	20.6	9.2	18.5	29.4
Total Remuneration (\$000s)	132	132	280.2	280.2	210.9	259.6	317.1

0080 Chief Financial Officer

	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Assets: Over \$1 Billion							
Assets (\$000,000s)	76	76	3,216.7	3,216.7	1,283.7	1,883.9	3,005.3
Annual Base Salary (\$000s)	76	76	376.1	376.1	277.3	353.9	414.1
Total Cash Compensation (TCC) (\$000s)	76	76	446.0	446.0	300.6	378.4	445.4
Retirement (\$000s)	72	72	50.7	50.7	22.4	37.0	76.5
Non-taxable Benefits (\$000s)	55	55	25.1	25.1	13.1	21.9	31.2
Total Remuneration (\$000s)	76	76	528.1	528.1	349.1	441.2	541.6
Assets: \$500M to \$1 Billion							
Assets (\$000,000s)	60	60	710.7	710.7	588.0	715.7	830.0
Annual Base Salary (\$000s)	60	60	279.9	279.9	203.0	251.8	339.3
Total Cash Compensation (TCC) (\$000s)	60	60	293.7	293.7	207.0	265.6	377.1
Retirement (\$000s)	53	53	30.4	30.4	12.1	20.0	36.5
Non-taxable Benefits (\$000s)	43	43	20.4	20.4	10.5	16.5	31.3
Total Remuneration (\$000s)	60	60	337.1	337.1	241.0	309.4	433.6
Assets: \$250M to \$499.9M							
Assets (\$000,000s)	67	67	378.3	378.3	306.7	389.7	444.3
Annual Base Salary (\$000s)	67	67	241.0	241.0	187.6	217.8	264.1
Total Cash Compensation (TCC) (\$000s)	67	67	256.0	256.0	192.5	223.2	274.9
Retirement (\$000s)	65	65	25.6	25.6	10.5	17.3	29.4
Non-taxable Benefits (\$000s)	52	52	21.3	21.3	9.4	17.7	31.9
Total Remuneration (\$000s)	67	67	305.4	305.4	224.0	265.1	349.7
Assets: \$100M to \$249.9M							
Assets (\$000,000s)	51	51	156.7	156.7	117.4	145.3	186.1
Annual Base Salary (\$000s)	51	51	229.5	229.5	182.6	231.9	262.4
Total Cash Compensation (TCC) (\$000s)	51	51	242.4	242.4	194.5	239.3	269.2
Retirement (\$000s)	48	48	18.8	18.8	8.4	14.7	24.2
Non-taxable Benefits (\$000s)	46	46	20.6	20.6	12.3	18.3	27.0
Total Remuneration (\$000s)	51	51	280.2	280.2	228.8	272.3	318.7
Assets: \$50M to \$99.9M							
Assets (\$000,000s)	49	49	70.1	70.1	55.1	66.6	86.8
Annual Base Salary (\$000s)	49	49	244.7	244.7	192.7	250.3	285.1
Total Cash Compensation (TCC) (\$000s)	49	49	261.7	261.7	197.1	252.9	302.3
Retirement (\$000s)	42	42	16.3	16.3	7.9	15.6	20.5
Non-taxable Benefits (\$000s)	47	47	21.1	21.1	9.2	16.3	33.9
Total Remuneration (\$000s)	49	49	298.1	298.1	212.8	288.1	362.1
Assets: Up to \$49.9M							
Assets (\$000,000s)	30	30	30.1	30.1	22.0	29.4	38.1
Annual Base Salary (\$000s)	30	30	209.4	209.4	175.6	195.8	246.0
Total Cash Compensation (TCC) (\$000s)	30	30	218.3	218.3	180.1	199.9	252.8
Retirement (\$000s)	25	25	11.1	11.1	7.3	9.5	13.2
Non-taxable Benefits (\$000s)	26	26	18.1	18.1	6.1	16.7	24.0
Total Remuneration (\$000s)	30	30	244.8	244.8	201.0	225.3	287.5

