

## 29TH ANNUAL REPORT ON THE 2002-03

# TOTAL SALARY INCREASE BUDGET SURVEY

### *WorldatWork*

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WorldatWork, formerly the American Compensation Association and the Canadian Compensation Association, is the world's leading not-for-profit professional association dedicated to knowledge leadership in compensation, benefits and total rewards. Founded in 1955, WorldatWork focuses on disciplines associated with attracting, retaining and motivating employees. In addition to providing professional affiliation, WorldatWork offers highly acclaimed certification (CCP®, CBP™ and GRP®) and education programs, the monthly *workspan*® magazine, online information resources, surveys, publications, conferences, research and networking opportunities.



*The Professional Association for  
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## SUPPLEMENTAL REPORTS

WorldatWork offers confidential supplemental reports for purchase, based on data collected in the *2002-03 Total Salary Increase Budget Survey*. These special reports provide salary increase data for groups of 10 to 25 organizations selected from the list of survey respondents that authorized the use of data for this purpose. See last page of report for details.

The 2002-03 edition of WorldatWork's *Total Salary Increase Budget Survey*, the largest survey of its kind, marks the 29th year of the report.

## INDUSTRY GROUPINGS

As a result of the North American Industry Classification System (NAICS) replacing the Standard Industrial Classification System (SIC), results are reported for the following industry groupings. The industry breakouts are different from reports published prior to 1998, with minor changes for 2002-03.

<b>Accommodation &amp; Food Services</b> Lodging and food services and drinking places	<b>Food &amp; Beverage (Mfg.)</b> Food, beverage and tobacco	<b>Plastics and Rubber Products (Mfg.)</b>	Support activities, postal, couriers, messengers, warehousing and storage
<b>Apparel &amp; Textiles (Mfg.)</b>	<b>Health Care</b> Ambulatory health care services, hospitals, nursing and residential care facilities and social assistance	<b>Printing (Mfg.)</b>	<b>Utilities</b>
<b>Arts &amp; Entertainment</b> Performing arts, spectator sports, museums, amusement, gambling and recreation industries, motion picture, sound, internet	<b>Information Services &amp; Data Processing</b>	<b>Professional, Scientific, &amp; Technical Services</b>	<b>Wholesale – Durable Goods</b>
<b>Broadcasting &amp; Telecommunications Broadcasting</b>	<b>Internet Publishing Service, Web Search</b>	<b>Public Administration</b> Executive, legislative, public finance, general government support, justice, public order, safety, administration of human resource programs, environmental quality, housing, urban planning, community development, economic programs, space research, national security and international affairs	<b>Wholesale – Nondurable Goods</b>
<b>Chemical Manufacturing</b>	<b>Insurance Carriers</b>	<b>Publishing Industries</b>	<b>Wholesale – Electronic Markets</b>
<b>Commercial Banking</b>	<b>Machinery Manufacturing</b>	<b>Retail Establishments All</b>	<b>All Other Finance</b> Funds, trusts, real estate, rental and leasing services and owners and lessors of other nonfinancial assets
<b>Computer &amp; Electronic Products (Mfg.)</b>	<b>Manufacturing – Miscellaneous</b> Wood, nonmetallic mineral products, furniture and miscellaneous	<b>Security &amp; Commodities Brokers</b>	<b>All Other Services (Except Public Administration)</b> Management of companies, administrative and support services, waste management and remediation services, repair and maintenance, personal and laundry services, religious, grantmaking, civic and professional organizations
<b>Construction</b> Building, developing, general contracting, heavy construction and special trade contractors	<b>Metals – Fabricated (Mfg.)</b>	<b>Transportation</b> Air, rail, water, truck, transit and ground passenger, pipeline, scenic and sightseeing	<b>Unclassified Establishments</b>
<b>Credit Unions</b>	<b>Metals – Primary (Mfg.)</b>	<b>Transportation Equipment (Mfg.)</b>	
<b>Educational Services</b>	<b>Mining, including Oil &amp; Gas Extraction industries</b>	<b>Transportation Support</b>	
<b>Electrical Equipment (Mfg.)</b>	<b>Paper Products (Mfg.)</b>		
	<b>Petroleum &amp; Coal Products (Mfg.)</b>		

## REPORTING FORMAT

The detailed data on the 40 industry groups show types and amounts of increases granted. Data for the United States and four geographic regions (Central, Eastern, Southern and Western) are reported separately for four categories of employees\*:

- 1) Nonexempt hourly nonunion employees covered by the Fair Labor Standards Act of 1938 (FLSA)
- 2) Nonexempt salaried employees covered by FLSA
- 3) Exempt employees – not subject to FLSA
- 4) Officers and executives.

Data for Canada are reported separately for four categories of employees\*:

- 1) Nonmanagement hourly nonunion employees
- 2) Nonmanagement salaried employees
- 3) Management salaried employees
- 4) Officers and executives.

\*See "Survey Definitions" on page 90 for more detailed information.



## EXECUTIVE SUMMARY OF TRENDS

WorldatWork's 2002-2003 Total Salary Increase Budget Survey marks the 29th consecutive year the association has conducted the benchmark survey. This year's survey includes 2,572 U.S. companies representing 12,929,768 employees and 260 Canadian companies representing 627,163 employees. Respondents represented a broad cross-section of industries, including construction, manufacturing, transportation, publishing, information services, utilities, mining, health care, wholesale trade, retail trade and public administration.

### MAJOR TRENDS IN 2002-03

- U.S. salary increases dropped by at least 0.6 percent in each of the four employee categories.
- Canadian salary increases, which climbed closer to U.S. levels last year, once again dropped below 4 percent in the four employee categories.
- Ten percent fewer employees in both the United States (85 percent) and Canada (84 percent) will receive a base salary increase compared to 2001.
- Despite stock market volatility, stock remains a strong component of variable pay. Fifty-eight percent of companies offer some form of stock-based pay in 2002, versus 55.9 percent in 2001.
- The outright granting of large amounts of stock shares, however, appears to be losing favor. Fifty-two percent of companies report an expected decrease in the size of stock grants in 2002.
- Variable pay awards have decreased in 2002-03. Most companies report that they are awarding less than the amount they had budgeted for variable pay.
- The labor market has eased considerably. Only 36.1 percent of companies report difficulty with attraction and retention, compared to 70.8 percent in 2001.



## SURVEY HIGHLIGHTS – UNITED STATES

### SALARY BUDGET INCREASES

Salary increases for 2002 were significantly lower than the projections from May 2001. The decrease was 0.6 percent for the nonexempt hourly (from 4.3 percent to 3.7 percent) and exempt salaried (from 4.5 percent to 3.9 percent); 0.7 percent for the nonexempt salaried (from 4.4 percent to 3.7 percent); and 0.7 percent for officer/executive (from 4.7 percent to 4.0 percent). The trend for projections in 2003 is slightly better, with an increase for all groups of 0.2 percent or 0.3 percent.

Two employee groups in this year's survey dropped to their lowest salary increase figures since WorldatWork began tracking this information in 1974. The nonexempt salaried group (3.7 percent) and the officer/executive group (4.0 percent) both set all-time low marks this year. The nonexempt hourly nonunion group dropped to its lowest level (3.7 percent) since 1996, and the exempt salaried employees group (often regarded as the benchmark of the survey) dropped to its lowest mark (3.9 percent) since 1995.

However, projections for 2003 are slightly higher, which combined with an expected lower inflation rate provides a positive outlook for next year's salary increase figures.

The salary increases in the following tables consist of general or cost-of-living adjustment (COLA) amounts, merit increases and "other" adjustments. The "other" adjustments reflect market- or equity-related increases and exclude promotions.

### TOTAL SALARY BUDGET INCREASES

	Total Salary Increases					Number of Months Between Increases	
	Projected 2001	Actual 2001	Projected 2002	Actual 2002	Projected 2003	Actual 2002	Projected 2003
Nonexempt Hourly Nonunion Employees (NHNE)	4.3%	4.3%	4.3%	3.7%	3.9%	12.1	12.1
Nonexempt Salaried Employees (NSE)	4.4%	4.4%	4.4%	3.7%	4.0%	12.4	12.3
Exempt Salaried Employees (ESE)	4.5%	4.6%	4.5%	3.9%	4.1%	12.4	12.3
Officers/Executives (O/E)	4.7%	4.7%	4.7%	4.0%	4.3%	12.7	12.5

## SALARY BUDGET INCREASES BY REGION

2002 ACTUAL SALARY BUDGET				2003 PROJECTED SALARY BUDGET			
<b>Central Region</b>		<b>Eastern Region</b>		<b>Central Region</b>		<b>Eastern Region</b>	
NHNE	3.5%	NHNE	3.6%	NHNE	3.8%	NHNE	3.9%
NSE	3.5%	NSE	3.6%	NSE	3.9%	NSE	4.0%
ESE	3.7%	ESE	3.8%	ESE	4.0%	ESE	4.1%
O/E	3.8%	O/E	3.8%	O/E	4.2%	O/E	4.2%
<b>Western Region</b>		<b>Southern Region</b>		<b>Western Region</b>		<b>Southern Region</b>	
NHNE	3.7%	NHNE	3.7%	NHNE	4.0%	NHNE	3.9%
NSE	3.6%	NSE	3.7%	NSE	4.0%	NSE	4.0%
ESE	3.8%	ESE	3.8%	ESE	4.1%	ESE	4.1%
O/E	3.9%	O/E	3.9%	O/E	4.3%	O/E	4.3%

## SALARY BUDGET TRENDS

Year	Nonexempt Hourly Nonunion (NHNE)	Nonexempt Salaried (NSE)	Exempt Salaried (ESE)	Officers/ Executives (O/E)
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	3.8%	4.0%	4.1%	4.3%
1997	4.1%	4.1%	4.3%	4.5%
1998	4.1%	4.2%	4.5%	4.6%
1999	4.1%	4.2%	4.4%	4.5%
2000	4.3%	4.4%	4.6%	4.8%
2001	4.3%	4.4%	4.6%	4.7%
2002	3.7%	3.7%	3.9%	4.0%
2003 Projected	3.9%	4.0%	4.1%	4.3%

## SALARY STRUCTURE ADJUSTMENTS

The 2001 salary structure adjustments are down from actual 2001 adjustments and, in all categories the adjustments are down from the projections made a year ago. The 2003 projections indicate a slight increase in structure move for the nonexempt salaried, exempt salaried and officer/executive groups.

Salary structures refer to a schedule of formal salary ranges with established minimums and maximums. Organizations often will have a control point (often the midpoint) within each salary range. As a general rule, the numbers displayed below refer to the percentage increase in the salary structure pay line encompassing all salary range control points.

### SALARY STRUCTURE INCREASES

	Projected 2001	Actual 2001	Projected 2002	Actual 2002	Projected 2003
Nonexempt Hourly Nonunion Employees (NHNE)	2.9%	3.0%	3.0%	2.3%	2.6%
Nonexempt Salaried Employees (NSE)	3.0%	3.1%	3.0%	2.4%	2.7%
Exempt Salaried Employees (ESE)	3.1%	3.2%	3.1%	2.5%	2.8%
Officers/Executives (O/E)	3.1%	3.0%	3.1%	2.4%	2.7%

### SALARY STRUCTURE INCREASES BY REGION

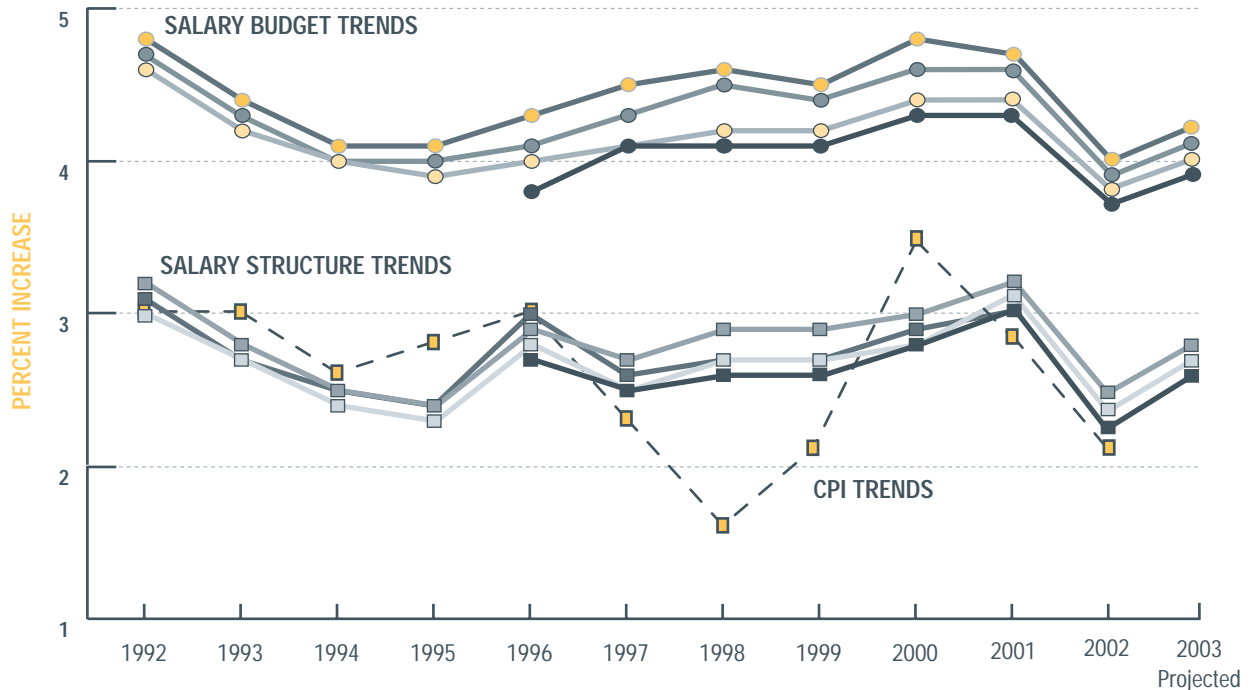
2002 ACTUAL SALARY STRUCTURE INCREASES			
Central Region		Eastern Region	
NHNE	2.3%	NHNE	2.2%
NSE	2.2%	NSE	2.4%
ESE	2.4%	ESE	2.5%
O/E	2.3%	O/E	2.4%
Western Region		Southern Region	
NHNE	2.2%	NHNE	2.3%
NSE	2.3%	NSE	2.3%
ESE	2.5%	ESE	2.5%
O/E	2.3%	O/E	2.4%

2003 PROJECTED SALARY STRUCTURE INCREASES			
Central Region		Eastern Region	
NHNE	2.7%	NHNE	2.6%
NSE	2.7%	NSE	2.6%
ESE	2.8%	ESE	2.7%
O/E	2.7%	O/E	2.7%
Western Region		Southern Region	
NHNE	2.6%	NHNE	2.5%
NSE	2.7%	NSE	2.7%
ESE	2.8%	ESE	2.7%
O/E	2.7%	O/E	2.7%

## SALARY STRUCTURE TRENDS

Year	Nonexempt Hourly Nonunion (NHNE)	Nonexempt Salaried (NSE)	Exempt Salaried (ESE)	Officers/ Executives (O/E)
1992	-	3.0%	3.2%	3.1%
1993	-	2.7%	2.8%	2.7%
1994	-	2.4%	2.5%	2.5%
1995	-	2.3%	2.4%	2.4%
1996	2.7%	2.8%	2.9%	3.0%
1997	2.5%	2.5%	2.7%	2.6%
1998	2.6%	2.7%	2.9%	2.7%
1999	2.6%	2.7%	2.9%	2.7%
2000	2.8%	2.8%	3.0%	2.9%
2001	3.0%	3.1%	3.2%	3.0%
2002	2.3%	2.4%	2.5%	2.4%
2003 Projected	2.6%	2.7%	2.8%	2.7%

## 10-YEAR PERSPECTIVE - SALARY AND STRUCTURE INCREASES



SALARY STRUCTURE TRENDS		SALARY BUDGET TRENDS	
Actual	Projected	Actual	Projected
2.3%	2.6%	3.7%	3.9%
2.4%	2.7%	3.7%	4.0%
2.5%	2.8%	3.9%	4.1%
2.4%	2.7%	4.0%	4.3%

† Source of information: Bureau of Labor Statistics. The 2002 data is for June 2001 through June 2002.

## PERCENTAGE OF EMPLOYEES RECEIVING A BASE SALARY INCREASE AND COMPANIES REPORTING SOME BASE SALARY INCREASE

The survey includes data on the percentage of employees receiving an increase in base salary in 2002. Increases can take the form of general (cost of living), merit or market adjustments. Promotional increases are excluded. The most prevalent reason for a change in the percentage of employees receiving an increase is related to market and business factors. With 95.5 percent of the companies (2,455 of 2,572) responding, 85.0 percent of their employees will be receiving a base salary increase, a significant drop from 94.0 percent in 2001.

### PERCENTAGE OF EMPLOYEES RECEIVING A BASE SALARY INCREASE

2001		2002	
National	94.0%	National	85.0%
Central Region	94.0%	Central Region	85.4%
Western Region	93.1%	Western Region	81.7%
Southern Region	92.8%	Southern Region	84.0%
Eastern Region	93.7%	Eastern Region	83.6%

### CHANGE IN EMPLOYEES RECEIVING A BASE SALARY INCREASE FROM PREVIOUS YEAR\*, BY MAJOR INDUSTRY GROUPS

2001 National	
Increase	7.7%
Decrease	8.0%
No Change	84.3%

2002 Service	
Increase	7.4%
Decrease	17.9%
No Change	74.7%

2002 Manufacturing	
Increase	8.5%
Decrease	24.5%
No Change	67.0%

2002 National	
Increase	7.9%
Decrease	20.6%
No Change	71.5%

2002 Administration	
Increase	5.1%
Decrease	12.7%
No Change	82.3%

2002 Retail	
Increase	6.2%
Decrease	18.6%
No Change	75.3%

2002 Transportation	
Increase	9.6%
Decrease	16.7%
No Change	73.7%

2002 Wholesale	
Increase	3.1%
Decrease	21.5%
No Change	75.4%

2002 Finance	
Increase	9.7%
Decrease	28.2%
No Change	62.0%

\*Due to rounding, percentage totals will exceed 100 percent.

## PROMOTIONAL INCREASES

In the United States, 2002 budgeted promotional increases average 0.8 percent of total base salaries, based on figures supplied by 534 U.S. organizations (20.8 percent of U.S. respondents). This budgeted percent decreased from 1.0 percent in 2001 to 0.8 percent. The number of U.S. employees receiving promotional increases in 2002 is equal to 8.1 percent of the employee population, based on responses from 1,648 organizations (64.1 percent of U.S. respondents).

Survey participants were asked to report their actual average promotional increase. Of all data submitted, the average increase given for promotions was 7.6 percent of a promoted employee's base salary, consistent with last year.

### PROMOTIONAL INCREASES

	1995	1996	1997	1998	1999	2000	2001	2002
Percentage of Employees Receiving Promotional Increases	6.1%	9.3%	7.0%	7.0%	9.0%	9.4%	10.4%	8.1%
Budgeted Percent of Total Base Salaries	0.9%	0.8%	1.0%	1.0%	0.9%	0.9%	1.0%	0.8%
Percentage of Promoted Employee's Base Salary	–	–	–	–	–	7.7%	7.7%	7.6%

## VARIABLE PAY

Variable pay is the amount established by management as a percentage of payroll to be granted for performance-based, lump-sum cash rewards during the year. Included in this calculation are individual incentive awards, special recognition awards, group/team awards and organization-wide awards. The survey also added awards for officers and executives in 2002.

Nationally, 68.3 percent (1,743 of 2,553 respondents) currently use at least one form of variable pay. This is a 2.7 percent increase from 2001. Of the 31.7 percent not using some form of variable pay, 11.3 percent are considering implementing a program in 2003.

Variable pay is heavily geared toward individual recognition, with individual recognition (60.9 percent) and individual incentive (60.0 percent) being the top reasons companies use variable pay programs.

Of the employee groups, variable pay awards are most prevalent in the officer/executive category, with 84.2 percent of employees in this category receiving variable pay in 2001. The remaining categories are fairly close in receiving variable pay, with 66.7 percent of exempt salaried employees, 69.8 percent of nonexempt hourly and 65.5 percent of nonexempt salaried employees receiving variable pay.

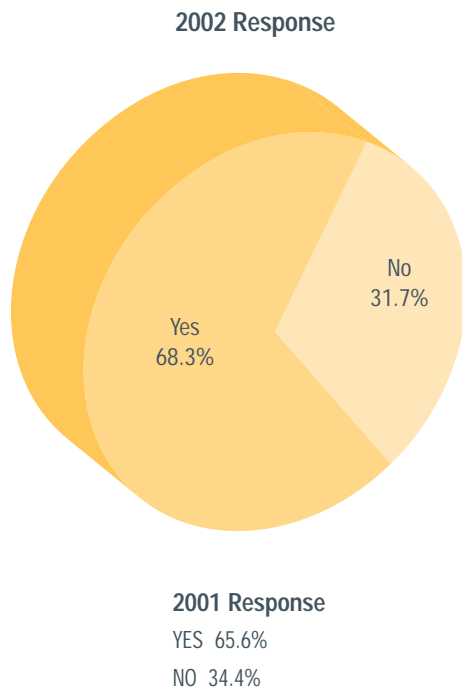
Nationally, companies awarded 22.2 percent of total payroll as variable pay for executives. Among the non-executive set, exempt salaried employees received the most, with companies awarding 8.8 percent of payroll in variable pay. Both numbers, and the data for the remaining employee groups, were below budgeted figures by at least a half percent.

## VARIABLE PAY PROGRAMS – U.S. RESPONDENTS

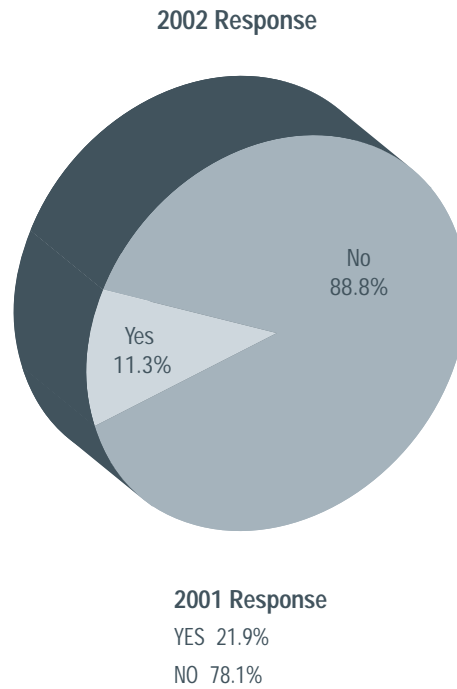
Type of Variable Pay Program	Percent Using
Organization-wide Awards	56.9%
Special Individual Recognition Awards	60.9%
Group/Team Awards	30.8%
Individual Incentive Awards	60.0%

## USE OF VARIABLE PAY\*

Is your company currently using variable pay?



If not, is your company considering instituting variable pay in 2003?



\* Due to rounding, percentage totals will exceed 100 percent.

## PERCENTAGE OF PAYROLL BUDGETED/AWARDED AS VARIABLE PAY

	2001 National				2002 National				2003 National	
	No. Cos. Budgeted	% Budgeted	No. Cos. Awarded	% Awarded	No. Cos. Budgeted	% Budgeted	No. Cos. Awarded	% Awarded	No. Cos. Budgeted	% Budgeted
Nonexempt Hourly	589	5.1%	656	4.3%	612	5.3%	628	4.5%	691	4.5%
Nonexempt Salaried	587	5.5%	798	3.7%	623	5.4%	634	4.9%	685	4.6%
Exempt	1200	9.4%	1310	8.3%	1236	9.7%	1252	8.8%	1146	9.6%
Executive/Officer	1050	25.5%	1153	21.2%	1090	25.9%	1110	22.2%	1020	25.7%

	2001 Central				2002 Central				2003 Central	
	No. Cos. Budgeted	% Budgeted	No. Cos. Awarded	% Awarded	No. Cos. Budgeted	% Budgeted	No. Cos. Awarded	% Awarded	No. Cos. Budgeted	% Budgeted
Nonexempt Hourly	223	5.1%	253	4.2%	235	5.0%	249	4.3%	280	4.2%
Nonexempt Salaried	244	5.5%	340	3.5%	259	5.7%	273	5.5%	295	4.5%
Exempt	491	9.7%	545	8.6%	502	10.1%	525	9.3%	483	9.9%
Executive/Officer	444	26.4%	493	20.9%	456	26.1%	478	23.3%	441	26.1%

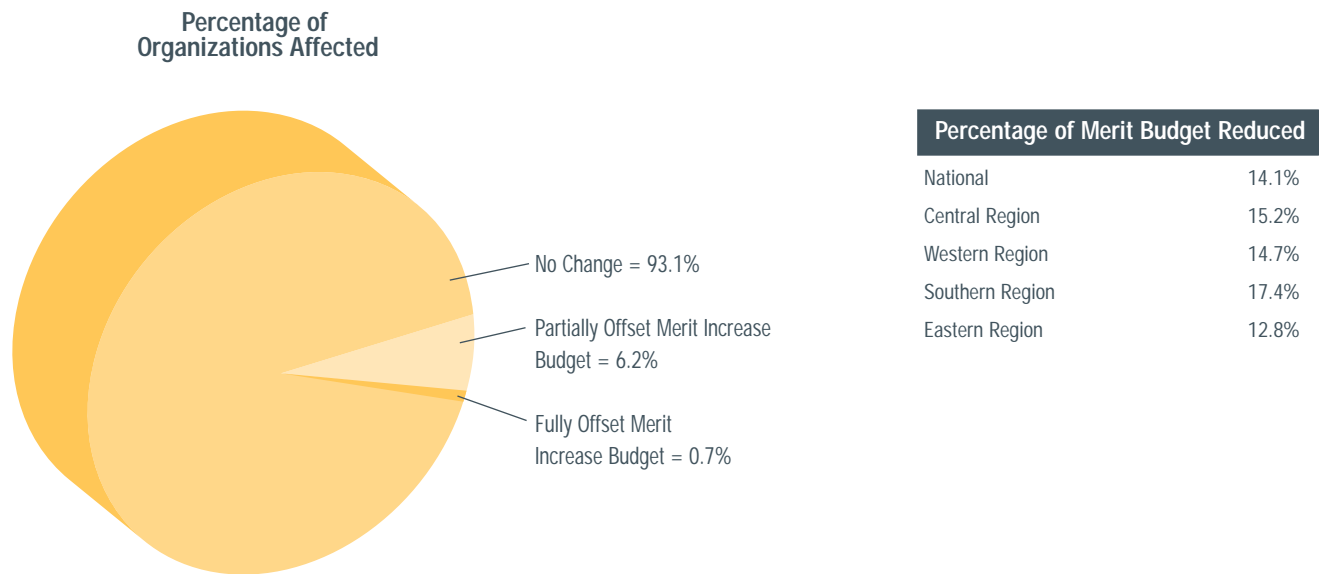
	2001 Eastern				2002 Eastern				2003 Eastern	
	No. Cos. Budgeted	% Budgeted	No. Cos. Awarded	% Awarded	No. Cos. Budgeted	% Budgeted	No. Cos. Awarded	% Awarded	No. Cos. Budgeted	% Budgeted
Nonexempt Hourly	226	4.9%	253	4.3%	234	4.7%	238	4.1%	265	4.1%
Nonexempt Salaried	249	5.3%	338	3.8%	263	4.9%	271	4.5%	286	4.4%
Exempt	518	9.5%	571	8.3%	532	9.6%	545	8.7%	491	9.6%
Executive/Officer	455	26.1%	506	22.3%	468	27.2%	483	22.4%	436	25.6%

	2001 Southern				2002 Southern				2003 Southern	
	No. Cos. Budgeted	% Budgeted	No. Cos. Awarded	% Awarded	No. Cos. Budgeted	% Budgeted	No. Cos. Awarded	% Awarded	No. Cos. Budgeted	% Budgeted
Nonexempt Hourly	205	5.1%	234	4.0%	204	5.0%	215	4.2%	248	4.2%
Nonexempt Salaried	211	5.5%	285	3.6%	222	5.2%	224	5.0%	253	4.4%
Exempt	417	10.2%	459	8.6%	421	10.2%	428	9.3%	393	10.3%
Executive/Officer	377	27.0%	414	23.1%	386	26.7%	396	23.8%	359	27.0%

	2001 Western				2002 Western				2003 Western	
	No. Cos. Budgeted	% Budgeted	No. Cos. Awarded	% Awarded	No. Cos. Budgeted	% Budgeted	No. Cos. Awarded	% Awarded	No. Cos. Budgeted	% Budgeted
Nonexempt Hourly	227	4.9%	255	4.0%	231	5.3%	244	4.4%	272	4.3%
Nonexempt Salaried	209	5.5%	279	3.6%	215	5.3%	227	4.5%	244	4.6%
Exempt	455	9.6%	496	8.0%	466	9.5%	481	8.3%	426	9.8%
Executive/Officer	389	24.4%	430	20.0%	402	24.7%	415	21.1%	373	25.2%

The survey includes information on the impact of variable pay plans on base salary increase budgets. A small group, 0.7 percent (11 of 1,690 respondents), reported their merit increase budgets were fully offset by variable pay. Most companies, 93.1 percent (1,574 of 1,690 respondents) reported that merit budgets were not affected. For those that indicated merit increase budgets were partially offset, merit increase budgets were reduced by 14.1 percent to offset the cost of variable pay plans.

### IMPACT OF VARIABLE PAY ON BASE SALARY INCREASE BUDGET IN 2001



### PERCENTAGE OF EMPLOYEES RECEIVING A FORM OF VARIABLE PAY DURING 2001 AND 2002

	2001 National	2002 National	2002 Central Region	2002 Eastern Region	2002 Southern Region	2002 Western Region
Nonexempt Hourly Nonunion	77.5%	69.8%	65.5%	67.1%	68.3%	67.8%
Nonexempt Salaried	76.7%	65.5%	62.9%	65.0%	63.1%	64.8%
Exempt Salaried	71.1%	66.7%	64.9%	65.1%	66.5%	66.3%
Officer/Executive*	-	84.2%	82.9%	86.4%	84.0%	83.7%

\* New in 2002-03

## USE OF STOCK IN COMPENSATION

The use of stock-based compensation plans in the United States remained relatively constant, with 57.8 percent of the 2070 responding companies offering some form of stock to employees.

### PERCENTAGE OF ORGANIZATIONS WITH STOCK-BASED COMPENSATION PLANS

2001 National	2002 National	2002 Central Region	2002 Eastern Region	2002 Southern Region	2002 Western Region
55.9%	57.8%	57.3%	62.9%	63.9%	62.5%

The types of stock-based plans offered by these organizations are shown below for each employee category. A comparison of the plans offered among publicly traded vs. privately held companies is also listed.

### TYPES OF STOCK-BASED PLANS OFFERED BY EMPLOYEE CATEGORY – ALL COMPANIES

	Stock Purchase Program		Stock Option Program		Stock Grant Program		Phantom Stock		Company Stock Through 401(k)	
	2001	2002	2001	2002	2001	2002	2001	2002	2001	2002
Nonexempt Hourly Nonunion	58.6%	59.0%	28.5%	25.7%	9.9%	7.4%	0.3%	2.1%	61.2%	61.8%
Nonexempt Salaried	55.8%	54.9%	28.7%	26.6%	10.3%	7.4%	0.3%	2.1%	64.1%	63.9%
Exempt Salaried	62.0%	62.6%	73.7%	72.8%	28.2%	21.9%	6.1%	7.3%	66.3%	67.1%
Officers/ Executives	62.9%	63.6%	95.4%	93.2%	49.6%	49.1%	15.9%	17.9%	65.3%	66.2%

## TYPES OF STOCK-BASED PLANS OFFERED BY EMPLOYEE CATEGORY IN 2002 – PUBLIC COMPANIES

	Stock Purchase Program	Stock Option Program	Stock Grant Program	Phantom Stock	Company Stock Through 401(k)
Nonexempt Hourly Nonunion	64.5%	24.5%	6.8%	1.4%	66.7%
Nonexempt Salaried	59.8%	26.0%	7.2%	1.6%	68.7%
Exempt Salaried	67.5%	74.5%	21.7%	4.3%	71.7%
Officers/ Executives	68.1%	95.6%	51.0%	12.6%	70.8%

## TYPES OF STOCK-BASED PLANS OFFERED BY EMPLOYEE CATEGORY IN 2002 – PRIVATE COMPANIES

	Stock Purchase Program	Stock Option Program	Stock Grant Program	Phantom Stock	Company Stock Through 401(k)
Nonexempt Hourly Nonunion	10.4%	35.6%	12.5%	7.1%	21.7%
Nonexempt Salaried	17.5%	33.0%	9.9%	6.0%	26.2%
Exempt Salaried	21.3%	65.2%	24.2%	26.9%	28.3%
Officers/ Executives	27.4%	79.6%	37.5%	47.5%	28.6%

Nationally, 24.1 percent (299 of 1,244 respondents) anticipate program changes in size of employee stock grants or awards of stock. The following data are the changes anticipated and reported by these survey respondents. Stock given as spot awards has increased significantly.

### CHANGES ANTICIPATED IN GRANTS OR AWARDS OF STOCK

	2000 Percentage of Companies	2001 Percentage of Companies	2002 Percentage of Companies
Given as Spot Awards	6.3%	5.9%	12.3%
Grant Size Increase*	40.9%	40.7%	47.8%
Grant Size Decrease	–	–	52.2%

\*2000-2001 Assumption of "Increase"

## ATTRACTION AND RETENTION INCENTIVE PRACTICES

Attraction and retention of employees for key or critical jobs remains a concern among U.S. companies, with 36.1 percent reporting difficulty in this area.

Information technology (IT) continues to be the greatest area of concern, with 37.2 percent of companies reporting difficulty in this area. Health care (22.8 percent) and Engineering (21.3 percent) employees were second and third on the list of difficult employees to find and keep.

According to the survey, 92.5 percent of companies have taken specific actions to address their attraction and retention concerns. The majority of companies are using employee referral bonuses (59.5 percent) up from 49.5 percent in 2001, and sign-on bonuses (57.0 percent). The work environment is the top non-monetary action taken, with 54.8 percent of companies implementing such programs as flexible work schedules, reduced work weeks, relaxed dress codes, telecommuting and more. This is also up from 48.9 percent in 2001.

### What Job Categories Are Your Organizations Experiencing Difficulty Attracting and Retaining?

Job Categories	# of Cos.	% of Cos.
Information Technology	343	37.2%
Health Care Professionals	210	22.8%
Engineering	196	21.3%
Sales	154	16.7%
Finance/Accounting	119	12.9%
Customer Service	114	12.4%
Research & Development	100	10.9%
Operations	89	9.7%
Marketing	67	7.3%
Business Development	54	5.9%
Human Resources	47	5.1%
Purchasing	20	2.2%
Logistics	16	1.7%
Others	172	18.7%

### What Actions Has Your Organization Specifically Taken in Response to Competitive Pressures to Attract and Retain Employees?

Total Organizations Responding	2496	100%
Have not taken any action	187	7.5%
<b>Action Taken</b>		
Employee Referral Bonus	1485	59.5%
Sign-on/Hiring Bonus	1423	57.0%
Work Environment*	1368	54.8%
Market Adjustment/Base Salary Increase	1123	45.0%
Promotional/Career Development Opp.	1024	41.0%
Special Training/Education Opportunity	818	32.8%
Spot Bonus (Individual)	699	28.0%
Stock Programs	616	24.7%
Paying Above Market	555	22.2%
Retention/Stay-on Bonus	534	21.4%
Separate Salary Structures	314	12.6%
Special Cash Bonus (Group; not org. wide)	310	12.4%
Project Milestone/Completion Bonus	279	11.2%
Exempt Overtime Pay/Time-Off	208	8.3%
Larger Merit Increase Budget	161	6.5%
Sabbaticals	81	3.2%
Other	127	5.1%

\*Work environment includes flexible work schedules, reduced work weeks, relaxed dress code, telecommuting, etc.

## SALARY INCREASE DATA FOR MAJOR INDUSTRY GROUPINGS

The following table condenses the 40 specific industry classifications into seven major groupings. The data shown below represent total salary increases for U.S. exempt salaried employees.

Major Industry Groupings	No. of Companies	Actual 2001	Actual 2002	Projected 2003
Service	1101	4.8%	4.1%	4.2%
Manufacturing	742	4.3%	3.6%	4.0%
Finance	224	4.6%	3.8%	4.0%
Transportation/Utility	163	4.4%	3.8%	3.9%
Retail	98	4.4%	3.6%	4.0%
Public Administration	82	5.0%	5.0%	4.0%
Wholesale	68	4.3%	3.7%	3.9%
	2,478			

## GLOBAL COMPARISON – SALARY INCREASES VS. RATES OF INFLATION

The Total Salary Increase Budget Survey did not collect information from other countries. For comparison purposes, information from AON Consulting provides salary increase and inflation rate data on 36 countries around the world. The salary increases generally are applicable to the U.S. equivalent of exempt salaried employees. In most cases, salary increases surpassed inflation rates by a significant amount.

Country	2002 Salary Increase	2002 Inflation
Argentina	14.6	19.5
Australia	5.6	2.9
Austria	3.0	1.9
Bahrain	3.2	1.8
Brazil	7.4	8.1
Canada	5.1	1.7
Chile	4.0	2.5
China	2.3	(1.4)
Columbia	12.1	5.8
Egypt	4.8	2.6
Finland	3.8	2.7
Germany	3.2	1.6
Hong Kong	2.2	(2.2)
India	6.1	5.2
Indonesia	14.1	13.4
Irish Republic	5.8	5.6
Italy	3.5	2.4
Japan	2.2	(1.3)

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Country	2002 Salary Increase	2002 Inflation
Malaysia	3.1	1.9
Mexico	6.2	4.8
Netherlands	4.6	3.6
New Zealand	4.1	2.7
Norway	3.8	3.1
Peru	3.2	0.2
Poland	5.4	3.1
Portugal	5.1	4.4
Russia	19.2	16.4
Saudi Arabia	3.0	(0.4)
Singapore	3.1	(0.9)
South Africa	9.1	8.1
Spain	4.7	3.6
Sweden	3.6	2.5
Switzerland	2.9	1.1
United Arab Emirates	3.5	2.4
United Kingdom	3.5	1.5
Vietnam	3.0	0.5

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# SURVEY DEMOGRAPHIC DATA

## NUMBER OF RESPONSES

To the Total Salary Increase Budget Survey

### Total U.S.

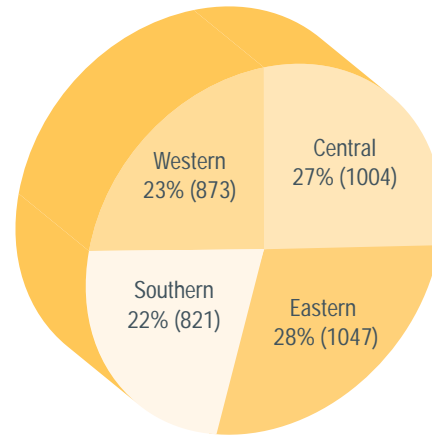
2002-2003	2,572
2001-2002	2,564
2000-2001	2,671



## RESPONSES BY REGION\*

Based on Exempt Salaried Employees

\*Respondents may report multiple regions



## PUBLICLY TRADED VS. PRIVATELY HELD COMPANIES

**60.2 percent (1,181) of respondents are publicly traded.**  
**39.8 percent (780) are privately held.**

Note: The total number of companies responding to this question (1,961) is less than the total number of survey respondents (2,572). In most cases, those that did not respond were government agency or not-for-profit organizations.

## RESPONSES BY INDUSTRY CLASSIFICATIONS

The following are the top 10 industry classifications of participating companies.

