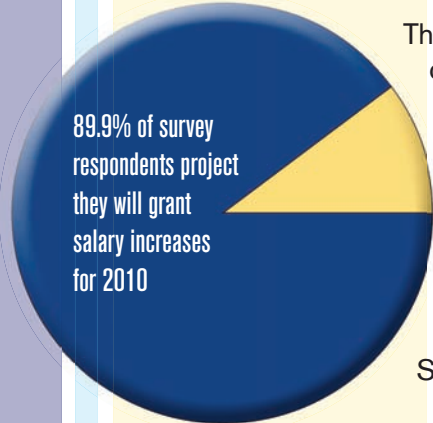


## U.S. Salary Budget Survey Results Preview

We are pleased to present you with the **2009/2010 Salary Budget Survey** results preview.

Your preview includes data on total salary increases; salary range increases; promotional increases; variable pay and salary increases related to performance ratings. The data are broken down by employee groups, including executive; management, excluding executives; exempt, non-management; nonexempt salaried and nonexempt hourly.

The mean salary increases and salary range increases are reported with zero-percent responses excluded, and with zero-percent responses included.



89.9% of survey respondents project they will grant salary increases for 2010

10.1% of survey respondents are projecting no salary increases for 2010, a dramatic decline from the 24.7% who did not budget for increases in 2009.

The **2009/2010 Salary Budget Survey** was conducted in early May through the end of June. The complete results, available in late August, are based on the responses of 894 U.S. organizations.

The **2009/2010 Salary Budget Survey Report** will be available for purchase by nonparticipants for \$500. To purchase the report, please contact Customer Service toll free at 877/906-8700.

### Get your copy of the full report via **COMPQUEST Online**

This user-friendly powerful report-writing tool, using data extracted from our survey database, enables you to create customized reports based on your selection of geographic areas, industry classifications and organization sizes. In addition, this user-friendly software also assists you in comparing your organization's data against a focus group that you create (organizations you have defined as "relevant" per data delineations using geographic area, profit status or industry classification).

With **COMPQUEST Online**, you will be able to view:

- Comparative geographic and industry data on which to base your entire compensation program;
- Merit and total increase statistics reported as a percentage of total base salaries that were granted in 2008, budgeted in 2009 and projected for 2010;
- Salary range midpoints increases for 2008, budgeted for 2009 and projected for 2010.



# Salary Increases

## Total Increases, Percent of Salary (Where Companies Granted Increases)

Entire Sample Combined						
	2008 Salary Increases		2009 Salary Increases		2010 Salary Increases	
	Avg. % Granted	No. of Responses	Avg. % Budgeted	No. of Responses	Avg. % Projected	No. of Responses
Executive	4.1%	539	3.3%	408	3.2%	468
Management, Excluding Executives	3.8%	613	3.1%	479	3.1%	514
Exempt, Non-Management	3.7%	612	3.1%	493	3.1%	512
Nonexempt Salaried	3.7%	405	3.1%	337	3.1%	346
Nonexempt Hourly	3.6%	514	3.1%	422	3.0%	437

## Total Increases, Percent of Salary (Including Companies Granting No Increases)

Entire Sample Combined						
	2008 Salary Increases		2009 Salary Increases		2010 Salary Increases	
	Avg. % Granted	No. of Responses	Avg. % Budgeted	No. of Responses	Avg. % Projected	No. of Responses
Executive	3.7%	591	2.1%	646	2.8%	539
Management, Excluding Executives	3.6%	636	2.2%	684	2.8%	568
Exempt, Non-Management	3.5%	633	2.2%	682	2.8%	565
Nonexempt Salaried	3.4%	434	2.2%	484	2.7%	396
Nonexempt Hourly	3.5%	531	2.3%	573	2.7%	487

# Salary Range Increases

## Salary Midpoint Adjustments

Entire Sample Combined								
Organizations That Adjusted Salary Range Midpoints in 2008			Organizations That Adjusted or Plan to Adjust Salary Range Midpoints in 2009			Organizations That Plan to Adjust Salary Range Midpoints in 2010		
No. of Orgs.	Percentage of Orgs.	No. of Responses	No. of Orgs.	Percentage of Orgs.	No. of Responses	No. of Orgs.	Percentage of Orgs.	No. of Responses
536	70.4%	761	397	52.5%	756	462	65.9%	701