0080 Chief Financial Officer

	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Northeast							
Revenue (\$000,000s)	90	90	116.0	116.0	34.2	56.3	99.4
Annual Base Salary (\$000s)	90	90	282.8	282.8	208.1	256.8	326.5
Total Cash Compensation (TCC) (\$000s)	90	90	299.8	299.8	212.5	271.6	367.2
Retirement (\$000s)	81	81	31.4	31.4	12.7	20.3	29.6
Non-taxable Benefits (\$000s)	76	76	22.9	22.9	8.9	20.1	35.3
Total Remuneration (\$000s)	90	90	354.6	354.6	253.9	316.2	443.8
Southeast							
Revenue (\$000,000s)	50	50	149.7	149.7	49.3	76.3	152.6
Annual Base Salary (\$000s)	50	50	254.8	254.8	192.0	230.0	275.1
Total Cash Compensation (TCC) (\$000s)	50	50	276.3	276.3	206.1	253.8	277.3
Retirement (\$000s)	45	45	28.0	28.0	10.5	19.4	33.0
Non-taxable Benefits (\$000s)	42	42	19.1	19.1	8.9	16.6	23.6
Total Remuneration (\$000s)	50	50	323.2	323.2	240.8	281.3	326.4
North Central							
Revenue (\$000,000s)	62	62	526.1	526.1	40.3	80.0	169.0
Annual Base Salary (\$000s)	62	62	260.9	260.9	187.8	234.5	299.8
Total Cash Compensation (TCC) (\$000s)	62	62	285.2	285.2	192.7	248.2	334.0
Retirement (\$000s)	58	58	21.6	21.6	8.3	16.6	26.3
Non-taxable Benefits (\$000s)	53	53	23.1	23.1	13.5	20.4	30.2
Total Remuneration (\$000s)	62	62	330.0	330.0	224.1	282.4	381.5
South Central / Mountain							
Revenue (\$000,000s)	55	55	110.9	110.9	32.1	59.0	103.3
Annual Base Salary (\$000s)	55	55	255.1	255.1	184.6	254.5	294.5
Total Cash Compensation (TCC) (\$000s)	55	55	273.8	273.8	195.8	254.5	353.7
Retirement (\$000s)	53	53	29.4	29.4	10.5	19.4	43.5
Non-taxable Benefits (\$000s)	42	42	19.2	19.2	9.4	16.6	23.8
Total Remuneration (\$000s)	55	55	319.4	319.4	224.7	306.2	417.1
Western							
Revenue (\$000,000s)	76	76	1,139.7	1,139.7	27.6	58.3	151.3
Annual Base Salary (\$000s)	76	76	304.0	304.0	206.4	269.9	373.0
Total Cash Compensation (TCC) (\$000s)	76	76	353.5	353.5	208.5	283.7	385.7
Retirement (\$000s)	68	68	31.9	31.9	11.1	24.3	44.8
Non-taxable Benefits (\$000s)	56	56	21.4	21.4	11.0	21.3	31.0
Total Remuneration (\$000s)	76	76	407.5	407.5	228.7	322.7	454.6

0080 Chief Financial Officer

	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Atlanta, Marietta & Decatur, GA							
Revenue (\$000,000s)	7	7	143.4	143.4	52.1	54.2	237.7
Annual Base Salary (\$000s)	7	7	261.4	261.4	238.7	276.7	286.1
Total Cash Compensation (TCC) (\$000s)	7	7	278.5	278.5	238.7	276.7	288.1
Total Remuneration (\$000s)	7	7	330.9	330.9	277.8	310.1	348.9
Chicago, IL							
Revenue (\$000,000s)	6	6	471.2	471.2	51.5	90.3	106.9
Annual Base Salary (\$000s)	6	6	270.5	270.5	231.3	274.7	313.9
Total Cash Compensation (TCC) (\$000s)	6	6	303.2	303.2	242.5	289.2	329.0
Total Remuneration (\$000s)	6	6	334.1	334.1	271.9	313.2	377.6
Dallas & Fort Worth, TX							
Revenue (\$000,000s)	7	7	101.8	101.8	65.0	100.6	102.0
Annual Base Salary (\$000s)	7	7	323.4	323.4	271.2	291.3	330.4
Total Cash Compensation (TCC) (\$000s)	7	7	355.7	355.7	296.2	354.5	376.1
Total Remuneration (\$000s)	7	7	406.2	406.2	314.9	404.8	455.0
Los Angeles, Long Beach & Anaheim, CA							
Revenue (\$000,000s)	4	4	100.6	100.6	30.6	61.7	131.6
Annual Base Salary (\$000s)	4	4	419.0	419.0	417.4	422.8	424.3
Total Cash Compensation (TCC) (\$000s)	4	4	419.0	419.0	417.4	422.8	424.3
Total Remuneration (\$000s)	4	4	476.4	476.4	470.9	476.1	481.6
New York City (All Five Boroughs)							
Revenue (\$000,000s)	10	10	140.2	140.2	38.4	59.3	275.9
Annual Base Salary (\$000s)	10	10	387.5	387.5	261.7	414.7	470.5
Total Cash Compensation (TCC) (\$000s)	10	10	396.2	396.2	274.6	436.3	477.3
Total Remuneration (\$000s)	10	10	458.2	458.2	316.6	498.7	567.9
San Francisco, Oakland & Palo Alto, CA							
Revenue (\$000,000s)	8	8	9,446.6	9,446.6	15.0	70.5	120.3
Annual Base Salary (\$000s)	8	8	469.2	469.2	295.1	371.0	423.5
Total Cash Compensation (TCC) (\$000s)	8	8	853.6	853.6	299.6	371.0	423.5
Total Remuneration (\$000s)	8	8	986.1	986.1	362.2	428.5	474.1
Washington, DC, Arlington, VA & Baltimore, MD							
Revenue (\$000,000s)	15	15	162.7	162.7	60.0	101.0	219.2
Annual Base Salary (\$000s)	15	15	278.4	278.4	212.5	259.4	334.4
Total Cash Compensation (TCC) (\$000s)	15	15	302.1	302.1	212.5	309.1	357.7
Total Remuneration (\$000s)	15	15	345.4	345.4	248.3	364.4	395.1



Total Compensation Solutions is a human resources consulting firm dedicated to *assisting clients in achieving their strategic compensation objectives*. Our approach to compensation and benefits issues is to utilize data to identify best practices in the marketplace. Our research spans a variety of topics including:

- Board Compensation
- Executive, Middle Management and Staff Compensation
- Performance Management
- Organization Structure
- Health and Welfare and
- Retirement Benefits

With client interaction, we gather and report information on compensation, personnel practices and benefits and we apply the most effective, market-driven solution to each organization's unique set of circumstances.

TCS is located in Armonk, NY. For more information about Total Compensation Solutions, please visit our Website www.total-comp.com or contact Tom Bailey tbailey@total-comp.com at:

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