Industry	No. of Companies	% of Companies
1. Professional, Scientific & Technical Services	265	10.3%
2. Health Care	195	7.6%
3. Insurance Carriers	184	7.2%
4. Manufacturing – Miscellaneous	164	6.4%
5. Computer & Electronic Products (Mfg.)	133	5.2%
6. All Other Services	108	4.2%
7. Utilities	104	4.0%
8. Retail Establishments	100	3.9%
9. Broadcast & Telecommunications	89	3.5%
10. Chemical Manufacturing	88	3.4%

# NONEXEMPT HOURLY NONUNION EMPLOYEES



2002 ACTUAL INCREASES										2003 PROJECTED INCREASES										INDUSTRY
GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		
No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.	
2	2.0	28	3.3	2	2.0	28	3.6	30	11.4	2	2.0	24	3.5	1	4.0	25	3.7	26	11.3	Accommodation & Food Services
6	3.7	10	3.4	2	0.5	16	3.6	15	12.3	5	4.1	10	3.6	1	1.0	15	3.8	15	12.7	Apparel & Textiles (Mfg.)
2	1.5	19	3.3	2	0.3	20	3.4	21	12.3	1	0.0	14	3.7	1	0.8	15	3.5	17	14.1	Arts & Entertainment
4	3.0	53	3.4	8	1.0	56	3.6	54	12.5	5	1.6	47	4.0	8	0.8	50	4.1	54	12.3	Broadcasting & Telecommunications
12	3.0	54	3.5	14	1.2	69	3.5	67	11.9	9	2.8	52	3.6	14	1.2	60	3.8	62	12.2	Chemical Manufacturing
3	3.5	48	3.7	4	0.9	50	3.9	50	11.9	4	2.6	44	3.9	4	0.5	46	4.0	47	11.9	Commercial Banking
9	2.1	89	2.9	24	1.1	98	3.1	96	13.1	11	2.1	72	4.1	18	1.5	79	4.3	83	12.8	Computer & Electronic Products (Mfg.)
—	—	15	3.7	2	0.8	15	3.8	15	12.4	—	—	13	3.8	1	1.3	13	3.9	13	11.8	Construction
2	3.0	43	3.7	6	1.1	43	4.0	43	12.0	3	2.7	39	3.8	3	1.2	40	4.0	40	11.8	Credit Unions
25	2.7	50	3.2	10	1.0	64	3.7	60	12.1	19	2.6	47	3.0	7	0.8	53	3.7	56	12.4	Educational Services
9	2.0	36	2.6	9	0.7	41	2.9	39	11.9	8	3.1	28	3.4	7	1.3	35	3.7	36	12.5	Electrical Equipment (Mfg.)
16	3.2	37	3.5	2	0.3	50	3.6	47	12.1	12	3.0	34	3.4	4	0.3	42	3.7	44	11.9	Food & Beverage (Mfg.)
54	3.3	140	3.5	36	2.3	182	4.1	180	12.1	42	3.0	133	3.6	29	2.0	165	4.0	171	12.0	Health Care
3	2.4	97	3.9	26	1.7	105	4.1	98	12.0	5	1.8	85	4.0	25	1.5	88	4.3	88	11.9	Insurance Carriers
2	3.0	17	3.3	4	1.4	19	3.5	15	12.5	2	2.5	16	3.5	4	0.9	16	4.1	15	12.0	Internet Pub, Service, Web Search, Data
5	2.7	17	2.8	3	0.8	22	2.9	20	13.1	6	2.9	16	3.5	1	1.5	20	3.7	20	12.4	Machinery Manufacturing
31	2.7	107	3.2	21	1.1	129	3.5	128	12.0	28	3.1	98	3.7	17	0.8	120	3.8	126	12.2	Manufacturing – Miscellaneous
10	2.6	32	3.3	2	1.7	36	3.7	38	12.0	11	2.7	29	3.5	—	—	35	3.7	35	13.1	Metals – Fabricated (Mfg.)
4	2.2	3	3.5	—	—	6	3.3	7	12.0	3	2.3	4	1.2	—	—	5	2.4	6	12.0	Metals – Primary (Mfg.)
4	3.8	15	3.8	2	1.4	19	4.0	19	12.2	3	3.5	11	4.0	1	2.5	14	4.1	14	11.8	Mining, Including Oil & Gas
2	1.8	18	2.8	2	2.0	19	3.0	17	12.0	3	1.2	18	3.9	2	1.5	18	4.3	15	13.2	Other Info. Svc. (News Syn, Library)
2	3.0	11	2.9	1	0.2	13	3.0	13	12.1	2	3.4	9	3.1	—	—	11	3.1	14	12.0	Paper Products (Mfg.)
4	3.5	5	4.4	—	—	9	4.0	9	12.0	3	3.7	3	4.0	—	—	6	3.8	8	12.0	Petroleum & Coal Products (Mfg.)
15	3.0	15	3.4	3	2.0	28	3.6	29	12.8	14	3.3	12	3.4	3	2.0	24	3.8	25	12.0	Plastics & Rubber Products (Mfg.)
2	2.5	16	3.0	1	10.0	17	3.8	16	11.1	2	2.5	15	3.5	—	—	16	3.6	16	11.3	Printing (Mfg.)
9	2.7	156	3.8	25	1.0	163	4.0	159	12.1	12	1.8	136	4.0	25	0.9	140	4.2	142	11.8	Professional, Scientific, Tech. Svcs.
37	3.3	43	3.2	12	3.0	61	4.9	58	11.8	22	2.7	36	3.1	9	1.8	47	4.0	50	12.1	Public Administration
3	2.0	31	3.5	6	1.2	32	3.9	33	12.2	1	1.5	28	3.7	6	0.8	28	3.9	30	12.0	Publishing Industries - Software
4	2.4	89	3.4	7	2.3	91	3.6	87	11.6	3	3.0	82	3.8	7	2.2	85	3.9	85	12.1	Retail Establishments
1	2.9	26	2.9	4	0.4	26	3.1	27	11.6	1	0.0	23	3.6	4	0.4	23	3.7	23	11.7	Securities & Commodities Brokers
9	2.7	20	2.9	1	1.2	29	2.9	28	12.2	7	2.6	20	3.3	1	0.0	24	3.5	26	12.4	Transportation
11	2.9	18	2.8	2	0.4	30	2.8	27	12.9	12	3.2	14	3.5	3	1.3	24	3.7	24	12.0	Transportation Equipment (Mfg.)
2	2.5	9	2.6	1	4.9	10	3.4	11	13.1	1	3.0	8	3.7	1	4.5	9	4.1	9	11.9	Transportation Support
19	2.9	54	3.7	8	1.2	69	3.8	71	11.7	16	3.0	49	3.5	5	1.7	60	3.8	63	11.8	Utilities
3	2.5	28	3.3	5	1.1	29	3.6	28	12.4	1	1.0	24	3.8	2	1.2	25	3.8	25	12.0	Wholesale – Durable Goods
—	—	5	3.9	—	—	5	3.9	5	12.6	—	—	4	3.9	—	—	5	3.1	5	14.4	Wholesale – Electronic Markets, Agents
3	2.9	18	3.5	3	1.9	21	3.7	22	12.0	3	3.3	14	3.6	2	0.5	17	3.6	16	12.8	Wholesale – Nondurable Goods
3	2.2	43	3.6	6	0.9	45	3.7	44	12.0	—	—	40	3.8	4	1.2	40	4.0	42	11.7	All Other Finance
13	3.0	65	3.4	7	3.5	75	3.8	73	12.2	15	2.7	58	3.7	10	2.3	69	4.0	69	12.4	All Other Services (Except Pub. Adm.)
1	3.0	10	3.7	—	—	11	3.6	10	12.3	1	4.0	7	3.7	—	—	8	3.7	8	12.0	Unclassified Establishments
346	2.9	1591	3.4	273	1.5	1852	3.7	1810	12.1	298	2.8	1417	3.7	230	1.4	1616	3.9	1664	12.1	TOTAL U.S. FIRMS**

\* Fewer than five survey respondents \*\* Total line reflects all data submitted



## INDUSTRY

## NONEXEMPT SALARIED EMPLOYEES

	2002 ACTUAL INCREASES										2003 PROJECTED INCREASES									
	GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES	
	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.
Accommodation & Food Services	1	4.0	18	3.3	1	4.0	16	4.3	19	11.7	2	2.0	15	3.8	1	4.0	16	4.1	17	11.6
Apparel & Textiles (Mfg.)	1	2.5	16	3.4	1	1.0	15	3.9	16	13.0	1	2.5	15	3.7	1	1.0	15	4.0	15	12.4
Arts & Entertainment	—	—	11	2.7	2	0.3	10	3.0	11	12.3	—	—	9	3.7	1	0.8	9	3.8	10	15.0
Broadcasting & Telecommunications	3	3.7	43	3.0	6	1.0	48	3.1	44	13.8	2	1.8	34	3.9	6	0.8	36	3.9	37	12.2
Chemical Manufacturing	5	3.2	68	3.5	16	0.8	71	3.7	73	12.2	3	2.7	65	3.9	15	1.0	68	4.1	69	12.1
Commercial Banking	1	3.0	47	3.9	3	1.2	48	4.0	49	12.0	1	3.0	42	4.0	3	0.7	43	4.0	43	12.0
Computer & Electronic Products (Mfg.)	3	2.3	80	3.0	18	0.7	82	3.2	80	13.4	6	1.9	67	4.0	15	0.7	70	4.2	72	12.8
Construction	—	—	8	3.7	—	—	8	4.1	8	12.0	—	—	7	3.9	—	—	7	3.9	7	12.0
Credit Unions	1	2.5	36	3.9	3	0.8	36	4.0	36	12.0	1	2.0	36	3.9	2	0.6	36	4.0	36	12.1
Educational Services	15	3.1	34	3.2	6	1.2	46	3.7	44	12.1	10	2.2	36	2.7	3	0.8	38	3.2	42	12.4
Electrical Equipment (Mfg.)	3	1.0	29	2.5	7	1.4	30	2.9	29	12.8	3	3.2	26	3.5	5	1.7	27	4.0	28	13.3
Food & Beverage (Mfg.)	2	2.5	59	3.7	3	0.6	59	3.8	55	12.3	3	1.5	50	3.8	4	0.5	50	3.9	50	12.0
Health Care	13	3.2	47	3.5	7	3.3	60	3.9	52	12.0	8	2.8	45	3.6	6	3.0	53	3.8	53	12.1
Insurance Carriers	2	3.2	113	3.7	19	1.1	116	3.9	117	12.2	4	1.9	96	4.0	17	1.4	99	4.2	100	12.0
Internet Pub, Service, Web Search, Data	2	4.0	16	3.0	4	1.5	16	3.9	14	12.0	2	3.5	13	3.8	3	0.8	13	4.5	13	12.0
Machinery Manufacturing	2	1.8	23	3.0	6	0.8	23	3.4	24	13.5	3	2.5	21	3.6	4	0.7	22	3.9	21	11.9
Manufacturing - Miscellaneous	3	2.8	126	3.4	17	1.0	124	3.6	121	12.4	4	3.2	121	3.7	14	0.6	123	3.8	125	12.6
Metals - Fabricated (Mfg.)	5	3.1	44	3.0	3	0.6	43	3.5	45	12.4	4	2.4	43	3.6	2	0.8	44	3.8	43	13.2
Metals - Primary (Mfg.)	2	2.0	11	2.8	2	1.0	12	3.1	12	13.4	2	2.8	9	2.5	1	1.0	9	3.2	10	12.6
Mining, Including Oil & Gas	2	3.5	23	3.8	3	3.4	24	4.4	25	12.3	2	3.5	14	4.1	—	—	16	4.0	17	12.0
Other Info. Svc. (News Syn, Library)	—	—	14	3.1	2	3.0	15	3.3	14	12.1	1	0.0	14	4.0	2	2.0	14	4.3	13	12.8
Paper Products (Mfg.)	1	3.5	19	2.9	2	0.8	20	3.0	19	12.2	—	—	17	3.2	2	0.8	17	3.3	20	12.4
Petroleum & Coal Products (Mfg.)	1	4.2	9	4.6	—	—	10	4.6	10	12.0	1	4.0	6	4.2	—	—	7	4.1	9	12.0
Plastics & Rubber Products (Mfg.)	3	2.5	24	3.2	1	1.0	25	3.4	26	13.7	3	2.5	22	3.6	1	1.0	24	3.7	24	11.8
Printing (Mfg.)	1	2.0	11	2.8	1	1.0	11	3.1	11	12.0	1	2.0	10	3.2	—	—	10	3.4	10	12.0
Professional, Scientific, Tech. Svcs.	7	3.0	161	3.6	39	0.9	158	4.1	154	12.2	11	2.5	144	4.0	30	0.8	143	4.4	145	12.0
Public Administration	22	3.0	34	3.7	9	2.1	46	4.6	45	12.0	14	2.3	22	2.9	4	0.5	26	3.8	34	12.4
Publishing Industries - Software	2	1.9	32	3.1	4	1.8	30	3.7	33	12.5	2	1.3	27	3.7	7	1.1	28	3.9	29	12.4
Retail Establishments	—	—	36	3.5	2	0.3	38	3.4	32	12.1	—	—	32	3.9	3	0.4	33	3.8	32	12.1
Securities & Commodities Brokers	1	3.1	29	2.5	4	0.9	25	3.1	28	12.4	—	—	23	3.5	5	0.9	22	3.9	22	13.1
Transportation	3	2.9	25	3.7	4	0.6	28	3.7	27	11.9	3	2.0	24	3.8	6	0.4	24	4.2	23	12.0
Transportation Equipment (Mfg.)	2	1.5	37	2.8	8	0.5	38	3.0	35	13.5	3	2.2	31	3.8	8	0.8	34	3.9	34	12.6
Transportation Support	—	—	8	2.6	—	—	7	3.0	6	14.0	—	—	6	3.7	—	—	6	3.7	6	11.0
Utilities	12	3.0	71	3.7	8	1.8	79	4.0	77	11.9	9	3.1	60	3.5	9	2.1	66	3.9	68	11.9
Wholesale - Durable Goods	—	—	23	3.8	3	0.7	24	3.9	24	12.6	—	—	21	4.2	2	0.8	21	4.3	22	12.0
Wholesale - Electronic Markets, Agents							*										*			
Wholesale - Nondurable Goods	2	3.0	10	3.7	1	1.0	13	3.7	12	12.2	2	2.8	9	3.6	1	0.5	11	3.5	10	12.0
All Other Finance	2	2.8	35	3.6	7	1.0	36	3.9	36	12.1	2	2.8	30	3.9	3	0.7	31	4.0	32	12.0
All Other Services (Except Pub. Adm.)	6	2.7	47	3.8	6	1.3	53	3.8	53	12.4	7	2.6	44	3.7	6	1.2	48	4.0	49	11.9
Unclassified Establishments	1	3.0	8	3.7	—	—	9	3.6	9	12.3	1	4.0	8	3.7	—	—	9	3.7	9	12.0
<b>TOTAL U.S. FIRMS**</b>	<b>132</b>	<b>2.9</b>	<b>1488</b>	<b>3.4</b>	<b>228</b>	<b>1.1</b>	<b>1555</b>	<b>3.7</b>	<b>1528</b>	<b>12.4</b>	<b>121</b>	<b>2.5</b>	<b>1316</b>	<b>3.8</b>	<b>192</b>	<b>1.0</b>	<b>1370</b>	<b>4.0</b>	<b>1402</b>	<b>12.3</b>

\* Fewer than five survey respondents \*\* Total line reflects all data submitted

# EXEMPT SALARIED EMPLOYEES

2002 ACTUAL INCREASES										2003 PROJECTED INCREASES									
GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES	
No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.



## INDUSTRY

1	4.0	35	3.5	1	4.0	33	4.0	36	12.2	2	2.0	29	3.8	1	4.0	30	4.0	32	11.8	Accommodation & Food Services
2	2.0	21	3.4	2	0.5	20	3.8	21	12.8	2	4.1	17	3.7	2	2.0	18	4.1	18	12.3	Apparel & Textiles (Mfg.)
1	3.0	21	2.9	2	0.3	21	3.0	21	12.1	1	0.0	16	3.7	1	0.8	17	3.6	18	14.3	Arts & Entertainment
4	3.8	83	3.3	12	1.2	83	3.6	83	13.3	4	1.6	69	4.1	11	0.8	72	4.1	76	12.6	Broadcasting & Telecommunications
3	3.3	80	3.5	21	0.8	82	3.8	84	12.2	3	2.7	73	3.9	19	1.1	76	4.2	77	12.3	Chemical Manufacturing
3	3.5	65	3.9	6	1.2	67	4.1	67	12.0	4	2.6	57	4.0	5	0.5	59	4.1	61	12.0	Commercial Banking
6	1.2	125	2.9	33	0.9	125	3.2	125	13.3	7	2.0	100	4.2	23	1.0	103	4.4	110	12.8	Computer & Electronic Products (Mfg.)
1	0.0	18	3.8	2	0.8	17	4.2	18	12.3	—	—	15	3.7	1	1.3	15	3.7	15	11.8	Construction
2	3.0	56	3.7	7	1.0	56	3.9	56	12.0	3	2.7	51	3.8	5	0.9	52	4.0	52	12.1	Credit Unions
29	2.9	67	3.2	13	1.4	83	3.8	81	12.1	22	2.7	66	2.8	10	1.2	73	3.5	75	12.2	Educational Services
3	1.3	54	2.8	12	1.1	52	3.3	52	12.6	3	4.0	45	3.8	10	1.1	47	4.1	49	12.7	Electrical Equipment (Mfg.)
3	3.0	70	3.8	6	1.2	71	4.0	69	12.3	4	2.0	61	3.9	8	0.9	61	4.1	62	12.0	Food & Beverage (Mfg.)
47	3.2	157	3.6	37	2.3	191	4.2	189	12.1	35	2.8	145	3.7	30	2.0	171	4.0	178	12.4	Health Care
3	3.6	176	3.8	37	1.3	180	4.1	181	12.3	6	2.0	152	4.0	33	1.4	157	4.2	157	12.1	Insurance Carriers
3	2.7	26	3.3	5	1.3	25	4.0	22	13.5	2	3.5	21	3.8	5	1.2	21	4.4	20	12.0	Internet Pub, Service, Web Search, Data
2	1.8	29	3.1	7	0.7	28	3.5	30	13.2	3	2.8	24	3.7	4	0.7	25	4.0	26	12.3	Machinery Manufacturing
6	2.9	159	3.4	29	1.0	156	3.8	156	12.3	8	2.9	147	3.8	26	0.7	151	4.0	152	12.4	Manufacturing – Miscellaneous
7	2.6	50	3.1	5	0.5	49	3.6	51	12.4	5	2.3	49	3.5	4	0.8	50	3.7	48	14.3	Metals – Fabricated (Mfg.)
2	2.0	12	3.0	2	1.0	13	3.2	13	13.2	2	2.8	10	2.6	1	1.0	10	3.3	11	12.3	Metals – Primary (Mfg.)
1	3.5	25	4.0	3	3.6	26	4.4	26	12.4	2	4.0	15	4.2	1	2.0	18	4.0	19	11.8	Mining, Including Oil & Gas
3	2.0	31	2.9	7	1.9	32	3.4	30	12.4	4	1.8	29	4.1	5	2.4	29	4.8	27	13.4	Other Info. Svc. (News Syn, Library)
1	3.5	20	3.0	3	0.8	21	3.2	20	12.2	—	—	18	3.4	3	0.8	18	3.5	21	12.5	Paper Products (Mfg.)
1	4.2	9	4.7	—	—	10	4.6	10	12.0	1	4.0	6	4.2	—	—	7	4.1	9	12.0	Petroleum & Coal Products (Mfg.)
4	2.6	30	3.5	2	1.0	32	3.6	33	13.3	4	2.6	27	3.6	2	1.0	29	3.8	30	11.8	Plastics & Rubber Products (Mfg.)
1	2.0	19	3.3	—	—	19	3.4	19	12.5	1	2.0	18	3.5	—	—	18	3.6	18	12.2	Printing (Mfg.)
13	2.7	254	3.9	61	1.2	253	4.4	249	12.2	17	2.2	222	4.2	48	1.1	223	4.6	225	12.0	Professional, Scientific, Tech. Svcs.
43	3.3	61	3.6	16	3.0	81	5.0	80	11.8	25	2.5	46	3.3	10	1.7	57	4.0	63	12.4	Public Administration
3	2.3	57	3.3	11	1.2	52	4.0	58	12.2	3	2.2	44	3.6	8	0.7	45	3.8	48	12.6	Publishing Industries - Software
2	1.8	95	3.3	9	2.1	95	3.6	94	12.3	1	3.0	88	3.8	8	1.8	89	4.0	92	12.4	Retail Establishments
1	2.5	43	2.7	7	0.7	39	3.2	41	12.4	1	0.0	35	3.7	7	0.7	35	3.8	35	13.1	Securities & Commodities Brokers
6	2.4	43	3.2	6	1.0	46	3.5	45	12.2	4	2.2	37	3.7	7	0.7	38	3.9	39	12.3	Transportation
1	3.0	46	2.9	8	0.5	46	3.0	42	13.6	4	2.8	37	3.9	8	0.8	41	4.0	41	12.8	Transportation Equipment (Mfg.)
—	—	13	2.6	1	0.1	11	3.1	13	13.8	—	—	11	3.7	—	—	11	3.7	11	11.5	Transportation Support
14	3.0	93	3.8	12	1.5	101	4.1	103	11.9	12	3.2	82	3.6	11	2.1	90	4.0	92	11.8	Utilities
—	—	38	3.5	5	0.6	37	3.7	36	12.7	—	—	33	4.0	2	0.8	33	4.0	34	12.0	Wholesale – Durable Goods
—	—	6	3.8	—	—	6	3.8	6	13.5	—	—	5	3.9	—	—	5	3.9	6	14.0	Wholesale – Electronic Markets, Agents
2	2.5	21	3.6	4	1.8	24	3.7	23	12.7	2	3.0	17	3.7	2	0.5	19	3.7	17	12.7	Wholesale – Nondurable Goods
4	3.3	56	3.6	12	1.0	59	3.8	58	12.6	2	3.2	50	3.9	6	1.1	51	4.1	54	12.1	All Other Finance
12	2.9	96	3.6	15	2.4	104	4.0	102	12.4	14	2.7	88	3.8	15	2.0	97	4.2	97	12.4	All Other Services (Except Pub. Adm.)
1	3.0	13	3.9	—	—	14	3.8	13	14.1	1	4.0	10	3.9	1	0.5	11	3.9	11	12.0	Unclassified Establishments
241	2.9	2374	3.5	421	1.4	2461	3.9	2457	12.4	214	2.6	2066	3.8	343	1.2	2173	4.1	2227	12.3	TOTAL U.S. FIRMS**

\* Fewer than five survey respondents \*\* Total line reflects all data submitted



INDUSTRY

# OFFICER/EXECUTIVE LEVEL

	2002 ACTUAL INCREASES										2003 PROJECTED INCREASES									
	GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES	
	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.
Accommodation & Food Services	1	4.0	32	3.5	1	4.0	29	4.2	33	12.5	2	2.0	27	3.9	1	4.0	28	4.0	29	11.7
Apparel & Textiles (Mfg.)	1	0.0	19	2.8	1	1.0	18	3.1	19	14.1	1	4.5	17	3.8	2	3.0	18	4.1	18	13.0
Arts & Entertainment	1	3.0	19	2.9	3	6.2	20	3.9	20	12.8	1	0.0	14	3.8	2	9.4	16	4.5	17	15.4
Broadcasting & Telecommunications	3	2.7	73	3.4	9	1.5	70	3.8	70	13.6	3	1.2	62	4.4	9	0.8	62	4.6	66	12.7
Chemical Manufacturing	1	5.8	74	3.5	16	0.8	73	3.8	76	12.7	2	2.5	67	4.0	15	0.9	69	4.2	71	12.3
Commercial Banking	3	3.5	63	3.9	3	1.2	62	4.2	65	12.0	4	2.6	54	4.1	5	0.5	56	4.2	58	12.1
Computer & Electronic Products (Mfg.)	4	1.8	109	2.9	17	0.8	110	3.0	109	14.0	6	2.2	91	4.3	20	1.0	95	4.5	103	13.2
Construction	—	—	12	3.4	3	0.9	12	3.6	11	13.6	—	—	10	4.0	1	1.3	10	4.1	11	13.1
Credit Unions	1	2.5	53	3.7	4	2.2	54	3.8	54	12.0	2	2.2	47	3.9	3	2.2	49	4.0	50	12.6
Educational Services	22	2.8	54	3.4	10	1.8	66	4.0	67	12.4	16	2.5	52	3.3	9	0.9	59	3.7	60	12.2
Electrical Equipment (Mfg.)	1	6.0	45	3.0	8	1.2	42	3.6	41	12.4	2	5.0	38	3.9	7	1.4	39	4.3	42	12.7
Food & Beverage (Mfg.)	3	3.2	64	4.0	5	1.3	67	4.2	62	12.5	4	2.0	59	4.0	7	1.0	59	4.3	60	12.3
Health Care	28	3.7	137	4.2	22	3.7	161	4.7	156	12.2	25	3.1	117	4.2	24	3.2	140	4.6	151	12.1
Insurance Carriers	4	4.4	166	3.9	25	2.7	168	4.3	170	12.8	5	2.4	139	4.1	24	1.9	142	4.4	146	12.4
Internet Pub, Service, Web Search, Data	1	11.0	24	3.9	5	1.7	23	4.9	19	12.7	1	8.0	19	4.6	4	0.7	19	5.1	18	12.3
Machinery Manufacturing	1	3.5	29	3.3	3	0.8	28	3.6	29	13.0	2	2.8	25	4.1	2	0.8	25	4.4	25	13.4
Manufacturing - Miscellaneous	6	2.4	149	3.5	20	1.2	144	3.9	143	12.4	7	3.1	137	3.9	20	0.7	141	4.1	143	12.5
Metals - Fabricated (Mfg.)	4	3.7	44	3.1	1	1.0	40	3.8	42	12.3	5	2.8	39	3.9	1	1.0	41	4.1	40	12.7
Metals - Primary (Mfg.)	2	2.0	10	3.1	1	1.0	12	3.0	11	12.6	2	2.8	9	2.7	1	1.0	9	3.4	10	11.5
Mining, Including Oil & Gas	1	3.5	22	3.9	1	0.3	23	3.9	23	12.6	2	3.8	15	4.5	1	0.2	18	4.2	19	12.6
Other Info. Svc. (News Syn, Library)	2	1.8	29	3.1	3	0.7	31	3.1	27	12.6	3	1.2	27	4.2	2	1.0	27	4.4	25	12.6
Paper Products (Mfg.)	1	8.7	20	2.9	2	2.2	20	3.6	20	12.0	—	—	18	3.5	2	0.8	18	3.6	21	12.6
Petroleum & Coal Products (Mfg.)	1	5.0	9	4.9	—	—	10	4.9	10	12.0	1	4.5	6	4.2	—	—	7	4.2	9	12.0
Plastics & Rubber Products (Mfg.)	4	2.6	28	3.9	2	2.5	30	4.2	31	13.6	4	2.6	27	3.9	3	2.0	29	4.2	30	12.0
Printing (Mfg.)	1	2.0	18	3.3	—	—	17	3.6	18	13.2	1	2.0	17	3.6	—	—	17	3.7	17	12.0
Professional, Scientific, Tech. Svcs.	11	1.4	233	3.9	42	1.7	227	4.4	227	12.5	15	1.5	201	4.3	35	1.4	200	4.7	207	12.1
Public Administration	32	3.3	55	4.0	8	2.2	72	4.7	71	12.0	19	2.6	42	3.6	7	1.9	48	4.5	54	12.1
Publishing Industries - Software	3	1.7	53	3.0	7	0.6	47	3.6	55	12.3	2	0.8	45	3.6	9	0.7	45	3.8	46	12.5
Retail Establishments	2	1.8	88	3.4	8	2.5	88	3.7	84	12.5	1	3.0	80	4.0	7	1.9	81	4.2	83	12.4
Securities & Commodities Brokers	1	0.0	36	2.8	4	0.8	31	3.4	35	14.0	1	0.0	30	4.2	7	0.7	30	4.4	31	12.7
Transportation	4	4.7	36	2.9	5	1.2	36	3.6	38	13.1	3	2.0	33	3.5	4	0.8	32	3.9	35	12.4
Transportation Equipment (Mfg.)	1	10.0	38	2.7	5	0.5	38	3.0	35	14.2	3	4.5	30	3.9	6	0.9	33	4.2	33	13.0
Transportation Support	—	—	12	2.6	1	0.1	10	3.2	12	14.0	—	—	10	3.8	—	—	10	3.8	10	11.4
Utilities	11	4.0	80	4.5	4	5.5	85	5.0	90	12.0	11	3.3	68	4.1	5	5.3	76	4.5	82	11.9
Wholesale - Durable Goods	—	—	34	4.2	2	0.5	33	4.3	33	13.3	—	—	30	4.3	2	0.8	30	4.4	31	12.4
Wholesale - Electronic Markets, Agents	—	—	6	3.8	—	—	6	3.8	6	13.5	—	—	5	3.9	—	—	5	3.9	6	14.0
Wholesale - Nondurable Goods	2	2.5	20	3.5	2	0.2	21	3.6	22	13.2	1	2.0	16	3.8	2	0.5	17	3.8	17	12.7
All Other Finance	4	2.8	50	3.7	9	1.0	51	4.0	52	12.9	3	2.5	46	4.0	6	1.5	47	4.2	49	12.5
All Other Services (Except Pub. Adm.)	9	3.9	84	3.4	9	1.3	88	3.8	87	12.9	11	2.8	78	3.8	12	1.1	83	4.1	84	12.5
Unclassified Establishments	1	3.0	11	4.1	—	—	12	4.0	11	15.5	1	4.0	9	3.4	—	—	9	3.9	10	13.2
<b>TOTAL U.S. FIRMS**</b>	<b>178</b>	<b>3.2</b>	<b>2139</b>	<b>3.6</b>	<b>271</b>	<b>1.8</b>	<b>2176</b>	<b>4.0</b>	<b>2185</b>	<b>12.7</b>	<b>172</b>	<b>2.6</b>	<b>1857</b>	<b>4.0</b>	<b>267</b>	<b>1.5</b>	<b>1940</b>	<b>4.3</b>	<b>2018</b>	<b>12.5</b>

\* Fewer than five survey respondents \*\* Total line reflects all data submitted

# SALARY STRUCTURE ADJUSTMENTS

2002 ACTUAL INCREASES								2003 PROJECTED INCREASES							
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Nonexempt Hourly Nonunion		Nonexempt Salaried		Exempt Salaried		Officer/ Executive		Nonexempt Hourly Nonunion		Nonexempt Salaried		Exempt Salaried		Officer/ Executive	
No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%

**INDUSTRY**

19	2.0	15	2.0	27	2.1	22	1.4	17	2.6	16	2.5	25	2.8	20	2.6	Accommodation & Food Services
9	2.0	15	2.5	19	2.5	16	2.2	10	3.1	13	3.2	16	3.2	14	3.4	Apparel & Textiles (Mfg.)
14	1.2	8	1.6	17	1.2	16	1.1	14	1.6	8	2.4	16	2.1	14	2.2	Arts & Entertainment
51	2.3	33	2.3	69	2.3	47	2.1	42	2.3	28	2.4	60	2.4	42	2.2	Broadcasting & Telecommunications
50	2.5	62	2.8	69	2.9	59	3.1	44	2.5	51	2.8	56	2.8	49	2.8	Chemical Manufacturing
44	2.3	47	2.4	58	2.7	52	2.7	35	3.0	38	2.9	48	3.0	42	3.4	Commercial Banking
78	1.5	70	1.7	102	1.8	73	1.9	65	2.8	65	2.7	86	3.0	61	3.0	Computer & Electronic Products (Mfg.)
7	1.3	4	3.2	9	1.7	4	0.9	6	2.8	4	3.1	8	2.9	3	2.5	Construction
40	2.7	33	2.2	48	2.8	43	2.6	38	2.4	31	2.3	46	2.6	41	2.6	Credit Unions
50	2.8	41	2.9	68	2.6	31	2.2	44	2.2	35	2.1	61	2.4	30	2.4	Educational Services
28	2.0	22	1.9	39	2.3	27	2.3	22	2.6	17	2.7	32	2.9	22	3.0	Electrical Equipment (Mfg.)
27	2.8	47	2.4	53	2.7	45	2.5	27	2.6	40	2.5	46	2.9	41	2.8	Food & Beverage (Mfg.)
154	2.7	52	2.3	160	2.8	115	2.9	142	2.5	45	2.2	150	2.5	108	2.5	Health Care
79	2.5	98	2.2	145	2.4	109	2.5	68	2.5	84	2.6	127	2.7	95	2.6	Insurance Carriers
11	2.9	10	2.8	14	3.4	12	2.6	8	2.3	8	2.8	12	2.8	9	2.0	Internet Pub, Service, Web Search, Data
20	2.0	21	2.1	26	2.2	18	1.9	16	2.7	18	3.0	21	3.0	16	3.1	Machinery Manufacturing
89	2.1	98	2.5	125	2.5	103	2.6	79	2.7	88	2.8	112	2.9	92	2.9	Manufacturing – Miscellaneous
29	2.1	37	2.5	43	2.4	31	2.6	29	2.8	37	2.8	43	2.8	30	2.9	Metals – Fabricated (Mfg.)
5	2.0	12	2.2	12	2.0	10	2.0	4	2.2	10	3.0	10	3.0	8	3.1	Metals – Primary (Mfg.)
12	2.4	18	3.3	20	3.3	17	3.2	9	2.7	11	3.2	12	2.9	12	2.9	Mining, Including Oil & Gas
10	2.4	14	2.5	20	2.5	17	2.1	9	2.4	11	3.0	16	2.7	13	2.7	Other Info. Svc. (News Syn, Library)
8	2.8	16	2.5	18	2.6	14	2.5	6	2.7	13	2.8	15	2.8	13	2.6	Paper Products (Mfg.)
5	3.1	8	3.6	8	3.6	5	4.3	4	1.5	5	1.8	5	1.8	4	1.5	Petroleum & Coal Products (Mfg.)
15	1.8	21	2.5	26	2.5	21	2.3	13	2.7	19	2.9	23	3.0	18	3.1	Plastics & Rubber Products (Mfg.)
13	2.2	9	1.9	17	2.3	15	2.5	14	2.4	9	2.8	16	2.6	14	2.5	Printing (Mfg.)
115	2.5	119	2.6	175	2.9	128	2.6	101	2.8	108	2.8	157	3.0	119	2.9	Professional, Scientific, Tech. Svcs.
54	3.4	43	3.7	72	3.7	56	3.3	41	2.2	29	2.6	52	2.6	38	2.5	Public Administration
28	1.9	26	2.2	43	2.0	36	1.8	22	2.4	22	2.4	34	2.5	29	2.1	Publishing Industries - Software
75	1.9	32	1.7	76	2.0	59	2.0	64	2.6	30	2.8	66	3.0	53	2.8	Retail Establishments
21	0.8	16	0.9	25	0.9	18	1.2	18	2.2	12	1.7	22	2.2	16	1.9	Securities & Commodities Brokers
25	2.3	27	2.7	44	2.8	29	2.5	16	1.9	23	2.8	32	2.5	23	2.1	Transportation
23	2.1	28	2.1	33	2.4	24	1.7	21	2.9	27	2.9	33	3.0	24	3.3	Transportation Equipment (Mfg.)
7	1.2	5	1.0	9	1.2	6	1.7	6	3.2	4	3.0	8	3.1	5	3.7	Transportation Support
55	3.0	63	2.9	85	3.0	49	3.3	44	2.6	47	2.8	67	2.8	41	3.3	Utilities
23	2.8	21	2.8	31	3.1	20	3.0	23	2.9	18	3.2	26	3.2	14	3.2	Wholesale – Durable Goods
4	0.8	3	0.0	5	0.6	5	0.0	*		*		*		*		Wholesale – Electronic Markets, Agents
14	1.8	10	2.3	16	2.0	11	1.6	10	3.0	7	3.1	13	2.6	9	2.4	Wholesale – Nondurable Goods
27	1.4	22	1.8	35	1.8	31	1.5	23	2.8	18	2.9	29	2.8	23	2.7	All Other Finance
55	1.8	42	2.4	74	2.4	65	2.5	47	2.6	36	2.5	64	2.8	57	2.9	All Other Services (Except Pub. Adm.)
9	1.9	8	1.4	11	2.2	9	2.0	6	2.2	7	1.9	8	2.5	7	2.2	Unclassified Establishments
1402	2.3	1276	2.4	1946	2.5	1468	2.4	1210	2.6	1094	2.7	1677	2.8	1273	2.7	TOTAL U.S. FIRMS**

\* Fewer than five survey respondents \*\* Total line reflects all data submitted



## INDUSTRY

## NONEXEMPT HOURLY NONUNION EMPLOYEES

	2002 ACTUAL INCREASES										2003 PROJECTED INCREASES									
	GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES	
	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.
Accommodation & Food Services	1	0.0	10	3.5	—	—	11	3.2	11	10.9	—	—	10	3.5	—	—	10	3.5	11	10.9
Apparel & Textiles (Mfg.)							*										*			
Arts & Entertainment	1	0.0	6	3.1	—	—	7	2.7	7	12.0	1	0.0	4	3.6	—	—	5	2.9	6	14.0
Broadcasting & Telecommunications	1	2.0	29	3.4	5	0.8	28	3.7	27	12.3	2	2.5	25	3.9	2	0.5	27	3.9	27	12.1
Chemical Manufacturing	6	2.8	24	3.3	6	1.1	31	3.3	30	11.8	4	3.2	22	3.7	3	1.2	26	3.7	27	12.0
Commercial Banking	1	3.0	14	3.6	2	0.4	15	3.6	15	12.0	1	3.0	13	3.6	2	0.4	14	3.6	14	12.0
Computer & Electronic Products (Mfg.)	4	3.0	15	2.7	6	1.3	20	3.0	20	12.9	6	2.8	15	4.2	5	1.2	19	4.5	19	13.3
Construction							*										*			
Credit Unions	—	—	21	3.8	2	1.5	21	4.0	21	12.0	1	2.5	18	3.9	1	2.0	19	3.9	20	12.1
Educational Services	8	2.3	12	3.3	1	0.9	17	3.5	16	12.0	5	2.7	12	3.5	1	0.5	14	4.0	15	12.8
Electrical Equipment (Mfg.)	7	1.8	16	2.0	3	0.0	20	2.3	20	11.8	6	3.3	13	3.0	2	1.6	17	3.6	19	12.1
Food & Beverage (Mfg.)	6	3.2	18	3.5	1	0.5	23	3.6	21	11.7	4	3.0	18	3.7	2	0.5	21	3.8	22	11.9
Health Care	21	3.2	49	3.4	15	2.6	64	4.2	62	12.1	17	3.1	46	3.5	10	2.5	58	4.1	60	12.0
Insurance Carriers	3	2.4	47	3.8	13	0.9	51	3.9	47	11.9	4	2.2	42	3.9	13	0.7	44	4.2	45	11.9
Internet Pub, Service, Web Search, Data							*										*			
Machinery Manufacturing	4	2.6	8	2.3	1	0.0	11	2.6	10	13.9	5	2.9	9	3.4	—	—	12	3.8	12	11.8
Manufacturing – Miscellaneous	15	2.4	40	3.1	3	0.8	52	3.1	50	12.1	12	2.9	38	3.4	3	0.5	47	3.6	53	12.2
Metals – Fabricated (Mfg.)	6	2.3	13	3.5	1	3.0	18	3.4	18	12.1	7	2.7	13	3.5	—	—	18	3.5	17	14.3
Metals – Primary (Mfg.)							*										*			
Mining, Including Oil & Gas	1	3.5	5	4.2	—	—	6	4.1	6	12.5							*			
Other Info. Svc. (News Syn, Library)	1	0.5	6	3.4	1	3.0	6	4.0	6	13.0	2	0.2	6	3.3	1	2.0	6	3.8	4	12.0
Paper Products (Mfg.)	2	3.0	7	2.9	1	0.2	9	3.0	8	11.8	2	3.4	5	2.9	—	—	7	3.0	9	12.0
Petroleum & Coal Products (Mfg.)							*										*			
Plastics & Rubber Products (Mfg.)	12	3.0	8	3.3	2	1.8	19	3.5	19	12.2	11	3.4	6	3.6	2	1.8	16	3.9	16	12.0
Printing (Mfg.)	1	3.0	12	3.1	1	10.0	13	3.8	12	11.1	1	3.0	11	3.7	—	—	12	3.6	12	11.1
Professional, Scientific, Tech. Svcs.	4	2.6	53	3.7	5	1.4	56	3.8	56	11.8	5	1.8	48	3.8	7	1.0	49	4.1	51	11.8
Public Administration	9	3.2	9	3.3	3	1.5	15	4.2	14	12.2	5	3.2	6	3.8	2	0.5	10	4.0	10	12.0
Publishing Industries - Software	1	2.0	14	3.5	1	0.5	14	3.6	15	12.4	—	—	14	3.6	2	0.8	14	3.7	14	12.0
Retail Establishments	1	3.0	38	3.6	3	1.4	39	3.7	36	11.7	1	3.5	33	3.8	2	1.1	34	3.9	34	11.9
Securities & Commodities Brokers	—	—	14	2.9	2	0.5	12	3.5	14	11.1	—	—	12	3.7	1	1.0	12	3.8	12	11.3
Transportation	4	2.5	13	2.6	—	—	16	2.8	15	12.6	3	2.1	12	3.3	1	0.0	14	3.3	14	12.7
Transportation Equipment (Mfg.)	8	2.9	8	3.0	—	—	17	2.8	16	13.1	9	3.4	7	3.3	2	0.5	14	3.7	15	11.6
Transportation Support	1	2.0	8	2.5	1	4.9	8	3.3	9	12.0	1	3.0	7	3.7	1	4.5	8	4.2	8	11.9
Utilities	5	3.3	16	3.2	2	0.2	19	3.6	20	12.0	6	2.9	15	3.3	—	—	19	3.5	20	11.7
Wholesale – Durable Goods	2	2.9	10	3.0	2	2.0	12	3.3	11	12.0	1	1.0	8	3.5	1	2.0	9	3.5	9	12.0
Wholesale – Electronic Markets, Agents							*										*			
Wholesale – Nondurable Goods	3	2.9	7	3.9	—	—	10	3.6	10	11.7	2	3.0	6	3.8	—	—	8	3.6	8	12.0
All Other Finance	—	—	15	3.5	2	0.6	15	3.6	14	12.0	—	—	15	3.8	2	0.9	15	3.9	15	12.0
All Other Services (Except Pub. Adm.)	6	3.0	30	3.3	2	1.0	35	3.4	34	12.1	6	2.7	26	3.7	2	1.1	31	3.7	32	12.0
Unclassified Establishments	1	3.0	5	3.6	—	—	6	3.5	6	12.0							*			
<b>TOTAL CENTRAL FIRMS**</b>	<b>149</b>	<b>2.7</b>	<b>612</b>	<b>3.3</b>	<b>90</b>	<b>1.4</b>	<b>731</b>	<b>3.5</b>	<b>710</b>	<b>12.1</b>	<b>134</b>	<b>2.9</b>	<b>550</b>	<b>3.7</b>	<b>72</b>	<b>1.2</b>	<b>648</b>	<b>3.8</b>	<b>669</b>	<b>12.1</b>

\* Fewer than five survey respondents \*\* Total line reflects all data submitted