## Average Increases to Salary Range Midpoints (In Companies Adjusting Ranges)

Entire Sample Combined						
	2008 Actual Increase to Salary Range Midpoints		2009 Planned Increase to Salary Range Midpoints		2010 Projected Increase to Salary Range Midpoints	
	Avg. Increase as % of Salary	No. of Responses	Avg. Increase as % of Salary	No. of Responses	Avg. Increase as % of Salary	No. of Responses
Executive	3.2%	346	3.0%	258	2.7%	280
Management, Excluding Executives	2.9%	482	2.8%	358	2.6%	368
Exempt, Non-Management	2.8%	485	2.8%	358	2.6%	369
Nonexempt Salaried	2.8%	331	2.8%	245	2.6%	259
Nonexempt Hourly	2.8%	370	2.7%	270	2.7%	295

## Average Increases to Salary Range Midpoints (Including Companies not Adjusting Ranges)

Entire Sample Combined						
	2008 Actual Increase to Salary Range Midpoints		2009 Planned Increase to Salary Range Midpoints		2010 Projected Increase to Salary Range Midpoints	
	Avg. Increase as % of Salary	No. of Responses	Avg. Increase as % of Salary	No. of Responses	Avg. Increase as % of Salary	No. of Responses
Executive	2.5%	440	1.8%	443	2.0%	380
Management, Excluding Executives	2.6%	556	1.9%	546	2.0%	471
Exempt, Non-Management	2.5%	560	1.8%	547	2.0%	473
Nonexempt Salaried	2.4%	392	1.8%	383	1.9%	341
Nonexempt Hourly	2.3%	441	1.7%	437	2.1%	379

# Promotional Increases

## Formal Promotional Increase Budgets

Entire Sample Combined		
Organizations That Have an Established Formal Promotional Increase Budget		
No. of Organizations	% of Organizations	No. of Responses
214	26.3%	814

## Average Overall Promotional Increase Budget as a Percent of Total Base Salary

Entire Sample Combined				
25th Percentile	Median	75th Percentile	Average	No. of Responses
0.5%	1.0%	5.0%	3.0%	203

# Variable Pay

## Short-Term Incentive/Bonus

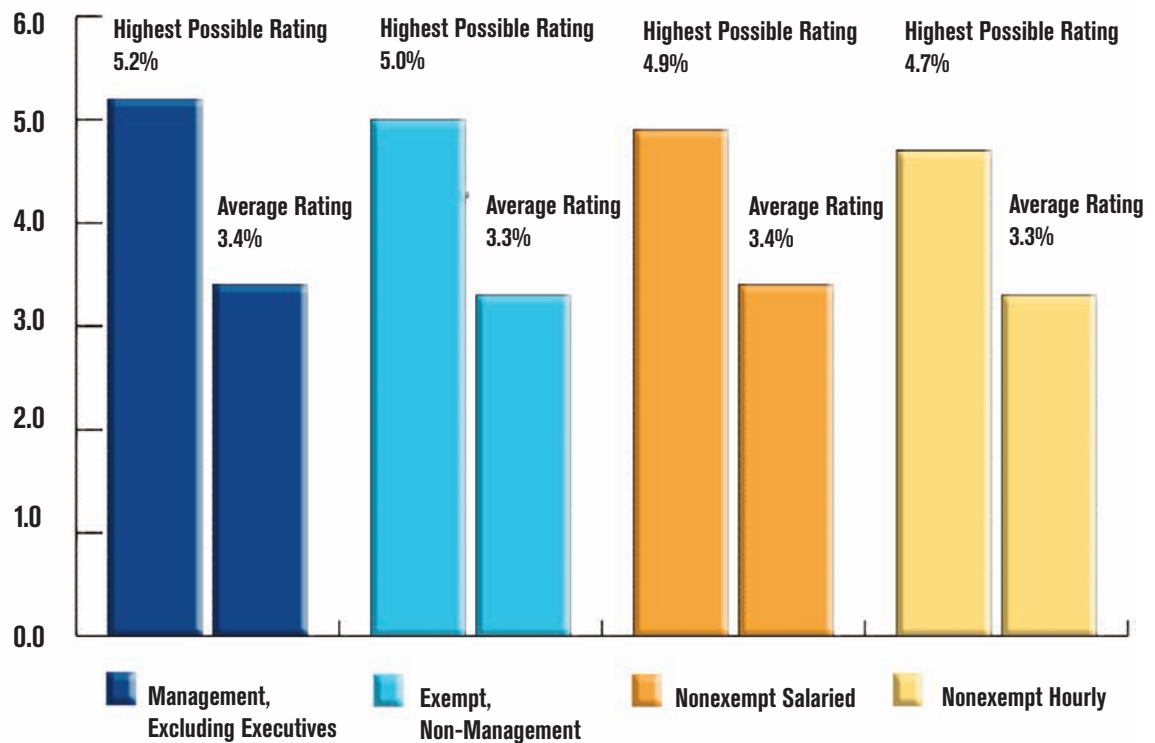
Entire Sample Combined							
	2008 Actual Short-Term Incentive/Bonus Granted (as % of Total Base Salaries)		2009 Actual Short-Term Incentive/Bonus Budgeted (as % of Total Base Salaries)		2010 Actual Short-Term Incentive/Bonus Projected (as % of Total Base Salaries)		No. of Resp.
	Average	Median	Average	Median	Average	Median	
Executive	38.1%	32.9%	38.1%	35.0%	37.8%	35.0%	404
Management, Excl. Executives	18.5%	15.0%	18.6%	15.0%	18.2%	15.0%	435
Exempt, Non-Management	10.9%	8.0%	11.3%	8.4%	10.5%	9.0%	359
Nonexempt Salaried	8.1%	5.0%	7.5%	5.0%	6.2%	5.0%	209
Nonexempt Hourly	7.3%	4.0%	7.0%	5.0%	5.8%	5.0%	221

