

Analysis of Projected 2009 Salary Increases

Projected Salary Increase Budget Detail by Employee Level						
<i>Includes Merit plus Other increases such as promotions and market adjustments</i>						
Survey Source	Projected Total Pay Increases - 2009			Actual Total Pay Increases - 2008		
	Executive	Exempt	Non-Exempt	Executive	Exempt	Non-Exempt
WorldatWork 2008-09 Salary Budget Survey	4.0%	3.9%	3.8%	4.0%	3.9%	3.8%
ERI Salary Increase Survey 2009	4.3%	4.0%	3.8%	4.2%	4.1%	3.9%
The Conference Board	3.9%	3.8%	3.75%	3.8%	3.8%	3.8%
Compdata Survey (Merit only)		3.62%			3.6%	
BLR (Merit only)	3.8%	3.8%	3.6%	3.8%	3.8%	3.6%
Watson Wyatt (Merit Only)		3.5%	3.5%		3.5%	3.5%

*Sources: WorldatWork Salary Budget Survey for 2008/2009
 ERI Salary Increase Survey for 2009
 CompData Surveys, Watson Wyatt, Conference Board Press Releases
 BLR 2009 Annual Pay Budget Survey*

Projected Salary Structure Increases by Employee Level						
<i>Includes only adjustments to salary range midpoints or bands</i>						
Survey Source	Projected Structure Increases - 2009			Actual Structure Increases - 2008		
	Executive	Exempt	Non-Exempt	Executive	Exempt	Non-Exempt
ERI Salary Increase Survey 2008	2.6%	2.6%	2.5%	2.7%	2.7%	2.5%
WorldatWork 2008-09 Salary Budget Survey	2.7%	2.7%	2.6%	2.6%	2.5%	2.5%

*Sources: WorldatWork Salary Budget Survey for 2008/2009
 ERI Salary Increase Survey for 2009*

Sixty-six (66%) of U.S. companies have identified contingency plans should economy continue its slowdown *	
Type of Plan	% Considering
Layoff	52%
Organization Restructuring	46%
Hiring Freeze	35%
Smaller Pay Raises	27%
Salary Freeze	13%
Early Retirement Offers	9%
Reduced Workweek	8%

Source Watson Wyatt Press Release