# NONEXEMPT SALARIED EMPLOYEES



## INDUSTRY

2002 ACTUAL INCREASES										2003 PROJECTED INCREASES										
GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		
No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.	
—	—	5	3.9	—	—	5	3.9	5	12.0	—	—	5	4.0	—	—	5	4.0	5	12.0	Accommodation & Food Services
						*										*				Apparel & Textiles (Mfg.)
						*										*				Arts & Entertainment
1	5.0	16	3.4	3	0.5	19	3.4	17	13.4	—	—	15	3.9	3	0.7	15	4.0	15	12.8	Broadcasting & Telecommunications
3	2.6	27	3.0	3	0.3	28	3.2	29	12.0	1	3.0	25	3.7	3	1.0	26	3.8	27	12.0	Chemical Manufacturing
1	3.0	11	3.8	2	0.5	12	3.8	12	12.0	1	3.0	10	3.8	2	0.5	11	3.8	11	12.0	Commercial Banking
2	2.0	21	2.6	4	0.5	21	2.8	21	12.3	3	2.8	16	4.0	3	1.1	18	4.2	18	14.3	Computer & Electronic Products (Mfg.)
						*										*				Construction
—	—	17	3.9	2	0.6	17	4.0	17	11.9	—	—	16	3.9	1	0.2	16	4.0	17	12.1	Credit Unions
1	0.8	7	3.4	—	—	8	3.0	8	12.0	1	2.8	8	3.4	—	—	8	3.7	9	13.3	Educational Services
1	0.0	18	2.3	3	2.5	17	2.9	17	12.9	2	4.0	14	3.7	2	3.6	16	4.2	16	12.6	Electrical Equipment (Mfg.)
1	3.0	31	3.7	1	0.5	31	3.8	29	12.0	1	3.0	30	3.9	1	0.5	30	4.0	29	12.1	Food & Beverage (Mfg.)
4	3.5	15	3.3	4	2.5	19	4.1	17	12.0	2	3.5	13	3.5	1	2.0	15	3.6	16	12.0	Health Care
1	3.5	61	3.6	10	0.5	60	3.8	61	12.3	2	2.2	51	4.0	9	0.9	52	4.2	52	12.2	Insurance Carriers
						*										*				Internet Pub, Service, Web Search, Data
1	3.5	14	2.8	3	0.3	14	3.1	14	13.6	2	2.8	14	3.5	2	0.4	14	3.9	14	11.8	Machinery Manufacturing
2	2.0	57	3.2	2	0.7	56	3.4	56	12.6	3	2.8	54	3.6	2	0.7	55	3.8	58	12.6	Manufacturing – Miscellaneous
2	2.8	25	3.1	2	0.8	26	3.3	26	12.5	2	1.8	26	3.7	2	0.8	27	3.7	26	13.7	Metals – Fabricated (Mfg.)
1	2.0	8	2.6	2	1.0	8	3.1	8	13.4	1	2.0	5	3.3	1	1.0	6	3.2	6	14.0	Metals – Primary (Mfg.)
1	3.5	6	4.7	1	0.3	7	4.6	7	13.0							*				Mining, Including Oil & Gas
—	—	4	3.1	2	3.0	5	3.7	5	12.0							*				Other Info. Svc. (News Syn, Library)
—	—	13	2.9	1	0.5	13	2.9	12	11.8	—	—	11	3.2	1	0.5	11	3.2	13	12.7	Paper Products (Mfg.)
						*										*				Petroleum & Coal Products (Mfg.)
2	2.7	14	3.2	—	—	16	3.1	16	13.2	2	2.8	13	3.7	—	—	15	3.6	15	11.6	Plastics & Rubber Products (Mfg.)
—	—	7	2.6	1	1.0	7	2.8	7	12.0	—	—	6	3.3	—	—	6	3.3	6	12.0	Printing (Mfg.)
2	1.7	64	3.4	13	0.6	59	3.8	61	12.5	4	2.8	54	3.8	10	0.7	53	4.2	54	12.0	Professional, Scientific, Tech. Svcs.
6	2.9	8	2.6	2	1.0	11	3.7	11	12.0	5	2.8	4	2.0	1	1.0	6	3.8	9	12.0	Public Administration
—	—	10	3.6	—	—	10	3.6	10	12.0	—	—	9	3.4	1	1.0	9	3.5	8	12.0	Publishing Industries - Software
—	—	16	3.6	—	—	17	3.4	15	12.1	—	—	15	3.8	1	0.3	16	3.6	15	12.1	Retail Establishments
—	—	14	3.0	1	1.0	11	3.9	14	11.6	—	—	10	3.7	1	1.0	10	3.8	10	11.4	Securities & Commodities Brokers
—	—	10	3.1	1	0.1	10	3.1	9	12.2	1	0.0	10	3.7	3	0.2	10	3.8	8	12.0	Transportation
1	3.0	22	2.9	4	0.5	24	3.0	22	14.0	3	2.2	22	3.9	5	0.5	24	4.0	24	12.4	Transportation Equipment (Mfg.)
—	—	6	2.9	—	—	5	3.5	5	14.4	—	—	6	3.7	—	—	6	3.7	6	11.0	Transportation Support
5	3.1	22	3.3	—	—	26	3.5	26	12.2	5	2.9	19	3.4	2	2.8	23	3.7	24	12.1	Utilities
—	—	10	3.7	1	1.2	10	3.8	10	12.0	—	—	7	3.9	1	1.0	7	4.1	8	12.0	Wholesale – Durable Goods
						*										*				Wholesale – Electronic Markets, Agents
1	3.5	5	4.2	—	—	6	4.1	6	12.5	1	3.5	4	4.0	—	—	5	3.9	5	12.0	Wholesale – Nondurable Goods
—	—	14	3.5	3	0.6	14	3.7	13	12.1	—	—	13	3.8	2	0.6	13	3.9	13	12.1	All Other Finance
1	0.0	14	3.4	2	0.8	16	3.1	15	12.3	2	2.2	13	3.4	2	0.8	15	3.4	15	11.4	All Other Services (Except Pub. Adm.)
1	3.0	4	3.7	—	—	5	3.6	5	12.0							*				Unclassified Establishments
42	2.7	609	3.3	74	0.8	626	3.5	618	12.5	47	2.7	541	3.7	65	0.9	567	3.9	576	12.3	TOTAL CENTRAL FIRMS**

\* Fewer than five survey respondents \*\* Total line reflects all data submitted



## INDUSTRY

## EXEMPT SALARIED EMPLOYEES

	2002 ACTUAL INCREASES										2003 PROJECTED INCREASES									
	GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES	
	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.
Accommodation & Food Services	—	—	13	3.8	—	—	13	3.8	13	12.0	—	—	11	4.0	—	—	11	4.0	12	12.0
Apparel & Textiles (Mfg.)	2	2.0	6	2.6	—	—	5	3.9	6	13.0	1	4.0	5	3.5	1	3.0	5	4.9	5	12.0
Arts & Entertainment	—	—	7	2.5	—	—	7	2.5	7	12.0	1	0.0	5	3.6	—	—	6	3.0	6	14.0
Broadcasting & Telecommunications	1	5.0	40	3.2	6	0.7	37	3.8	37	13.0	1	3.0	33	3.9	4	0.6	34	4.0	34	12.8
Chemical Manufacturing	2	2.5	33	3.1	6	0.6	34	3.3	35	12.2	1	3.0	29	3.7	4	1.0	30	3.9	31	12.4
Commercial Banking	1	3.0	19	3.8	3	0.5	20	3.8	20	12.0	1	3.0	18	3.8	3	0.5	19	3.8	19	12.0
Computer & Electronic Products (Mfg.)	2	2.0	27	2.8	6	0.9	28	3.0	28	12.6	4	2.8	23	4.1	4	1.1	25	4.4	25	13.4
Construction	—	—	5	3.8	1	0.3	5	3.9	5	13.2							*			
Credit Unions	—	—	27	3.7	3	1.1	27	3.8	27	12.0	1	2.5	24	3.9	2	1.1	25	3.9	26	12.1
Educational Services	7	2.2	16	3.4	1	2.2	20	3.6	19	12.0	5	2.7	16	3.3	1	0.5	18	3.7	19	12.6
Electrical Equipment (Mfg.)	2	0.0	28	2.4	4	1.9	26	2.9	27	12.6	2	4.0	23	3.6	3	2.5	24	4.1	26	12.3
Food & Beverage (Mfg.)	1	3.0	35	3.8	2	0.5	35	3.9	33	12.0	1	3.0	34	4.0	3	0.5	34	4.2	33	12.1
Health Care	16	3.2	54	3.7	11	2.5	65	4.3	62	12.1	13	3.0	50	3.8	9	2.3	59	4.2	61	12.0
Insurance Carriers	2	3.9	91	3.8	19	0.8	91	4.0	92	12.2	4	2.2	79	4.0	17	0.8	81	4.2	82	12.1
Internet Pub, Service, Web Search, Data							*										*			
Machinery Manufacturing	1	3.5	16	2.8	3	0.3	16	3.0	16	13.4	2	2.8	16	3.6	2	0.4	16	4.0	16	11.8
Manufacturing - Miscellaneous	3	2.2	66	3.3	5	0.8	65	3.5	64	12.5	4	2.8	63	3.6	5	0.6	64	3.8	66	12.5
Metals - Fabricated (Mfg.)	3	1.8	27	3.1	3	0.6	28	3.3	28	12.6	2	1.8	28	3.5	4	0.8	29	3.6	27	16.0
Metals - Primary (Mfg.)	1	2.0	8	2.7	2	1.0	8	3.2	8	13.2	1	2.0	5	3.3	1	1.0	6	3.2	6	13.5
Mining, Including Oil & Gas	1	3.5	8	4.6	1	0.2	9	4.5	9	13.1							*			
Other Info. Svc. (News Syn, Library)	2	1.5	11	3.5	5	2.2	12	4.4	12	12.8	3	1.3	11	3.9	4	2.8	11	5.2	9	13.7
Paper Products (Mfg.)	—	—	14	3.1	2	0.7	14	3.2	13	11.8	—	—	12	3.4	2	0.7	12	3.5	14	12.6
Petroleum & Coal Products (Mfg.)							*										*			
Plastics & Rubber Products (Mfg.)	3	2.8	17	3.4	1	1.0	20	3.4	20	13.0	3	2.8	15	3.8	1	1.0	18	3.7	18	11.7
Printing (Mfg.)	—	—	14	3.2	—	—	14	3.2	14	12.2	—	—	13	3.5	—	—	13	3.5	13	12.2
Professional, Scientific, Tech. Svcs.	4	2.0	89	3.7	15	1.3	84	4.3	87	12.4	6	2.9	75	4.1	12	0.8	75	4.5	77	12.0
Public Administration	10	3.0	12	3.2	4	0.9	17	4.3	17	12.2	6	2.8	8	3.4	2	1.0	11	4.2	12	12.0
Publishing Industries - Software	1	2.0	19	3.5	2	0.7	19	3.7	20	12.3	—	—	17	3.5	2	0.8	17	3.6	17	12.0
Retail Establishments	—	—	41	3.5	3	1.0	41	3.6	38	12.2	—	—	36	3.9	2	0.2	36	3.9	36	12.1
Securities & Commodities Brokers	—	—	21	2.9	3	0.7	18	3.5	21	12.0	—	—	17	3.7	1	1.0	17	3.8	17	12.2
Transportation	2	1.5	24	2.8	3	1.0	23	3.2	22	12.4	1	0.0	21	3.5	4	0.7	21	3.6	21	12.5
Transportation Equipment (Mfg.)	1	3.0	27	3.0	4	0.5	28	3.0	26	14.3	4	2.8	24	4.0	5	0.5	27	4.0	27	12.5
Transportation Support	—	—	11	2.4	1	0.1	9	3.0	11	13.1	—	—	10	3.6	—	—	10	3.6	10	11.4
Utilities	5	3.1	28	3.4	2	0.2	31	3.6	32	12.2	5	2.9	25	3.4	2	2.8	29	3.6	30	12.1
Wholesale - Durable Goods	—	—	16	3.3	2	0.8	16	3.4	16	12.0	—	—	13	3.7	1	1.0	13	3.8	14	12.0
Wholesale - Electronic Markets, Agents							*										*			
Wholesale - Nondurable Goods	1	2.5	10	3.9	—	—	11	3.8	10	12.3	—	—	9	3.9	—	—	9	3.9	8	12.0
All Other Finance	—	—	20	3.5	5	0.6	20	3.6	19	12.1	—	—	19	3.8	3	0.8	19	3.9	19	12.1
All Other Services (Except Pub. Adm.)	5	3.0	37	3.5	5	1.3	41	3.6	40	12.1	6	3.0	33	3.8	4	0.9	38	3.8	39	11.9
Unclassified Establishments	1	3.0	6	3.6	—	—	7	3.5	7	12.0	1	4.0	4	3.7	1	0.5	5	3.9	5	12.0
<b>TOTAL CENTRAL FIRMS**</b>	<b>80</b>	<b>2.7</b>	<b>950</b>	<b>3.4</b>	<b>135</b>	<b>1.0</b>	<b>971</b>	<b>3.7</b>	<b>967</b>	<b>12.4</b>	<b>80</b>	<b>2.7</b>	<b>837</b>	<b>3.8</b>	<b>111</b>	<b>1.1</b>	<b>881</b>	<b>4.0</b>	<b>894</b>	<b>12.4</b>

\* Fewer than five survey respondents \*\* Total line reflects all data submitted

# OFFICER/EXECUTIVE LEVEL



## INDUSTRY

2002 ACTUAL INCREASES										2003 PROJECTED INCREASES										
GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		
No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.	
—	—	12	3.8	—	—	12	3.8	12	12.0	—	—	11	4.0	—	—	11	4.0	11	12.0	Accommodation & Food Services
						*				—	—	5	3.5	1	5.0	5	4.5	5	12.0	Apparel & Textiles (Mfg.)
—	—	7	2.7	—	—	7	2.7	7	12.0	1	0.0	5	3.6	—	—	6	3.0	6	14.0	Arts & Entertainment
—	—	36	3.0	5	0.7	30	3.7	31	13.4	—	—	30	3.9	4	0.8	29	4.2	29	13.0	Broadcasting & Telecommunications
—	—	32	2.9	4	0.8	30	3.2	32	13.0	—	—	28	3.9	4	0.8	28	4.1	29	12.4	Chemical Manufacturing
1	3.0	19	3.9	2	0.6	19	4.1	20	11.8	1	3.0	18	4.0	3	0.5	19	4.0	19	12.0	Commercial Banking
1	4.0	25	3.2	4	1.3	26	3.4	25	13.5	3	3.3	23	4.5	4	1.4	25	4.8	25	14.4	Computer & Electronic Products (Mfg.)
—	—	5	3.2	1	0.3	5	3.3	4	14.2							*				Construction
—	—	26	3.5	3	2.6	27	3.6	27	11.8	1	2.5	21	3.9	2	2.8	23	3.9	25	13.3	Credit Unions
6	2.1	13	4.2	1	4.4	17	4.2	17	12.0	5	2.7	13	3.9	1	0.5	15	4.3	16	12.8	Educational Services
—	—	25	2.6	4	1.9	22	3.3	22	12.3	1	4.0	21	3.8	3	2.5	21	4.3	23	12.5	Electrical Equipment (Mfg.)
1	3.0	32	4.2	2	0.5	32	4.4	30	12.2	1	3.0	32	4.4	3	0.5	32	4.5	31	12.3	Food & Beverage (Mfg.)
11	3.3	49	4.1	7	3.5	58	4.5	56	12.1	9	3.3	46	4.3	7	3.5	54	4.7	56	12.1	Health Care
2	4.3	86	3.9	12	1.6	84	4.3	85	13.1	3	3.1	70	4.1	11	1.3	72	4.4	74	12.7	Insurance Carriers
						*										*				Internet Pub, Service, Web Search, Data
1	3.5	16	3.0	1	0.5	16	3.3	16	13.6	2	2.8	16	4.2	1	0.5	16	4.6	16	13.5	Machinery Manufacturing
3	2.2	63	3.5	4	0.9	62	3.8	59	12.7	4	2.8	60	3.8	5	0.6	61	3.9	63	12.6	Manufacturing – Miscellaneous
1	6.3	24	3.2	1	1.0	24	3.5	24	12.4	2	3.0	24	4.0	1	1.0	25	4.1	24	13.0	Metals – Fabricated (Mfg.)
1	2.0	6	2.7	1	1.0	7	2.8	6	12.2	1	2.0	4	3.5	1	1.0	5	3.4	5	12.2	Metals – Primary (Mfg.)
1	3.5	7	4.1	—	—	8	4.0	7	13.9							*				Mining, Including Oil & Gas
1	0.5	10	3.8	2	0.5	11	3.6	11	12.8	2	0.2	10	4.0	1	1.0	10	4.2	8	14.6	Other Info. Svc. (News Syn, Library)
—	—	14	3.3	1	0.5	14	3.4	13	11.8	—	—	12	3.5	1	0.5	12	3.5	14	12.6	Paper Products (Mfg.)
						*										*				Petroleum & Coal Products (Mfg.)
3	2.8	16	3.8	2	2.5	19	3.9	19	13.4	3	2.8	15	4.2	2	2.5	18	4.2	18	12.0	Plastics & Rubber Products (Mfg.)
—	—	13	3.0	—	—	12	3.2	13	13.2	—	—	12	3.6	—	—	12	3.6	12	12.2	Printing (Mfg.)
4	1.2	78	3.5	11	0.7	72	4.0	77	12.6	6	1.8	66	4.2	10	0.8	65	4.6	70	12.1	Professional, Scientific, Tech. Svcs.
8	3.0	11	3.7	1	1.0	15	4.4	15	12.2	3	2.2	7	4.1	1	1.0	8	4.5	9	12.0	Public Administration
—	—	19	3.0	1	0.5	19	3.0	20	12.3	—	—	17	3.5	2	0.8	17	3.6	17	12.0	Publishing Industries - Software
—	—	37	3.5	2	0.7	36	3.7	33	13.2	—	—	32	4.1	2	0.2	32	4.1	33	12.4	Retail Establishments
—	—	16	4.0	—	—	14	4.5	16	12.6	—	—	14	5.2	1	1.0	14	5.3	15	12.5	Securities & Commodities Brokers
1	10.0	20	2.6	2	1.9	18	3.6	19	14.3	1	0.0	18	3.5	2	1.0	18	3.7	18	12.7	Transportation
1	10.0	24	2.6	3	0.5	24	3.0	23	14.8	3	4.5	21	4.1	4	0.5	23	4.4	24	13.0	Transportation Equipment (Mfg.)
—	—	10	2.3	1	0.1	8	2.9	10	13.2	—	—	9	3.7	—	—	9	3.7	9	11.3	Transportation Support
4	3.0	23	3.7	1	0.2	24	4.0	27	12.0	5	2.9	18	3.8	1	4.0	22	3.9	25	11.8	Utilities
—	—	14	3.6	—	—	14	3.6	14	12.0	—	—	11	3.8	1	1.0	11	3.9	12	12.0	Wholesale – Durable Goods
						*										*				Wholesale – Electronic Markets, Agents
1	2.5	10	4.1	—	—	11	4.0	10	12.3	—	—	9	4.1	—	—	9	4.1	9	12.0	Wholesale – Nondurable Goods
1	1.6	17	3.5	5	1.4	17	3.9	18	12.3	—	—	17	4.0	4	1.8	17	4.4	17	12.4	All Other Finance
2	4.0	28	3.0	5	1.1	30	3.2	28	12.6	2	3.0	26	3.8	5	1.3	28	3.9	30	11.6	All Other Services (Except Pub. Adm.)
1	3.0	4	3.9	—	—	5	3.7	5	12.0							*				Unclassified Establishments
57	3.1	859	3.4	91	1.3	860	3.8	862	12.7	61	2.8	757	4.0	90	1.3	790	4.2	815	12.5	TOTAL CENTRAL FIRMS**

\* Fewer than five survey respondents \*\* Total line reflects all data submitted



## INDUSTRY

## SALARY STRUCTURE ADJUSTMENTS

	2002 ACTUAL INCREASES								2003 PROJECTED INCREASES							
	Nonexempt Hourly Nonunion		Nonexempt Salaried		Exempt Salaried		Officer/ Executive		Nonexempt Hourly Nonunion		Nonexempt Salaried		Exempt Salaried		Officer/ Executive	
	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%
Accommodation & Food Services	7	1.9	4	2.4	10	2.1	7	1.5	6	2.8	4	2.0	9	2.8	6	2.9
Apparel & Textiles (Mfg.)	*		*		*		*		*		*		*		*	
Arts & Entertainment	*		*		*		*		*		*		*		*	
Broadcasting & Telecommunications	25	2.7	15	2.4	32	2.6	21	1.8	21	2.8	11	2.4	28	2.7	19	2.2
Chemical Manufacturing	20	2.4	28	2.7	33	2.7	28	3.2	15	3.1	21	2.9	25	3.0	21	2.8
Commercial Banking	15	1.6	13	1.7	19	2.1	19	2.0	11	3.2	10	3.0	15	3.2	15	3.5
Computer & Electronic Products (Mfg.)	15	1.6	21	1.5	23	1.7	19	1.7	15	2.8	17	2.4	20	3.1	17	3.2
Construction	*		*		*		*		*		*		*		*	
Credit Unions	19	2.8	16	2.1	24	2.8	21	2.9	18	2.7	15	2.3	23	2.6	20	2.6
Educational Services	15	2.7	9	2.9	17	2.6	8	1.8	13	2.5	8	2.0	16	2.6	9	2.5
Electrical Equipment (Mfg.)	13	1.7	11	1.7	18	1.8	14	1.7	11	2.1	10	2.7	16	2.6	12	2.5
Food & Beverage (Mfg.)	11	3.3	25	2.6	28	2.7	24	2.6	14	3.1	25	2.7	28	3.0	25	2.8
Health Care	56	2.8	15	2.8	55	2.8	39	3.2	52	2.6	14	2.4	52	2.8	38	2.8
Insurance Carriers	40	2.7	55	2.1	77	2.3	56	2.4	35	2.7	48	2.7	68	2.7	49	2.7
Internet Pub, Service, Web Search, Data	*		*		*		*		*		*		*		*	
Machinery Manufacturing	10	2.1	12	2.3	13	2.7	9	2.4	9	2.6	11	3.0	12	3.0	9	3.3
Manufacturing - Miscellaneous	32	2.2	41	2.4	47	2.4	41	2.6	29	2.5	38	2.8	44	2.8	39	2.7
Metals - Fabricated (Mfg.)	15	2.3	22	2.6	25	2.5	18	3.0	14	2.8	22	2.6	25	2.7	18	2.8
Metals - Primary (Mfg.)	2	2.5	9	2.2	9	2.0	7	2.0	1	2.0	7	3.1	7	3.1	5	3.4
Mining, Including Oil & Gas	3	1.7	5	3.4	7	3.2	6	3.6	*		*		*		*	
Other Info. Svc. (News Syn, Library)	2	2.0	5	3.5	6	3.2	5	3.2	3	1.7	4	3.0	6	2.3	5	2.1
Paper Products (Mfg.)	5	3.0	10	2.6	12	2.7	8	2.3	4	2.8	8	3.0	10	2.9	8	2.7
Petroleum & Coal Products (Mfg.)	*		*		*		*		*		*		*		*	
Plastics & Rubber Products (Mfg.)	8	2.1	11	2.4	14	2.5	10	2.1	7	2.9	11	3.0	13	3.1	9	3.2
Printing (Mfg.)	9	2.3	5	2.0	12	2.6	11	3.1	10	2.7	5	3.0	11	2.8	10	2.8
Professional, Scientific, Tech. Svcs.	43	2.4	47	2.1	66	2.7	50	2.4	39	2.7	41	2.5	57	2.7	45	2.6
Public Administration	12	2.6	11	2.6	15	2.7	12	2.7	9	2.4	7	2.6	9	2.5	6	2.5
Publishing Industries - Software	14	1.7	9	2.0	17	1.8	17	1.8	11	2.4	8	2.3	14	2.3	14	2.1
Retail Establishments	29	2.3	14	1.5	28	1.6	25	1.9	23	2.6	14	2.5	23	3.2	22	2.7
Securities & Commodities Brokers	8	0.6	6	0.8	10	0.8	5	1.4	9	2.5	6	2.4	11	2.7	6	2.1
Transportation	11	2.5	9	2.2	22	2.9	14	2.5	9	1.8	9	2.9	17	2.3	11	1.8
Transportation Equipment (Mfg.)	13	1.7	17	1.7	20	2.0	16	1.4	13	3.2	18	3.1	21	3.2	17	3.7
Transportation Support	6	1.4	4	1.2	8	1.4	5	2.0	5	2.8	4	3.0	7	2.8	4	3.4
Utilities	18	2.6	23	2.4	29	2.5	17	2.5	14	2.6	16	2.6	22	2.6	13	2.7
Wholesale - Durable Goods	9	3.3	8	3.1	13	3.5	9	3.7	9	2.9	7	3.6	10	3.1	6	3.2
Wholesale - Electronic Markets, Agents	*		*		*		*		*		*		*		*	
Wholesale - Nondurable Goods	7	1.4	5	2.8	9	1.9	7	1.4	7	3.1	5	3.1	10	2.6	8	2.4
All Other Finance	7	0.9	9	1.7	11	1.6	10	0.9	6	2.3	7	2.9	9	2.4	8	2.5
All Other Services (Except Pub. Adm.)	24	1.6	12	1.7	27	2.0	21	1.4	23	2.7	10	2.6	24	2.7	20	2.5
Unclassified Establishments	4	1.6	4	1.4	6	2.2	4	1.9	3	1.7	4	1.4	5	2.4	4	1.9
<b>TOTAL CENTRAL FIRMS**</b>	<b>537</b>	<b>2.3</b>	<b>518</b>	<b>2.2</b>	<b>777</b>	<b>2.4</b>	<b>595</b>	<b>2.3</b>	<b>478</b>	<b>2.7</b>	<b>454</b>	<b>2.7</b>	<b>682</b>	<b>2.8</b>	<b>530</b>	<b>2.7</b>

\* Fewer than five survey respondents \*\* Total line reflects all data submitted

# NONEXEMPT HOURLY NONUNION EMPLOYEES



## INDUSTRY

2002 ACTUAL INCREASES										2003 PROJECTED INCREASES										
GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		
No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	Mos.	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	Mos.	
1	0.0	9	3.4	1	0.0	9	3.4	10	11.4	—	—	10	3.5	—	—	10	3.5	10	11.4	Accommodation & Food Services
						*										*				Apparel & Textiles (Mfg.)
—	—	7	2.9	—	—	6	3.4	7	12.9	—	—	7	3.6	—	—	7	3.6	7	15.4	Arts & Entertainment
2	2.5	28	3.3	5	1.0	30	3.4	28	12.4	3	1.7	25	4.0	4	1.0	27	4.1	29	12.4	Broadcasting & Telecommunications
6	2.9	30	3.5	7	1.4	38	3.5	37	11.8	5	2.7	29	3.6	7	1.4	33	3.9	34	12.4	Chemical Manufacturing
—	—	16	3.8	2	1.5	16	4.0	16	12.0	—	—	15	4.0	—	—	15	4.0	15	12.0	Commercial Banking
3	2.7	31	2.9	11	1.0	34	3.2	33	13.4	3	2.7	27	4.0	6	1.1	29	4.3	32	12.5	Computer & Electronic Products (Mfg.)
—	—	6	3.1	1	0.3	5	3.7	6	13.0	—	—	5	3.9	—	—	5	3.9	5	11.4	Construction
—	—	14	3.9	3	1.3	14	4.2	14	12.0	—	—	13	3.9	1	2.0	13	4.0	13	11.3	Credit Unions
12	3.4	28	3.2	9	1.0	35	4.0	32	12.1	10	2.9	26	3.2	6	0.8	30	3.9	30	12.0	Educational Services
3	1.5	16	2.3	4	0.3	16	2.6	16	12.2	2	2.5	12	3.0	3	0.3	12	3.5	14	13.5	Electrical Equipment (Mfg.)
6	3.1	13	3.1	1	0.5	18	3.3	18	11.6	4	2.9	13	3.3	2	0.2	15	3.7	15	11.7	Food & Beverage (Mfg.)
14	3.0	37	3.5	11	1.8	51	3.7	50	12.1	13	2.8	35	3.4	11	1.7	48	3.7	48	11.9	Health Care
1	0.0	38	3.7	11	2.7	41	4.2	36	12.2	—	—	33	4.0	10	2.4	33	4.7	33	12.0	Insurance Carriers
1	2.0	8	3.4	3	0.9	10	3.1	8	13.0	1	2.0	7	3.7	3	0.9	7	4.3	8	12.0	Internet Pub, Service, Web Search, Data
1	3.0	6	3.3	2	1.2	8	3.1	6	12.5	1	3.0	6	3.9	1	1.5	7	4.0	7	13.7	Machinery Manufacturing
8	2.9	47	3.2	9	0.9	52	3.5	53	12.0	7	3.3	41	3.7	8	0.8	48	3.8	52	12.6	Manufacturing – Miscellaneous
3	2.1	8	3.2	1	0.4	9	3.6	9	12.0	3	2.2	5	3.5	—	—	7	3.4	7	12.0	Metals – Fabricated (Mfg.)
						*										*				Metals – Primary (Mfg.)
1	3.5	4	4.2	1	2.5	5	4.5	5	12.6							*				Mining, Including Oil & Gas
—	—	9	2.2	2	2.0	9	2.6	8	12.0	—	—	9	3.9	2	1.5	9	4.2	7	15.4	Other Info. Svc. (News Syn, Library)
2	3.0	4	2.9	1	0.2	6	3.0	6	11.7	2	3.4	3	2.8	—	—	5	3.0	6	12.0	Paper Products (Mfg.)
						*										*				Petroleum & Coal Products (Mfg.)
7	3.1	3	3.3	2	2.5	10	3.6	10	12.6	7	3.1	3	3.9	2	2.5	10	3.8	10	12.0	Plastics & Rubber Products (Mfg.)
—	—	7	2.6	1	10.0	7	4.0	7	9.9	—	—	7	3.6	—	—	7	3.6	7	10.4	Printing (Mfg.)
5	2.7	86	3.6	13	0.9	89	3.8	87	12.1	6	2.8	74	4.0	13	1.0	77	4.2	78	11.9	Professional, Scientific, Tech. Svcs.
8	3.5	8	3.7	3	3.3	13	4.9	12	12.0	4	3.4	8	3.3	3	4.0	10	5.2	11	12.0	Public Administration
2	1.0	15	3.3	3	1.7	15	3.8	17	12.4	1	1.5	16	3.7	3	0.7	16	4.0	16	12.0	Publishing Industries - Software
2	2.3	39	3.6	1	1.5	40	3.6	38	11.7	1	3.5	37	3.7	1	1.0	38	3.7	38	12.1	Retail Establishments
1	2.9	13	2.3	3	0.2	14	2.5	14	12.0	—	—	10	3.5	2	0.4	10	3.6	10	12.0	Securities & Commodities Brokers
6	2.6	13	2.2	1	1.2	18	2.5	17	12.2	5	2.4	13	2.8	1	0.0	15	3.3	15	12.7	Transportation
1	4.0	4	3.9	—	—	5	3.9	5	13.2	1	5.0	4	3.1	2	1.4	5	4.1	4	12.0	Transportation Equipment (Mfg.)
1	2.0	5	2.0	1	4.9	5	3.4	6	12.0	1	3.0	4	3.9	1	4.5	5	4.6	5	11.8	Transportation Support
2	1.5	12	3.7	2	0.6	12	4.0	13	12.0	2	1.5	10	3.5	1	0.5	10	3.9	11	13.1	Utilities
3	2.5	13	3.3	4	1.2	15	3.7	14	12.9	1	1.0	10	3.7	2	1.2	11	3.7	11	12.0	Wholesale – Durable Goods
						*										*				Wholesale – Electronic Markets, Agents
1	2.5	5	2.7	—	—	5	3.2	6	12.0	—	—	5	3.4	1	0.5	5	3.5	4	12.0	Wholesale – Nondurable Goods
—	—	22	3.3	2	0.6	22	3.4	22	12.0	—	—	21	3.7	1	1.0	21	3.7	22	11.8	All Other Finance
5	2.9	24	3.5	1	0.8	28	3.6	28	12.1	7	2.4	24	3.8	3	0.4	29	3.7	27	12.4	All Other Services (Except Pub. Adm.)
						*										*				Unclassified Establishments
114	2.8	638	3.3	123	1.4	725	3.6	710	12.1	95	2.8	577	3.7	102	1.3	643	3.9	656	12.2	TOTAL EASTERN FIRMS**

\* Fewer than five survey respondents \*\* Total line reflects all data submitted



## INDUSTRY

## NONEXEMPT SALARIED EMPLOYEES

	2002 ACTUAL INCREASES										2003 PROJECTED INCREASES									
	GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES	
	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.
Accommodation & Food Services	—	—	7	4.0	—	—	7	4.0	7	12.0	—	—	7	3.9	—	—	7	3.9	7	12.0
Apparel & Textiles (Mfg.)							*										*			
Arts & Entertainment	—	—	6	3.2	—	—	5	3.8	6	12.5	—	—	6	3.8	—	—	6	3.8	6	15.0
Broadcasting & Telecommunications	3	3.7	24	3.0	5	1.1	28	3.2	25	13.5	2	1.8	19	4.0	3	0.8	20	4.1	20	12.4
Chemical Manufacturing	2	2.2	40	3.4	12	0.7	41	3.7	42	12.3	1	0.0	40	3.9	12	0.9	41	4.1	41	12.3
Commercial Banking	—	—	17	3.9	—	—	17	3.9	18	11.9	—	—	15	4.2	—	—	15	4.2	14	12.0
Computer & Electronic Products (Mfg.)	1	4.0	28	2.9	5	0.3	28	3.2	28	13.0	2	2.0	24	3.8	5	0.6	25	4.0	26	13.4
Construction							*										*			
Credit Unions	—	—	16	3.9	2	0.6	16	4.0	16	11.9	—	—	16	3.9	2	0.6	16	4.0	16	12.1
Educational Services	9	3.5	19	3.2	4	0.9	25	4.0	23	12.0	6	2.0	19	2.9	3	0.8	20	3.5	21	11.7
Electrical Equipment (Mfg.)	1	3.0	10	2.9	3	0.4	11	3.0	9	12.3	1	1.5	9	3.5	1	0.5	9	3.7	9	14.3
Food & Beverage (Mfg.)	—	—	24	3.7	2	0.8	24	3.8	22	12.0	1	0.0	20	3.8	3	0.6	20	3.9	20	12.1
Health Care	6	2.9	15	3.4	2	1.5	21	3.7	17	12.0	5	2.5	15	3.5	4	1.5	20	3.6	19	12.0
Insurance Carriers	1	3.0	49	3.5	10	1.4	51	3.7	52	12.8	1	3.0	40	3.9	8	1.6	41	4.2	42	12.3
Internet Pub, Service, Web Search, Data	—	—	9	2.8	3	0.7	8	3.4	8	12.0	—	—	7	3.9	3	0.8	7	4.3	7	12.0
Machinery Manufacturing	1	0.0	10	3.5	5	0.9	10	3.9	11	13.6	1	2.0	8	3.8	4	0.7	9	3.9	8	12.0
Manufacturing – Miscellaneous	1	4.5	50	3.3	3	1.0	50	3.5	49	12.1	1	4.5	48	3.7	2	0.6	49	3.7	49	12.7
Metals – Fabricated (Mfg.)	1	4.1	9	3.0	1	0.4	9	3.5	9	13.2	1	0.0	8	3.5	—	—	8	3.5	8	12.0
Metals – Primary (Mfg.)	1	2.0	4	3.4	—	—	5	3.1	4	14.8							*			
Mining, Including Oil & Gas	1	3.5	4	5.0	1	0.3	5	4.8	5	12.2							*			
Other Info. Svc. (News Syn, Library)	—	—	8	2.8	2	3.0	9	3.2	9	12.0	1	0.0	7	4.1	2	2.0	7	4.7	7	13.7
Paper Products (Mfg.)	—	—	10	2.9	1	1.0	10	3.0	10	11.7	—	—	9	3.2	1	1.0	9	3.3	10	11.7
Petroleum & Coal Products (Mfg.)							*										*			
Plastics & Rubber Products (Mfg.)	1	2.5	10	3.5	1	1.0	11	3.5	11	12.5	1	3.0	10	3.8	1	1.0	11	3.8	11	12.0
Printing (Mfg.)	—	—	6	2.5	1	1.0	6	2.7	6	12.0	—	—	6	3.2	—	—	6	3.2	6	12.0
Professional, Scientific, Tech. Svcs.	5	3.4	101	3.5	23	0.6	99	3.8	93	12.3	8	3.0	90	3.8	16	0.7	89	4.2	89	12.1
Public Administration	5	3.1	9	3.9	3	2.7	13	4.6	12	11.7	3	3.2	7	3.2	1	1.0	8	4.1	11	12.0
Publishing Industries - Software	1	2.7	18	2.9	2	3.0	17	3.6	18	12.0	2	1.3	16	3.5	4	1.2	17	3.8	18	12.7
Retail Establishments	—	—	14	3.2	—	—	15	3.0	12	11.7	—	—	11	3.8	—	—	12	3.5	11	12.1
Securities & Commodities Brokers	1	3.1	15	1.9	2	0.6	13	2.6	14	12.9	—	—	12	3.6	3	0.8	11	4.1	11	14.2
Transportation	2	3.0	12	3.3	2	0.5	14	3.3	13	12.3	3	2.0	14	3.4	4	0.3	14	3.9	12	12.0
Transportation Equipment (Mfg.)	1	0.0	6	3.4	—	—	6	3.4	6	14.0	1	0.0	5	3.8	3	1.1	6	3.7	5	12.0
Transportation Support							*										*			
Utilities	2	2.8	12	4.1	2	0.8	13	4.3	13	12.3	1	2.5	11	3.9	1	0.5	11	4.2	11	12.0
Wholesale – Durable Goods	—	—	11	3.8	3	0.7	12	4.0	11	13.1	—	—	10	3.9	2	0.8	10	4.0	11	12.0
Wholesale – Electronic Markets, Agents							*										*			
Wholesale – Nondurable Goods	—	—	5	3.5	—	—	5	3.5	5	12.0	—	—	5	3.6	1	0.5	5	3.7	4	12.0
All Other Finance	1	1.6	20	3.6	4	0.7	20	3.8	21	12.2	1	1.5	20	3.8	1	0.8	20	3.9	20	12.1
All Other Services (Except Pub. Adm.)	4	2.5	22	3.5	3	1.5	27	3.4	27	12.7	4	1.9	22	3.7	3	1.4	24	3.9	25	12.2
Unclassified Establishments							*										*			
<b>TOTAL EASTERN FIRMS**</b>	<b>52</b>	<b>3.0</b>	<b>636</b>	<b>3.4</b>	<b>108</b>	<b>0.9</b>	<b>665</b>	<b>3.6</b>	<b>648</b>	<b>12.4</b>	<b>49</b>	<b>2.2</b>	<b>574</b>	<b>3.7</b>	<b>94</b>	<b>0.9</b>	<b>591</b>	<b>4.0</b>	<b>595</b>	<b>12.3</b>

\* Fewer than five survey respondents \*\* Total line reflects all data submitted

# EXEMPT SALARIED EMPLOYEES



## INDUSTRY

2002 ACTUAL INCREASES										2003 PROJECTED INCREASES										
GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		
No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.	
—	—	11	3.9	—	—	11	3.9	11	12.5	—	—	11	3.9	—	—	11	3.9	11	12.0	Accommodation & Food Services
						*										*				Apparel & Textiles (Mfg.)
—	—	8	3.2	—	—	7	3.7	7	12.4	—	—	8	3.8	—	—	8	3.8	8	14.2	Arts & Entertainment
3	3.7	42	3.2	8	1.4	43	3.6	42	12.9	2	1.8	36	4.0	6	0.9	37	4.2	39	12.4	Broadcasting & Telecommunications
1	1.4	46	3.5	13	0.8	47	3.7	48	12.4	1	0.0	43	3.9	13	1.1	44	4.2	44	12.3	Chemical Manufacturing
—	—	22	3.8	2	1.5	22	4.0	22	12.0	—	—	18	4.2	—	—	18	4.2	19	12.0	Commercial Banking
2	2.0	46	3.0	16	1.0	45	3.5	47	13.2	2	2.0	39	4.0	12	1.1	40	4.3	43	12.8	Computer & Electronic Products (Mfg.)
—	—	6	3.1	1	0.3	5	3.8	6	13.0	—	—	5	4.0	—	—	5	4.0	5	11.4	Construction
—	—	21	3.7	4	1.1	21	3.9	21	12.0	—	—	20	3.8	3	1.1	20	4.0	20	12.1	Credit Unions
17	3.5	37	3.2	10	1.2	45	4.2	43	12.0	14	2.7	36	3.0	9	1.3	41	3.9	41	11.9	Educational Services
1	0.0	21	2.6	6	0.3	19	3.0	19	12.2	—	—	16	3.5	4	0.3	15	3.8	17	13.2	Electrical Equipment (Mfg.)
1	4.0	26	3.7	5	1.3	27	3.9	27	12.0	2	1.5	24	3.7	6	1.1	24	4.1	24	12.1	Food & Beverage (Mfg.)
14	3.3	41	3.4	14	1.9	54	4.0	54	12.1	12	2.8	41	3.4	12	1.5	52	3.7	52	13.2	Health Care
1	3.0	75	3.7	19	1.6	76	4.1	77	12.6	1	3.0	65	4.0	15	1.8	66	4.4	67	12.1	Insurance Carriers
1	0.0	13	2.8	4	0.7	12	3.2	11	12.7	—	—	9	4.0	4	0.7	9	4.3	10	12.0	Internet Pub, Service, Web Search, Data
1	0.0	12	3.2	6	0.9	11	3.9	13	13.4	1	3.0	8	3.8	4	0.7	9	4.1	10	13.2	Machinery Manufacturing
2	3.5	66	3.5	10	0.9	65	3.8	65	12.1	2	3.5	60	3.8	9	0.9	62	4.0	62	12.4	Manufacturing – Miscellaneous
2	2.0	12	3.2	2	0.5	12	3.6	12	12.9	1	0.0	10	3.6	—	—	10	3.6	10	12.0	Metals – Fabricated (Mfg.)
1	2.0	4	3.5	—	—	5	3.2	4	15.2							*				Metals – Primary (Mfg.)
1	3.5	6	4.9	1	0.2	7	4.8	7	12.6							*				Mining, Including Oil & Gas
—	—	17	2.4	5	1.3	18	2.6	17	12.0	1	0.0	16	3.9	4	1.8	16	4.4	14	14.6	Other Info. Svc. (News Syn, Library)
—	—	10	3.0	2	0.9	10	3.1	10	11.7	—	—	9	3.2	2	0.9	9	3.4	10	11.7	Paper Products (Mfg.)
						*										*				Petroleum & Coal Products (Mfg.)
1	2.5	11	3.7	1	1.0	12	3.7	12	12.5	1	3.0	11	3.8	1	1.0	12	3.8	12	12.0	Plastics & Rubber Products (Mfg.)
—	—	8	2.9	—	—	8	2.9	8	12.8	—	—	8	3.5	—	—	8	3.5	8	12.0	Printing (Mfg.)
5	2.8	146	3.8	34	0.8	143	4.1	139	12.3	9	2.6	125	4.1	24	1.0	126	4.5	126	12.1	Professional, Scientific, Tech. Svcs.
8	3.5	13	4.2	3	2.7	18	4.9	17	11.6	4	3.4	11	3.6	3	4.0	13	5.0	15	12.0	Public Administration
1	2.0	31	3.0	4	0.5	27	3.6	32	12.3	2	0.8	27	3.5	4	0.6	27	3.7	28	13.0	Publishing Industries - Software
1	1.6	41	3.4	3	2.0	41	3.6	39	12.1	—	—	39	3.7	1	1.0	39	3.8	39	12.7	Retail Establishments
1	2.5	22	2.3	5	0.5	20	2.8	20	12.6	—	—	17	3.7	4	0.6	17	3.9	17	13.4	Securities & Commodities Brokers
5	2.4	22	2.6	2	0.8	24	3.0	23	12.2	4	2.2	20	3.3	4	0.3	21	3.6	21	12.5	Transportation
—	—	8	3.8	—	—	8	3.8	8	14.6	1	0.0	7	4.0	3	1.1	8	3.9	7	12.4	Transportation Equipment (Mfg.)
—	—	7	2.1	1	0.1	5	2.9	7	13.7	—	—	6	3.8	—	—	6	3.8	6	11.0	Transportation Support
3	2.8	20	3.9	4	1.0	21	4.4	21	12.2	2	3.2	18	3.8	3	1.0	18	4.3	18	11.6	Utilities
—	—	18	3.6	4	0.6	18	3.7	18	13.0	—	—	14	3.8	2	0.8	14	3.9	15	12.0	Wholesale – Durable Goods
						*										*				Wholesale – Electronic Markets, Agents
1	2.5	6	3.6	—	—	7	3.4	7	12.0	—	—	6	3.7	1	0.5	6	3.8	4	12.0	Wholesale – Nondurable Goods
1	1.6	32	3.4	7	0.8	32	3.6	32	12.7	1	1.5	29	3.8	2	1.1	29	3.9	30	12.2	All Other Finance
6	2.6	36	3.6	5	1.7	40	3.9	40	12.7	7	2.2	38	3.9	5	1.0	42	4.0	40	12.8	All Other Services (Except Pub. Adm.)
1	3.0	4	3.6	—	—	5	3.5	5	16.8							*				Unclassified Establishments
82	2.9	979	3.4	202	1.1	1002	3.8	1003	12.4	73	2.5	868	3.8	163	1.1	901	4.1	913	12.4	TOTAL EASTERN FIRMS**