## Low Cost Recognition/Spot Awards

Entire Sample Combined							
	2008 Actual Low Cost Recognition/Spot Awards Granted (as % of Total Base Salaries)		2009 Actual Low Cost Recognition/Spot Awards Budgeted (as % of Total Base Salaries)		2010 Actual Low Cost Recognition/Spot Awards Projected (as % of Total Base Salaries)		No. of Resp.
	Average	Median	Average	Median	Average	Median	
Executive	10.0%	2.0%	6.1%	1.0%	6.0%	1.0%	27
Management, Excl. Executives	8.0%	2.0%	6.0%	1.1%	6.3%	2.0%	78
Exempt, Non-Management	6.9%	2.0%	4.8%	1.1%	5.1%	2.0%	110
Nonexempt Salaried	6.5%	1.5%	4.7%	1.0%	4.8%	1.2%	71
Nonexempt Hourly	7.5%	1.2%	4.6%	1.0%	5.3%	2.0%	84

# Salary Increases Related to Performance Ratings

## Performance Ratings and Average Salary Increases



	Average Salary Increase % Granted for those with Highest Possible Rating	Average Salary Increase % Granted for those with Above Average Rating	Average Salary Increase % Granted for those with Average Rating	Average Salary Increase % Granted for those with Below Average Rating	No. of Resp.
Management, Excluding Executives	5.2%	4.1%	3.4%	1.8%	684
Exempt, Non-Management	5.0%	4.1%	3.3%	1.8%	679
Nonexempt Salaried	4.9%	4.2%	3.4%	1.8%	444
Nonexempt Hourly	4.7%	4.0%	3.3%	2.0%	474

# Salary Increases Related to Performance Ratings

## Performance Ratings and Average Salary Increases for Management, Excluding Executives

Performance Rating	Average % of Incumbents Rated at this Level	Average Salary Increase Granted
Highest Possible Rating	14.3%	5.2%
Above Average Rating	32.0%	4.1%
Average Rating	49.2%	3.4%
Below Average Rating	4.3%	1.8%
Number of Responses 684		

## Performance Ratings and Average Salary Increases for Exempt, Non-Management

Performance Rating	Average % of Incumbents Rated at this Level	Average Salary Increase Granted
Highest Possible Rating	11.3%	5.0%
Above Average Rating	30.2%	4.1%
Average Rating	53.1%	3.3%
Below Average Rating	5.2%	1.8%
Number of Responses 679		

## Performance Ratings and Average Salary Increases for Nonexempt Salaried

Performance Rating	Average % of Incumbents Rated at this Level	Average Salary Increase Granted
Highest Possible Rating	9.1%	4.9%
Above Average Rating	27.2%	4.2%
Average Rating	57.4%	3.4%
Below Average Rating	6.1%	1.8%
Number of Responses 444		

## Performance Ratings and Average Salary Increases for Nonexempt Hourly

Performance Rating	Average % of Incumbents Rated at this Level	Average Salary Increase Granted
Highest Possible Rating	9.7%	4.7%
Above Average Rating	26.2%	4.0%
Average Rating	57.6%	3.3%
Below Average Rating	6.3%	2.0%
Number of Responses 474		