

Summary of Projected 2010 Salary Increases

Projected Salary Increase Budget by Employee Level <i>Includes Companies who Project 0%</i>						
Survey Source	Projected Pay Increases - 2010			Actual Pay Increases - 2009		
	Executive	Exempt	Non-Exempt	Executive	Exempt	Non-Exempt
WorldatWork	2.8%	2.8%	2.8%	2.0%	2.2%	2.1%
Hewitt Associates	2.6%	2.7%	2.6%	1.4%	1.8%	1.9%
Mercer	2.6%	2.6%	2.6%	2.0%	2.2%	2.2%
Watson Wyatt	2.8%	2.8%	2.7%	2.2%	2.2%	2.2%
Comp data Survey (Merit only)	2.5%	2.5%	2.5%	2.6%	2.6%	2.6%
Culpepper	2.7%	2.7%	2.7%	1.6%	1.6%	1.6%
BLR (Merit only)	N/A	2.0%	2.0%	N/A	1.5%	1.5%

Projected Salary Increase Budget by Employee Level <i>Excludes 0%</i>						
Survey Source	Projected Pay Increases - 2010			Actual Pay Increases - 2009		
	Executive	Exempt	Non-Exempt	Executive	Exempt	Non-Exempt
WorldatWork	3.3%	3.2%	3.2%	3.5%	3.2%	3.2%
Mercer	3.0%	2.9%	2.9%	3.3%	3.2%	3.1%
Watson Wyatt	3.1%	3.1%	3.1%	3.2%	3.1%	3.1%
Culpepper	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%

Sources

WorldatWork Salary Budget Survey for 2009-10
 Watson Wyatt 2009/2010 Salary Budget Survey
 2009/2010 U.S. Compensation Planning Survey
 CompData Pay Increase Budget Survey
 Culpepper 2009-2010 Salary Budget and Planning Survey
 BLR 2010 Annual Pay Budget Survey

Projected Salary Structure Increase by Employee Level <i>Includes only adjustments to salary range midpoints or bands</i>						
Survey Source	Projected Structure Increases - 2010			Actual Structure Increases - 2009		
	Executive	Exempt	Non-Exempt	Executive	Exempt	Non-Exempt
WorldatWork	1.8%	1.8%	1.8%	1.4%	1.5%	1.5%
Watson Wyatt	2.0%	2.0%	1.9%	1.8%	1.8%	1.8%

Sources

WorldatWork Salary Budget Survey for 2009-10
 Watson Wyatt 2009/2010 Salary Budget Survey

Analysis of Salary Budget Trends

1975-2009

<u>Year</u>	<u>Job Level</u>		
	<u>Clerical/ Technical</u>	<u>Professional/ Managers</u>	<u>Executives</u>
1975	9.4%	8.9%	8.6%
1976	8.4%	8.2%	8.2%
1977	8.4%	8.2%	8.4%
1978	8.5%	8.4%	8.5%
1979	8.2%	8.0%	7.8%
1980	10.1%	9.9%	9.7%
1981	10.6%	10.5%	10.6%
1982	9.1%	9.1%	8.9%
1983	6.8%	6.9%	6.9%
1984	6.4%	6.5%	6.8%
1985	6.2%	6.4%	6.7%
1986	5.7%	5.9%	6.3%
1987	5.0%	5.2%	5.5%
1988	5.1%	5.2%	5.6%
1989	5.2%	5.4%	5.7%
1990	5.4%	5.5%	5.8%
1991	5.0%	5.0%	5.1%
1992	4.6%	4.7%	4.8%
1993	4.2%	4.3%	4.4%
1994	4.0%	4.0%	4.1%
1995	3.9%	4.0%	4.1%
1996	4.0%	4.1%	4.3%
1997	4.1%	4.3%	4.5%
1998	4.2%	4.5%	4.6%
1999	4.2%	4.4%	4.5%
2000	4.4%	4.6%	4.8%
2001	4.4%	4.6%	4.7%
2002	3.7%	3.9%	4.0%
2003	3.4%	3.6%	3.6%
2004	3.4%	3.6%	3.6%
2005	3.6%	3.7%	3.8%
2006	3.7%	3.8%	3.9%
2007	3.8%	3.9%	4.1%
2008	3.8%	3.9%	4.0%
2009	2.1%	2.2%	2.0%

Source: WorldatWork Salary Budget Survey for 2009/2010

Data from over 2,800 companies in the U.S.