\* Fewer than five survey respondents \*\* Total line reflects all data submitted



## INDUSTRY

## OFFICER/EXECUTIVE LEVEL

	2002 ACTUAL INCREASES										2003 PROJECTED INCREASES									
	GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES	
	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.
Accommodation & Food Services	—	—	10	4.1	—	—	10	4.1	10	12.6	—	—	10	4.0	—	—	10	4.0	10	12.0
Apparel & Textiles (Mfg.)							*										*			
Arts & Entertainment	—	—	8	3.6	—	—	7	4.1	7	12.4	—	—	8	3.9	—	—	8	3.9	8	14.6
Broadcasting & Telecommunications	2	2.0	41	3.2	6	1.2	39	3.6	39	12.8	2	1.8	36	4.6	5	0.8	37	4.6	39	12.4
Chemical Manufacturing	—	—	41	3.4	9	0.8	41	3.6	42	12.6	1	0.0	38	4.0	9	0.9	39	4.1	40	12.3
Commercial Banking	—	—	21	3.5	—	—	19	3.9	21	12.0	—	—	17	4.3	—	—	17	4.3	17	12.0
Computer & Electronic Products (Mfg.)	1	4.0	38	2.7	7	0.8	37	3.0	38	13.5	2	2.0	35	4.0	8	0.8	36	4.2	39	12.9
Construction							*										*			
Credit Unions	—	—	21	3.5	2	1.5	21	3.6	21	12.5	—	—	19	3.9	2	1.5	19	4.0	20	13.6
Educational Services	11	3.5	31	3.6	9	1.5	37	4.4	37	12.2	8	2.5	30	3.4	8	0.9	34	3.8	33	12.0
Electrical Equipment (Mfg.)	—	—	19	2.6	4	0.3	17	2.9	17	12.4	—	—	16	3.6	3	0.4	15	3.9	17	13.4
Food & Beverage (Mfg.)	1	4.0	23	3.9	4	1.6	26	4.0	24	12.2	2	1.5	24	3.8	5	1.3	24	4.2	24	12.3
Health Care	8	3.7	39	3.9	7	4.4	47	4.5	45	12.4	9	3.0	32	3.8	9	3.6	41	4.4	44	12.4
Insurance Carriers	2	4.5	72	3.5	11	3.9	71	4.3	73	13.1	1	3.0	59	3.9	12	2.0	58	4.5	63	12.5
Internet Pub, Service, Web Search, Data	—	—	13	2.9	5	1.7	12	3.9	11	13.3	—	—	9	4.0	4	0.7	9	4.3	10	12.6
Machinery Manufacturing	—	—	12	3.4	3	0.8	11	4.0	12	12.5	—	—	9	3.9	2	0.8	9	4.1	9	13.3
Manufacturing – Miscellaneous	2	2.2	64	3.5	6	0.9	61	3.8	61	12.1	2	3.5	59	3.9	7	0.7	61	4.0	61	12.6
Metals – Fabricated (Mfg.)	—	—	9	2.9	—	—	8	3.2	7	13.1	1	0.0	7	3.7	—	—	7	3.7	7	14.1
Metals – Primary (Mfg.)							*										*			
Mining, Including Oil & Gas	1	3.5	5	4.1	—	—	6	4.0	5	12.2							*			
Other Info. Svc. (News Syn, Library)	—	—	17	2.8	3	0.7	18	2.7	16	12.0	1	0.0	15	4.1	2	1.0	15	4.3	13	13.8
Paper Products (Mfg.)	—	—	10	3.2	1	4.0	10	3.6	10	11.7	—	—	9	3.2	1	1.0	9	3.3	10	11.7
Petroleum & Coal Products (Mfg.)							*										*			
Plastics & Rubber Products (Mfg.)	1	2.5	10	4.2	—	—	11	4.0	11	12.5	1	3.0	11	3.9	1	1.0	12	3.9	12	12.0
Printing (Mfg.)	—	—	7	2.9	—	—	7	2.9	7	14.6	—	—	7	3.6	—	—	7	3.6	7	11.6
Professional, Scientific, Tech. Svcs.	5	1.7	134	3.7	26	1.2	128	4.2	127	12.5	7	2.0	114	4.3	18	1.5	113	4.7	115	12.3
Public Administration	8	3.5	11	4.1	3	3.3	16	5.0	15	12.0	4	3.4	10	3.7	3	4.0	12	5.2	13	12.0
Publishing Industries - Software	—	—	30	2.9	2	0.8	26	3.5	30	12.5	2	0.8	29	3.7	5	0.7	29	3.9	29	12.9
Retail Establishments	1	1.6	39	3.3	1	1.0	37	3.6	36	12.7	—	—	36	4.0	1	1.0	36	4.0	36	12.8
Securities & Commodities Brokers	1	0.0	19	1.8	3	0.5	16	2.3	18	13.3	—	—	15	3.4	4	0.6	15	3.6	15	12.8
Transportation	3	5.3	15	2.2	1	0.5	15	3.3	16	13.9	3	2.0	16	3.2	1	0.0	16	3.6	16	12.8
Transportation Equipment (Mfg.)	—	—	6	3.3	—	—	5	4.0	6	15.7	1	0.0	4	4.2	2	1.4	5	4.0	5	12.8
Transportation Support							*				—	—	5	4.0	—	—	5	4.0	5	10.8
Utilities	2	2.2	17	4.5	—	—	18	4.5	18	12.0	2	3.2	15	4.2	1	0.5	16	4.3	16	12.0
Wholesale – Durable Goods	—	—	16	4.1	1	0.5	16	4.1	16	13.5	—	—	13	3.7	2	0.8	13	3.9	14	12.0
Wholesale – Electronic Markets, Agents							*										*			
Wholesale – Nondurable Goods	1	2.5	6	3.8	—	—	7	3.6	7	13.7	—	—	6	3.9	1	0.5	6	3.9	5	12.0
All Other Finance	2	1.6	26	3.8	6	0.7	28	3.8	28	13.0	2	0.8	25	3.9	2	0.9	25	4.1	26	12.5
All Other Services (Except Pub. Adm.)	6	3.0	34	3.4	3	2.0	38	3.7	39	13.7	7	2.9	37	3.8	6	1.2	40	4.2	38	12.7
Unclassified Establishments							*										*			
<b>TOTAL EASTERN FIRMS**</b>	<b>60</b>	<b>3.1</b>	<b>892</b>	<b>3.4</b>	<b>126</b>	<b>1.6</b>	<b>892</b>	<b>3.8</b>	<b>898</b>	<b>12.8</b>	<b>61</b>	<b>2.4</b>	<b>796</b>	<b>3.9</b>	<b>126</b>	<b>1.4</b>	<b>820</b>	<b>4.2</b>	<b>840</b>	<b>12.6</b>

\* Fewer than five survey respondents \*\* Total line reflects all data submitted

# SALARY STRUCTURE ADJUSTMENTS



## INDUSTRY

2002 ACTUAL INCREASES								2003 PROJECTED INCREASES								
Nonexempt Hourly Nonunion		Nonexempt Salaried		Exempt Salaried		Officer/ Executive		Nonexempt Hourly Nonunion		Nonexempt Salaried		Exempt Salaried		Officer/ Executive		
No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	
4	2.5	5	2.2	7	2.9	3	3.0	5	2.8	6	2.2	8	2.8	4	2.8	Accommodation & Food Services
*		*		*		*		*		*		*		*		Apparel & Textiles (Mfg.)
*		*		*		*		4	2.0	3	3.2	5	2.4	5	2.4	Arts & Entertainment
25	2.5	17	3.2	34	2.6	24	2.5	21	2.0	17	2.2	30	2.4	20	2.3	Broadcasting & Telecommunications
27	2.5	36	2.8	41	2.8	36	3.3	23	2.6	30	2.7	34	2.7	30	2.6	Chemical Manufacturing
14	2.2	17	2.3	19	2.7	17	2.6	12	2.6	12	2.4	15	2.7	13	3.3	Commercial Banking
26	1.4	25	2.0	36	1.9	26	2.2	25	2.5	24	2.5	34	2.8	25	2.8	Computer & Electronic Products (Mfg.)
*		*		*		*		*		*		*		*		Construction
12	2.3	13	2.2	17	2.6	14	2.3	12	2.1	14	2.3	18	2.7	15	2.7	Credit Unions
27	3.0	21	3.1	38	2.6	17	2.4	25	2.4	18	2.5	34	2.6	16	2.8	Educational Services
11	1.8	9	1.7	15	2.0	13	2.1	6	1.8	5	2.7	9	2.2	8	2.1	Electrical Equipment (Mfg.)
10	3.0	15	3.0	18	2.9	14	2.5	9	3.2	13	2.9	16	3.0	14	2.8	Food & Beverage (Mfg.)
38	2.5	14	2.4	43	2.6	29	2.3	37	2.4	12	2.2	42	2.3	29	2.4	Health Care
24	2.3	37	1.9	56	2.1	44	2.2	21	2.4	30	2.5	47	2.6	38	2.5	Insurance Carriers
5	2.2	6	2.3	6	2.3	5	1.6	*		*		*		*		Internet Pub, Service, Web Search, Data
6	2.2	9	2.2	11	2.0	7	2.2	4	2.8	7	2.7	8	2.9	5	3.4	Machinery Manufacturing
38	2.0	39	2.2	50	2.3	42	2.3	32	2.6	36	2.6	44	2.8	37	2.6	Manufacturing - Miscellaneous
8	2.3	10	2.5	12	2.7	8	2.2	8	3.1	8	3.2	10	3.3	6	3.4	Metals - Fabricated (Mfg.)
*		*		*		*		*		*		*		*		Metals - Primary (Mfg.)
4	2.2	5	3.6	7	3.3	6	3.8	*		*		*		*		Mining, Including Oil & Gas
5	3.0	8	2.8	12	3.0	10	2.4	5	2.0	5	3.2	9	2.6	7	2.4	Other Info. Svc. (News Syn, Library)
3	3.0	8	2.6	8	2.6	5	2.5	3	2.9	7	2.8	7	2.8	5	2.6	Paper Products (Mfg.)
*		*		*		*		*		*		*		*		Petroleum & Coal Products (Mfg.)
4	1.9	7	2.5	7	2.5	7	2.6	4	2.7	7	2.9	7	2.9	6	3.0	Plastics & Rubber Products (Mfg.)
5	0.8	5	1.2	7	1.0	6	0.8	7	2.4	6	2.8	8	2.6	7	2.6	Printing (Mfg.)
65	2.6	69	2.8	99	3.1	75	2.7	58	2.9	66	2.9	91	3.1	72	3.1	Professional, Scientific, Tech. Svcs.
10	3.3	9	3.7	14	3.4	11	3.7	9	3.7	7	3.0	12	3.5	9	4.2	Public Administration
14	2.3	14	1.8	22	2.1	19	1.9	12	3.0	13	2.5	20	2.6	17	2.4	Publishing Industries - Software
35	2.6	13	1.6	33	2.1	30	2.3	32	2.6	12	2.2	31	3.0	29	2.7	Retail Establishments
11	0.4	7	0.6	12	0.6	9	0.2	8	1.4	4	0.1	9	1.4	6	1.1	Securities & Commodities Brokers
16	2.0	14	2.7	23	2.4	13	2.2	11	2.2	12	2.8	16	2.3	11	2.2	Transportation
6	1.6	6	2.2	8	2.1	6	0.9	5	3.6	6	2.8	7	2.9	5	4.2	Transportation Equipment (Mfg.)
4	1.4	2	0.0	5	1.1	3	1.0	*		*		*		*		Transportation Support
9	3.2	11	3.7	16	3.5	11	3.5	8	2.6	8	3.1	13	3.0	10	2.9	Utilities
10	2.4	10	2.3	14	2.6	9	3.1	10	2.6	9	3.1	11	2.7	6	2.8	Wholesale - Durable Goods
*		*		*		*		*		*		*		*		Wholesale - Electronic Markets, Agents
*		*		*		*		*		*		*		*		Wholesale - Nondurable Goods
11	0.8	15	1.8	18	1.8	15	1.4	11	2.5	13	2.7	16	2.6	12	2.4	All Other Finance
20	1.5	18	2.0	28	2.2	28	2.0	19	2.8	17	2.3	27	2.8	25	3.0	All Other Services (Except Pub. Adm.)
*		*		*		*		*		*		*		*		Unclassified Establishments
525	2.2	512	2.4	763	2.5	583	2.4	465	2.6	448	2.6	666	2.7	513	2.7	TOTAL EASTERN FIRMS**

\* Fewer than five survey respondents \*\* Total line reflects all data submitted

## NONEXEMPT HOURLY NONUNION EMPLOYEES



## INDUSTRY

INDUSTRY	2002 ACTUAL INCREASES										2003 PROJECTED INCREASES									
	GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES	
	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.
Accommodation & Food Services	1	0.0	14	3.2	—	—	13	3.5	15	11.6	—	—	11	3.6	—	—	11	3.6	11	11.5
Apparel & Textiles (Mfg.)	5	3.0	2	3.5	—	—	7	3.2	6	12.8	4	3.3	3	3.7	—	—	7	3.5	7	13.4
Arts & Entertainment	—	—	7	3.5	—	—	7	3.5	7	12.0	—	—	6	3.6	—	—	6	3.6	6	12.0
Broadcasting & Telecommunications	2	2.5	21	3.5	3	0.5	22	3.7	21	11.9	1	2.0	19	3.9	2	0.5	20	3.9	21	11.7
Chemical Manufacturing	6	2.8	24	3.3	8	1.0	31	3.4	31	11.8	2	3.5	24	3.5	5	1.0	26	3.7	26	11.9
Commercial Banking	1	3.0	14	3.7	—	—	14	3.9	14	12.0	2	1.5	13	4.0	1	0.0	13	4.3	14	12.0
Computer & Electronic Products (Mfg.)	3	2.3	14	2.7	5	2.0	18	3.0	18	13.2	2	3.5	13	4.1	4	1.9	16	4.3	16	12.4
Construction	—	—	7	4.1	1	0.3	8	3.8	7	12.9	—	—	5	4.2	—	—	5	4.2	5	11.4
Credit Unions	1	3.4	13	3.8	1	2.0	13	4.2	13	12.0	1	3.5	13	4.0	1	2.0	13	4.4	12	12.0
Educational Services	4	2.0	9	3.4	—	—	11	3.5	10	12.0	4	1.9	9	2.9	—	—	10	3.3	10	12.0
Electrical Equipment (Mfg.)	2	1.2	13	2.2	2	1.8	14	2.5	11	11.7	1	3.0	9	2.7	2	1.8	9	3.5	10	12.3
Food & Beverage (Mfg.)	6	3.5	11	3.2	1	0.5	16	3.5	15	11.6	6	3.3	9	3.6	1	0.5	14	3.8	14	11.6
Health Care	7	3.3	37	3.5	9	1.9	43	3.9	43	12.0	4	3.0	38	3.6	7	1.3	41	3.9	43	12.2
Insurance Carriers	1	0.0	21	3.6	2	2.5	24	3.5	20	11.7	—	—	19	4.0	3	1.7	20	4.0	19	11.7
Internet Pub, Service, Web Search, Data	—	—	6	1.9	1	0.5	7	1.7	4	14.0	—	—	6	3.6	1	0.5	6	3.7	4	12.0
Machinery Manufacturing							*										*			
Manufacturing – Miscellaneous	13	3.0	25	3.4	4	1.9	37	3.6	36	12.1	12	3.4	23	3.5	2	0.6	34	3.6	37	11.8
Metals – Fabricated (Mfg.)	5	2.4	11	3.3	—	—	13	3.7	14	11.9	5	2.5	11	3.8	—	—	14	3.9	14	11.9
Metals – Primary (Mfg.)							*										*			
Mining, Including Oil & Gas	3	3.9	14	3.8	1	0.2	17	3.8	17	12.2	2	3.8	10	4.0	—	—	12	4.0	12	11.8
Other Info. Svc. (News Syn, Library)	1	3.0	9	3.2	1	3.0	9	3.8	9	11.3	1	3.0	9	3.7	1	2.0	9	4.2	7	11.1
Paper Products (Mfg.)	2	3.0	6	2.9	1	0.2	8	2.9	8	12.4	2	3.4	6	3.0	—	—	8	3.1	9	12.0
Petroleum & Coal Products (Mfg.)	3	3.6	5	4.4	—	—	8	4.1	8	12.0	3	3.7	3	4.0	—	—	6	3.8	8	12.0
Plastics & Rubber Products (Mfg.)	5	2.8	6	3.2	1	2.5	10	3.6	11	13.1	5	2.8	5	3.8	1	2.5	10	3.5	10	12.0
Printing (Mfg.)	1	2.0	7	2.9	1	10.0	7	4.6	7	10.4	1	2.0	7	3.6	—	—	7	3.9	7	10.4
Professional, Scientific, Tech. Svcs.	1	2.5	52	3.8	5	1.3	55	3.8	52	12.0	4	2.1	46	4.1	6	1.6	48	4.3	46	11.8
Public Administration	12	3.3	16	2.9	3	6.2	21	5.0	20	11.7	9	2.2	15	2.9	2	1.0	19	3.4	18	11.9
Publishing Industries - Software	1	4.0	8	3.5	1	0.5	8	4.1	8	12.8	—	—	6	3.4	1	0.5	6	3.5	6	12.0
Retail Establishments	1	3.0	33	3.5	1	10.0	33	3.9	32	11.7	1	3.5	30	3.8	2	5.4	31	4.1	31	12.0
Securities & Commodities Brokers	—	—	7	2.2	1	0.0	6	2.6	7	12.0	1	0.0	5	3.7	1	0.0	5	3.7	5	12.0
Transportation	4	2.6	12	2.5	—	—	16	2.5	15	12.2	2	1.5	11	3.3	1	0.0	12	3.2	14	12.7
Transportation Equipment (Mfg.)	3	3.2	7	2.2	1	0.6	10	2.5	8	13.0	4	3.2	6	2.9	2	1.4	9	3.7	8	12.8
Transportation Support	2	2.5	5	2.0	1	4.9	6	3.4	7	12.0	1	3.0	4	3.9	1	4.5	5	4.6	5	11.8
Utilities	9	3.0	21	3.8	2	2.5	29	3.9	30	11.4	6	3.6	20	3.5	2	2.5	25	3.9	25	11.3
Wholesale – Durable Goods	2	2.9	7	3.3	2	2.0	9	3.7	8	12.0	1	1.0	6	3.9	1	2.0	7	3.8	7	12.0
Wholesale – Electronic Markets, Agents							*										*			
Wholesale – Nondurable Goods	1	2.5	6	3.7	—	—	7	3.5	7	12.0	—	—	5	3.7	—	—	5	3.7	5	12.0
All Other Finance	1	2.0	21	4.0	3	1.2	22	4.0	22	12.4	—	—	19	4.0	2	1.4	19	4.1	20	11.8
All Other Services (Except Pub. Adm.)	3	2.0	19	3.7	2	6.0	22	4.0	22	12.7	3	2.0	16	3.8	2	4.5	19	4.0	20	12.6
Unclassified Establishments	1	3.0	6	3.5	—	—	7	3.4	6	12.5	1	4.0	4	3.5	—	—	5	3.6	5	12.0
<b>TOTAL SOUTHERN FIRMS**</b>	<b>116</b>	<b>2.9</b>	<b>519</b>	<b>3.4</b>	<b>64</b>	<b>2.2</b>	<b>613</b>	<b>3.7</b>	<b>593</b>	<b>12.0</b>	<b>93</b>	<b>2.8</b>	<b>467</b>	<b>3.7</b>	<b>54</b>	<b>1.6</b>	<b>537</b>	<b>3.9</b>	<b>542</b>	<b>11.9</b>

\* Fewer than five survey respondents \*\* Total line reflects all data submitted

# NONEXEMPT SALARIED EMPLOYEES



2002 ACTUAL INCREASES										2003 PROJECTED INCREASES										INDUSTRY
GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		
No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.	
—	—	12	3.6	—	—	11	3.9	12	12.0	—	—	9	4.0	—	—	9	4.0	10	12.0	Accommodation & Food Services
—	—	9	3.5	—	—	9	3.5	9	13.8	—	—	8	3.8	—	—	8	3.8	8	12.8	Apparel & Textiles (Mfg.)
						*										*				Arts & Entertainment
1	5.0	21	3.3	3	0.5	23	3.3	21	13.5	—	—	15	3.9	4	0.5	16	3.8	17	12.7	Broadcasting & Telecommunications
3	2.6	28	3.3	4	0.4	30	3.4	30	12.0	—	—	25	3.9	2	1.1	25	4.0	25	11.9	Chemical Manufacturing
—	—	11	3.7	—	—	11	3.7	11	12.0	—	—	10	4.0	—	—	10	4.0	10	12.0	Commercial Banking
2	3.5	13	2.2	2	1.8	15	2.6	13	13.3	2	3.5	11	4.1	1	0.5	13	4.0	13	13.1	Computer & Electronic Products (Mfg.)
—	—	5	4.4	—	—	5	4.4	5	12.0							*				Construction
—	—	14	4.1	1	0.2	14	4.1	14	11.9	—	—	14	4.2	1	0.2	14	4.2	14	12.0	Credit Unions
2	2.5	5	3.6	—	—	7	3.3	7	12.0	2	2.8	5	2.8	—	—	6	3.2	7	12.0	Educational Services
—	—	12	3.0	3	0.6	11	3.4	10	12.5	—	—	10	3.8	2	0.4	10	3.9	10	13.1	Electrical Equipment (Mfg.)
—	—	20	3.8	1	0.5	20	3.8	20	12.2	—	—	15	3.9	1	0.5	15	4.0	16	12.0	Food & Beverage (Mfg.)
4	3.2	9	3.4	1	10.0	13	3.8	11	12.0	2	3.0	12	3.8	1	10.0	14	4.4	14	12.2	Health Care
—	—	28	3.4	1	0.0	27	3.5	28	12.3	—	—	21	4.1	1	0.5	21	4.2	22	12.3	Insurance Carriers
1	4.0	5	3.2	1	4.0	6	4.0	4	12.0							*				Internet Pub, Service, Web Search, Data
						*				—	—	5	4.0	2	0.4	5	4.2	5	11.4	Machinery Manufacturing
—	—	43	3.7	10	1.1	43	3.9	41	12.3	—	—	41	3.7	8	0.6	41	3.8	41	12.1	Manufacturing – Miscellaneous
1	3.0	15	3.1	—	—	13	3.8	15	13.3	2	1.5	14	3.6	—	—	14	3.9	14	12.4	Metals – Fabricated (Mfg.)
—	—	5	3.2	1	1.0	5	3.4	4	13.2							*				Metals – Primary (Mfg.)
1	3.5	19	4.2	3	3.4	20	4.7	20	12.1	1	4.0	11	4.2	—	—	12	4.2	12	12.0	Mining, Including Oil & Gas
—	—	7	2.9	2	3.0	8	3.2	8	12.2	1	0.0	6	4.0	2	2.0	6	4.7	6	13.7	Other Info. Svc. (News Syn, Library)
1	3.5	13	2.7	1	1.0	14	2.9	13	12.4	—	—	13	3.3	1	1.0	13	3.4	14	12.6	Paper Products (Mfg.)
1	4.2	8	4.8	—	—	9	4.7	9	12.0	1	4.0	5	4.3	—	—	6	4.2	8	12.0	Petroleum & Coal Products (Mfg.)
1	2.5	8	2.8	—	—	8	3.1	9	13.3	2	2.8	6	3.7	—	—	8	3.5	8	12.0	Plastics & Rubber Products (Mfg.)
1	2.0	6	2.7	1	1.0	6	3.2	6	12.0	1	2.0	6	3.2	—	—	6	3.5	6	12.0	Printing (Mfg.)
3	3.3	62	3.6	15	0.7	61	4.0	60	12.3	6	2.8	55	4.2	10	1.0	56	4.6	55	12.0	Professional, Scientific, Tech. Svcs.
2	2.8	6	4.0	—	—	7	4.2	7	12.0	2	1.5	5	3.4	—	—	6	3.3	6	12.0	Public Administration
—	—	7	4.1	—	—	7	4.1	7	12.0	—	—	5	3.2	—	—	5	3.2	5	12.0	Publishing Industries - Software
—	—	12	3.5	—	—	13	3.2	11	12.7	—	—	9	3.6	—	—	10	3.3	10	12.1	Retail Establishments
						*										*				Securities & Commodities Brokers
—	—	12	3.4	—	—	12	3.4	11	12.2	1	0.0	10	3.9	2	0.2	10	4.0	9	12.0	Transportation
—	—	8	2.8	1	0.6	8	2.9	7	14.6	1	0.0	6	3.6	2	1.4	7	3.5	6	12.0	Transportation Equipment (Mfg.)
						*										*				Transportation Support
4	3.0	25	4.0	3	2.7	27	4.4	27	11.8	3	3.7	21	3.6	3	2.7	23	4.1	23	11.7	Utilities
—	—	9	4.1	—	—	9	4.1	9	12.0	—	—	8	4.3	1	1.0	8	4.4	9	12.0	Wholesale – Durable Goods
						*										*				Wholesale – Electronic Markets, Agents
—	—	6	4.0	1	1.0	6	4.1	6	12.0	—	—	5	3.9	—	—	5	3.9	5	12.0	Wholesale – Nondurable Goods
—	—	16	3.7	3	1.4	16	4.0	16	12.1	—	—	12	4.1	1	0.8	12	4.1	12	12.1	All Other Finance
2	1.5	13	3.5	1	1.8	16	3.2	15	12.2	2	1.6	10	3.4	1	1.5	12	3.2	12	12.0	All Other Services (Except Pub. Adm.)
						*				1	4.0	4	3.5	—	—	5	3.6	5	12.0	Unclassified Establishments
31	3.0	514	3.5	60	1.3	530	3.7	518	12.4	31	2.6	432	3.8	48	1.1	451	4.0	457	12.2	TOTAL SOUTHERN FIRMS**

\* Fewer than five survey respondents \*\* Total line reflects all data submitted

## EXEMPT SALARIED EMPLOYEES



## INDUSTRY

	2002 ACTUAL INCREASES										2003 PROJECTED INCREASES									
	GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES	
	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.
Accommodation & Food Services	—	—	19	3.8	—	—	18	4.0	19	12.3	—	—	15	4.1	—	—	15	4.1	16	12.0
Apparel & Textiles (Mfg.)	—	—	9	3.5	—	—	9	3.5	9	13.9	1	4.2	7	3.8	—	—	8	3.8	8	12.8
Arts & Entertainment	—	—	7	2.9	—	—	7	2.9	7	12.0	—	—	6	3.6	—	—	6	3.6	6	12.0
Broadcasting & Telecommunications	1	5.0	37	3.4	4	0.5	36	3.7	35	12.9	—	—	29	4.0	5	0.5	30	3.9	31	12.4
Chemical Manufacturing	1	1.4	34	3.3	8	0.7	35	3.4	35	12.2	—	—	29	3.9	4	0.9	29	4.0	29	12.3
Commercial Banking	1	3.0	18	3.9	—	—	18	4.1	18	12.0	2	1.5	15	4.0	1	0.0	15	4.2	16	12.0
Computer & Electronic Products (Mfg.)	4	1.8	23	2.5	5	1.4	25	2.9	25	13.5	2	3.5	20	4.2	4	0.8	22	4.3	22	12.9
Construction	1	0.0	9	4.2	1	0.3	9	4.2	9	12.7	—	—	6	3.6	—	—	6	3.6	6	11.5
Credit Unions	1	3.4	20	3.7	2	1.1	20	4.0	20	11.9	1	3.5	20	4.0	2	1.1	20	4.3	19	12.0
Educational Services	3	2.4	11	3.5	—	—	13	3.5	12	12.0	3	2.5	11	3.1	—	—	12	3.4	12	12.0
Electrical Equipment (Mfg.)	1	0.0	21	2.5	4	0.5	19	2.9	18	12.6	—	—	16	3.5	3	0.4	15	3.8	17	12.6
Food & Beverage (Mfg.)	1	4.0	22	3.7	3	1.7	23	3.9	23	12.3	1	3.0	18	3.8	3	1.7	18	4.3	19	12.0
Health Care	7	3.3	41	3.5	9	2.2	46	4.1	46	12.0	4	3.0	40	3.7	8	1.9	43	4.0	45	12.2
Insurance Carriers	—	—	40	3.5	3	1.7	40	3.6	41	12.4	—	—	34	3.9	4	1.6	35	4.0	35	12.3
Internet Pub, Service, Web Search, Data	1	4.0	9	2.3	1	0.5	9	2.8	6	13.3	1	4.0	8	3.7	1	0.5	8	4.3	6	12.0
Machinery Manufacturing							*				—	—	5	4.0	2	0.4	5	4.2	5	11.4
Manufacturing – Miscellaneous	1	3.5	45	3.6	10	1.1	46	3.8	44	12.3	1	3.5	43	3.7	8	0.6	44	3.8	44	12.1
Metals – Fabricated (Mfg.)	2	1.5	16	3.2	1	0.2	14	3.9	16	13.2	2	1.5	16	3.8	1	0.2	16	4.0	16	12.3
Metals – Primary (Mfg.)	—	—	6	3.4	1	1.0	6	3.6	5	13.4							*			
Mining, Including Oil & Gas	1	3.5	20	4.4	3	3.6	22	4.7	22	12.2	2	4.0	11	4.3	1	2.0	14	4.1	14	11.8
Other Info. Svc. (News Syn, Library)	1	3.0	13	2.8	3	1.3	14	3.1	14	12.1	2	1.5	11	4.1	3	2.0	11	4.9	10	13.0
Paper Products (Mfg.)	1	3.5	13	2.8	2	0.9	14	3.0	13	12.4	—	—	13	3.4	2	0.9	13	3.5	14	12.8
Petroleum & Coal Products (Mfg.)	1	4.2	8	4.8	—	—	9	4.7	9	12.0	1	4.0	5	4.3	—	—	6	4.2	8	12.0
Plastics & Rubber Products (Mfg.)	1	2.5	10	3.1	—	—	10	3.4	11	13.1	2	2.8	8	3.8	—	—	10	3.6	10	12.0
Printing (Mfg.)	1	2.0	7	3.4	—	—	7	3.7	7	12.0	1	2.0	7	3.6	—	—	7	3.9	7	12.0
Professional, Scientific, Tech. Svcs.	4	2.6	85	3.8	17	0.8	83	4.2	83	12.3	6	2.8	76	4.3	13	1.2	76	4.7	75	12.0
Public Administration	13	3.3	19	3.3	3	8.9	25	5.2	24	11.7	10	2.0	18	3.2	2	1.0	23	3.5	21	12.0
Publishing Industries - Software	1	4.0	12	4.1	2	3.8	12	5.1	12	11.5	—	—	8	3.3	1	0.5	8	3.4	8	12.0
Retail Establishments	—	—	37	3.3	2	5.5	36	3.7	35	12.5	—	—	33	3.8	2	5.5	33	4.1	34	12.5
Securities & Commodities Brokers	—	—	8	2.4	1	0.5	7	2.8	8	12.0	1	0.0	6	3.7	2	0.5	6	3.9	6	12.0
Transportation	2	1.5	22	2.8	1	1.0	21	3.2	20	12.2	1	0.0	17	3.6	2	0.2	17	3.6	18	12.6
Transportation Equipment (Mfg.)	—	—	11	3.0	1	0.6	11	3.0	9	15.0	1	0.0	9	4.0	2	1.4	10	3.9	9	13.0
Transportation Support	—	—	8	2.2	1	0.1	6	3.0	8	13.5	—	—	6	3.8	—	—	6	3.8	6	11.0
Utilities	4	3.0	32	3.9	3	3.2	34	4.3	35	11.8	4	3.8	27	3.7	3	3.2	30	4.2	30	11.8
Wholesale – Durable Goods	—	—	14	3.7	1	0.3	14	3.8	13	12.0	—	—	12	4.1	1	1.0	12	4.2	13	12.0
Wholesale – Electronic Markets, Agents							*										*			
Wholesale – Nondurable Goods	1	2.5	7	4.0	1	1.0	8	3.9	8	12.0	—	—	6	3.9	—	—	6	3.9	5	12.0
All Other Finance	1	2.0	27	3.8	5	1.4	28	4.0	28	12.6	—	—	23	4.0	2	1.4	23	4.1	24	12.2
All Other Services (Except Pub. Adm.)	2	1.5	27	3.9	4	4.2	29	4.3	29	12.5	2	1.5	24	4.0	3	3.7	26	4.2	27	12.7
Unclassified Establishments	1	3.0	6	3.5	—	—	7	3.4	6	12.5	1	4.0	4	3.5	1	0.5	5	3.7	5	12.0
<b>TOTAL SOUTHERN FIRMS**</b>	<b>60</b>	<b>2.8</b>	<b>779</b>	<b>3.5</b>	<b>104</b>	<b>1.7</b>	<b>795</b>	<b>3.8</b>	<b>788</b>	<b>12.4</b>	<b>52</b>	<b>2.5</b>	<b>667</b>	<b>3.9</b>	<b>87</b>	<b>1.3</b>	<b>694</b>	<b>4.1</b>	<b>701</b>	<b>12.2</b>

\* Fewer than five survey respondents \*\* Total line reflects all data submitted

# OFFICER/EXECUTIVE LEVEL



2002 ACTUAL INCREASES										2003 PROJECTED INCREASES										INDUSTRY
GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		
No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	Mos.	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	Mos.	
—	—	18	4.0	—	—	17	4.2	18	12.3	—	—	14	4.1	—	—	14	4.1	15	12.0	Accommodation & Food Services
—	—	9	3.4	—	—	9	3.4	9	15.0	1	4.5	7	4.0	—	—	8	4.1	8	12.8	Apparel & Textiles (Mfg.)
—	—	7	3.1	—	—	7	3.1	7	12.0	—	—	6	3.6	—	—	6	3.6	6	12.0	Arts & Entertainment
—	—	34	3.6	4	0.7	31	4.0	31	13.2	—	—	28	4.6	4	0.8	28	4.7	29	12.4	Broadcasting & Telecommunications
—	—	34	3.2	7	0.7	34	3.4	34	12.4	—	—	29	3.9	4	0.9	29	4.1	29	12.3	Chemical Manufacturing
1	3.0	17	4.3	—	—	17	4.4	17	12.4	2	1.5	14	4.1	1	0.0	14	4.3	15	12.4	Commercial Banking
3	2.3	18	2.5	4	1.0	20	2.8	20	13.7	2	3.5	18	4.3	3	0.8	20	4.3	21	13.5	Computer & Electronic Products (Mfg.)
—	—	4	2.8	2	0.7	5	2.5	3	14.0							*				Construction
—	—	19	3.6	1	2.0	19	3.7	19	12.3	—	—	18	4.2	1	2.0	18	4.3	19	13.6	Credit Unions
3	2.3	9	3.9	—	—	11	3.8	11	12.3	3	2.5	9	3.0	—	—	10	3.4	11	12.3	Educational Services
—	—	18	2.5	3	0.2	16	2.9	14	12.6	—	—	15	3.6	2	0.2	14	3.9	16	12.8	Electrical Equipment (Mfg.)
1	4.0	22	4.0	3	1.7	23	4.2	22	12.8	1	3.0	18	4.0	3	1.7	18	4.5	19	12.9	Food & Beverage (Mfg.)
5	4.0	36	4.1	9	2.7	42	4.5	41	12.2	3	3.0	34	4.1	9	2.4	39	4.3	41	12.2	Health Care
—	—	37	3.3	3	2.0	37	3.5	38	13.1	—	—	32	4.0	3	1.5	33	4.0	33	13.2	Insurance Carriers
—	—	8	2.0	1	0.5	8	2.1	5	13.6	—	—	7	3.8	1	0.5	7	3.9	5	12.0	Internet Pub, Service, Web Search, Data
						*				—	—	5	4.0	1	1.0	5	4.2	5	11.4	Machinery Manufacturing
1	3.5	42	3.7	7	1.5	43	4.0	41	12.5	1	3.5	40	3.8	8	0.6	41	3.9	41	12.2	Manufacturing – Miscellaneous
1	3.0	15	3.0	—	—	12	4.0	13	13.0	2	1.5	13	4.0	—	—	13	4.2	13	13.6	Metals – Fabricated (Mfg.)
—	—	5	3.1	1	1.0	5	3.3	4	12.0							*				Metals – Primary (Mfg.)
1	3.5	17	4.3	1	0.3	19	4.0	18	12.1	2	3.8	11	4.7	1	0.2	14	4.3	14	12.9	Mining, Including Oil & Gas
1	3.0	12	3.0	2	0.5	14	2.9	13	12.5	2	1.5	11	4.4	1	1.0	11	4.7	10	11.3	Other Info. Svc. (News Syn, Library)
1	8.7	13	2.6	1	4.0	13	3.5	13	12.2	—	—	13	3.4	1	1.0	13	3.5	14	12.9	Paper Products (Mfg.)
1	5.0	8	5.0	—	—	9	5.0	9	12.0	1	4.5	5	4.3	—	—	6	4.3	8	12.0	Petroleum & Coal Products (Mfg.)
1	2.5	10	3.6	—	—	10	3.9	11	13.1	2	2.8	8	3.9	—	—	10	3.6	10	12.0	Plastics & Rubber Products (Mfg.)
1	2.0	6	3.7	—	—	6	4.0	6	14.0	1	2.0	6	3.8	—	—	6	4.2	6	12.0	Printing (Mfg.)
3	0.8	75	4.0	12	0.8	73	4.3	74	12.3	6	2.4	69	4.6	10	1.8	69	5.1	68	12.0	Professional, Scientific, Tech. Svcs.
7	3.6	19	4.2	1	0.8	24	4.4	23	11.7	8	2.4	19	3.6	1	0.0	22	4.0	21	12.0	Public Administration
1	4.0	11	3.4	1	0.5	11	3.8	12	12.5	—	—	8	3.5	1	0.5	8	3.5	8	12.0	Publishing Industries - Software
—	—	32	3.6	2	7.9	33	4.0	32	12.9	—	—	30	4.0	1	10.0	30	4.3	31	12.5	Retail Establishments
—	—	7	2.8	—	—	6	3.3	7	12.0	1	0.0	6	3.2	2	0.5	6	3.4	6	12.0	Securities & Commodities Brokers
1	10.0	18	2.6	1	0.8	16	3.6	18	13.8	1	0.0	15	3.6	1	0.0	15	3.6	16	12.8	Transportation
—	—	11	2.4	—	—	10	2.6	9	15.0	1	0.0	8	3.8	2	1.4	9	3.6	9	13.0	Transportation Equipment (Mfg.)
—	—	7	2.4	1	0.1	5	3.3	7	13.7	—	—	5	4.0	—	—	5	4.0	5	10.8	Transportation Support
3	3.3	28	4.5	2	10.5	29	5.4	31	12.0	3	4.0	25	4.0	2	10.5	27	5.0	28	11.9	Utilities
—	—	12	4.1	—	—	12	4.1	12	13.0	—	—	12	4.5	1	1.0	12	4.6	13	12.9	Wholesale – Durable Goods
						*										*				Wholesale – Electronic Markets, Agents
1	2.5	7	3.2	—	—	7	3.6	8	12.0	—	—	5	3.9	—	—	5	3.9	6	12.0	Wholesale – Nondurable Goods
2	0.8	23	4.4	3	0.8	23	4.6	25	13.0	—	—	20	4.3	1	0.8	20	4.4	20	13.0	All Other Finance
1	10.0	24	3.6	2	2.0	24	4.2	24	13.2	1	3.0	21	3.9	2	2.0	21	4.3	22	12.4	All Other Services (Except Pub. Adm.)
1	3.0	5	3.7	—	—	6	3.6	5	12.6	1	4.0	4	3.5	—	—	5	3.6	5	12.0	Unclassified Establishments
41	3.4	703	3.6	74	1.7	711	3.9	710	12.7	45	2.6	614	4.0	68	1.6	637	4.3	653	12.5	TOTAL SOUTHERN FIRMS**

\* Fewer than five survey respondents \*\* Total line reflects all data submitted



## INDUSTRY

## SALARY STRUCTURE ADJUSTMENTS

	2002 ACTUAL INCREASES								2003 PROJECTED INCREASES							
	Nonexempt Hourly Nonunion		Nonexempt Salaried		Exempt Salaried		Officer/ Executive		Nonexempt Hourly Nonunion		Nonexempt Salaried		Exempt Salaried		Officer/ Executive	
	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%
Accommodation & Food Services	9	1.8	8	1.4	13	2.0	9	0.6	9	2.5	9	2.4	13	2.9	9	2.9
Apparel & Textiles (Mfg.)	3	3.3	9	2.7	9	2.9	9	2.9	5	3.3	8	3.4	8	3.5	8	3.5
Arts & Entertainment	*		*		*		*		5	1.0	2	1.5	5	1.9	4	2.4
Broadcasting & Telecommunications	19	2.4	16	2.4	29	2.5	21	2.1	16	2.1	13	2.5	24	2.4	18	2.1
Chemical Manufacturing	23	2.2	25	2.7	28	2.9	26	3.3	18	2.6	19	3.1	20	3.2	20	3.1
Commercial Banking	10	2.1	10	1.9	13	2.2	12	2.2	8	3.2	7	3.3	11	3.2	9	3.3
Computer & Electronic Products (Mfg.)	13	1.4	16	1.4	21	1.8	16	2.1	12	2.6	14	3.0	19	3.1	15	3.1
Construction	5	1.3	3	3.2	6	1.6	3	1.2	4	2.5	3	3.2	5	2.8	2	1.8
Credit Unions	13	2.3	13	2.0	17	2.6	15	1.8	13	2.1	11	2.1	15	1.9	13	1.9
Educational Services	6	1.5	6	1.7	9	1.4	7	1.4	5	1.6	5	1.9	8	1.7	6	2.2
Electrical Equipment (Mfg.)	9	1.5	7	2.1	13	1.9	10	2.1	7	1.6	6	2.9	11	2.2	8	2.3
Food & Beverage (Mfg.)	7	2.4	16	2.2	18	2.2	16	2.3	9	2.9	13	2.5	15	2.6	13	2.6
Health Care	36	2.6	13	1.8	39	2.5	33	2.6	34	2.1	10	1.7	36	2.1	30	2.0
Insurance Carriers	14	2.8	21	1.7	30	1.7	25	2.1	12	2.4	18	2.8	27	2.7	22	2.3
Internet Pub, Service, Web Search, Data	4	1.6	4	1.8	5	2.7	5	1.0	3	1.7	4	2.1	5	2.2	4	0.9
Machinery Manufacturing	*		*		*		*		*		*		*		*	
Manufacturing - Miscellaneous	26	2.5	37	2.7	41	2.8	35	2.9	23	2.8	34	3.0	38	2.9	32	2.8
Metals - Fabricated (Mfg.)	9	2.4	12	2.5	13	2.6	10	2.5	10	2.9	13	2.9	14	3.0	10	3.0
Metals - Primary (Mfg.)	3	2.7	5	2.9	5	2.4	4	2.2	*		*		*		*	
Mining, Including Oil & Gas	11	2.2	15	3.1	17	3.1	14	3.0	9	2.7	9	3.3	10	3.0	10	3.0
Other Info. Svc. (News Syn, Library)	4	2.2	8	2.6	9	2.6	7	2.5	5	2.1	6	2.8	8	2.3	6	2.1
Paper Products (Mfg.)	6	2.7	11	2.6	12	2.6	9	2.6	5	2.8	10	2.9	11	2.9	8	3.0
Petroleum & Coal Products (Mfg.)	5	3.1	7	3.7	7	3.7	4	4.6	*		*		*		*	
Plastics & Rubber Products (Mfg.)	5	0.6	6	1.7	7	1.5	6	0.5	5	2.5	6	2.4	7	2.6	5	2.2
Printing (Mfg.)	5	1.4	5	1.8	6	1.7	4	1.2	7	2.9	6	2.8	7	3.0	5	3.0
Professional, Scientific, Tech. Svcs.	43	2.8	46	2.4	64	3.1	46	2.6	39	2.8	39	2.6	55	3.1	42	2.9
Public Administration	21	3.9	8	4.1	24	4.2	19	3.2	18	1.8	7	2.6	20	2.3	17	2.3
Publishing Industries - Software	8	1.7	5	1.3	9	1.2	8	0.9	6	2.1	6	2.4	8	2.1	7	1.9
Retail Establishments	29	2.4	12	1.4	31	2.1	25	2.2	24	2.5	9	2.7	26	3.3	22	2.5
Securities & Commodities Brokers	*		*		*		*		*		*		*		*	
Transportation	13	1.7	12	2.0	19	2.0	12	1.6	10	1.5	10	2.2	14	1.9	10	1.5
Transportation Equipment (Mfg.)	10	1.7	7	2.1	9	1.9	9	1.3	9	3.2	6	3.4	9	3.1	9	3.4
Transportation Support	4	1.4	2	0.0	5	1.1	3	1.0	*		*		*		*	
Utilities	21	3.0	20	3.1	27	3.0	15	3.2	18	2.6	17	3.0	23	2.8	15	3.5
Wholesale - Durable Goods	6	3.2	8	2.8	11	3.4	9	3.8	7	2.8	7	3.4	9	3.3	6	3.6
Wholesale - Electronic Markets, Agents	*		*		*		*		*		*		*		*	
Wholesale - Nondurable Goods	6	1.9	5	2.6	7	2.3	4	2.1	3	3.1	4	3.0	5	3.1	3	2.9
All Other Finance	11	1.1	8	1.2	14	1.6	12	0.8	9	3.2	6	2.7	11	3.1	8	3.2
All Other Services (Except Pub. Adm.)	17	1.8	10	2.6	22	2.7	19	3.6	13	3.4	8	3.1	18	3.5	17	3.8
Unclassified Establishments	6	2.3	4	2.0	6	2.3	5	2.5	*		*		*		*	
<b>TOTAL SOUTHERN FIRMS**</b>	<b>449</b>	<b>2.3</b>	<b>427</b>	<b>2.3</b>	<b>627</b>	<b>2.5</b>	<b>495</b>	<b>2.4</b>	<b>398</b>	<b>2.5</b>	<b>364</b>	<b>2.7</b>	<b>538</b>	<b>2.7</b>	<b>429</b>	<b>2.7</b>

\* Fewer than five survey respondents \*\* Total line reflects all data submitted

# NONEXEMPT HOURLY NONUNION EMPLOYEES



2002 ACTUAL INCREASES										2003 PROJECTED INCREASES										INDUSTRY
GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		
No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.	
2	2.0	11	2.9	1	4.0	11	3.6	13	10.6	2	2.0	12	3.3	1	4.0	13	3.7	13	10.6	Accommodation & Food Services
						*										*				Apparel & Textiles (Mfg.)
1	3.0	11	3.7	2	0.3	12	3.7	12	12.0	—	—	9	3.7	1	0.8	9	3.8	10	12.0	Arts & Entertainment
2	3.0	27	3.3	3	0.5	27	3.6	28	12.5	2	1.0	23	4.1	5	0.6	24	4.1	27	12.2	Broadcasting & Telecommunications
2	2.6	14	3.6	4	0.8	17	3.4	16	12.0	1	4.0	14	3.8	3	1.8	15	4.2	15	12.0	Chemical Manufacturing
1	4.5	11	3.7	1	0.3	12	3.8	12	11.5	1	4.5	10	4.0	2	0.7	11	4.2	11	11.5	Commercial Banking
2	2.0	56	2.9	11	1.0	58	3.0	55	13.9	3	1.3	45	4.0	9	1.4	46	4.3	48	12.3	Computer & Electronic Products (Mfg.)
—	—	7	3.8	2	0.8	7	4.0	7	12.9	—	—	6	3.9	1	1.3	6	4.1	6	11.5	Construction
1	2.5	17	3.8	5	1.1	17	4.2	17	12.0	1	2.0	15	3.8	3	1.2	15	4.1	15	12.0	Credit Unions
1	0.0	7	3.3	—	—	7	3.3	5	12.0	—	—	6	2.8	—	—	5	3.3	7	13.7	Educational Services
3	2.0	20	2.6	3	0.5	20	3.0	18	12.6	2	3.2	18	3.4	3	0.5	18	3.8	20	13.1	Electrical Equipment (Mfg.)
6	3.2	14	3.3	2	0.3	19	3.4	19	12.6	5	2.8	13	3.5	2	0.3	17	3.6	18	12.0	Food & Beverage (Mfg.)
13	3.7	34	3.7	4	2.4	42	4.3	43	12.3	9	2.8	32	3.8	4	2.4	37	4.2	39	11.9	Health Care
1	0.0	24	3.5	2	0.5	24	3.6	22	12.0	1	0.0	18	3.8	4	0.3	18	3.9	20	12.0	Insurance Carriers
1	4.0	10	4.1	3	1.8	11	4.5	10	12.8	1	2.9	9	3.5	3	1.1	9	4.2	10	12.0	Internet Pub. Service, Web Search, Data
—	—	5	3.5	—	—	5	3.5	4	12.0							*				Machinery Manufacturing
6	2.8	34	3.5	10	0.9	38	3.8	39	11.8	7	2.6	32	3.9	9	0.8	37	4.1	37	11.9	Manufacturing – Miscellaneous
5	2.3	6	3.1	—	—	8	3.8	9	12.0	5	2.3	6	2.8	—	—	8	3.6	9	12.0	Metals – Fabricated (Mfg.)
						*										*				Metals – Primary (Mfg.)
1	3.5	7	4.2	—	—	8	4.2	8	12.4	1	3.0	4	4.2	—	—	5	4.0	5	11.4	Mining, Including Oil & Gas
—	—	8	2.5	1	3.0	9	2.6	8	12.0	—	—	8	3.9	1	2.0	8	4.1	5	12.0	Other Info. Svc. (News Syn, Library)
2	3.0	4	2.8	1	0.2	6	2.9	5	12.0	2	3.4	4	2.8	—	—	6	2.9	6	12.0	Paper Products (Mfg.)
						*										*				Petroleum & Coal Products (Mfg.)
4	3.1	4	4.0	1	2.5	8	3.9	8	12.0	4	3.1	4	3.0	1	2.5	7	3.8	8	12.0	Plastics & Rubber Products (Mfg.)
—	—	5	2.6	1	10.0	5	4.6	5	9.8	—	—	5	3.8	—	—	5	3.8	5	9.8	Printing (Mfg.)
—	—	69	3.8	11	1.1	72	3.8	68	12.2	4	2.0	62	4.0	10	0.7	63	4.2	62	11.9	Professional, Scientific, Tech. Svcs.
8	2.9	13	3.6	3	0.9	15	5.2	15	11.6	4	2.5	10	3.3	2	0.6	11	4.0	14	12.4	Public Administration
1	2.0	15	3.4	4	0.8	15	4.1	14	12.4	—	—	12	3.7	3	0.7	12	3.9	14	12.0	Publishing Industries - Software
3	2.7	35	3.5	3	0.7	38	3.5	37	11.6	3	3.0	32	3.7	2	0.5	35	3.7	35	12.2	Retail Establishments
—	—	6	1.9	1	0.0	5	2.3	6	12.0							*				Securities & Commodities Brokers
4	2.4	13	2.6	—	—	16	2.8	15	12.5	3	2.0	12	3.4	1	0.0	14	3.3	14	12.7	Transportation
2	3.5	8	3.1	2	0.4	11	3.0	10	14.7	2	4.0	7	3.4	1	0.0	8	3.9	8	12.0	Transportation Equipment (Mfg.)
1	2.0	6	2.4	1	4.9	6	3.5	7	13.7	1	3.0	5	3.9	1	4.5	6	4.5	6	11.8	Transportation Support
3	2.8	9	3.8	3	1.0	13	3.5	12	11.9	2	2.9	8	3.8	2	1.4	10	3.9	11	12.0	Utilities
2	2.9	12	2.6	3	1.5	13	3.2	12	12.0	1	1.0	9	3.6	1	2.0	10	3.5	10	12.0	Wholesale – Durable Goods
						*										*				Wholesale – Electronic Markets, Agents
1	2.5	7	3.2	3	1.9	9	3.4	9	12.3	1	4.0	5	3.2	2	0.5	6	3.5	6	14.0	Wholesale – Nondurable Goods
2	2.2	15	3.7	1	0.8	16	3.8	16	11.6	—	—	13	3.7	1	0.8	13	3.8	15	11.5	All Other Finance
4	2.2	19	3.5	2	4.7	22	3.9	21	12.1	4	2.4	18	3.9	3	3.3	21	4.3	21	12.3	All Other Services (Except Pub. Adm.)
						*										*				Unclassified Establishments
91	2.9	573	3.4	95	1.3	637	3.7	620	12.3	77	2.7	502	3.7	81	1.1	549	4.0	571	12.1	TOTAL WESTERN FIRMS**

\* Fewer than five survey respondents \*\* Total line reflects all data submitted



## INDUSTRY

## NONEXEMPT SALARIED EMPLOYEES

	2002 ACTUAL INCREASES										2003 PROJECTED INCREASES									
	GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES	
	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.
Accommodation & Food Services	1	4.0	9	3.1	1	4.0	8	4.5	10	11.4	2	2.0	9	3.8	1	4.0	10	4.3	10	11.4
Apparel & Textiles (Mfg.)							*										*			
Arts & Entertainment	—	—	6	2.9	2	0.3	6	3.0	6	12.0	—	—	5	3.6	1	0.8	5	3.8	6	14.0
Broadcasting & Telecommunications	1	5.0	17	2.8	3	0.5	19	2.9	18	14.4	—	—	14	4.0	4	1.0	14	4.2	14	12.9
Chemical Manufacturing	2	3.5	13	3.3	4	0.9	14	3.9	14	12.0	1	5.0	13	4.0	3	1.5	14	4.4	14	12.0
Commercial Banking	—	—	10	4.0	2	1.4	10	4.3	10	12.0	—	—	10	3.9	2	0.7	10	4.0	9	12.0
Computer & Electronic Products (Mfg.)	1	4.0	47	2.9	9	0.7	47	3.2	46	13.9	2	2.0	37	4.0	7	0.6	38	4.2	39	12.5
Construction							*										*			
Credit Unions	1	2.5	12	3.7	2	0.6	12	4.0	12	11.9	1	2.0	13	3.7	2	0.6	13	4.0	12	12.0
Educational Services	3	3.0	5	3.2	2	2.0	8	3.6	8	12.6	1	1.5	6	1.7	—	—	6	1.9	7	13.7
Electrical Equipment (Mfg.)	1	0.0	9	2.4	1	0.1	10	2.1	7	13.0	—	—	8	3.2	—	—	7	3.7	8	14.6
Food & Beverage (Mfg.)	1	1.9	15	3.4	2	0.3	15	3.6	15	12.8	1	1.5	15	3.7	2	0.3	15	3.8	15	12.0
Health Care	—	—	11	4.0	—	—	11	4.0	11	12.0	—	—	11	3.8	—	—	11	3.8	11	12.0
Insurance Carriers	—	—	27	3.4	1	2.0	27	3.5	28	12.6	1	0.0	19	4.1	3	1.2	20	4.0	22	12.5
Internet Pub, Service, Web Search, Data	1	4.0	7	2.7	2	3.0	7	4.1	5	12.0	1	2.9	5	3.7	1	1.9	5	4.7	5	12.0
Machinery Manufacturing							*										*			
Manufacturing – Miscellaneous	—	—	37	3.5	7	0.8	36	3.8	36	12.2	—	—	35	3.8	6	0.8	35	4.0	34	12.1
Metals – Fabricated (Mfg.)	1	3.0	7	3.0	—	—	7	3.5	7	13.6	2	1.5	7	3.1	—	—	7	3.6	7	12.0
Metals – Primary (Mfg.)	—	—	5	2.7	1	1.0	5	2.9	4	12.0							*			
Mining, Including Oil & Gas	1	3.5	9	3.6	1	0.3	9	4.1	10	12.1	1	3.0	4	4.2	—	—	5	4.0	6	12.0
Other Info. Svc. (News Syn, Library)	—	—	6	2.2	2	3.0	7	2.7	6	12.0	1	0.0	6	4.3	2	2.0	6	5.0	5	14.4
Paper Products (Mfg.)	—	—	9	3.0	1	1.0	9	3.1	8	11.9	—	—	9	3.1	1	1.0	9	3.2	9	11.7
Petroleum & Coal Products (Mfg.)							*										*			
Plastics & Rubber Products (Mfg.)	2	2.2	5	3.3	—	—	6	3.5	6	12.8	2	2.5	5	3.5	—	—	6	3.7	6	12.0
Printing (Mfg.)							*										*			
Professional, Scientific, Tech. Svcs.	1	3.4	68	3.7	19	1.1	67	4.1	64	12.4	3	3.7	59	4.0	11	0.7	58	4.4	58	11.9
Public Administration	9	3.2	15	4.2	4	2.1	19	5.3	19	12.1	4	1.5	7	2.9	2	0.0	7	3.8	12	13.0
Publishing Industries - Software	1	1.0	15	3.4	2	0.6	13	4.1	16	12.9	1	0.0	12	3.6	3	0.8	12	3.9	13	12.9
Retail Establishments	—	—	13	3.3	2	0.3	15	3.2	10	12.2	—	—	12	3.5	2	0.5	13	3.3	11	12.3
Securities & Commodities Brokers	—	—	7	2.1	1	1.5	6	2.7	7	12.9							*			
Transportation	1	2.7	12	3.5	2	0.8	13	3.5	12	11.7	1	0.0	11	4.2	4	0.5	11	4.4	9	12.0
Transportation Equipment (Mfg.)	—	—	15	2.8	4	0.4	14	3.2	13	13.6	1	0.0	10	3.9	2	0.2	10	3.9	11	13.1
Transportation Support							*										*			
Utilities	1	2.9	15	3.5	3	1.6	16	3.8	14	11.4	—	—	12	3.4	3	1.5	12	3.7	13	11.5
Wholesale – Durable Goods	—	—	10	3.5	1	1.2	10	3.6	11	12.2	—	—	8	4.1	1	1.0	8	4.2	9	12.0
Wholesale – Electronic Markets, Agents							*										*			
Wholesale – Nondurable Goods	1	2.5	4	3.7	—	—	6	3.5	5	12.0	1	2.0	5	3.6	1	0.5	6	3.4	6	12.0
All Other Finance	1	4.0	13	3.5	2	0.6	14	3.7	14	12.1	1	4.0	10	3.8	1	0.8	11	3.9	12	12.1
All Other Services (Except Pub. Adm.)	2	1.5	9	3.8	—	—	11	3.3	10	12.3	2	1.5	8	3.3	—	—	9	3.2	9	12.0
Unclassified Establishments							*										*			
<b>TOTAL WESTERN FIRMS**</b>	<b>35</b>	<b>3.0</b>	<b>484</b>	<b>3.3</b>	<b>84</b>	<b>1.1</b>	<b>500</b>	<b>3.6</b>	<b>484</b>	<b>12.6</b>	<b>32</b>	<b>2.1</b>	<b>413</b>	<b>3.8</b>	<b>68</b>	<b>0.9</b>	<b>423</b>	<b>4.0</b>	<b>432</b>	<b>12.3</b>

\* Fewer than five survey respondents \*\* Total line reflects all data submitted

# EXEMPT SALARIED EMPLOYEES



2002 ACTUAL INCREASES										2003 PROJECTED INCREASES									
GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES	
No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.

## INDUSTRY

1	4.0	14	3.3	1	4.0	13	4.2	15	11.6	2	2.0	14	3.8	1	4.0	15	4.1	15	11.6	Accommodation & Food Services
—	—	5	4.0	1	0.0	5	4.0	5	13.2	—	—	5	4.0	—	—	5	4.0	5	12.0	Apparel & Textiles (Mfg.)
1	3.0	11	3.3	2	0.3	12	3.3	12	12.0	—	—	9	3.7	1	0.8	9	3.8	10	13.2	Arts & Entertainment
2	4.5	39	3.1	5	0.4	38	3.5	39	13.4	1	0.0	31	4.1	7	0.7	31	4.3	34	12.7	Broadcasting & Telecommunications
1	4.9	18	3.5	5	1.0	19	3.8	19	12.3	1	5.0	17	4.1	4	1.9	18	4.5	18	12.0	Chemical Manufacturing
1	4.5	14	4.1	2	1.4	15	4.3	15	12.0	1	4.5	13	4.1	2	0.7	14	4.2	14	12.0	Commercial Banking
4	1.0	77	2.9	18	0.9	77	3.2	74	13.9	2	2.0	59	4.2	12	0.8	60	4.3	65	12.5	Computer & Electronic Products (Mfg.)
—	—	7	3.8	2	0.8	7	4.0	7	12.9	—	—	6	3.9	1	1.3	6	4.1	6	11.5	Construction
1	2.5	23	3.7	6	1.0	23	4.0	23	12.0	1	2.0	21	3.8	5	0.9	21	4.1	21	12.0	Credit Unions
2	2.0	11	3.2	2	2.0	13	3.3	12	12.9	—	—	11	2.4	—	—	10	2.7	11	13.1	Educational Services
2	2.0	22	2.9	4	0.4	22	3.1	20	12.5	1	4.0	20	3.6	3	0.5	20	3.9	22	13.0	Electrical Equipment (Mfg.)
1	2.1	22	3.5	3	0.5	22	3.6	22	12.7	1	1.9	20	3.7	3	0.4	20	3.9	21	12.0	Food & Beverage (Mfg.)
11	3.1	39	3.8	7	2.2	45	4.4	46	12.3	7	2.4	32	3.8	4	2.4	36	4.1	39	11.9	Health Care
—	—	40	3.5	4	0.8	40	3.6	41	12.4	1	0.0	31	3.9	6	0.8	32	4.0	35	12.3	Insurance Carriers
1	4.0	14	4.0	3	2.1	14	4.8	13	14.5	1	2.9	11	3.6	3	1.8	11	4.4	12	12.0	Internet Pub, Service, Web Search, Data
—	—	5	4.3	—	—	5	4.3	5	12.0							*				Machinery Manufacturing
—	—	51	3.5	13	0.9	49	3.9	49	12.2	1	1.0	48	3.9	13	0.8	48	4.1	47	12.1	Manufacturing – Miscellaneous
3	1.9	10	3.3	—	—	10	3.9	10	13.1	3	1.7	10	3.2	—	—	10	3.8	10	12.0	Metals – Fabricated (Mfg.)
—	—	5	2.8	1	1.0	5	3.0	4	12.0							*				Metals – Primary (Mfg.)
—	—	12	3.8	1	0.2	11	4.1	11	12.4	—	—	6	4.0	—	—	6	4.0	7	11.6	Mining, Including Oil & Gas
—	—	12	2.2	3	1.3	13	2.4	12	12.0	1	0.0	11	4.0	3	2.0	11	4.5	8	13.5	Other Info. Svc. (News Syn, Library)
—	—	9	3.1	2	0.9	9	3.3	8	11.9	—	—	9	3.2	2	0.9	9	3.4	9	11.7	Paper Products (Mfg.)
						*										*				Petroleum & Coal Products (Mfg.)
2	2.2	8	3.7	—	—	9	3.8	9	12.6	2	2.5	8	3.1	—	—	8	3.7	9	12.0	Plastics & Rubber Products (Mfg.)
—	—	5	2.8	—	—	5	2.8	5	12.0	—	—	5	3.6	—	—	5	3.6	5	12.0	Printing (Mfg.)
4	3.5	110	4.0	28	1.1	110	4.4	107	12.3	6	2.1	95	4.2	20	0.8	95	4.5	94	11.9	Professional, Scientific, Tech. Svcs.
12	3.2	21	3.8	6	1.6	25	5.1	26	11.8	5	2.2	13	3.2	3	0.4	14	3.9	19	13.3	Public Administration
2	1.5	25	3.4	7	0.6	22	4.2	24	12.9	2	2.5	18	3.7	5	0.7	19	4.0	21	12.6	Publishing Industries - Software
1	2.0	35	3.1	5	1.2	36	3.2	38	12.1	1	3.0	33	3.6	3	0.5	34	3.6	36	12.8	Retail Establishments
—	—	10	2.4	2	1.0	9	2.9	10	12.6	—	—	7	3.5	2	1.2	7	3.8	7	13.3	Securities & Commodities Brokers
3	1.9	22	2.8	4	1.1	22	3.2	21	12.3	1	0.0	18	3.7	5	0.8	18	3.9	18	12.6	Transportation
—	—	17	2.8	4	0.4	16	3.1	15	14.0	1	0.0	12	3.9	2	0.2	12	3.9	13	13.2	Transportation Equipment (Mfg.)
—	—	8	2.3	1	0.1	6	3.1	8	15.0	—	—	7	3.8	—	—	7	3.8	7	11.1	Transportation Support
2	3.2	18	3.8	4	1.2	20	4.0	20	11.3	1	2.8	17	3.6	3	1.5	18	3.8	19	11.7	Utilities
—	—	19	3.0	3	0.6	18	3.3	18	12.4	—	—	15	3.8	1	1.0	15	3.9	16	12.0	Wholesale – Durable Goods
						*										*				Wholesale – Electronic Markets, Agents
2	2.5	8	3.5	3	2.1	11	3.6	11	13.1	2	3.0	6	3.5	2	0.5	8	3.5	7	13.7	Wholesale – Nondurable Goods
2	4.8	19	3.7	3	0.7	21	3.9	21	12.2	1	5.0	16	3.8	1	0.8	17	3.9	20	12.2	All Other Finance
4	2.2	24	3.8	4	3.4	27	4.2	26	12.1	4	2.4	22	4.0	3	3.3	25	4.3	25	12.5	All Other Services (Except Pub. Adm.)
						*										*				Unclassified Establishments
67	2.9	818	3.4	159	1.1	835	3.8	832	12.5	52	2.3	691	3.9	122	1.0	711	4.1	742	12.3	TOTAL WESTERN FIRMS**

\* Fewer than five survey respondents \*\* Total line reflects all data submitted



## INDUSTRY

## OFFICERS/EXECUTIVE LEVEL

	2002 ACTUAL INCREASES										2003 PROJECTED INCREASES									
	GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES	
	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.
Accommodation & Food Services	1	4.0	14	3.0	1	4.0	12	4.2	15	12.3	2	2.0	14	3.9	1	4.0	15	4.2	15	11.5
Apparel & Textiles (Mfg.)	—	—	5	4.0	—	—	5	4.0	5	13.2	—	—	5	4.0	—	—	5	4.0	5	12.0
Arts & Entertainment	1	3.0	9	3.5	3	6.2	11	4.8	11	13.1	—	—	7	3.8	2	9.4	8	5.7	9	14.7
Broadcasting & Telecommunications	1	4.0	34	3.1	5	1.5	33	3.6	33	13.8	1	0.0	28	4.3	7	0.8	28	4.5	31	12.8
Chemical Manufacturing	1	5.8	16	3.2	5	1.0	17	3.7	17	12.7	1	5.0	15	4.2	3	1.5	16	4.5	16	12.0
Commercial Banking	1	4.5	14	3.9	1	2.5	14	4.4	15	12.0	1	4.5	12	4.1	2	0.7	13	4.3	14	12.0
Computer & Electronic Products (Mfg.)	2	2.0	72	2.6	11	1.0	73	2.8	68	14.7	2	2.0	55	4.3	12	1.1	57	4.4	62	13.1
Construction	—	—	5	2.9	2	0.8	5	3.2	4	14.2							*			
Credit Unions	1	2.5	22	3.4	2	1.5	22	3.7	22	12.2	1	2.0	20	3.8	2	1.5	20	4.1	20	13.3
Educational Services	2	1.5	6	1.7	—	—	6	2.2	7	14.4	—	—	5	2.8	—	—	5	2.8	5	12.0
Electrical Equipment (Mfg.)	1	6.0	18	3.0	3	0.4	18	3.4	17	12.7	1	6.0	16	3.7	2	0.6	16	4.1	19	12.6
Food & Beverage (Mfg.)	1	2.5	21	3.3	3	0.5	21	3.5	21	13.0	1	1.9	20	3.8	3	0.4	20	4.0	21	12.9
Health Care	5	4.3	31	5.0	2	3.0	33	5.5	33	12.3	5	3.1	23	5.3	2	1.2	25	5.6	29	12.1
Insurance Carriers	—	—	39	3.6	3	1.5	38	3.8	39	13.0	1	0.0	29	3.9	6	1.0	30	4.0	33	12.8
Internet Pub, Service, Web Search, Data	1	11.0	13	5.1	3	2.8	13	6.6	11	12.7	1	8.0	10	5.1	2	1.2	10	6.1	11	12.0
Machinery Manufacturing	—	—	5	4.1	—	—	5	4.1	5	12.0							*			
Manufacturing - Miscellaneous	—	—	47	3.8	11	1.0	45	4.2	45	12.2	—	—	43	4.2	10	0.7	43	4.3	43	12.1
Metals - Fabricated (Mfg.)	2	2.8	10	3.2	—	—	10	3.8	9	12.9	3	1.7	9	3.9	—	—	10	4.0	10	13.5
Metals - Primary (Mfg.)	—	—	5	3.1	1	1.0	5	3.3	4	12.0							*			
Mining, Including Oil & Gas	—	—	11	3.3	—	—	10	3.6	10	12.1	—	—	6	4.2	—	—	6	4.2	7	13.7
Other Info. Svc. (News Syn, Library)	—	—	12	2.7	2	0.5	13	2.5	12	12.0	1	0.0	11	4.3	1	1.0	11	4.4	8	13.5
Paper Products (Mfg.)	—	—	9	3.3	1	4.0	9	3.7	8	11.9	—	—	9	3.2	1	1.0	9	3.3	9	11.7
Petroleum & Coal Products (Mfg.)							*										*			
Plastics & Rubber Products (Mfg.)	2	2.2	8	3.8	—	—	9	3.9	9	12.6	2	2.5	8	3.1	—	—	8	3.8	9	12.0
Printing (Mfg.)							*										*			
Professional, Scientific, Tech. Svcs.	3	0.7	100	4.1	20	2.0	100	4.5	95	12.3	6	1.7	86	4.5	15	0.7	87	4.6	86	12.0
Public Administration	9	3.1	18	4.1	3	2.0	21	5.2	22	12.0	4	2.3	10	4.0	2	0.2	10	4.9	15	12.4
Publishing Industries - Software	2	0.5	23	3.0	6	0.5	19	3.8	22	12.4	1	0.0	17	3.6	5	0.7	17	3.8	18	12.7
Retail Establishments	1	2.0	36	3.5	3	0.6	37	3.5	35	12.7	1	3.0	32	4.2	3	0.7	33	4.2	33	12.4
Securities & Commodities Brokers	—	—	9	1.4	1	1.5	7	2.0	9	16.0	—	—	7	2.5	2	1.2	7	2.9	7	12.4
Transportation	2	6.3	20	1.9	4	1.3	18	3.1	19	13.8	1	0.0	16	3.4	4	0.8	15	3.8	17	12.8
Transportation Equipment (Mfg.)	—	—	13	2.9	2	0.5	12	3.2	12	14.8	1	0.0	8	3.9	2	0.2	8	3.9	9	12.3
Transportation Support	—	—	7	2.6	1	0.1	5	3.6	7	15.4	—	—	6	4.0	—	—	6	4.0	6	11.0
Utilities	2	8.4	17	5.5	1	1.0	19	5.9	19	12.2	1	2.8	15	4.5	1	0.9	16	4.8	18	12.0
Wholesale - Durable Goods	—	—	18	3.1	1	0.4	17	3.3	17	12.5	—	—	15	4.0	1	1.0	15	4.0	16	12.0
Wholesale - Electronic Markets, Agents							*										*			
Wholesale - Nondurable Goods	2	2.5	7	3.3	2	0.2	9	3.2	10	14.4	1	2.0	6	3.5	2	0.5	7	3.4	7	13.7
All Other Finance	2	4.8	17	4.2	3	0.8	19	4.4	19	12.4	1	6.0	14	4.0	1	0.8	15	4.2	18	12.4
All Other Services (Except Pub. Adm.)	2	3.4	22	2.9	2	1.2	22	3.3	22	13.1	3	3.2	20	4.0	2	1.5	22	4.2	22	12.4
Unclassified Establishments							*										*			
<b>TOTAL WESTERN FIRMS**</b>	<b>49</b>	<b>3.5</b>	<b>745</b>	<b>3.5</b>	<b>108</b>	<b>1.5</b>	<b>746</b>	<b>3.9</b>	<b>742</b>	<b>12.9</b>	<b>45</b>	<b>2.5</b>	<b>620</b>	<b>4.1</b>	<b>98</b>	<b>1.1</b>	<b>637</b>	<b>4.3</b>	<b>673</b>	<b>12.5</b>

\* Fewer than five survey respondents \*\* Total line reflects all data submitted

# SALARY STRUCTURE ADJUSTMENTS



## INDUSTRY

2002 ACTUAL INCREASES								2003 PROJECTED INCREASES								
Nonexempt Hourly Nonunion		Nonexempt Salaried		Exempt Salaried		Officer/ Executive		Nonexempt Hourly Nonunion		Nonexempt Salaried		Exempt Salaried		Officer/ Executive		
No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	
2.1	7	1.9	13	2.1	10	1.6	9	2.7	9	2.3	14	2.8	11	2.5		Accommodation & Food Services
2	1.5	4	2.5	5	2.6	4	2.5	2	3.2	4	3.4	5	3.3	4	3.4	Apparel & Textiles (Mfg.)
7	1.4	4	1.5	8	1.7	7	1.5	8	2.4	4	2.2	8	2.4	7	2.4	Arts & Entertainment
27	2.2	14	2.4	33	2.5	22	2.1	22	2.4	10	2.6	27	2.6	19	2.2	Broadcasting & Telecommunications
10	2.1	12	2.6	16	3.2	13	4.2	8	2.5	9	2.9	12	3.0	10	3.0	Chemical Manufacturing
10	3.0	12	3.3	13	3.3	10	3.3	9	3.4	10	3.3	12	3.4	10	3.5	Commercial Banking
48	1.4	39	1.4	62	1.6	46	1.6	36	2.7	34	2.8	48	3.1	33	2.9	Computer & Electronic Products (Mfg.)
5	0.5	—	—	5	0.5	3	0.0	*		*		*		*		Construction
17	2.1	11	1.0	19	2.2	16	1.2	16	2.5	12	2.1	20	2.5	17	2.7	Credit Unions
5	1.8	7	2.7	9	2.6	4	1.0	4	2.2	6	1.5	8	2.2	4	2.0	Educational Services
18	2.2	6	1.0	19	2.3	13	2.3	16	2.8	5	2.2	17	2.9	12	2.8	Electrical Equipment (Mfg.)
9	2.1	13	2.1	15	2.4	13	2.0	10	2.2	12	2.2	14	2.5	13	2.5	Food & Beverage (Mfg.)
34	3.2	10	2.1	33	3.7	20	3.9	31	2.6	9	2.2	32	2.5	19	2.6	Health Care
17	2.6	21	2.0	33	2.1	27	2.1	14	2.2	16	2.5	26	2.4	21	2.4	Insurance Carriers
6	4.0	5	4.0	8	4.5	7	4.1	4	2.9	3	3.7	6	3.4	5	3.2	Internet Pub, Service, Web Search, Data
4	1.6	3	2.0	5	2.2	4	1.9	*		*		*		*		Machinery Manufacturing
25	2.2	27	2.6	37	2.4	30	2.5	24	2.9	23	2.8	33	3.1	28	3.0	Manufacturing – Miscellaneous
6	2.4	5	3.1	8	2.8	6	2.3	8	3.0	6	3.2	9	3.1	7	3.1	Metals – Fabricated (Mfg.)
3	2.0	5	1.8	5	1.8	5	1.8	*		*		*		*		Metals – Primary (Mfg.)
4	2.4	8	3.8	10	3.6	9	3.9	4	2.4	5	3.3	6	2.8	6	2.8	Mining, Including Oil & Gas
5	1.5	7	2.6	10	2.0	9	1.9	5	2.3	5	3.1	8	2.6	7	2.5	Other Info. Svc. (News Syn, Library)
2	3.0	6	2.9	7	3.0	5	2.9	2	2.9	6	3.0	7	3.0	5	3.0	Paper Products (Mfg.)
*		*		*		*		*		*		*		*		Petroleum & Coal Products (Mfg.)
4	2.2	4	2.8	5	2.6	5	2.8	4	2.9	5	3.2	6	3.0	5	3.3	Plastics & Rubber Products (Mfg.)
*		*		*		*		5	3.0	4	3.0	5	3.2	4	3.2	Printing (Mfg.)
55	2.4	53	2.3	80	2.9	59	2.5	47	2.6	47	2.7	70	2.8	53	2.5	Professional, Scientific, Tech. Svcs.
14	3.5	16	4.4	23	3.9	18	4.1	8	1.7	9	2.5	15	2.7	10	2.6	Public Administration
15	1.6	14	2.4	20	1.9	17	1.6	13	2.2	12	2.1	17	2.3	13	2.0	Publishing Industries - Software
31	2.2	11	1.4	30	1.9	21	1.6	24	2.5	11	2.1	25	3.3	18	2.8	Retail Establishments
4	1.2	2	1.0	5	1.6	2	3.5	*		*		*		*		Securities & Commodities Brokers
13	2.5	12	3.0	21	2.8	15	2.0	8	2.0	10	2.9	15	2.4	11	1.9	Transportation
10	2.0	11	2.4	12	2.3	8	1.3	8	3.4	9	3.1	11	3.2	7	4.1	Transportation Equipment (Mfg.)
5	1.1	3	0.0	6	0.9	4	0.8	4	2.6	2	3.0	5	2.7	3	3.7	Transportation Support
11	3.0	11	3.0	17	3.0	9	4.0	8	2.9	8	2.8	13	3.0	6	4.3	Utilities
10	2.9	9	2.4	16	3.2	10	3.0	9	2.6	7	3.3	11	2.9	5	3.1	Wholesale – Durable Goods
*		*		*		*		*		*		*		*		Wholesale – Electronic Markets, Agents
5	2.0	4	2.8	6	2.4	4	1.8	4	2.8	4	3.0	6	2.9	4	3.0	Wholesale – Nondurable Goods
7	1.9	9	1.9	12	2.5	11	2.2	6	2.6	8	2.6	10	2.8	9	2.4	All Other Finance
15	1.6	8	2.2	18	2.2	15	1.8	13	3.0	7	2.2	16	3.2	13	2.9	All Other Services (Except Pub. Adm.)
*		*		*		*		*		*		*		*		Unclassified Establishments
480	2.2	401	2.3	655	2.5	489	2.3	408	2.6	341	2.7	556	2.8	413	2.7	TOTAL WESTERN FIRMS**

\* Fewer than five survey respondents \*\* Total line reflects all data submitted



## INDUSTRY

## BUDGETED PROMOTIONAL INCREASES FOR 2002

## AS A PERCENTAGE OF TOTAL BASE SALARIES

	National (U.S)		Eastern Region		Central Region		Southern Region		Western Region	
	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%
Accommodation & Food Services	6	0.8	3	0.8	3	0.7	2	0.8	5	0.9
Apparel & Textiles (Mfg.)	4	0.9	2	1.0	—	—	2	0.8	—	—
Arts & Entertainment	1	1.5	—	—	—	—	—	—	1	1.5
Broadcasting & Telecommunications	16	0.8	10	0.9	7	0.8	6	0.7	8	0.8
Chemical Manufacturing	26	0.9	14	0.9	5	0.9	12	0.8	5	1.0
Commercial Banking	16	0.8	4	0.9	5	0.8	5	0.6	3	0.9
Computer & Electronic Products (Mfg.)	45	0.8	19	0.7	9	0.7	15	0.8	24	0.8
Construction	2	0.8	—	—	1	0.6	—	—	1	1.0
Credit Unions	18	0.8	6	0.9	11	0.8	9	0.8	7	0.9
Educational Services	8	0.9	5	1.0	2	0.8	2	1.2	1	1.5
Electrical Equipment (Mfg.)	14	0.6	5	0.5	6	0.5	5	0.7	7	0.6
Food & Beverage (Mfg.)	7	0.6	5	0.6	4	0.8	4	0.6	4	0.6
Health Care	13	0.8	2	0.7	5	0.7	6	0.8	1	0.8
Insurance Carriers	42	0.7	20	0.7	24	0.8	8	0.8	7	0.7
Internet Pub, Service, Web Search, Data	8	1.2	5	1.0	2	0.8	1	0.5	5	1.3
Machinery Manufacturing	6	0.8	4	0.8	2	0.8	2	0.8	1	0.9
Manufacturing – Miscellaneous	41	0.8	24	0.8	12	0.8	10	0.8	14	0.7
Metals – Fabricated (Mfg.)	12	0.8	1	0.5	7	0.9	3	0.9	2	0.5
Metals – Primary (Mfg.)	4	0.8	1	0.5	1	0.2	1	1.5	1	1.0
Mining, Including Oil & Gas	5	0.6	1	0.5	2	0.5	5	0.6	3	0.5
Other Info. Svc. (News Syn, Library)	12	0.7	6	0.7	4	0.7	7	0.7	6	0.8
Paper Products (Mfg.)	4	0.7	3	0.6	3	0.6	4	0.7	3	0.6
Petroleum & Coal Products (Mfg.)	2	0.5	1	0.5	—	—	2	0.5	1	0.5
Plastics & Rubber Products (Mfg.)	3	0.8	1	1.0	—	—	2	0.8	—	—
Printing (Mfg.)	4	0.6	1	1.0	1	0.3	2	0.6	—	—
Professional, Scientific, Tech. Svcs.	82	0.8	47	0.8	24	0.8	23	0.8	33	0.8
Public Administration	5	0.7	2	0.8	—	—	1	0.5	3	0.7
Publishing Industries - Software	10	0.9	7	0.8	3	0.9	2	0.8	4	0.9
Retail Establishments	15	0.9	8	0.9	7	0.9	10	0.9	8	0.9
Securities & Commodities Brokers	9	0.9	6	0.9	1	1.0	1	0.2	1	1.0
Transportation	6	0.9	2	0.7	2	1.1	2	0.8	2	0.8
Transportation Equipment (Mfg.)	13	0.8	3	0.8	7	0.7	4	0.8	5	0.7
Transportation Support	2	0.9	—	—	2	0.9	—	—	—	—
Utilities	20	0.8	5	0.8	5	0.7	7	0.7	3	0.8
Wholesale – Durable Goods	7	0.9	5	0.8	4	0.9	4	1.2	5	0.8
Wholesale – Electronic Markets, Agents	1	0.5	1	0.5	—	—	—	—	—	—
Wholesale – Nondurable Goods	2	0.6	1	1.0	1	1.0	1	1.0	2	0.6
All Other Finance	12	0.8	5	0.9	6	1.0	5	1.1	6	1.0
All Other Services (Except Pub. Adm.)	26	0.8	10	0.9	9	0.7	6	0.5	6	0.8
Unclassified Establishments	5	0.8	2	0.9	2	0.9	2	0.9	1	0.6
<b>TOTAL U.S. FIRMS**</b>	<b>534</b>	<b>0.8</b>	<b>247</b>	<b>0.8</b>	<b>189</b>	<b>0.8</b>	<b>183</b>	<b>0.8</b>	<b>189</b>	<b>0.8</b>

# BUDGETED PROMOTIONAL INCREASES FOR 2002

## AS A PERCENTAGE OF TOTAL EMPLOYEE POPULATION

National (U.S)		Eastern Region		Central Region		Southern Region		Western Region	
No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%



NATIONAL DATA - U.S.

### INDUSTRY

No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	INDUSTRY
20	9.2	6	9.3	6	13.2	11	10.5	10	11.7	Accommodation & Food Services
15	5.5	3	5.7	5	3.2	7	6.6	4	4.5	Apparel & Textiles (Mfg.)
9	6.9	2	7.5	1	6.0	1	11.0	5	6.0	Arts & Entertainment
55	11.0	26	7.0	25	7.0	26	6.2	31	13.9	Broadcasting & Telecommunications
52	8.2	29	8.4	22	8.8	23	7.5	15	8.7	Chemical Manufacturing
46	13.6	13	19.0	12	8.9	12	12.4	10	13.2	Commercial Banking
108	6.6	43	6.7	22	6.1	23	7.2	68	6.5	Computer & Electronic Products (Mfg.)
12	5.6	3	3.3	4	4.2	4	3.9	4	10.0	Construction
45	10.1	15	10.5	23	10.5	16	11.1	18	10.2	Credit Unions
38	6.5	25	6.7	10	7.3	6	10.7	2	11.0	Educational Services
41	6.9	16	2.6	23	4.6	14	3.5	17	9.6	Electrical Equipment (Mfg.)
44	8.4	17	7.1	23	8.9	17	8.5	18	7.6	Food & Beverage (Mfg.)
92	8.4	25	6.1	26	7.0	26	9.5	19	11.9	Health Care
114	10.3	47	13.2	58	8.6	22	7.7	27	9.0	Insurance Carriers
22	8.0	11	5.4	4	5.5	8	5.5	13	10.7	Internet Pub, Service, Web Search, Data
21	6.8	9	5.9	10	8.1	3	7.6	4	6.8	Machinery Manufacturing
112	6.8	52	6.9	45	6.6	28	9.3	36	6.1	Manufacturing - Miscellaneous
40	6.2	12	7.3	21	6.9	12	7.1	10	7.4	Metals - Fabricated (Mfg.)
10	5.9	3	2.9	5	5.4	4	6.1	3	5.5	Metals - Primary (Mfg.)
17	8.7	5	10.4	5	10.6	15	8.8	6	7.8	Mining, Including Oil & Gas
24	6.8	14	6.1	10	7.2	11	6.0	9	6.7	Other Info. Svc. (News Syn, Library)
19	6.3	10	8.1	14	6.3	12	7.0	9	8.5	Paper Products (Mfg.)
7	7.3	2	11.0	1	15.0	7	7.3	2	11.0	Petroleum & Coal Products (Mfg.)
25	7.0	7	6.5	13	9.2	7	7.0	5	9.4	Plastics & Rubber Products (Mfg.)
12	7.7	6	8.2	7	7.3	5	8.4	3	8.3	Printing (Mfg.)
188	7.3	107	7.9	62	6.9	59	8.0	75	7.5	Professional, Scientific, Tech. Svcs.
42	6.5	13	7.1	10	6.0	10	7.1	13	7.8	Public Administration
48	6.8	29	6.9	17	8.0	10	5.2	19	6.5	Publishing Industries - Software
54	7.1	19	8.7	23	7.3	20	8.3	24	7.1	Retail Establishments
25	13.1	13	17.3	10	11.3	4	20.7	5	15.7	Securities & Commodities Brokers
27	11.7	12	17.8	14	8.8	11	9.6	11	9.7	Transportation
30	6.9	4	6.4	18	7.5	9	3.3	11	8.2	Transportation Equipment (Mfg.)
11	4.6	6	3.1	9	4.2	7	3.4	7	3.8	Transportation Support
58	7.3	10	7.2	20	6.9	19	7.8	10	7.1	Utilities
25	8.1	15	8.4	11	7.5	9	9.5	13	6.0	Wholesale - Durable Goods
5	10.5	4	11.8	1	20.0	1	20.0	2	12.8	Wholesale - Electronic Markets, Agents
13	15.0	4	28.5	6	11.3	3	9.3	7	7.5	Wholesale - Nondurable Goods
43	8.8	24	9.6	16	7.9	18	5.8	15	6.2	All Other Finance
68	7.5	27	9.0	25	6.4	18	7.6	17	8.4	All Other Services (Except Pub. Adm.)
11	7.6	4	7.5	5	8.1	4	9.9	3	7.6	Unclassified Establishments
1648	8.1	692	8.5	642	7.6	522	7.9	580	8.3	TOTAL U.S. FIRMS**



## INDUSTRY

## BUDGETED PROMOTIONAL INCREASES FOR 2002

## AS A PERCENTAGE OF PROMOTED EMPLOYEES BASE SALARY

	National (U.S)		Eastern Region		Central Region		Southern Region		Western Region	
	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%
Accommodation & Food Services	29	8.2	8	7.8	12	6.7	15	8.2	13	7.7
Apparel & Textiles (Mfg.)	14	8.7	2	8.0	4	9.8	8	8.5	3	8.7
Arts & Entertainment	14	8.9	3	9.0	3	10.0	3	9.6	8	8.7
Broadcasting & Telecommunications	66	8.4	34	8.3	29	7.9	27	8.2	32	8.5
Chemical Manufacturing	61	7.6	34	7.7	23	8.2	25	7.8	13	7.2
Commercial Banking	47	6.8	15	7.4	12	5.9	13	7.2	10	6.5
Computer & Electronic Products (Mfg.)	106	6.9	42	6.8	24	7.0	24	7.0	67	7.1
Construction	12	7.9	4	5.7	4	7.9	4	10.9	5	6.9
Credit Unions	47	8.7	17	10.6	24	8.0	18	9.1	20	8.7
Educational Services	46	7.7	27	7.9	10	7.7	6	7.8	5	6.6
Electrical Equipment (Mfg.)	40	7.5	14	7.2	23	8.0	13	6.8	16	7.3
Food & Beverage (Mfg.)	52	7.9	22	7.8	25	8.3	20	8.4	19	8.7
Health Care	124	7.4	36	7.9	41	7.1	34	7.7	26	7.6
Insurance Carriers	127	7.0	49	7.0	65	7.0	26	6.3	29	7.0
Internet Pub, Service, Web Search, Data	19	7.7	9	7.3	4	8.5	8	8.4	12	7.7
Machinery Manufacturing	22	8.2	9	9.9	11	7.0	3	9.0	4	8.0
Manufacturing - Miscellaneous	122	7.7	58	8.1	49	8.1	34	8.3	38	8.0
Metals - Fabricated (Mfg.)	42	8.3	12	8.7	22	8.3	13	8.5	10	8.0
Metals - Primary (Mfg.)	10	7.4	3	8.5	5	8.7	4	8.1	3	6.0
Mining, Including Oil & Gas	20	8.7	5	8.8	7	8.3	16	8.7	9	7.5
Other Info. Svc. (News Syn, Library)	26	7.5	15	7.2	9	8.1	13	7.0	11	7.0
Paper Products (Mfg.)	19	8.4	9	8.8	13	9.1	13	8.6	9	9.3
Petroleum & Coal Products (Mfg.)	7	7.9	2	8.0	1	10.0	7	7.9	2	8.0
Plastics & Rubber Products (Mfg.)	28	7.7	9	8.0	16	7.5	9	7.7	7	8.1
Printing (Mfg.)	13	7.0	7	7.9	8	7.4	6	7.3	4	8.5
Professional, Scientific, Tech. Svcs.	197	7.2	114	7.5	70	7.4	66	7.2	82	7.5
Public Administration	64	6.6	13	7.6	12	7.4	19	6.1	21	5.8
Publishing Industries - Software	46	8.5	30	8.5	17	9.6	9	7.4	17	8.8
Retail Establishments	71	7.7	29	7.4	31	7.6	29	7.6	27	7.5
Securities & Commodities Brokers	29	8.0	16	7.6	12	8.4	5	9.7	6	7.1
Transportation	35	8.9	16	9.0	19	8.5	15	9.0	18	9.4
Transportation Equipment (Mfg.)	33	7.5	5	6.2	21	8.1	10	6.5	12	6.4
Transportation Support	12	8.0	6	7.6	10	7.1	7	7.9	7	8.5
Utilities	70	7.6	14	6.7	22	7.5	27	8.1	11	8.1
Wholesale - Durable Goods	27	8.5	16	8.2	13	9.3	10	9.4	14	9.6
Wholesale - Electronic Markets, Agents	6	6.9	4	6.5	1	5.0	1	5.0	3	6.7
Wholesale - Nondurable Goods	15	8.5	4	7.4	8	9.2	4	10.2	6	8.5
All Other Finance	49	8.2	29	8.6	18	8.0	21	7.3	19	8.3
All Other Services (Except Pub. Adm.)	77	7.5	35	8.3	28	7.4	21	7.4	19	8.2
Unclassified Establishments	11	8.1	3	8.9	5	7.5	6	9.0	3	7.7
<b>TOTAL U.S. FIRMS**</b>	<b>1855</b>	<b>7.6</b>	<b>779</b>	<b>7.8</b>	<b>731</b>	<b>7.8</b>	<b>612</b>	<b>7.8</b>	<b>640</b>	<b>7.7</b>

\* Fewer than five survey respondents \*\* Total line reflects all data submitted

# VARIABLE PAY - 2001

BUDGETED (AS A PERCENTAGE OF PAYROLL)								AWARDED BUDGETED (AS A PERCENTAGE OF PAYROLL)							
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Nonexempt Hourly Nonunion		Nonexempt Salaried		Exempt Salaried		Officer/ Executive		Nonexempt Hourly Nonunion		Nonexempt Salaried		Exempt Salaried		Officer/ Executive	
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No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%
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## INDUSTRY

5	4.8	5	5.4	13	17.4	13	29.4	5	4.7	7	4.6	13	15.0	13	26.9	Accommodation & Food Services
4	10.1	3	10.3	9	12.7	7	35.7	4	5.4	4	5.3	9	9.6	7	26.6	Apparel & Textiles (Mfg.)
*		*		*		*		2	1.8	3	1.1	5	4.6	4	13.8	Arts & Entertainment
17	6.1	19	8.5	54	12.0	46	28.9	18	5.1	22	4.0	57	9.3	48	21.6	Broadcasting & Telecommunications
34	6.0	38	5.0	60	9.7	53	29.4	38	4.3	48	3.6	65	8.0	58	21.6	Chemical Manufacturing
16	6.5	23	3.5	36	8.3	33	12.9	19	6.6	32	3.9	37	8.8	34	13.7	Commercial Banking
43	4.5	32	4.9	74	7.9	60	24.6	46	2.8	37	2.1	79	5.2	66	14.7	Computer & Electronic Products (Mfg.)
5	4.5	3	4.3	6	13.8	5	24.8	5	3.5	4	0.8	6	12.1	5	29.4	Construction
21	6.4	18	9.2	33	12.9	30	24.0	21	6.8	22	5.7	33	13.5	30	21.8	Credit Unions
7	1.2	8	1.7	18	2.6	12	8.9	7	1.2	11	1.5	21	2.0	13	6.3	Educational Services
13	6.3	12	4.6	24	8.8	19	21.1	15	4.2	15	2.8	29	5.8	24	12.4	Electrical Equipment (Mfg.)
13	5.2	20	4.5	35	13.7	32	34.3	17	5.0	30	4.4	45	13.2	40	29.2	Food & Beverage (Mfg.)
23	3.1	4	3.4	42	4.7	34	14.9	28	2.1	17	2.1	44	4.3	38	12.1	Health Care
41	4.5	59	4.9	97	8.1	91	24.1	44	4.3	78	3.1	105	7.6	97	24.2	Insurance Carriers
6	4.9	7	6.5	10	11.9	10	28.1	6	4.4	8	5.8	12	9.3	12	19.4	Internet Pub, Service, Web Search, Data
9	7.0	13	7.5	20	8.5	16	22.6	9	5.9	15	4.1	20	6.5	16	18.3	Machinery Manufacturing
44	4.5	40	5.0	87	10.7	80	30.5	45	3.1	53	3.3	90	8.6	85	23.9	Manufacturing - Miscellaneous
14	4.3	12	4.7	20	8.7	19	28.1	16	3.5	19	3.8	25	7.1	22	22.7	Metals - Fabricated (Mfg.)
3	4.0	1	10.0	5	13.0	5	31.2	5	6.5	7	5.0	9	13.6	9	30.5	Metals - Primary (Mfg.)
8	5.0	11	5.1	16	12.7	15	34.7	10	5.6	13	3.9	18	13.5	16	42.3	Mining, Including Oil & Gas
7	7.4	6	6.2	19	10.5	17	23.8	8	5.0	8	7.6	22	10.6	19	24.1	Other Info. Svc. (News Syn, Library)
7	3.9	8	3.9	15	10.5	13	35.4	7	3.0	11	1.9	16	7.0	14	24.2	Paper Products (Mfg.)
6	4.5	8	6.3	9	10.1	9	29.9	7	6.2	9	6.7	10	12.8	10	43.5	Petroleum & Coal Products (Mfg.)
9	5.2	8	5.8	14	8.6	13	27.7	9	2.4	10	1.8	16	4.2	15	9.4	Plastics & Rubber Products (Mfg.)
4	3.5	2	2.0	9	5.2	10	20.8	5	2.1	4	0.5	9	3.6	10	16.1	Printing (Mfg.)
57	4.1	67	4.7	132	8.1	110	19.2	62	3.2	84	2.7	143	7.3	122	16.8	Professional, Scientific, Tech. Svcs.
8	1.9	5	2.0	12	4.0	9	8.6	9	1.7	6	2.4	12	4.1	9	10.9	Public Administration
8	5.1	11	3.5	30	10.7	28	24.7	14	5.0	21	2.9	40	9.8	38	20.8	Publishing Industries - Software
21	5.9	11	8.4	48	10.3	45	23.7	27	5.5	19	6.5	54	8.0	50	21.4	Retail Establishments
14	6.1	14	6.8	26	15.9	21	49.7	14	5.6	19	4.1	27	16.9	22	47.3	Securities & Commodities Brokers
7	6.6	6	5.3	21	10.3	16	34.7	10	5.3	12	3.4	24	8.1	18	19.2	Transportation
15	3.8	18	4.7	26	5.9	22	22.4	14	3.3	20	3.6	25	4.6	22	14.3	Transportation Equipment (Mfg.)
4	7.2	1	10.0	6	12.2	6	34.5	5	2.7	4	3.2	8	2.8	8	2.9	Transportation Support
34	6.3	40	6.6	60	8.1	49	29.4	38	6.4	54	5.4	67	10.8	56	29.1	Utilities
11	5.1	13	6.3	19	10.6	15	25.3	11	3.8	14	3.7	20	8.3	16	19.4	Wholesale - Durable Goods
*		*		*		*			*		*		*		*	Wholesale - Electronic Markets, Agents
3	2.9	2	3.5	9	11.0	10	36.0	4	8.0	3	2.3	11	7.9	12	22.8	Wholesale - Nondurable Goods
21	6.2	19	5.9	35	10.8	32	30.5	22	6.4	23	4.6	34	9.5	31	27.4	All Other Finance
19	5.0	13	6.5	40	5.7	37	16.1	23	4.0	25	3.8	41	5.4	38	15.5	All Other Services (Except Pub. Adm.)
5	9.8	5	11.9	7	16.5	5	24.8	5	3.3	6	2.1	7	7.3	5	8.5	Unclassified Establishments
589	5.1	587	5.5	1200	9.4	1050	25.5	656	4.3	798	3.7	1310	8.3	1153	21.2	TOTAL U.S. FIRMS**

\* Fewer than five survey respondents \*\* Total line reflects all data submitted



INDUSTRY

# VARIABLE PAY - 2002

	BUDGETED (AS A PERCENTAGE OF PAYROLL)								AWARDED BUDGETED (AS A PERCENTAGE OF PAYROLL)							
	Nonexempt Hourly Nonunion		Nonexempt Salaried		Exempt Salaried		Officer/ Executive		Nonexempt Hourly Nonunion		Nonexempt Salaried		Exempt Salaried		Officer/ Executive	
	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%
Accommodation & Food Services	5	4.9	4	6.1	13	18.7	13	31.0	5	4.9	3	6.5	12	17.5	12	30.6
Apparel & Textiles (Mfg.)	4	10.1	3	10.3	9	12.7	7	35.7	4	7.6	3	6.7	9	11.3	7	30.4
Arts & Entertainment	*		*		*		*		1	2.0	3	1.6	5	4.6	4	14.5
Broadcasting & Telecommunications	19	5.6	22	7.6	59	13.1	50	31.6	17	4.4	22	6.2	53	11.7	46	28.8
Chemical Manufacturing	35	5.5	43	4.7	59	10.2	53	28.2	33	4.3	42	3.9	59	9.5	54	26.4
Commercial Banking	18	6.1	25	3.7	37	8.9	33	14.4	17	6.2	23	3.7	35	8.7	32	14.2
Computer & Electronic Products (Mfg.)	47	4.5	36	4.9	77	8.1	64	25.1	49	2.9	36	2.9	79	5.6	65	16.4
Construction	5	4.3	3	4.2	6	13.8	5	24.9	5	4.5	3	3.8	6	14.9	5	35.3
Credit Unions	23	6.2	21	8.8	34	13.8	33	26.2	22	6.4	20	7.8	35	12.8	33	25.5
Educational Services	7	1.3	8	1.6	20	3.4	15	14.2	8	1.2	9	1.8	21	2.7	15	11.7
Electrical Equipment (Mfg.)	11	6.5	11	4.7	22	8.8	17	22.8	12	4.8	11	2.5	24	6.5	18	17.6
Food & Beverage (Mfg.)	13	5.8	19	6.7	36	15.3	32	30.4	15	4.9	23	10.1	42	16.1	37	33.4
Health Care	23	7.4	7	2.4	41	7.4	36	13.9	25	6.2	7	2.6	39	7.2	36	11.5
Insurance Carriers	45	4.4	64	4.8	103	8.2	95	26.0	44	4.5	61	6.3	99	8.9	92	25.5
Internet Pub, Service, Web Search, Data	7	6.9	6	6.2	11	11.6	11	22.8	7	5.0	6	5.6	12	9.2	12	17.4
Machinery Manufacturing	11	5.7	13	5.5	20	7.5	18	20.2	10	3.2	11	4.5	18	5.5	18	14.5
Manufacturing - Miscellaneous	45	4.5	42	4.7	87	10.4	84	36.8	42	3.8	44	4.2	87	10.0	83	26.3
Metals - Fabricated (Mfg.)	13	4.5	13	4.8	21	9.3	19	25.5	12	4.4	11	4.1	20	8.2	21	18.9
Metals - Primary (Mfg.)	3	4.0	1	10.0	5	12.1	5	33.2	5	4.4	5	4.2	9	10.3	9	26.2
Mining, Including Oil & Gas	6	5.0	9	5.1	14	12.5	14	33.6	7	4.9	10	4.0	15	11.5	15	32.6
Other Info. Svc. (News Syn, Library)	6	6.2	8	8.7	21	10.5	18	22.6	8	4.5	8	7.8	22	8.5	19	19.0
Paper Products (Mfg.)	8	4.6	11	4.1	18	7.9	16	27.7	8	3.5	10	3.1	17	5.6	15	20.6
Petroleum & Coal Products (Mfg.)	5	5.0	6	6.6	7	9.6	7	29.4	6	5.2	6	5.8	7	9.1	7	32.8
Plastics & Rubber Products (Mfg.)	10	6.0	9	6.9	16	8.9	15	26.8	9	3.9	9	4.3	17	5.4	16	14.5
Printing (Mfg.)	5	4.1	2	2.0	9	7.2	9	18.5	5	3.2	2	2.0	9	5.5	9	13.3
Professional, Scientific, Tech. Svcs.	61	4.3	75	4.4	135	8.3	114	21.4	63	3.5	79	3.4	140	7.5	119	16.7
Public Administration	8	2.1	6	2.5	13	3.8	10	7.8	9	1.9	6	2.4	13	3.7	10	8.5
Publishing Industries - Software	9	4.4	11	3.3	33	11.4	31	25.8	12	4.1	14	2.3	39	10.2	36	22.0
Retail Establishments	24	6.0	9	7.0	50	10.5	45	24.2	28	4.7	10	6.2	52	9.1	47	21.8
Securities & Commodities Brokers	15	5.9	13	6.6	26	15.3	21	44.7	15	5.5	13	11.4	26	16.5	21	42.9
Transportation	7	6.1	7	4.8	21	9.1	15	26.0	8	5.0	9	3.5	23	7.2	15	18.8
Transportation Equipment (Mfg.)	11	4.3	18	3.8	27	6.0	21	22.0	12	3.9	18	3.6	27	5.0	21	19.0
Transportation Support	4	6.1	1	5.5	6	10.6	6	28.8	3	6.7	1	0.1	6	8.7	6	28.5
Utilities	34	6.3	44	8.6	63	9.8	52	30.7	34	6.2	43	7.6	63	9.0	53	25.8
Wholesale - Durable Goods	11	4.9	8	6.7	16	11.0	13	25.8	10	4.5	7	6.1	15	9.7	12	19.8
Wholesale - Electronic Markets, Agents	*		*		*		*		*		*		*		*	
Wholesale - Nondurable Goods	4	8.5	4	2.6	12	10.7	12	33.0	4	9.3	4	2.6	12	9.8	12	33.3
All Other Finance	21	6.2	19	5.8	36	10.7	33	28.3	22	6.1	19	4.8	35	10.4	32	27.2
All Other Services (Except Pub. Adm.)	21	4.6	16	4.0	41	5.4	39	16.9	25	4.0	18	3.7	42	5.0	40	15.8
Unclassified Establishments	5	9.8	4	11.2	7	13.5	6	21.3	5	7.8	4	8.9	6	10.9	5	19.8
<b>TOTAL U.S. FIRMS**</b>	<b>612</b>	<b>5.3</b>	<b>623</b>	<b>5.4</b>	<b>1236</b>	<b>9.7</b>	<b>1090</b>	<b>25.9</b>	<b>628</b>	<b>4.5</b>	<b>634</b>	<b>4.9</b>	<b>1252</b>	<b>8.8</b>	<b>1110</b>	<b>22.2</b>

\* Fewer than five survey respondents \*\* Total line reflects all data submitted

# VARIABLE PAY - 2003



## BUDGETED (AS A PERCENTAGE OF PAYROLL)

Non-management Hourly Nonunion		Non- management Salaried		Management Salaried		Officer/ Executive	
No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%

### INDUSTRY

7	3.6	5	2.5	11	18.8	11	34.6	Accommodation & Food Services
5	5.6	4	7.1	7	10.3	6	36.7	Apparel & Textiles (Mfg.)
4	0.3	4	0.8	6	5.2	4	17.8	Arts & Entertainment
23	4.4	28	5.7	48	12.0	44	27.8	Broadcasting & Telecommunications
34	4.9	39	4.4	54	10.9	50	29.7	Chemical Manufacturing
15	5.7	22	4.0	32	9.1	30	14.8	Commercial Banking
52	4.2	44	5.0	77	9.3	67	26.3	Computer & Electronic Products (Mfg.)
5	4.4	3	4.0	6	13.8	5	21.4	Construction
23	5.8	19	8.0	30	12.2	28	27.5	Credit Unions
8	1.0	11	1.2	19	3.0	14	10.8	Educational Services
13	6.1	12	4.8	22	9.0	17	24.1	Electrical Equipment (Mfg.)
17	3.3	21	3.3	33	12.8	28	29.5	Food & Beverage (Mfg.)
28	2.2	12	2.0	38	5.4	35	14.4	Health Care
44	4.8	63	5.0	95	8.4	90	25.5	Insurance Carriers
9	5.5	8	5.3	12	10.6	12	23.5	Internet Pub, Service, Web Search, Data
11	3.4	13	4.5	17	7.9	15	20.9	Machinery Manufacturing
56	3.6	56	4.0	80	10.3	78	29.8	Manufacturing - Miscellaneous
13	5.4	14	4.8	19	10.5	18	27.8	Metals - Fabricated (Mfg.)
6	4.0	6	4.3	8	11.9	8	28.9	Metals - Primary (Mfg.)
8	4.3	11	4.7	13	11.1	13	36.6	Mining, Including Oil & Gas
10	4.7	11	3.6	19	10.0	16	23.4	Other Info. Svc. (News Syn, Library)
8	4.9	12	4.2	16	9.0	14	31.6	Paper Products (Mfg.)
6	4.5	6	5.3	6	9.2	6	28.9	Petroleum & Coal Products (Mfg.)
11	3.5	12	4.2	15	8.1	14	24.0	Plastics & Rubber Products (Mfg.)
6	4.4	3	2.3	9	8.5	9	19.6	Printing (Mfg.)
68	4.3	82	3.9	131	8.7	111	21.5	Professional, Scientific, Tech. Svcs.
9	1.3	6	2.4	13	3.6	10	7.9	Public Administration
12	3.2	10	1.4	25	11.0	23	24.9	Publishing Industries - Software
33	4.2	11	5.2	47	10.8	41	25.9	Retail Establishments
14	6.8	11	4.5	22	15.5	18	47.5	Securities & Commodities Brokers
10	4.0	10	3.6	20	10.2	14	38.0	Transportation
12	4.0	18	4.0	24	6.5	18	24.5	Transportation Equipment (Mfg.)
5	5.0	3	2.0	7	9.1	7	24.4	Transportation Support
34	7.1	42	6.6	58	9.1	48	29.6	Utilities
10	5.5	8	6.6	14	10.3	12	22.1	Wholesale - Durable Goods
*		*		*		*		Wholesale - Electronic Markets, Agents
5	7.8	3	2.5	11	12.0	11	36.1	Wholesale - Nondurable Goods
24	6.3	18	5.5	32	11.7	29	32.6	All Other Finance
25	4.0	19	4.6	41	5.5	39	16.9	All Other Services (Except Pub. Adm.)
6	8.2	4	11.2	7	14.3	6	22.3	Unclassified Establishments
691	4.5	685	4.6	1146	9.6	1020	25.7	TOTAL U.S. FIRMS**

\* Fewer than five survey respondents \*\* Total line reflects all data submitted

# NONEXEMPT HOURLY NONUNION EMPLOYEES - MEDIANS



## INDUSTRY

	2002 ACTUAL INCREASES										2003 PROJECTED INCREASES									
	GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES	
	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.
Accommodation & Food Services	2	2.0	28	4.0	2	2.0	28	4.0	30	12.0	2	2.0	24	4.0	1	4.0	25	4.0	26	12.0
Apparel & Textiles (Mfg.)	6	3.1	10	3.8	2	0.5	16	3.5	15	12.0	5	3.5	10	4.0	1	1.0	15	4.0	15	12.0
Arts & Entertainment	2	1.5	19	3.9	2	0.3	20	4.0	21	12.0	1	0.0	14	4.0	1	0.8	15	4.0	17	12.0
Broadcasting & Telecommunications	4	3.0	53	3.5	8	0.8	56	4.0	54	12.0	5	2.0	47	4.0	8	0.5	50	4.0	54	12.0
Chemical Manufacturing	12	3.0	54	3.5	14	1.0	69	3.5	67	12.0	9	3.0	52	3.8	14	1.0	60	4.0	62	12.0
Commercial Banking	3	3.0	48	4.0	4	0.4	50	4.0	50	12.0	4	3.0	44	4.0	4	0.4	46	4.0	47	12.0
Computer & Electronic Products (Mfg.)	9	2.5	89	3.5	24	0.5	98	3.5	96	12.0	11	2.5	72	4.0	18	1.0	79	4.0	83	12.0
Construction	—	—	15	4.0	2	0.8	15	4.0	15	12.0	—	—	13	4.0	1	1.3	13	4.0	13	12.0
Credit Unions	2	3.0	43	4.0	6	1.0	43	4.0	43	12.0	3	2.5	39	4.0	3	1.0	40	4.0	40	12.0
Educational Services	25	3.0	50	3.5	10	0.9	64	4.0	60	12.0	19	2.8	47	3.1	7	0.5	53	4.0	56	12.0
Electrical Equipment (Mfg.)	9	2.5	36	3.0	9	0.5	41	3.0	39	12.0	8	3.1	28	4.0	7	0.5	35	3.5	36	12.0
Food & Beverage (Mfg.)	16	3.1	37	3.8	2	0.4	50	3.7	47	12.0	12	3.0	34	3.9	4	0.3	42	3.7	44	12.0
Health Care	54	3.0	140	3.5	36	1.6	182	4.0	180	12.0	42	3.0	133	3.5	29	1.5	165	4.0	171	12.0
Insurance Carriers	3	3.0	97	4.0	26	0.5	105	4.0	98	12.0	5	0.0	85	4.0	25	0.5	88	4.0	88	12.0
Internet Pub, Service, Web Search, Data	2	3.0	17	3.3	4	1.2	19	4.0	15	12.0	2	2.5	16	3.8	4	0.8	16	4.0	15	12.0
Machinery Manufacturing	5	3.0	17	3.0	3	0.5	22	3.0	20	12.0	6	3.0	16	3.5	1	1.5	20	3.5	20	12.0
Manufacturing – Miscellaneous	31	3.0	107	3.5	21	1.0	129	3.5	128	12.0	28	3.0	98	4.0	17	1.0	120	4.0	126	12.0
Metals – Fabricated (Mfg.)	10	2.8	32	3.5	2	1.7	36	3.5	38	12.0	11	3.0	29	4.0	—	—	35	4.0	35	12.0
Metals – Primary (Mfg.)	4	2.0	3	3.6	—	—	6	2.5	7	12.0	3	2.0	4	1.0	—	—	5	2.0	6	12.0
Mining, Including Oil & Gas	4	3.8	15	4.0	2	1.4	19	4.0	19	12.0	3	3.5	11	4.0	1	2.5	14	4.0	14	12.0
Other Info. Svc. (News Syn, Library)	2	1.8	18	3.6	2	2.0	19	4.0	17	12.0	3	0.5	18	4.0	2	1.5	18	4.0	15	12.0
Paper Products (Mfg.)	2	3.0	11	3.0	1	0.3	13	3.0	13	12.0	2	3.4	9	3.0	—	—	11	3.0	14	12.0
Petroleum & Coal Products (Mfg.)	4	3.8	5	4.5	—	—	9	4.0	9	12.0	3	4.0	3	4.0	—	—	6	4.0	8	12.0
Plastics & Rubber Products (Mfg.)	15	3.0	15	3.5	3	2.5	28	3.5	29	12.0	14	3.0	12	4.0	3	2.5	24	3.9	25	12.0
Printing (Mfg.)	2	2.5	16	3.4	1	10.0	17	3.8	16	12.0	2	2.5	15	4.0	—	—	16	4.0	16	12.0
Professional, Scientific, Tech. Svcs.	9	2.5	156	4.0	25	1.0	163	4.0	159	12.0	12	2.0	136	4.0	25	0.5	140	4.1	142	12.0
Public Administration	37	3.5	43	3.4	12	1.2	61	4.8	58	12.0	22	3.0	36	3.5	9	1.0	47	4.0	50	12.0
Publishing Industries - Software	3	2.0	31	4.0	6	1.0	32	4.0	33	12.0	1	1.5	28	4.0	6	0.8	28	4.0	30	12.0
Retail Establishments	4	2.6	89	3.5	7	1.5	91	3.5	87	12.0	3	3.0	82	4.0	7	0.8	85	4.0	85	12.0
Securities & Commodities Brokers	1	2.9	26	3.0	4	0.4	26	3.3	27	12.0	1	0.0	23	3.5	4	0.4	23	3.5	23	12.0
Transportation	9	3.0	20	3.0	1	1.2	29	3.0	28	12.0	7	3.0	20	3.5	1	0.0	24	3.5	26	12.0
Transportation Equipment (Mfg.)	11	3.0	18	3.5	2	0.5	30	3.0	27	12.0	12	3.0	14	4.0	3	1.0	24	3.6	24	12.0
Transportation Support	2	2.5	9	3.0	1	4.9	10	3.0	11	12.0	1	3.0	8	4.0	1	4.5	9	4.0	9	12.0
Utilities	19	3.0	54	3.6	8	0.7	69	3.5	71	12.0	16	3.0	49	3.8	5	1.0	60	4.0	63	12.0
Wholesale – Durable Goods	3	2.1	28	3.5	5	0.5	29	3.8	28	12.0	1	1.0	24	4.0	2	1.3	25	4.0	25	12.0
Wholesale – Electronic Markets, Agents	—	—	5	3.9	—	—	5	3.9	5	12.0	—	—	4	3.8	—	—	5	3.5	5	12.0
Wholesale – Nondurable Goods	3	2.8	18	3.7	3	0.5	21	3.5	22	12.0	3	3.5	14	3.9	2	0.5	17	3.8	16	12.0
All Other Finance	3	2.0	43	3.9	6	0.6	45	4.0	44	12.0	—	—	40	4.0	4	1.0	40	4.0	42	12.0
All Other Services (Except Pub. Adm.)	13	3.0	65	4.0	7	1.5	75	4.0	73	12.0	15	3.0	58	4.0	10	0.7	69	4.0	69	12.0
Unclassified Establishments	1	3.0	10	4.0	—	—	11	3.9	10	12.0	1	4.0	7	3.9	—	—	8	3.9	8	12.0
<b>TOTAL U.S. FIRMS**</b>	<b>346</b>	<b>3.0</b>	<b>1591</b>	<b>3.8</b>	<b>273</b>	<b>1.0</b>	<b>1852</b>	<b>4.0</b>	<b>1810</b>	<b>12.0</b>	<b>298</b>	<b>3.0</b>	<b>1417</b>	<b>4.0</b>	<b>230</b>	<b>1.0</b>	<b>1616</b>	<b>4.0</b>	<b>1664</b>	<b>12.0</b>

\* Fewer than five survey respondents \*\* Total line reflects all data submitted

# NONEXEMPT SALARIED EMPLOYEES - MEDIANS

2002 ACTUAL INCREASES										2003 PROJECTED INCREASES									
GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES	
No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.



## INDUSTRY

1	4.0	18	4.0	1	4.0	16	4.0	19	12.0	2	2.0	15	4.0	1	4.0	16	4.0	17	12.0	Accommodation & Food Services
1	2.5	16	3.8	1	1.0	15	3.8	16	12.0	1	2.5	15	4.0	1	1.0	15	4.0	15	12.0	Apparel & Textiles (Mfg.)
—	—	11	3.9	2	0.3	10	4.0	11	12.0	—	—	9	4.0	1	0.8	9	4.0	10	12.0	Arts & Entertainment
3	4.0	43	3.5	6	0.5	48	3.6	44	12.0	2	1.8	34	4.0	6	0.8	36	4.0	37	12.0	Broadcasting & Telecommunications
5	3.5	68	3.7	16	0.5	71	3.7	73	12.0	3	3.0	65	4.0	15	1.0	68	4.0	69	12.0	Chemical Manufacturing
1	3.0	47	4.0	3	0.7	48	4.0	49	12.0	1	3.0	42	4.0	3	0.7	43	4.0	43	12.0	Commercial Banking
3	3.0	80	3.5	18	0.5	82	3.5	80	12.0	6	2.3	67	4.0	15	0.5	70	4.1	72	12.0	Computer & Electronic Products (Mfg.)
—	—	8	4.0	—	—	8	4.0	8	12.0	—	—	7	4.0	—	—	7	4.0	7	12.0	Construction
1	2.5	36	4.0	3	1.0	36	4.0	36	12.0	1	2.0	36	4.0	2	0.6	36	4.0	36	12.0	Credit Unions
15	3.0	34	3.5	6	1.1	46	3.9	44	12.0	10	2.0	36	3.0	3	0.8	38	3.6	42	12.0	Educational Services
3	0.0	29	3.1	7	0.5	30	3.3	29	12.0	3	4.0	26	4.0	5	0.5	27	4.0	28	12.0	Electrical Equipment (Mfg.)
2	2.5	59	4.0	3	0.5	59	4.0	55	12.0	3	1.5	50	4.0	4	0.3	50	4.0	50	12.0	Food & Beverage (Mfg.)
13	3.0	47	3.5	7	2.0	60	4.0	52	12.0	8	3.0	45	3.5	6	2.0	53	3.5	53	12.0	Health Care
2	3.3	113	4.0	19	0.5	116	4.0	117	12.0	4	1.5	96	4.0	17	0.5	99	4.0	100	12.0	Insurance Carriers
2	4.0	16	3.6	4	1.1	16	4.0	14	12.0	2	3.5	13	4.0	3	0.2	13	4.0	13	12.0	Internet Pub, Service, Web Search, Data
2	1.8	23	3.2	6	0.5	23	3.5	24	12.0	3	2.0	21	3.5	4	0.5	22	4.0	21	12.0	Machinery Manufacturing
3	2.5	126	3.5	17	1.0	124	3.6	121	12.0	4	3.5	121	4.0	14	0.5	123	4.0	125	12.0	Manufacturing – Miscellaneous
5	3.0	44	3.1	3	0.5	43	3.9	45	12.0	4	3.0	43	4.0	2	0.8	44	4.0	43	12.0	Metals – Fabricated (Mfg.)
2	2.0	11	3.5	2	1.0	12	3.5	12	12.0	2	2.8	9	3.0	1	1.0	9	3.0	10	12.0	Metals – Primary (Mfg.)
2	3.5	23	4.0	3	2.9	24	4.0	25	12.0	2	3.5	14	4.0	—	—	16	4.0	17	12.0	Mining, Including Oil & Gas
—	—	14	3.6	2	3.0	15	3.6	14	12.0	1	0.0	14	4.0	2	2.0	14	4.0	13	12.0	Other Info. Svc. (News Syn, Library)
1	3.5	19	3.0	2	0.8	20	3.0	19	12.0	—	—	17	3.0	2	0.8	17	3.2	20	12.0	Paper Products (Mfg.)
1	4.2	9	4.5	—	—	10	4.4	10	12.0	1	4.0	6	4.0	—	—	7	4.0	9	12.0	Petroleum & Coal Products (Mfg.)
3	2.5	24	3.5	1	1.0	25	3.5	26	12.0	3	2.5	22	4.0	1	1.0	24	4.0	24	12.0	Plastics & Rubber Products (Mfg.)
1	2.0	11	3.0	1	1.0	11	3.0	11	12.0	1	2.0	10	3.0	—	—	10	3.5	10	12.0	Printing (Mfg.)
7	3.4	161	4.0	39	0.5	158	4.0	154	12.0	11	3.0	144	4.0	30	0.5	143	4.1	145	12.0	Professional, Scientific, Tech. Svcs.
22	3.3	34	4.0	9	1.0	46	4.5	45	12.0	14	2.8	22	3.5	4	0.5	26	4.0	34	12.0	Public Administration
2	1.9	32	3.5	4	1.7	30	3.9	33	12.0	2	1.3	27	3.5	7	1.0	28	4.0	29	12.0	Publishing Industries - Software
—	—	36	3.9	2	0.3	38	3.9	32	12.0	—	—	32	4.0	3	0.5	33	4.0	32	12.0	Retail Establishments
1	3.1	29	3.0	4	0.9	25	3.5	28	12.0	—	—	23	4.0	5	1.0	22	4.0	22	12.0	Securities & Commodities Brokers
3	3.0	25	4.0	4	0.5	28	3.7	27	12.0	3	3.0	24	4.0	6	0.5	24	4.0	23	12.0	Transportation
2	1.5	37	3.2	8	0.4	38	3.6	35	12.0	3	3.0	31	4.0	8	0.5	34	4.0	34	12.0	Transportation Equipment (Mfg.)
—	—	8	3.3	—	—	7	3.5	6	12.0	—	—	6	3.7	—	—	6	3.7	6	12.0	Transportation Support
12	3.0	71	4.0	8	1.0	79	4.0	77	12.0	9	3.2	60	4.0	9	1.6	66	4.0	68	12.0	Utilities
—	—	23	4.0	3	0.5	24	4.0	24	12.0	—	—	21	4.0	2	0.8	21	4.0	22	12.0	Wholesale – Durable Goods
						*										*				Wholesale – Electronic Markets, Agents
2	3.0	10	3.8	1	1.0	13	3.5	12	12.0	2	2.8	9	3.5	1	0.5	11	3.5	10	12.0	Wholesale – Nondurable Goods
2	2.8	35	3.6	7	0.8	36	4.0	36	12.0	2	2.8	30	4.0	3	0.8	31	4.0	32	12.0	All Other Finance
6	3.0	47	4.0	6	1.0	53	4.0	53	12.0	7	3.0	44	4.0	6	0.8	48	4.0	49	12.0	All Other Services (Except Pub. Adm.)
1	3.0	8	4.0	—	—	9	3.9	9	12.0	1	4.0	8	4.0	—	—	9	4.0	9	12.0	Unclassified Establishments
132	3.0	1488	3.9	228	0.6	1555	4.0	1528	12.0	121	3.0	1316	4.0	192	0.5	1370	4.0	1402	12.0	TOTAL U.S. FIRMS**

\* Fewer than five survey respondents \*\* Total line reflects all data submitted

# EXEMPT SALARIED EMPLOYEES - MEDIANS



## INDUSTRY

INDUSTRY	2002 ACTUAL INCREASES										2003 PROJECTED INCREASES									
	GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES	
	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.
Accommodation & Food Services	1	4.0	35	4.0	1	4.0	33	4.0	36	12.0	2	2.0	29	4.0	1	4.0	30	4.0	32	12.0
Apparel & Textiles (Mfg.)	2	2.0	21	3.8	2	0.5	20	4.0	21	12.0	2	4.1	17	4.0	2	2.0	18	4.0	18	12.0
Arts & Entertainment	1	3.0	21	3.9	2	0.3	21	4.0	21	12.0	1	0.0	16	4.0	1	0.8	17	4.0	18	12.0
Broadcasting & Telecommunications	4	4.0	83	3.5	12	0.5	83	4.0	83	12.0	4	1.5	69	4.0	11	0.5	72	4.0	76	12.0
Chemical Manufacturing	3	3.5	80	4.0	21	0.5	82	4.0	84	12.0	3	3.0	73	4.0	19	1.0	76	4.0	77	12.0
Commercial Banking	3	3.0	65	4.0	6	0.6	67	4.0	67	12.0	4	3.0	57	4.0	5	0.5	59	4.0	61	12.0
Computer & Electronic Products (Mfg.)	6	0.0	125	3.5	33	0.5	125	3.5	125	12.0	7	3.0	100	4.0	23	0.8	103	4.0	110	12.0
Construction	1	0.0	18	4.0	2	0.8	17	4.0	18	12.0	—	—	15	4.0	1	1.3	15	4.0	15	12.0
Credit Unions	2	3.0	56	4.0	7	1.0	56	4.0	56	12.0	3	2.5	51	4.0	5	1.0	52	4.0	52	12.0
Educational Services	29	3.0	67	3.5	13	1.2	83	4.0	81	12.0	22	2.9	66	3.0	10	0.7	73	3.8	75	12.0
Electrical Equipment (Mfg.)	3	0.0	54	3.5	12	0.5	52	3.8	52	12.0	3	4.0	45	4.0	10	0.5	47	4.0	49	12.0
Food & Beverage (Mfg.)	3	3.0	70	4.0	6	0.5	71	4.0	69	12.0	4	2.5	61	4.0	8	0.5	61	4.0	62	12.0
Health Care	47	3.0	157	3.8	37	1.6	191	4.0	189	12.0	35	3.0	145	4.0	30	1.5	171	4.0	178	12.0
Insurance Carriers	3	3.5	176	4.0	37	0.5	180	4.0	181	12.0	6	1.5	152	4.0	33	0.5	157	4.0	157	12.0
Internet Pub, Service, Web Search, Data	3	4.0	26	4.0	5	0.5	25	4.0	22	12.0	2	3.5	21	4.0	5	0.5	21	4.0	20	12.0
Machinery Manufacturing	2	1.8	29	3.0	7	0.5	28	3.4	30	12.0	3	3.0	24	4.0	4	0.5	25	4.0	26	12.0
Manufacturing – Miscellaneous	6	2.6	159	3.6	29	1.0	156	4.0	156	12.0	8	2.9	147	4.0	26	0.8	151	4.0	152	12.0
Metals – Fabricated (Mfg.)	7	3.0	50	3.5	5	0.5	49	3.5	51	12.0	5	3.0	49	4.0	4	0.8	50	4.0	48	12.0
Metals – Primary (Mfg.)	2	2.0	12	3.7	2	1.0	13	3.8	13	12.0	2	2.8	10	3.0	1	1.0	10	3.3	11	12.0
Mining, Including Oil & Gas	1	3.5	25	4.0	3	3.4	26	4.0	26	12.0	2	4.0	15	4.0	1	2.0	18	4.0	19	12.0
Other Info. Svc. (News Syn, Library)	3	2.0	31	3.5	7	1.5	32	3.6	30	12.0	4	2.0	29	4.0	5	2.0	29	4.0	27	12.0
Paper Products (Mfg.)	1	3.5	20	3.0	3	0.9	21	3.0	20	12.0	—	—	18	3.3	3	0.8	18	3.7	21	12.0
Petroleum & Coal Products (Mfg.)	1	4.2	9	4.5	—	—	10	4.5	10	12.0	1	4.0	6	4.0	—	—	7	4.0	9	12.0
Plastics & Rubber Products (Mfg.)	4	2.7	30	3.7	2	1.0	32	4.0	33	12.0	4	2.8	27	4.0	2	1.0	29	4.0	30	12.0
Printing (Mfg.)	1	2.0	19	3.0	—	—	19	3.0	19	12.0	1	2.0	18	4.0	—	—	18	4.0	18	12.0
Professional, Scientific, Tech. Svcs.	13	2.0	254	4.0	61	1.0	253	4.3	249	12.0	17	2.0	222	4.0	48	0.9	223	4.5	225	12.0
Public Administration	43	3.2	61	4.0	16	1.0	81	4.8	80	12.0	25	3.0	46	3.7	10	1.0	57	4.0	63	12.0
Publishing Industries - Software	3	2.0	57	3.5	11	0.9	52	4.0	58	12.0	3	1.5	44	3.7	8	0.5	45	4.0	48	12.0
Retail Establishments	2	1.8	95	3.5	9	1.0	95	3.5	94	12.0	1	3.0	88	4.0	8	0.5	89	4.0	92	12.0
Securities & Commodities Brokers	1	2.5	43	3.0	7	0.5	39	3.5	41	12.0	1	0.0	35	4.0	7	0.8	35	4.0	35	12.0
Transportation	6	3.0	43	3.5	6	1.2	46	3.6	45	12.0	4	3.0	37	4.0	7	0.5	38	4.0	39	12.0
Transportation Equipment (Mfg.)	1	3.0	46	3.3	8	0.4	46	3.7	42	12.0	4	3.3	37	4.0	8	0.5	41	4.0	41	12.0
Transportation Support	—	—	13	3.2	1	0.1	11	3.3	13	12.0	—	—	11	3.8	—	—	11	3.8	11	12.0
Utilities	14	3.0	93	4.0	12	1.0	101	4.0	103	12.0	12	3.4	82	4.0	11	1.6	90	4.0	92	12.0
Wholesale – Durable Goods	—	—	38	3.9	5	0.5	37	4.0	36	12.0	—	—	33	4.0	2	0.8	33	4.0	34	12.0
Wholesale – Electronic Markets, Agents	—	—	6	3.8	—	—	6	3.8	6	12.0	—	—	5	4.0	—	—	5	4.0	6	12.0
Wholesale – Nondurable Goods	2	2.5	21	3.5	4	0.8	24	3.7	23	12.0	2	3.0	17	4.0	2	0.5	19	4.0	17	12.0
All Other Finance	4	3.3	56	4.0	12	0.6	59	4.0	58	12.0	2	3.3	50	4.0	6	0.9	51	4.0	54	12.0
All Other Services (Except Pub. Adm.)	12	3.0	96	4.0	15	1.0	104	4.0	102	12.0	14	3.0	88	4.0	15	0.8	97	4.0	97	12.0
Unclassified Establishments	1	3.0	13	4.0	—	—	14	4.0	13	12.0	1	4.0	10	4.0	1	0.5	11	4.0	11	12.0
<b>TOTAL U.S. FIRMS**</b>	<b>241</b>	<b>3.0</b>	<b>2374</b>	<b>4.0</b>	<b>421</b>	<b>1.0</b>	<b>2461</b>	<b>4.0</b>	<b>2457</b>	<b>12.0</b>	<b>214</b>	<b>3.0</b>	<b>2066</b>	<b>4.0</b>	<b>343</b>	<b>0.9</b>	<b>2173</b>	<b>4.0</b>	<b>2227</b>	<b>12.0</b>

\* Fewer than five survey respondents \*\* Total line reflects all data submitted

# OFFICER/EXECUTIVE LEVEL - MEDIANS

2002 ACTUAL INCREASES										2003 PROJECTED INCREASES									
GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES	
No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.



## INDUSTRY

1	4.0	32	4.0	1	4.0	29	4.0	33	12.0	2	2.0	27	4.0	1	4.0	28	4.0	29	12.0	Accommodation & Food Services
1	0.0	19	3.8	1	1.0	18	3.9	19	12.0	1	4.5	17	4.0	2	3.0	18	4.0	18	12.0	Apparel & Textiles (Mfg.)
1	3.0	19	3.0	3	0.6	20	3.5	20	12.0	1	0.0	14	4.0	2	9.4	16	4.0	17	12.0	Arts & Entertainment
3	4.0	73	3.5	9	1.0	70	4.0	70	12.0	3	0.0	62	4.0	9	0.5	62	4.0	66	12.0	Broadcasting & Telecommunications
1	5.8	74	4.0	16	0.6	73	4.0	76	12.0	2	2.5	67	4.0	15	0.7	69	4.0	71	12.0	Chemical Manufacturing
3	3.0	63	4.0	3	0.7	62	4.2	65	12.0	4	3.0	54	4.0	5	0.5	56	4.0	58	12.0	Commercial Banking
4	1.5	109	3.5	17	0.5	110	3.5	109	12.0	6	3.0	91	4.0	20	0.8	95	4.0	103	12.0	Computer & Electronic Products (Mfg.)
—	—	12	4.0	3	1.0	12	4.0	11	12.0	—	—	10	4.0	1	1.3	10	4.0	11	12.0	Construction
1	2.5	53	4.0	4	1.5	54	4.0	54	12.0	2	2.3	47	4.0	3	2.0	49	4.0	50	12.0	Credit Unions
22	2.2	54	4.0	10	0.9	66	4.0	67	12.0	16	2.3	52	3.5	9	0.5	59	4.0	60	12.0	Educational Services
1	6.0	45	3.6	8	0.4	42	4.0	41	12.0	2	5.0	38	4.0	7	0.5	39	4.0	42	12.0	Electrical Equipment (Mfg.)
3	3.0	64	4.0	5	0.5	67	4.0	62	12.0	4	2.5	59	4.0	7	0.5	59	4.0	60	12.0	Food & Beverage (Mfg.)
28	4.0	137	4.0	22	2.0	161	4.0	156	12.0	25	3.0	117	4.0	24	1.8	140	4.0	151	12.0	Health Care
4	4.4	166	4.0	25	0.5	168	4.0	170	12.0	5	3.0	139	4.0	24	0.5	142	4.0	146	12.0	Insurance Carriers
1	11.0	24	3.8	5	0.5	23	4.0	19	12.0	1	8.0	19	4.0	4	0.4	19	4.0	18	12.0	Internet Pub, Service, Web Search, Data
1	3.5	29	3.5	3	0.5	28	3.5	29	12.0	2	2.8	25	4.0	2	0.8	25	4.0	25	12.0	Machinery Manufacturing
6	2.6	149	3.8	20	1.0	144	4.0	143	12.0	7	3.0	137	4.0	20	0.5	141	4.0	143	12.0	Manufacturing – Miscellaneous
4	3.0	44	3.3	1	1.0	40	4.0	42	12.0	5	3.0	39	4.0	1	1.0	41	4.0	40	12.0	Metals – Fabricated (Mfg.)
2	2.0	10	3.7	1	1.0	12	3.7	11	12.0	2	2.8	9	3.0	1	1.0	9	3.5	10	12.0	Metals – Primary (Mfg.)
1	3.5	22	4.0	1	0.3	23	4.0	23	12.0	2	3.8	15	4.0	1	0.2	18	4.0	19	12.0	Mining, Including Oil & Gas
2	1.8	29	3.5	3	1.0	31	3.5	27	12.0	3	0.5	27	4.0	2	1.0	27	4.0	25	12.0	Other Info. Svc. (News Syn, Library)
1	8.7	20	3.0	2	2.3	20	3.9	20	12.0	—	—	18	3.5	2	0.8	18	3.8	21	12.0	Paper Products (Mfg.)
1	5.0	9	5.0	—	—	10	5.0	10	12.0	1	4.5	6	4.0	—	—	7	4.0	9	12.0	Petroleum & Coal Products (Mfg.)
4	2.7	28	4.0	2	2.5	30	4.0	31	12.0	4	2.8	27	4.0	3	1.0	29	4.0	30	12.0	Plastics & Rubber Products (Mfg.)
1	2.0	18	3.2	—	—	17	3.3	18	12.0	1	2.0	17	4.0	—	—	17	4.0	17	12.0	Printing (Mfg.)
11	2.0	233	4.0	42	0.9	227	4.5	227	12.0	15	2.0	201	4.0	35	0.8	200	4.5	207	12.0	Professional, Scientific, Tech. Svcs.
32	3.3	55	4.2	8	1.0	72	4.9	71	12.0	19	3.0	42	4.0	7	1.0	48	4.3	54	12.0	Public Administration
3	1.0	53	3.5	7	0.5	47	4.0	55	12.0	2	0.8	45	4.0	9	0.5	45	4.0	46	12.0	Publishing Industries - Software
2	1.8	88	3.5	8	1.0	88	3.6	84	12.0	1	3.0	80	4.0	7	0.5	81	4.0	83	12.0	Retail Establishments
1	0.0	36	2.3	4	0.6	31	3.0	35	12.0	1	0.0	30	4.0	7	0.8	30	4.0	31	12.0	Securities & Commodities Brokers
4	3.0	36	3.5	5	0.8	36	3.7	38	12.0	3	3.0	33	4.0	4	0.5	32	4.0	35	12.0	Transportation
1	10.0	38	3.3	5	0.4	38	3.6	35	12.0	3	3.5	30	4.0	6	0.5	33	4.0	33	12.0	Transportation Equipment (Mfg.)
—	—	12	3.3	1	0.1	10	3.8	12	12.0	—	—	10	4.0	—	—	10	4.0	10	12.0	Transportation Support
11	3.0	80	4.0	4	1.0	85	4.0	90	12.0	11	3.5	68	4.0	5	1.0	76	4.0	82	12.0	Utilities
—	—	34	4.0	2	0.5	33	4.0	33	12.0	—	—	30	4.0	2	0.8	30	4.0	31	12.0	Wholesale – Durable Goods
—	—	6	3.8	—	—	6	3.8	6	12.0	—	—	5	4.0	—	—	5	4.0	6	12.0	Wholesale – Electronic Markets, Agents
2	2.5	20	3.7	2	0.3	21	3.5	22	12.0	1	2.0	16	4.0	2	0.5	17	4.0	17	12.0	Wholesale – Nondurable Goods
4	1.6	50	4.0	9	0.8	51	4.0	52	12.0	3	1.5	46	4.0	6	0.9	47	4.0	49	12.0	All Other Finance
9	3.8	84	4.0	9	1.0	88	4.0	87	12.0	11	3.0	78	4.0	12	0.7	83	4.0	84	12.0	All Other Services (Except Pub. Adm.)
1	3.0	11	4.0	—	—	12	4.0	11	12.0	1	4.0	9	3.9	—	—	9	4.0	10	12.0	Unclassified Establishments
178	3.0	2139	4.0	271	1.0	2176	4.0	2185	12.0	172	3.0	1857	4.0	267	0.8	1940	4.0	2018	12.0	TOTAL U.S. FIRMS**

\* Fewer than five survey respondents \*\* Total line reflects all data submitted





## SURVEY HIGHLIGHTS – CANADA

The *2002-03 Total Salary Increase Budget Survey* is the 29th survey conducted by WorldatWork, formerly the Canadian Compensation Association. This year there were more than 2,800 responses. Data for the report were provided by 2,572 U.S. firms and 260 Canadian firms for a total of 2,832. The respondents represent a broad cross section of industries including construction, manufacturing, transportation, publishing industries, information services, utilities, mining, health care, wholesale trade, retail trade and public administration.

## SALARY BUDGET INCREASES

Canadian salary increases in 2002 are at least 0.5 percent lower than what companies projected in May 2001. After climbing above the 4 percent mark last year in almost all employee categories, Canadian increases are once again all below 4 percent, with officers/executives leading the way at 3.8 percent.

Employers in Canada are also less optimistic than their U.S. counterparts about increases for next year. According to the survey, projected increases for 2003 show no or little variation from 2002 actual figures.

The salary increases in the table below consist of general or cost of living adjustment (COLA) amounts, merit increases and “other” adjustments. The “other” adjustments reflect market or equity related increases, and they exclude promotions.

### TOTAL SALARY BUDGET INCREASES

	Total Salary Increases					Number of Months Between Increases	
	Projected 2001	Actual 2001	Projected 2002	Actual 2002	Projected 2003	Actual 2002	Projected 2003
Nonmanagement Hourly Nonunion Employees	3.2%	3.5%	3.7%	3.2%	3.4%	12.1	11.6
Nonmanagement Salaried Employees	3.7%	4.1%	4.0%	3.5%	3.5%	12.2	12.0
Management Salaried Employees	3.8%	4.2%	4.2%	3.6%	3.6%	12.2	12.0
Officers/Executives	3.8%	4.4%	4.3%	3.8%	3.7%	12.3	12.1

### SALARY BUDGET TRENDS

Year	Nonmanagement Hourly Nonunion	Nonmanagement Salaried	Management Salaried	Officers/ Executives
1992	–	3.7%	3.6%	3.3%
1993	–	2.5%	2.4%	2.3%
1994	–	2.1%	2.1%	2.1%
1995	–	2.4%	2.3%	2.5%
1996	2.7%	3.0%	3.0%	3.3%
1997	2.8%	3.0%	3.0%	3.3%
1998	3.3%	3.7%	3.9%	4.1%
1999	3.1%	3.6%	3.7%	3.6%
2000	3.5%	3.8%	3.9%	4.1%
2001	3.5%	4.1%	4.2%	4.4%
2002	3.2%	3.5%	3.6%	3.8%
2003 Projected	3.4%	3.5%	3.6%	3.7%

## SALARY STRUCTURE ADJUSTMENTS

The 2002 salary structure adjustments compared with projections are mixed. Hourly nonunion employees came in 0.4 percent above projections and officers 0.6 percent above. 2002 actual salary structure adjustments are up from actual 2001 structure adjustments by a minimum of 0.4 percent to officer structure adjustments of 0.6 percent.

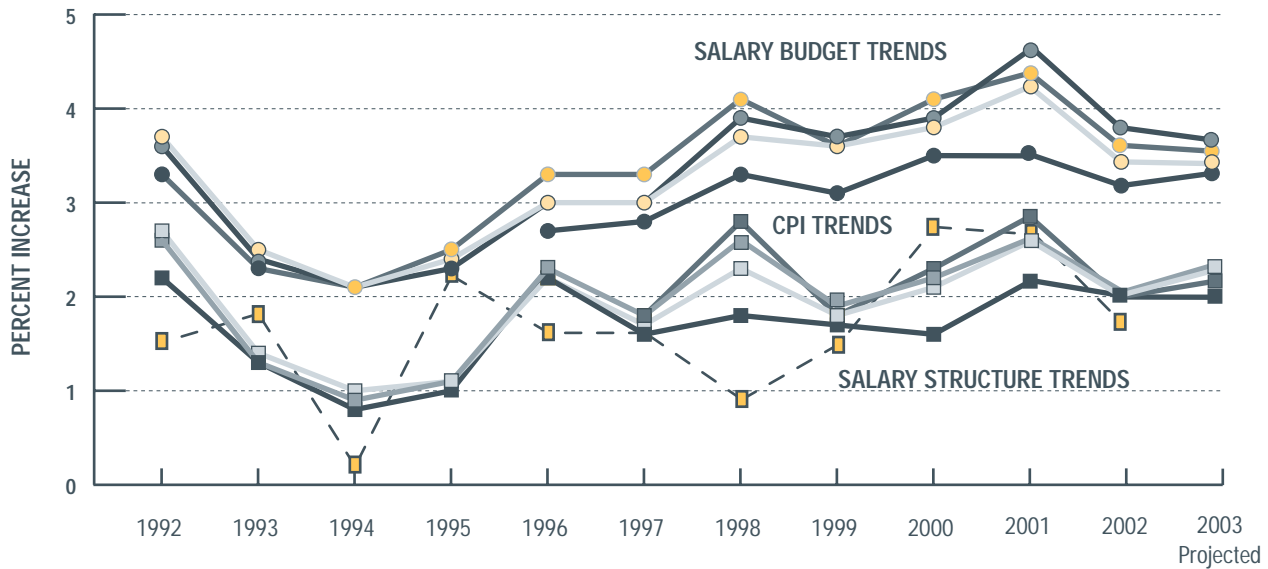
### SALARY STRUCTURE INCREASES

	Projected 2001	Actual 2001	Projected 2002	Actual 2002	Projected 2003
Nonmanagement Hourly Nonunion Employees	1.9%	2.3%	2.2%	2.0%	2.0%
Nonmanagement Salaried Employees	2.2%	2.6%	2.6%	2.0%	2.3%
Management Salaried Employees	2.2%	2.6%	2.6%	2.0%	2.3%
Officers/Executives	2.3%	2.9%	2.7%	2.0%	2.2%

### SALARY STRUCTURE TRENDS

Year	Nonmanagement Hourly Nonunion	Nonmanagement Salaried	Management Salaried	Officers/ Executives
1992	–	2.7%	2.6%	2.2%
1993	–	1.4%	1.3%	1.3%
1994	–	1.0%	0.9%	0.8%
1995	–	1.1%	1.1%	1.0%
1996	2.2%	2.2%	2.3%	2.3%
1997	1.6%	1.7%	1.8%	1.8%
1998	1.8%	2.3%	2.6%	2.8%
1999	1.7%	1.8%	1.9%	1.8%
2000	1.6%	2.1%	2.2%	2.3%
2001	2.3%	2.6%	2.6%	2.9%
2002	2.0%	2.0%	2.0%	2.0%
2003 Projected	2.0%	2.3%	2.3%	2.2%

## 10-YEAR PERSPECTIVE - SALARY AND STRUCTURE INCREASES



SALARY STRUCTURE TRENDS				SALARY BUDGET TRENDS			
Actual	Projected			Actual	Projected		
2.0%	2.0%	■	Nonmanagement Hourly Nonunion	3.2%	3.4%	●	Nonmanagement Hourly Nonunion
2.0%	2.3%	□	Nonmanagement Salaried	3.5%	3.5%	○	Nonmanagement Salaried
2.0%	2.3%	■	Management Salaried	3.6%	3.6%	●	Management Salaried
2.0%	2.2%	■	Officers/Executives	3.8%	3.7%	●	Officers/Executives
		- - - □ - - -	Changes in Consumer Price Index (CPI)†				

† Source of information: Statistics Canada. The 2002 data is for April 2001 through April 2002.

## SALARY INCREASE DATA FOR MAJOR INDUSTRY GROUPINGS

The following table condenses the 38 specific industry classifications into seven major groupings. The data shown below represent total salary increases for Canadian exempt salaried employees.

Canada Major Industry Group	No. of Companies	Actual 2002	Projected 2003
Service	101	3.4%	3.6%
Manufacturing	68	3.6%	3.7%
Finance	24	3.4%	3.2%
Transportation/Utility	14	3.6%	3.9%
Public Administration	19	5.4%	4.8%
Retail	9	3.0%	3.3%
Wholesale	7	3.4%	3.2%

## PERCENTAGE OF EMPLOYEES RECEIVING A BASE SALARY INCREASE

The survey includes data on the percentage of employees receiving a base salary increase in 2002. 84.1 percent of Canadian employees are receiving a base salary increase in 2002, a decrease of 10 percent from 2001. Although 81 percent of survey participants indicated "No Change," the most prevalent reason for a change in the percentage of employees receiving an increase from last year is related to market and business factors.

### PERCENTAGE OF EMPLOYEES RECEIVING A BASE SALARY INCREASE

1999	2000	2001	2002
88.9%	93.3%	94.6%	84.1%

### CHANGE IN EMPLOYEES RECEIVING A BASE SALARY INCREASE FROM PREVIOUS YEAR

	1999	2000	2001	2002
Increase	13.5%	14.0%	13.1%	7.2%
Decrease	7.0%	8.1%	5.8%	19.3%
No Change	79.5%	78.0%	81.1%	73.5%

### CHANGE IN EMPLOYEES RECEIVING A BASE SALARY INCREASE FROM PREVIOUS YEAR, BY MAJOR INDUSTRY GROUPS

2002 Service		2002 Manufacturing		2002 Administration		2002 Retail	
Increase	8.1%	Increase	1.5%	Increase	10.5%	Increase	–
Decrease	21.2%	Decrease	22.4%	Decrease	–	Decrease	22.2%
No Change	70.7%	No Change	76.1%	No Change	89.5%	No Change	77.8%

2002 Transportation		2002 Wholesale		2002 Financial	
Increase	7.1%	Increase	28.6%	Increase	9.1%
Decrease	35.7%	Decrease	42.9%	Decrease	9.1%
No Change	57.1%	No Change	28.6%	No Change	81.8%

## PROMOTIONAL INCREASES

More companies are budgeting promotional increases as a separate item, but it still is not a common practice, with only 14 percent of respondents doing so.

In Canada, 2002 budgeted promotional increases average 0.7 percent of total base salaries, based on figures supplied by 22 Canadian organisations (8.5 percent of Canadian survey respondents). The number of Canadian employees receiving promotional increases in 2002 is equal to 7.1 percent of the employee population, based on responses from 154 organisations (59.2 percent of Canadian survey respondents). This represents a drop of 3.4 percent for 2002.

Survey participants were asked to report what their actual average promotional increase. Of all data submitted, the average increase given for promotions is 7 percent of a promoted employee's base salary, a drop of 0.4 percent.

Promotional Increases	1997	1998	1999	2000	2001	2002
Percentage of Employees Receiving Promotional Increases	6.3%	6.4%	8.2%	8.5%	10.5%	7.1%
Budgeted Percent of Total Base Salaries	0.8%	1.2%	0.8%	1.1%	1.7%	0.7%
Percentage of Promoted Employee's Base Salary	–	–	–	7.0%	7.4%	7.0%

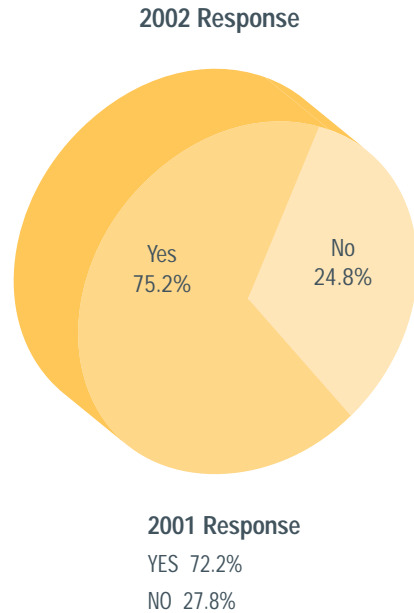
## VARIABLE PAY

Variable pay is the amount established by management as a percent of payroll to be granted for performance-based, lump-sum cash rewards during the year. Included in this calculation are individual incentive awards, special recognition awards, group/team awards, and organisationwide awards. Excluded are any awards intended only for officer/executive-level employees.

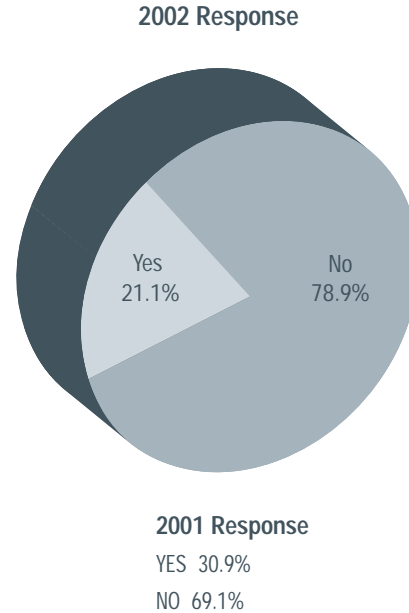
75.2 percent (194 of 258 respondents) currently use at least one form of variable pay. This is slightly up from last year's results. Of the 24.8 percent that do not use variable pay, 21.1 percent (12 of 57 respondents) are considering instituting variable pay within the next year.

### USE OF VARIABLE PAY

Is your company currently using variable pay?



If not, is your company considering instituting variable pay in 2003?



New for 2002 is variable pay data for the officer and executive group. This classification has the largest population with 90 percent receiving some form of variable pay. Of the three remaining employee groups – nonmanagement hourly nonunion, nonmanagement salaried and management salaried – variable pay is most prevalent among nonmanagement hourly employees, with 86.1 percent of respondents receiving variable pay.

Officers and executives also received the highest amount of award in 2002 with 24.1 percent of payroll being awarded. Management salaried employees received the next largest amount of variable pay, with 11.8 percent of payroll being awarded. The two remaining nonmanagement categories received 7.4 percent for salaried employees and 3.4 percent for hourly nonunion employees.

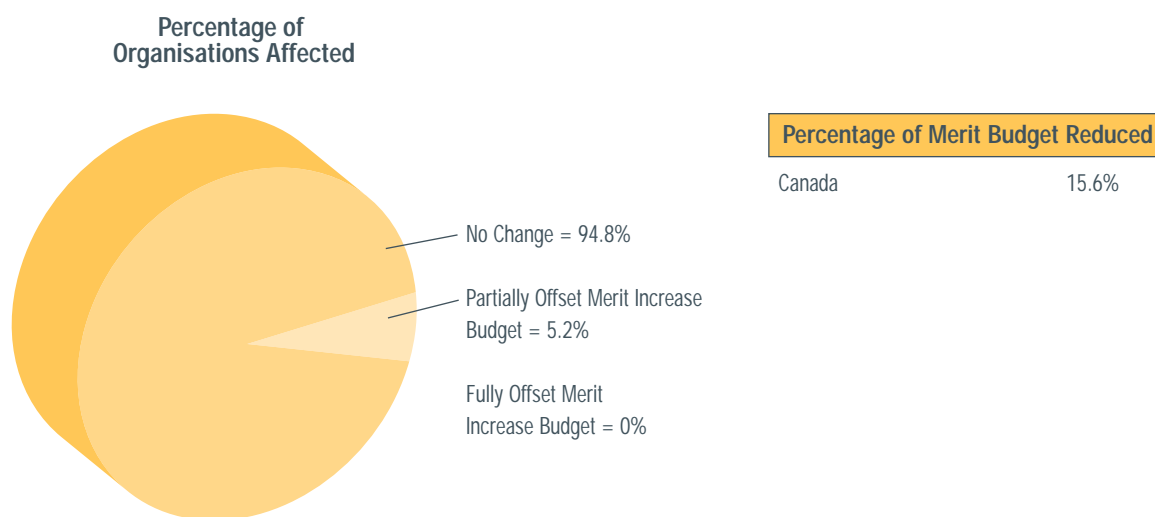
### VARIABLE PAY PROGRAMS ORGANISATIONS ARE USING

	Percent Using
Organisation-wide Awards	70.1%
Special Individual Recognition Awards	45.4%
Group Team Awards	27.8%
Individual Incentive Awards	70.6%

### PERCENTAGE OF PAYROLL BUDGETED/AWARDED AS VARIABLE PAY IN 2001

	2001				2002				2003	
	No. Cos. Budgeted	% Budgeted	No. Cos. Awarded	% Awarded	No. Cos. Budgeted	% Budgeted	No. Cos. Awarded	% Awarded	No. Cos. Budgeted	% Budgeted
Nonmanagement Hourly Nonunion	52	4.1%	56	3.8%	53	4.0%	51	3.4%	52	3.8%
Nonmanagement Salaried	114	6.3%	128	4.0%	116	6.8%	115	7.4%	112	6.9%
Management Salaried	146	11.7%	156	10.8%	150	11.8%	148	11.8%	140	12.2%
Officers/Executives	127	23.3%	134	22.8%	128	23.9%	125	24.1%	120	25.9%

### IMPACT OF VARIABLE PAY ON BASE SALARY INCREASE BUDGET IN 2002



### PERCENTAGE OF EMPLOYEES RECEIVING A FORM OF VARIABLE PAY DURING 2001 AND 2002

	1999	2000	2001	2002
Nonmanagement Hourly Nonunion	80.1%	84.7%	86.5%	86.1%
Nonmanagement Salaried	73.7%	80.8%	86.4%	75.1%
Management Salaried	83.6%	88.2%	88.5%	85.9%
Officer/Executive	-	-	-	90.0%

## USE OF STOCK IN COMPENSATION

Stock-based compensation plans in Canadian companies increased in prevalence over 2001, with 55.9 percent of companies offering them in 2001 and 57.7 percent offering them this year. Of the respondents to this question, only 125 out of 252 companies in Canada reported being public companies.

### PERCENTAGE OF ORGANISATIONS WITH STOCK-BASED COMPENSATION PLANS

2000 Canada	2001 Canada	2002 Canada
55.4%	55.9%	57.7%

The types of stock-based plans offered by these companies are shown below for each employee category. A comparison of the plans offered among publicly traded vs. privately held companies is also listed.

### TYPES OF STOCK-BASED PLANS OFFERED BY EMPLOYEE CATEGORY – ALL COMPANIES

	Stock Purchase Program		Stock Option Program		Stock Grant Program		Phantom Stock	
	2001	2002	2001	2002	2001	2002	2001	2002
Nonmanagement Hourly Nonunion	66.7% 24/36	71.2% 42/59	14.3% 6/42	25.0% 14/56	0.0% 0/31	4.2% 2/48	0.0% 0/32	2.0% 1/49
Nonmanagement Salaried	76.9% 40/52	83.7% 82/98	25.9% 14/54	48.9% 46/94	0.0% 0/38	8.2% 6/73	0.0% 0/40	5.2% 4/77
Management Salaried	76.9% 40/52	86.0% 86/100	53.6% 30/56	80.0% 84/105	7.3% 3/41	14.9% 11/74	9.8% 4/41	11.8% 9/76
Officers/ Executives	76.0% 38/50	84.6% 77/91	93.0% 53/57	95.1% 98/103	23.1% 9/39	33.3% 24/72	17.5% 7/40	22.9% 16/70

\* Number of respondents offering plan/Total number of respondents. Total number of respondents differs for each employee category and type of stock due to a different number of respondents providing data for each category.

## TYPES OF STOCK-BASED PLANS OFFERED BY EMPLOYEE CATEGORY IN 2002 – PUBLIC COMPANIES

	Stock Purchase Program	Stock Option Program	Stock Grant Program	Phantom Stock
Nonmanagement Hourly Nonunion	72.5% 37/51	27.7% 13/47	5.0% 2/40	2.4% 1/41
Nonmanagement Salaried	86.2% 75/87	51.2% 42/82	9.5% 6/63	4.5% 3/66
Management Salaried	87.6% 78/89	80.4% 74/92	17.2% 11/64	10.8% 7/65
Officers/ Executives	86.2% 69/80	95.5% 85/89	35.0% 21/60	20.3% 12/59

## TYPES OF STOCK-BASED PLANS OFFERED BY EMPLOYEE CATEGORY IN 2002 – PRIVATE COMPANIES

	Stock Purchase Program	Stock Option Program	Stock Grant Program	Phantom Stock
Nonmanagement Hourly Nonunion	50.0% 3/6	14.3% 1/7	0.0% –	0.0% –
Nonmanagement Salaried	55.6% 5/9	30.0% 3/10	0.0% –	11.1% 1/9
Management Salaried	66.7% 6/9	81.8% 9/11	0.0% –	22.2% 2/9
Officers/ Executives	66.7% 6/9	92.3% 12/13	20.0% 2/10	33.3% 3/9

Nationally, 28.6 percent (36 of 126 respondents) anticipate program changes in employee stock grants or awards of stock. The following data are the changes anticipated and reported by these survey respondents.

### CHANGES ANTICIPATED IN GRANTS OR AWARDS OF STOCK\*

	2000 Percentage of Companies	2001 Percentage of Companies	2002 Percentage of Companies
Given as Spot Awards	5.9%	7.7%	12.5%
Grant Size Increase*	41.2%	53.8%	33.3%
Grant Size Decrease	–	–	66.7%

\*2000-2001 Assumption of "Increase"

## ATTRACTION AND RETENTION INCENTIVE PRACTICES

Much like the United States, and the rest of the world, attraction and retention of key talent is a top concern for Canadian companies. Of the 258 responding companies, 41.9 percent (108 respondents) report having difficulty finding and keeping the key people; that is a drop of 29.9 percent from 2001.

Not surprisingly, information technology (IT) workers continue to be the hardest to come by, with 34.3 percent reporting this as their top attraction and retention problem, but this is a drop of 20.7 percent from 2001. Engineering (26.9 percent) and finance/accounting (23.1 percent) professionals were the next two categories that were hard to recruit.

To battle this problem, 92.1 percent of companies reported taking some action to address the attraction and retention issue. Market adjustments to base salaried (45.5 percent) has dropped to number two on the list, to be topped this year by the work environment with 48.2 percent of organisations reporting as the top way organisations address the issue. Work environment adjustments included programs such as flexible work schedules, reduced work weeks, relaxed dress codes, telecommuting and more.

### What Job Categories Are Your Organisations Experiencing Difficulty Attracting and Retaining?

Job Categories	# of Cos.	% of Cos.
Information Technology	37	34.3%
Engineering	29	26.9%
Finance/Accounting	25	23.1%
Customer Service	18	16.7%
Sales	17	15.7%
Marketing	16	14.8%
Operations	13	12.0%
Health Care Professionals	13	12.0%
Human Resources	12	11.1%
Research & Development	8	7.4%
Business Development	5	4.6%
Logistics	3	12.8%
Purchasing	2	1.9%
Others	34	31.5%

### What Actions Has Your Organisation Specifically Taken in Response to Competitive Pressures to Attract and Retain Employees?

Total Organisations Responding	253	100%
Have not taken any action	20	7.9%
Action Taken		
Work Environment*	122	48.2%
Market Adjustment/Base Salary Increase	115	45.5%
Promotional/Career Development Opp.	107	42.3%
Employee Referral Bonus	98	38.7%
Sign-on/Hiring Bonus	90	35.6%
Special Training/Education Opportunity	79	31.2%
Paying Above Market	66	26.1%
Stock Programs	62	24.5%
Separate Salary Structures	42	16.6%
Spot Bonus (Individual)	38	15.0%
Retention/Stay-on Bonus	32	12.6%
Project Milestone/Completion Bonus	24	9.5%
Exempt Overtime Pay/Time-Off	22	8.7%
Special Cash Bonus (Group; not org. wide)	22	8.7%
Larger Merit Increase Budget	13	5.1%
Sabbaticals	11	4.3%
Other	15	5.9%

\*Work environment includes such programs as flexible work schedules, reduced work weeks, relaxed dress code, telecommuting, etc.

## SURVEY DEMOGRAPHIC DATA



### NUMBER OF RESPONSES

To the Total Salary Increase Budget Survey

#### Canada

2002-2003	260
2001-2002	266
2000-2001	197
1999-2000	208

### PUBLICLY TRADED VS. PRIVATELY HELD COMPANIES

66.5 percent (125) of respondents are publicly traded.

33.5 percent (63) are privately held.

Note: The total number of companies responding to this question (188) is less than the total number of survey respondents (260). In most cases, those that did not respond were government agency or not-for-profit organisations.

### SALARY INCREASE DATA FOR MAJOR INDUSTRY GROUPING - EXEMPT SALARIED EMPLOYEES

Industry	Total	2002 Actual	2003 Projected	No Answer
Canada	254	3.6%	3.7%	6
Service	101	3.4%	3.6%	2
Manufacturing	68	3.6%	3.7%	3
Administration	19	5.4%	4.8%	—
Retail	9	3.0%	3.3%	—
Transportation	14	3.6%	3.9%	1
Wholesale	7	3.4%	3.2%	—
Finance	24	3.4%	3.2%	—

### RESPONSES BY INDUSTRY CLASSIFICATIONS

The following are the top 10 industry classifications of participating companies.

Industry	No. of Companies	% of Companies
1. Professional, Scientific & Technical Services	21	8.1%
2. Manufacturing – Miscellaneous	19	7.3%
3. Public Administration	19	7.3%
4. Insurance Carriers	18	6.9%
5. All Other Services	17	6.5%
6. Broadcasting & Telecommunications	16	6.2%
7. Food, Beverage & Tobacco (Mfg.)	13	5.0%
8. Other Info Services	9	3.5%
9. Computer & Electronic Products	9	3.5%
10. Chemical Manufacturing	9	3.5%



## INDUSTRY

## NONMANAGEMENT HOURLY NONUNION EMPLOYEES

	2002 ACTUAL INCREASES										2003 PROJECTED INCREASES									
	GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES	
	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.
Accommodation & Food Services							*										*			
Apparel & Textiles (Mfg.)							*										*			
Arts & Entertainment							*										*			
Broadcasting & Telecommunications	2	2.8	5	2.2	—	—	7	2.4	7	13.7	1	3.0	4	3.6	1	2.0	5	3.9	6	10.2
Chemical Manufacturing	2	3.0	3	3.0	1	0.8	5	3.2	5	12.0							*			
Commercial Banking							*										*			
Computer & Electronic Products (Mfg.)							*										*			
Construction							*										*			
Credit Unions	—	—	5	4.7	—	—	5	4.7	5	10.8	—	—	5	3.6	—	—	5	3.6	4	12.0
Educational Services							*										*			
Electrical Equipment (Mfg.)							*										*			
Food & Beverage (Mfg.)	3	2.5	8	2.5	—	—	9	3.0	9	12.0	2	2.2	5	3.2	—	—	6	3.5	7	12.0
Health Care	5	2.8	3	2.9	3	4.2	7	5.0	7	12.0							*			
Insurance Carriers							*										*			
Internet Pub, Service, Web Search, Data							*										*			
Machinery Manufacturing							*										*			
Manufacturing – Miscellaneous	4	3.0	8	2.3	1	0.0	11	2.8	11	12.0	2	1.5	6	2.8	—	—	7	2.8	8	12.0
Metals – Fabricated (Mfg.)							*										*			
Metals – Primary (Mfg.)							*										*			
Mining, Including Oil & Gas	2	3.5	5	2.7	1	3.0	7	3.4	7	12.0	1	4.0	4	3.4	—	—	5	3.5	5	12.0
Other Info. Svc. (News Syn, Library)							*										*			
Paper Products (Mfg.)							*										*			
Petroleum & Coal Products (Mfg.)							*										*			
Plastics & Rubber Products (Mfg.)							*										*			
Printing (Mfg.)							*										*			
Professional, Scientific, Tech. Svcs.	4	1.5	8	3.1	—	—	9	3.4	12	12.5	2	2.0	8	2.7	1	5.0	9	3.4	10	12.0
Public Administration	7	3.6	5	2.5	1	5.0	7	6.1	7	12.0	5	3.2	3	2.5	1	5.0	5	5.7	5	12.0
Publishing Industries - Software							*										*			
Retail Establishments	—	—	8	2.5	2	0.3	8	2.6	8	10.5	—	—	7	3.1	—	—	7	3.1	7	10.3
Securities & Commodities Brokers							*										*			
Transportation							*										*			
Transportation Equipment (Mfg.)							*										*			
Transportation Support							*										*			
Utilities							*										*			
Wholesale – Durable Goods							*										*			
Wholesale – Electronic Markets, Agents							*										*			
Wholesale – Nondurable Goods							*										*			
All Other Finance	—	—	5	2.9	—	—	5	2.9	5	12.0	—	—	5	2.9	—	—	5	2.9	5	12.0
All Other Services (Except Pub. Adm.)	1	3.0	7	2.6	1	1.0	8	2.8	8	11.2	1	3.0	5	3.2	1	1.0	6	3.3	6	11.0
Unclassified Establishments							*										*			
<b>TOTAL CANADIAN FIRMS**</b>	<b>43</b>	<b>2.6</b>	<b>94</b>	<b>2.8</b>	<b>15</b>	<b>2.3</b>	<b>127</b>	<b>3.2</b>	<b>128</b>	<b>12.1</b>	<b>28</b>	<b>2.6</b>	<b>74</b>	<b>3.0</b>	<b>10</b>	<b>2.3</b>	<b>94</b>	<b>3.4</b>	<b>100</b>	<b>11.6</b>

\* Fewer than five survey respondents \*\* Total line reflects all data submitted

# NONMANAGEMENT SALARIED EMPLOYEES



2002 ACTUAL INCREASES										2003 PROJECTED INCREASES									
GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES	
No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.

## INDUSTRY

						*										*				Accommodation & Food Services
						*										*				Apparel & Textiles (Mfg.)
						*										*				Arts & Entertainment
2	2.8	12	2.6	—	—	14	2.6	14	13.2	1	3.0	9	3.1	1	2.0	10	3.3	12	12.0	Broadcasting & Telecommunications
1	3.0	8	3.5	2	1.2	9	3.7	9	12.0	1	2.5	7	3.4	2	0.9	7	4.0	8	12.0	Chemical Manufacturing
1	4.5	4	1.8	1	1.0	5	2.5	5	12.0							*				Commercial Banking
2	2.5	7	3.2	1	5.0	9	3.6	8	12.4	2	2.5	6	2.5	1	5.0	8	3.1	8	14.1	Computer & Electronic Products (Mfg.)
						*										*				Construction
—	—	5	4.0	1	2.5	7	3.6	6	11.0	—	—	5	3.6	1	2.5	6	3.4	6	12.0	Credit Unions
						*										*				Educational Services
						*										*				Electrical Equipment (Mfg.)
5	2.2	8	3.8	2	1.2	12	3.7	13	12.2	2	2.9	7	3.5	1	4.0	10	3.4	11	12.0	Food & Beverage (Mfg.)
5	2.8	1	1.5	3	2.7	5	4.7	5	12.0							*				Health Care
5	2.8	14	2.8	5	0.9	18	3.2	18	11.9	4	2.9	9	2.6	1	0.7	11	3.3	13	12.0	Insurance Carriers
						*										*				Internet Pub, Service, Web Search, Data
						*										*				Machinery Manufacturing
3	2.8	17	2.2	3	0.5	16	3.0	18	12.3	3	2.0	12	3.1	1	1.0	13	3.4	15	12.0	Manufacturing – Miscellaneous
						*										*				Metals – Fabricated (Mfg.)
						*										*				Metals – Primary (Mfg.)
1	1.5	7	4.1	2	3.5	9	4.1	9	12.0	—	—	5	4.0	1	4.0	6	4.0	7	12.0	Mining, Including Oil & Gas
—	—	9	2.4	2	0.8	9	2.6	8	12.8	1	1.0	7	2.4	2	0.8	7	2.8	6	12.0	Other Info. Svc. (News Syn, Library)
						*										*				Paper Products (Mfg.)
						*										*				Petroleum & Coal Products (Mfg.)
						*										*				Plastics & Rubber Products (Mfg.)
						*										*				Printing (Mfg.)
5	1.7	18	3.5	3	1.8	19	4.1	21	12.3	2	2.0	18	3.6	3	2.5	19	4.0	19	11.8	Professional, Scientific, Tech. Svcs.
16	3.1	14	2.4	3	1.2	17	5.0	16	11.6	11	2.8	10	2.3	—	—	12	4.5	11	11.5	Public Administration
						*										*				Publishing Industries - Software
—	—	8	3.0	1	0.4	8	3.0	8	11.2	—	—	7	3.5	—	—	7	3.5	7	11.1	Retail Establishments
1	3.0	5	3.0	—	—	5	3.6	5	12.0							*				Securities & Commodities Brokers
3	2.6	3	1.8	—	—	5	2.6	5	12.0							*				Transportation
						*										*				Transportation Equipment (Mfg.)
						*										*				Transportation Support
6	2.8	2	4.5	3	1.8	9	3.4	9	12.0	4	3.2	3	3.1	2	2.6	8	3.4	9	12.0	Utilities
1	1.0	6	2.8	1	2.7	6	3.4	6	12.0	1	1.0	6	3.0	1	1.5	6	3.4	6	12.0	Wholesale – Durable Goods
						*										*				Wholesale – Electronic Markets, Agents
						*										*				Wholesale – Nondurable Goods
—	—	6	3.0	—	—	6	3.0	6	12.0	—	—	6	3.0	—	—	6	3.0	6	12.0	All Other Finance
3	3.5	14	2.7	3	0.7	17	3.0	17	12.0	2	4.0	11	3.2	1	1.0	13	3.4	13	11.5	All Other Services (Except Pub. Adm.)
						*										*				Unclassified Establishments
71	2.6	199	2.9	43	1.5	243	3.5	246	12.2	46	2.7	161	3.1	24	2.0	191	3.5	203	12.0	TOTAL CANADIAN FIRMS**

\* Fewer than five survey respondents \*\* Total line reflects all data submitted



## INDUSTRY

## MANAGEMENT SALARIED EMPLOYEES

	2002 ACTUAL INCREASES										2003 PROJECTED INCREASES										
	GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		
	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.	
Accommodation & Food Services							*										*				
Apparel & Textiles (Mfg.)							*										*				
Arts & Entertainment							*										*				
Broadcasting & Telecommunications	3	2.4	13	2.4	—	—	15	2.6	15	12.8	2	2.2	10	2.9	1	2.0	11	3.2	13	12.0	
Chemical Manufacturing	1	2.4	8	3.0	2	1.2	8	3.6	9	12.0	1	2.5	7	3.4	2	0.9	7	4.0	8	12.0	
Commercial Banking	1	3.0	4	1.7	1	1.0	5	2.2	5	12.0							*				
Computer & Electronic Products (Mfg.)	2	2.5	7	3.1	1	5.0	9	3.5	8	12.4	2	2.5	6	2.5	1	5.0	8	3.1	8	14.1	
Construction							*										*				
Credit Unions	—	—	6	4.3	1	2.5	7	4.1	7	12.0	—	—	5	3.7	1	2.5	6	3.5	6	12.0	
Educational Services							*										*				
Electrical Equipment (Mfg.)							*										*				
Food & Beverage (Mfg.)	4	2.2	9	3.9	2	1.2	12	3.9	13	12.2	1	3.8	8	3.5	1	4.0	10	3.6	11	12.0	
Health Care	6	2.8	4	3.5	3	4.2	8	5.4	8	12.0							*				
Insurance Carriers	4	2.7	14	3.1	5	0.9	18	3.5	17	11.8	4	2.9	9	2.7	1	0.7	11	3.3	13	12.0	
Internet Pub, Service, Web Search, Data							*										*				
Machinery Manufacturing							*										*				
Manufacturing – Miscellaneous	3	2.8	17	2.3	3	2.0	16	3.3	17	12.4	3	2.0	12	3.3	1	5.0	13	3.9	15	12.0	
Metals – Fabricated (Mfg.)							*										*				
Metals – Primary (Mfg.)							*										*				
Mining, Including Oil & Gas	1	1.5	7	4.1	2	3.2	9	4.1	9	12.0	—	—	5	4.0	1	4.0	6	4.0	7	12.0	
Other Info. Svc. (News Syn, Library)	—	—	9	2.5	2	0.8	9	2.7	8	12.8	1	1.0	7	2.5	2	0.8	7	2.9	6	12.0	
Paper Products (Mfg.)							*										*				
Petroleum & Coal Products (Mfg.)							*										*				
Plastics & Rubber Products (Mfg.)							*										*				
Printing (Mfg.)							*										*				
Professional, Scientific, Tech. Svcs.	5	1.7	18	3.5	2	0.7	18	4.0	21	12.3	2	2.0	18	3.4	3	2.5	18	4.0	19	11.8	
Public Administration	18	3.0	14	2.7	3	3.0	19	5.4	18	11.7	11	2.4	9	2.6	1	8.0	12	4.8	13	11.5	
Publishing Industries - Software							*										*				
Retail Establishments	—	—	9	3.0	1	0.4	9	3.0	9	12.0	—	—	8	3.3	—	—	8	3.3	8	12.0	
Securities & Commodities Brokers	1	3.0	6	3.1	—	—	6	3.6	6	12.0							*				
Transportation							*										*				
Transportation Equipment (Mfg.)							*										*				
Transportation Support							*										*				
Utilities	4	2.8	7	3.6	—	—	9	4.0	9	12.0	3	2.0	6	4.1	—	—	8	3.8	9	12.0	
Wholesale – Durable Goods	1	1.0	6	2.9	1	2.0	6	3.4	6	12.0	1	1.0	6	3.1	—	—	6	3.2	6	12.0	
Wholesale – Electronic Markets, Agents							*										*				
Wholesale – Nondurable Goods							*										*				
All Other Finance	—	—	6	3.4	—	—	6	3.4	6	12.0	—	—	6	3.1	—	—	6	3.1	6	12.0	
All Other Services (Except Pub. Adm.)	3	3.5	14	2.9	2	1.1	17	3.1	17	12.0	2	4.0	11	3.3	1	1.5	13	3.5	13	11.5	
Unclassified Establishments							*										*				
<b>TOTAL CANADIAN FIRMS**</b>	<b>70</b>	<b>2.6</b>	<b>213</b>	<b>3.0</b>	<b>37</b>	<b>1.8</b>	<b>248</b>	<b>3.6</b>	<b>253</b>	<b>12.2</b>	<b>43</b>	<b>2.5</b>	<b>168</b>	<b>3.2</b>	<b>22</b>	<b>2.5</b>	<b>192</b>	<b>3.6</b>	<b>208</b>	<b>12.0</b>	

\* Fewer than five survey respondents \*\* Total line reflects all data submitted

# OFFICER/EXECUTIVE LEVEL



2002 ACTUAL INCREASES										2003 PROJECTED INCREASES									
GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES		GENERAL INCREASE/ COLA		MERIT INCREASE		OTHER INCREASE		TOTAL INCREASE		MONTHS BETWEEN INCREASES	
No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	No. Mos.

## INDUSTRY

						*										*				Accommodation & Food Services
						*										*				Apparel & Textiles (Mfg.)
						*										*				Arts & Entertainment
4	1.8	12	2.5	—	—	14	2.6	14	12.9	2	2.2	9	2.4	1	2.0	10	2.9	12	12.0	Broadcasting & Telecommunications
—	—	7	4.4	1	0.8	6	5.2	7	12.0	—	—	6	4.8	1	1.0	6	4.9	7	12.0	Chemical Manufacturing
1	3.0	3	2.0	—	—	5	1.8	4	12.0							*				Commercial Banking
2	2.5	7	3.3	—	—	8	3.5	7	12.4	3	1.7	5	2.8	1	4.0	7	3.3	7	14.4	Computer & Electronic Products (Mfg.)
						*										*				Construction
—	—	6	3.8	1	5.0	6	4.7	7	13.7	—	—	5	3.7	1	2.5	6	3.5	6	14.0	Credit Unions
						*										*				Educational Services
						*										*				Electrical Equipment (Mfg.)
4	2.5	9	3.6	1	2.0	11	4.0	12	12.2	1	4.5	7	3.5	1	4.0	9	3.7	10	12.0	Food & Beverage (Mfg.)
5	3.0	3	3.1	3	4.2	7	5.3	7	12.0							*				Health Care
5	2.8	13	3.2	4	2.2	17	3.8	17	12.0	3	2.8	7	2.8	1	0.7	9	3.2	12	12.0	Insurance Carriers
						*										*				Internet Pub, Service, Web Search, Data
						*										*				Machinery Manufacturing
3	3.1	14	2.4	1	1.3	13	3.4	13	12.5	3	2.0	9	3.6	—	—	10	3.8	12	12.0	Manufacturing – Miscellaneous
						*										*				Metals – Fabricated (Mfg.)
						*										*				Metals – Primary (Mfg.)
1	1.5	7	4.6	2	3.2	9	4.4	9	11.1	—	—	5	4.1	1	4.0	6	4.1	7	12.0	Mining, Including Oil & Gas
—	—	6	1.3	1	1.0	6	1.4	5	13.2	1	1.0	5	1.9	1	1.0	5	2.3	4	12.0	Other Info. Svc. (News Syn, Library)
						*										*				Paper Products (Mfg.)
						*										*				Petroleum & Coal Products (Mfg.)
						*										*				Plastics & Rubber Products (Mfg.)
						*										*				Printing (Mfg.)
5	1.7	11	3.9	1	0.5	13	4.0	15	12.0	2	2.0	13	3.7	2	2.8	14	4.1	15	11.8	Professional, Scientific, Tech. Svcs.
18	3.3	12	2.6	3	5.3	19	5.6	18	11.7	11	2.4	7	2.4	1	15.0	12	4.9	13	11.5	Public Administration
						*										*				Publishing Industries - Software
—	—	7	2.9	—	—	7	2.9	7	12.0	—	—	6	3.5	—	—	6	3.5	7	12.0	Retail Establishments
1	3.0	6	2.6	—	—	5	3.7	6	12.0							*				Securities & Commodities Brokers
						*										*				Transportation
						*										*				Transportation Equipment (Mfg.)
						*										*				Transportation Support
5	2.8	6	2.8	—	—	8	3.8	8	12.0	3	2.7	5	3.0	—	—	7	3.3	7	12.0	Utilities
1	1.0	6	4.1	—	—	6	4.3	6	12.0	1	1.0	6	3.2	—	—	6	3.3	6	12.0	Wholesale – Durable Goods
						*										*				Wholesale – Electronic Markets, Agents
						*										*				Wholesale – Nondurable Goods
—	—	6	3.3	—	—	6	3.3	6	12.0	—	—	6	2.6	—	—	6	2.6	6	12.0	All Other Finance
2	3.8	11	2.8	1	0.0	13	2.9	12	12.5	1	5.0	8	3.1	—	—	9	3.3	10	12.0	All Other Services (Except Pub. Adm.)
						*										*				Unclassified Establishments
69	2.7	182	3.1	24	2.4	214	3.8	219	12.3	40	2.5	134	3.3	14	3.1	159	3.7	179	12.1	TOTAL CANADIAN FIRMS**

\* Fewer than five survey respondents \*\* Total line reflects all data submitted

## CANADIAN SALARY STRUCTURE ADJUSTMENTS



## INDUSTRY

	2002 ACTUAL INCREASES								2003 PROJECTED INCREASES							
	Nonexempt Hourly Nonunion		Nonexempt Salaried		Exempt Salaried		Officer/ Executive		Nonexempt Hourly Nonunion		Nonexempt Salaried		Exempt Salaried		Officer/ Executive	
	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%
Accommodation & Food Services	*		*		*		*		*		*		*		*	
Apparel & Textiles (Mfg.)	*		*		*		*		*		*		*		*	
Arts & Entertainment	*		*		*		*		*		*		*		*	
Broadcasting & Telecommunications	6	1.3	10	1.0	13	0.9	12	1.0	4	1.2	9	1.4	10	1.4	8	1.7
Chemical Manufacturing	3	4.0	8	2.1	8	2.1	6	1.9	2	2.8	6	2.6	6	2.6	5	2.7
Commercial Banking	*		*		*		*		*		*		*		*	
Computer & Electronic Products (Mfg.)	3	3.3	5	2.8	6	2.5	4	3.0	2	1.5	4	3.2	5	3.0	5	3.2
Construction	*		*		*		*		*		*		*		*	
Credit Unions	6	2.1	7	2.1	7	2.1	7	2.5	4	1.8	5	1.9	5	1.9	5	1.9
Educational Services	*		*		*		*		*		*		*		*	
Electrical Equipment (Mfg.)	*		*		*		*		*		*		*		*	
Food & Beverage (Mfg.)	8	1.7	12	2.1	13	2.2	11	1.8	7	2.3	9	2.4	10	2.4	9	2.2
Health Care	5	2.6	6	2.7	6	2.7	5	2.6	*		*		*		*	
Insurance Carriers	1	4.0	17	2.1	16	2.0	11	1.8	2	1.2	10	2.1	10	2.0	7	1.9
Internet Pub, Service, Web Search, Data	*		*		*		*		*		*		*		*	
Machinery Manufacturing	*		*		*		*		*		*		*		*	
Manufacturing – Miscellaneous	7	1.8	15	1.9	15	2.0	11	2.3	4	2.4	11	2.6	11	2.7	8	2.9
Metals – Fabricated (Mfg.)	*		*		*		*		*		*		*		*	
Metals – Primary (Mfg.)	*		*		*		*		*		*		*		*	
Mining, Including Oil & Gas	4	2.8	5	2.6	5	2.6	5	3.0	*		*		*		*	
Other Info. Svc. (News Syn, Library)	2	0.0	6	1.2	6	1.2	5	1.4	3	1.7	7	1.3	7	1.3	6	1.0
Paper Products (Mfg.)	*		*		*		*		*		*		*		*	
Petroleum & Coal Products (Mfg.)	*		*		*		*		*		*		*		*	
Plastics & Rubber Products (Mfg.)	*		*		*		*		*		*		*		*	
Printing (Mfg.)	*		*		*		*		*		*		*		*	
Professional, Scientific, Tech. Svcs.	11	1.2	17	1.2	15	1.1	13	1.2	10	1.2	14	2.5	13	2.6	8	2.6
Public Administration	5	4.9	16	3.4	16	3.5	15	3.6	3	4.8	11	3.1	10	2.9	11	2.9
Publishing Industries - Software	*		*		*		*		*		*		*		*	
Retail Establishments	5	0.8	6	2.9	8	1.6	5	1.6	5	1.0	6	1.8	8	2.5	5	1.5
Securities & Commodities Brokers	1	2.0	3	1.9	5	2.0	5	1.6	*		*		*		*	
Transportation	*		*		*		*		*		*		*		*	
Transportation Equipment (Mfg.)	*		*		*		*		*		*		*		*	
Transportation Support	*		*		*		*		*		*		*		*	
Utilities	1	4.1	9	2.3	7	2.6	4	2.1	1	0.0	5	2.2	4	1.8	3	1.7
Wholesale – Durable Goods	3	1.7	6	2.1	6	2.1	4	2.9	*		*		*		*	
Wholesale – Electronic Markets, Agents	*		*		*		*		*		*		*		*	
Wholesale – Nondurable Goods	*		*		*		*		*		*		*		*	
All Other Finance	4	1.2	5	1.4	5	1.8	4	1.0	*		*		*		*	
All Other Services (Except Pub. Adm.)	5	2.2	12	1.7	12	1.9	6	1.3	5	2.1	11	1.9	11	1.9	5	1.4
Unclassified Establishments	*		*		*		*		*		*		*		*	
<b>TOTAL CANADIAN FIRMS**</b>	<b>99</b>	<b>2.0</b>	<b>206</b>	<b>2.0</b>	<b>208</b>	<b>2.0</b>	<b>158</b>	<b>2.0</b>	<b>81</b>	<b>2.0</b>	<b>153</b>	<b>2.3</b>	<b>155</b>	<b>2.3</b>	<b>117</b>	<b>2.2</b>

\* Fewer than five survey respondents \*\* Total line reflects all data submitted

# BUDGETED PROMOTIONAL INCREASES FOR 2002



AS A PERCENTAGE OF  
TOTAL BASE SALARIES

AS A PERCENTAGE OF  
TOTAL EMPLOYEE POPULATION

No. Cos.	%	No. Cos.	%	INDUSTRY
—	—	1	1.0	Accommodation & Food Services
—	—	1	3.1	Apparel & Textiles (Mfg.)
—	—	—	—	Arts & Entertainment
2	0.8	12	7.2	Broadcasting & Telecommunications
1	1.0	5	9.8	Chemical Manufacturing
—	—	2	12.0	Commercial Banking
2	0.6	8	6.7	Computer & Electronic Products (Mfg.)
—	—	2	7.5	Construction
1	0.5	3	18.3	Credit Unions
—	—	1	5.0	Educational Services
—	—	2	7.5	Electrical Equipment (Mfg.)
1	0.5	5	8.2	Food & Beverage (Mfg.)
—	—	4	4.0	Health Care
—	—	10	5.9	Insurance Carriers
—	—	2	5.0	Internet Pub, Service, Web Search, Data
2	0.5	2	4.0	Machinery Manufacturing
2	1.0	12	7.5	Manufacturing – Miscellaneous
—	—	3	4.0	Metals – Fabricated (Mfg.)
—	—	—	—	Metals – Primary (Mfg.)
—	—	6	5.5	Mining, Including Oil & Gas
2	0.7	7	5.2	Other Info. Svc. (News Syn, Library)
—	—	—	—	Paper Products (Mfg.)
—	—	1	10.0	Petroleum & Coal Products (Mfg.)
—	—	—	—	Plastics & Rubber Products (Mfg.)
1	0.8	2	4.0	Printing (Mfg.)
2	0.6	13	8.3	Professional, Scientific, Tech. Svcs.
2	0.6	7	7.1	Public Administration
—	—	3	4.7	Publishing Industries - Software
—	—	5	6.6	Retail Establishments
1	0.1	3	8.3	Securities & Commodities Brokers
—	—	4	5.5	Transportation
—	—	1	20.0	Transportation Equipment (Mfg.)
1	0.8	1	30.0	Transportation Support
—	—	4	8.4	Utilities
1	0.9	3	13.3	Wholesale – Durable Goods
1	0.5	1	1.8	Wholesale – Electronic Markets, Agents
—	—	—	—	Wholesale – Nondurable Goods
—	—	5	6.0	All Other Finance
—	—	11	4.1	All Other Services (Except Pub. Adm.)
—	—	2	6.5	Unclassified Establishments
22	0.7	154	7.1	TOTAL CANADIAN FIRMS**

\* Fewer than five survey respondents \*\* Total line reflects all data submitted

# VARIABLE PAY - 2001



## INDUSTRY

	BUDGETED (AS A PERCENTAGE OF PAYROLL)								AWARDED (AS A PERCENTAGE OF PAYROLL)							
	Non-management Hourly Nonunion		Non-management Salaried		Management Salaried		Officer/ Executive		Non-management Hourly Nonunion		Non-management Salaried		Management Salaried		Officer/ Executive	
	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%
Accommodation & Food Services	*		*		*		*			*		*		*		*
Apparel & Textiles (Mfg.)	*		*		*		*			*		*		*		*
Arts & Entertainment	*		*		*		*			*		*		*		*
Broadcasting & Telecommunications	3	4.0	10	7.4	12	12.2	11	27.5	3	2.5	10	3.2	12	8.2	11	20.9
Chemical Manufacturing	5	3.3	7	5.7	8	9.3	7	24.3	5	3.9	8	4.9	8	7.8	7	19.8
Commercial Banking	*		*		*		*			*		*		*		*
Computer & Electronic Products (Mfg.)	1	10.0	6	5.5	6	6.9	4	12.8	1	0.0	6	4.0	6	4.8	4	7.8
Construction	*		*		*		*			*		*		*		*
Credit Unions	*		*		*		*		3	2.6	5	2.0	5	8.0	5	12.9
Educational Services	*		*		*		*			*		*		*		*
Electrical Equipment (Mfg.)	*		*		*		*			*		*		*		*
Food & Beverage (Mfg.)	3	5.3	3	3.8	10	11.7	9	24.5	3	5.8	3	4.9	10	10.8	9	24.7
Health Care	*		*		*		*			*		*		*		*
Insurance Carriers	—	—	11	4.4	12	9.0	12	22.0	—	—	13	1.8	13	9.4	11	21.4
Internet Pub. Service, Web Search, Data	*		*		*		*			*		*		*		*
Machinery Manufacturing	*		*		*		*			*		*		*		*
Manufacturing – Miscellaneous	4	3.6	9	5.0	12	16.4	8	26.9	4	3.9	9	3.9	12	14.0	8	25.6
Metals – Fabricated (Mfg.)	*		*		*		*			*		*		*		*
Metals – Primary (Mfg.)	*		*		*		*			*		*		*		*
Mining, Including Oil & Gas	5	4.8	8	11.7	8	19.1	8	37.0	5	3.7	8	10.2	8	23.1	8	40.2
Other Info. Svc. (News Syn, Library)	*		*		*		*			*		*		*		*
Paper Products (Mfg.)	*		*		*		*			*		*		*		*
Petroleum & Coal Products (Mfg.)	*		*		*		*			*		*		*		*
Plastics & Rubber Products (Mfg.)	*		*		*		*			*		*		*		*
Printing (Mfg.)	*		*		*		*			*		*		*		*
Professional, Scientific, Tech. Svcs.	6	3.3	13	6.4	15	11.5	10	19.4	6	3.3	13	3.2	15	9.5	11	23.2
Public Administration	3	1.8	4	2.0	4	2.4	5	7.7	3	1.7	4	1.9	4	2.3	5	7.6
Publishing Industries - Software	*		*		*		*			*		*		*		*
Retail Establishments	*		*		*		*			*		*		*		*
Securities & Commodities Brokers	1	5.0	3	7.3	5	15.1	5	28.0	1	5.0	4	3.8	5	15.2	5	30.2
Transportation	*		*		*		*			*		*		*		*
Transportation Equipment (Mfg.)	*		*		*		*			*		*		*		*
Transportation Support	*		*		*		*			*		*		*		*
Utilities	*		*		*		*		1	4.8	4	4.3	5	18.5	5	38.5
Wholesale – Durable Goods	*		*		*		*		3	4.1	4	6.5	5	8.3	5	11.6
Wholesale – Electronic Markets, Agents	*		*		*		*			*		*		*		*
Wholesale – Nondurable Goods	*		*		*		*			*		*		*		*
All Other Finance	*		*		*		*		3	6.3	3	8.4	5	12.7	5	33.8
All Other Services (Except Pub. Adm.)	2	3.2	6	2.6	7	8.1	5	15.1	2	2.2	7	1.7	7	6.6	6	9.5
Unclassified Establishments	*		*		*		*			*		*		*		*
<b>TOTAL CANADIAN FIRMS**</b>	<b>52</b>	<b>4.1</b>	<b>114</b>	<b>6.3</b>	<b>146</b>	<b>11.7</b>	<b>127</b>	<b>23.3</b>	<b>56</b>	<b>3.8</b>	<b>128</b>	<b>4.0</b>	<b>156</b>	<b>10.8</b>	<b>134</b>	<b>22.8</b>

\* Fewer than five survey respondents \*\* Total line reflects all data submitted

# VARIABLE PAY - 2002



BUDGETED (AS A PERCENTAGE OF PAYROLL)								AWARDED (AS A PERCENTAGE OF PAYROLL)								INDUSTRY	
Non-management Hourly Nonunion		Non-management Salaried		Management Salaried		Officer/Executive		Non-management Hourly Nonunion		Non-management Salaried		Management Salaried		Officer/Executive			
No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%		
*		*		*		*			*		*		*		*		Accommodation & Food Services
*		*		*		*			*		*		*		*		Apparel & Textiles (Mfg.)
*		*		*		*			*		*		*		*		Arts & Entertainment
2	4.5	9	6.9	11	11.5	10	25.5	2	3.0	9	4.3	11	8.5	10	21.9	Broadcasting & Telecommunications	
4	3.2	7	4.9	7	9.0	6	23.3	4	3.1	7	4.8	7	8.4	6	23.0	Chemical Manufacturing	
*		*		*		*			*		*		*		*		Commercial Banking
—	—	4	6.1	6	8.9	4	17.8	—	—	5	4.3	6	7.5	4	11.7	Computer & Electronic Products (Mfg.)	
*		*		*		*			*		*		*		*		Construction
3	3.3	5	4.5	5	6.9	5	14.5	3	2.8	6	4.8	6	6.8	6	13.0	Credit Unions	
*		*		*		*			*		*		*		*		Educational Services
*		*		*		*			*		*		*		*		Electrical Equipment (Mfg.)
4	4.8	3	3.4	9	10.1	8	21.2	4	4.7	3	3.2	9	9.6	8	20.6	Food & Beverage (Mfg.)	
*		*		*		*			*		*		*		*		Health Care
—	—	11	3.9	12	8.5	12	21.8	—	—	9	3.7	10	9.8	10	25.9	Insurance Carriers	
*		*		*		*			*		*		*		*		Internet Pub, Service, Web Search, Data
*		*		*		*			*		*		*		*		Machinery Manufacturing
4	3.6	9	5.8	12	15.5	8	26.9	2	0.0	7	4.4	10	14.1	6	26.0	Manufacturing – Miscellaneous	
*		*		*		*			*		*		*		*		Metals – Fabricated (Mfg.)
*		*		*		*			*		*		*		*		Metals – Primary (Mfg.)
6	4.4	8	12.2	8	19.1	8	37.0	5	4.4	7	12.7	7	19.8	7	36.8	Mining, Including Oil & Gas	
*		*		*		*			2	1.5	5	4.6	5	6.9	4	14.0	Other Info. Svc. (News Syn, Library)
*		*		*		*			*		*		*		*		Paper Products (Mfg.)
*		*		*		*			*		*		*		*		Petroleum & Coal Products (Mfg.)
*		*		*		*			*		*		*		*		Plastics & Rubber Products (Mfg.)
*		*		*		*			*		*		*		*		Printing (Mfg.)
5	3.7	13	11.0	15	15.1	10	24.9	5	3.6	13	9.8	15	13.5	11	30.4	Professional, Scientific, Tech. Svcs.	
3	1.5	4	2.6	4	2.6	5	8.5		*		*		*		*		Public Administration
*		*		*		*			*		*		*		*		Publishing Industries - Software
*		*		*		*			3	2.8	3	6.3	5	11.4	4	27.8	Retail Establishments
1	5.0	3	7.3	5	16.1	5	30.0		*		*		*		*		Securities & Commodities Brokers
*		*		*		*			*		*		*		*		Transportation
*		*		*		*			*		*		*		*		Transportation Equipment (Mfg.)
*		*		*		*			*		*		*		*		Transportation Support
*		*		*		*			*		*		*		*		Utilities
*		*		*		*			3	3.3	4	4.1	5	7.5	5	14.9	Wholesale – Durable Goods
*		*		*		*			*		*		*		*		Wholesale – Electronic Markets, Agents
*		*		*		*			*		*		*		*		Wholesale – Nondurable Goods
*		*		*		*			*		*		*		*		All Other Finance
2	3.2	7	3.8	7	9.1	5	18.4	2	2.8	7	3.2	8	6.5	6	13.0	All Other Services (Except Pub. Adm.)	
*		*		*		*			*		*		*		*		Unclassified Establishments
53	4.0	116	6.8	150	11.8	128	23.9	51	3.4	115	7.4	148	11.8	125	24.1	TOTAL CANADIAN FIRMS**	

\* Fewer than five survey respondents \*\* Total line reflects all data submitted



## INDUSTRY

## VARIABLE PAY - 2003

	BUDGETED (AS A PERCENTAGE OF PAYROLL)							
	Non-management Hourly Nonunion		Non-management Salaried		Management Salaried		Officer/Executive	
	No. Cos.	%	No. Cos.	%	No. Cos.	%	No. Cos.	%
Accommodation & Food Services	*		*		*		*	
Apparel & Textiles (Mfg.)	*		*		*		*	
Arts & Entertainment	*		*		*		*	
Broadcasting & Telecommunications	4	3.0	11	6.4	12	11.7	11	26.8
Chemical Manufacturing	2	3.5	5	5.6	5	12.0	5	28.0
Commercial Banking	*		*		*		*	
Computer & Electronic Products (Mfg.)	—	—	4	6.8	6	9.1	4	17.5
Construction	*		*		*		*	
Credit Unions	*		*		*		*	
Educational Services	*		*		*		*	
Electrical Equipment (Mfg.)	*		*		*		*	
Food & Beverage (Mfg.)	3	7.3	2	7.0	8	12.4	7	24.1
Health Care	*		*		*		*	
Insurance Carriers	—	—	9	4.4	10	10.1	10	22.6
Internet Pub, Service, Web Search, Data	*		*		*		*	
Machinery Manufacturing	*		*		*		*	
Manufacturing – Miscellaneous	2	3.2	7	6.4	10	15.2	6	26.2
Metals – Fabricated (Mfg.)	*		*		*		*	
Metals – Primary (Mfg.)	*		*		*		*	
Mining, Including Oil & Gas	6	4.4	8	12.5	8	19.8	8	39.5
Other Info. Svc. (News Syn, Library)	*		*		*		*	
Paper Products (Mfg.)	*		*		*		*	
Petroleum & Coal Products (Mfg.)	*		*		*		*	
Plastics & Rubber Products (Mfg.)	*		*		*		*	
Printing (Mfg.)	*		*		*		*	
Professional, Scientific, Tech. Svcs.	8	2.3	15	9.1	16	14.8	12	31.2
Public Administration	*		*		*		*	
Publishing Industries - Software	*		*		*		*	
Retail Establishments	*		*		*		*	
Securities & Commodities Brokers	*		*		*		*	
Transportation	*		*		*		*	
Transportation Equipment (Mfg.)	*		*		*		*	
Transportation Support	*		*		*		*	
Utilities	*		*		*		*	
Wholesale – Durable Goods	*		*		*		*	
Wholesale – Electronic Markets, Agents	*		*		*		*	
Wholesale – Nondurable Goods	*		*		*		*	
All Other Finance	*		*		*		*	
All Other Services (Except Pub. Adm.)	2	3.2	7	4.0	8	8.1	6	15.3
Unclassified Establishments	*		*		*		*	
<b>TOTAL CANADIAN FIRMS**</b>	<b>52</b>	<b>3.8</b>	<b>112</b>	<b>6.9</b>	<b>140</b>	<b>12.2</b>	<b>120</b>	<b>25.9</b>

\* Fewer than five survey respondents \*\* Total line reflects all data submitted

# COMPANY LISTING

Note: A numerical code preceding the name of an organization indicates authorization to use the organization's data in confidential, supplemental group reports. (See last page for ordering information.)

## U.S. FIRMS

### Accommodation & Food Services

20026234 Advantica Restaurant Group  
 20040498 Allied Domecq QSR  
 20053895 AmeriKing  
 Aramark Corp.  
 20055185 Best Western International  
 20056576 Bob Evans Farms Inc.  
 20033857 Brinker International  
 20027467 Buffets Inc.  
 20045612 Chipotle Mexican Grill Inc.  
 20010573 Choice Hotels Int'l.  
 20049237 Club Corp. International  
 Coors Brewing Company  
 20035819 Corbis Corp.  
 20010108 Cracker Barrel Old Country Store  
 30163286 Crestline Capital Corp.  
 20030362 Darden Restaurants Inc.  
 30251641 Darden Restaurants-Operations  
 30137862 Dave & Buster's  
 20028235 Friendly Ice Cream Corp.  
 20029044 Gaylord Entertainment Co.  
 20040699 Hyatt Hotels Corp.  
 20043969 Interstate Hotels LLC  
 20033780 Johnny Rockets Group Inc.  
 Krispy Kreme Doughnut Corp.  
 McDonald's  
 20060542 O' Charley's Inc.  
 20009907 Outrigger Hotels Hawaii  
 20026171 Papa Johns International Inc.  
 30241114 Rock Bottom Restaurants  
 30234011 Six Continents Hotels Inc.  
 Soaring Eagle Casino & Resort  
 30178315 Trendwest Resorts Inc.  
 20022028 Triarc Restaurant Group  
 20037865 Tricon  
 20049884 Wendy's International Inc.  
 20043045 White Lodging Services Corp.

### Apparel & Textiles (Mfg.)

20053224 American Marketing Systems  
 20058823 Burlington Industries Inc.  
 20002567 Cone Corporate Center  
 Dan River Inc.  
 Galey & Lord Inc. Swift Denim  
 Guilford Mills Inc.  
 20043071 Haggard Clothing Co.  
 20020508 Hartmarx Corp.  
 20028883 Jockey International  
 Levi Strauss & Co.  
 20052764 Liz Claiborne Inc.  
 20004645 New Balance Athletic Shoe Inc.  
 20043429 Oshkosh B'Gosh  
 20012315 Pendleton Woolen Mills  
 Reebok International Ltd.  
 20020675 RG Barry Corp.  
 30141282 Shaw Industries  
 20031142 Springs Industries Inc.  
 20050440 Standard Textile Co.  
 20037344 Toray Composites Inc.  
 VF Services

### Arts & Entertainment

Audio Visual Services Corp.  
 Bellagio Casino Hotel  
 20056431 BMG Entertainment  
 20015796 Disneyland  
 20018440 Eckerd Youth Alternatives  
 20034825 Harrah's Entertainment Inc.  
 20040287 Hershey Entertainment & Resort  
 20045082 J Paul Getty Trust  
 30251098 Multnomah Athletic Club  
 20050083 Oregon State Lottery  
 20024487 Sands Hotel & Casino  
 Sony Music Entertainment Inc.  
 Sony Pictures Entertainment  
 20034896 Spirit Mountain Gaming Inc.  
 20038262 Art Institute of Chicago, The  
 30227953 Marry Baker Eddy Library, The  
 20047369 Science Museum of Minnesota, The  
 20047108 Treasure Island Casino  
 20044157 Universal City Studios Inc.  
 Universal Orlando  
 30141343 Walt Disney  
 30250998 Walt Disney World

### Broadcasting & Telecommunications

20036287 Acterna  
 30230853 ADC The Broadband Co.  
 30253172 Alaska Communications Systems  
 30158002 Allegiance Telecom Inc.  
 30141345 ALLTEL Corp.  
 30243379 American Communications Network  
 20046463 Andrew Corporation  
 AOL Time Warner  
 20039558 Arch Wireless  
 30252830 AT&T Broadband  
 30141170 AT&T Executives/Corp  
 30232056 AT&T Wireless  
 30229062 AT&T, TX  
 Avaya Inc.  
 20022409 Cable & Wireless  
 Century Telephone Enterprises  
 30143194 CFW Communication  
 Charter Communications  
 20002240 Cincinnati Bell Telephone Co.  
 Cingular Wireless  
 30192196 Clear Channel Communications  
 30228248 Climax System Inc.  
 20026999 CMS Communications  
 Cosine Communications  
 30212388 Cox Communications  
 Cox Communications-AZ  
 20009881 Cox Communications-New England  
 20009919 Cox Enterprises  
 30208001 Crown Castle International  
 20051539 DIRECTV  
 20044032 Discovery Communications Inc.  
 Ericsson Inc.  
 30185012 Ericsson-Wireless Communication  
 30205540 Eschelon Telecom Inc.  
 30236776 Farmstead Telephone Group  
 GoDigital Networks

Harbor Consulting Partners  
 30141966 Harris Corp.  
 Hickory Tech Corp.  
 20040467 Hughes Network Systems  
 30205864 Integra Telecom  
 20043235 Intelsat Global Services Corp  
 20003262 Ivans Inc.  
 JRW & Associates  
 30242312 Kyocera Wireless Corp.  
 30179513 Leap Wireless International  
 30216630 Looking Glass Networks Inc.  
 20049606 Lucent Technologies  
 30196962 Marconi  
 20007565 McLeodUSA  
 Monet Mobil Network  
 30205738 Mpower Communications  
 MTV Network  
 National Broadcasting Company  
 20005511 NDS Americas  
 20004180 NEC America Inc.  
 20048730 Nextel Communications  
 20025197 Norstan Inc.  
 20047792 Nortel Networks  
 20015432 Nova Information Systems  
 30137384 Panamsat  
 Prime Co.  
 Qwest  
 20017366 RCN Corporation  
 30155010 RedBack Networks  
 30226491 Sage Telecom Inc.  
 20006805 SBA Inc.  
 SBC Communications  
 Scientific Atlanta Inc.  
 20028044 Showtime Networks Inc.  
 20028385 Siemens Information & Comm Net  
 30141514 Sprint  
 30201478 StorageNetworks Inc.  
 20034842 Susquehanna Pfaltzgraff Co.  
 30233133 TDS Telecom  
 20050232 Tekelec  
 20000405 Telcordia Technologies  
 20028328 Telephone & Data System  
 Triton PCS  
 Turner Broadcasting System Inc.  
 US Cellular Corp.  
 Valor Telecom  
 30229021 Verizon Avenue  
 30174704 Verizon Communications  
 30236286 Verizon Wireless  
 20017340 Vertel  
 Voicestream Wireless  
 30228942 XO Communications  
 30243918 Zarlink

### Chemical Manufacturing

30141103 Abbott Laboratories  
 30229004 Abbott Laboratories-CA  
 30229006 Abbott Laboratories-GA  
 30229005 Abbott Laboratories-PA  
 30229007 Abbott Laboratories-TX  
 20031757 Air Liquide America Corp.





20039294 Pennsylvania State Univ., The  
 20039808 University of Texas System, The  
 20055930 Total Compensation Consulting  
 20040606 Tufts University  
 UCLA  
 30203170 UMass Medical School  
 Univ System of MD Headquarters  
 20046286 Universal Technical Institute  
 30244055 University of Calif. at Irvine  
 20043229 University of Calif. at San Diego  
 20043154 University of Calif.at Berkeley  
 20016154 University of Dayton  
 30227866 University of Louisiana At LAF.  
 University of Maryland-Baltimore  
 20001968 University of Michigan  
 20021997 University of Minnesota  
 University of Nebraska-Lincoln  
 20055797 University of New Mexico  
 30160359 University of Pennsylvania  
 20043785 University of Pittsburgh  
 University of Rochester  
 20035737 University of the Incarnate Word  
 20016191 University of Virginia  
 30160394 University of Washington  
 20046203 University System of NH  
 30228558 Valley Forge Christian College  
 20048522 Walsh College  
 20013914 Washington University  
 30244300 Weill Medical College  
 20024983 West Virginia University at Parkersb.  
 30140193 World Learning  
 Wright State University  
 30203905 WS/FC Schools

**Electrical Equipment (Mfg.)**

30190972 Agilent Technologies  
 30181024 Alerton Technologies  
 20045972 AMP  
 20051481 Ault Inc.  
 20002160 Automatic Switch Company  
 BAE Systems-Advanced, PA  
 Boeing Company, TX  
 Cardell Corp.  
 20046246 Conductus  
 30141194 Cooper Industries  
 30232779 CRV Electronics Corporation  
 20011038 Cubic Corp.  
 20044207 Dwyer Instruments Inc.  
 30170322 Felixtronics International  
 20042456 Fine Art Lamps  
 Fisher Controls International  
 20044190 Honeywell  
 20043878 Honeywell Control Products  
 20016315 Honeywell-AES  
 30141567 ITT Industries  
 30228965 ITT Industries Cannon  
 20057471 L-3 Communications Corp.  
 Leviton Manufacturing  
 Matsushita Electronic Corp.  
 30141304 Maytag Corporation  
 30141291 Micron Technology Inc.  
 20061365 Mine Safety Appliances Co.  
 Molex Inc.  
 Oneac Corp.  
 30138010 Orthologic Corp.  
 20043236 Osram Sylvania  
 20011176 Panduit Corp.  
 20007304 Pass & Seymour/Legrand  
 20014077 Philips Lighting Co.  
 20020241 Philips Semiconductors

20005674 Plantronics Inc.  
 30137803 Plexus  
 20053723 Sanmina Corp.  
 20012160 Satcon Technology Corp. Inc.  
 Scroll Technologies  
 30200765 Siemens Building Technologies  
 30223231 Siemens Energy & Automation  
 Siemens Medical Systems Inc.  
 20005396 SKF  
 20031320 Square D Company-IL  
 Square D Company-IN  
 St. Jude Medical Inc.  
 30215850 Stanley Electric US  
 Suntron  
 Tellabs  
 20008085 Texas Instruments  
 30182244 Boeing Co., The  
 20038634 Toshiba America-Medical System  
 30220020 Vbrick Systems  
 Vicor Corp.  
 20051370 Whirlpool Corp.  
 20035833 Yazaki North America Inc.

**Food, Beverage & Tobacco (Mfg.)**

20046562 Anheuser-Busch Companies Inc.  
 30212800 Aurora Food Inc.  
 30212800 Aurora Foods-MO  
 20048386 Beringer Blass Wine Estates  
 30208960 Brach's Confections Inc.  
 30165085 Brooks Food Group Inc.  
 20030410 Cadbury Beverages Inc.  
 Campbell Soup Company  
 20010355 Cargill  
 20062140 Central Soya Company Inc.  
 20014369 Coca-Cola  
 30228944 Coca-Cola-Mid-Atlantic  
 30141383 Coca-Cola-Southern  
 ConAgra-CA  
 30141331 ConAgra-NE  
 ContiGroup Companies  
 20005112 Continental Mills Inc.  
 Continental Mills Manufacturer  
 30247654 Dupont Protein Technologies  
 30169342 Foster Poultry Farms  
 20034035 Fresh Express Inc.  
 20048787 Fresh Start Bakeries  
 20002121 Frito-Lay Inc.  
 30221258 Gate Gourmet Inc.  
 20031530 Gold Kist Inc.  
 20032140 Grande Cheese Co.  
 30141922 Hershey Foods  
 30141550 HJ Heinz  
 30141347 Hormel Foods  
 HP Hood Inc.  
 20047293 JR Simplot Co.  
 20057893 Just Born Inc.  
 30141070 Kellogg  
 20048915 Keystone Foods Corp.  
 20039216 Kraft Foods Inc.  
 20050046 Kraft Foods International  
 20050563 Land O'Lakes Inc.  
 20053622 Lorillard Tobacco Co.  
 20029053 LSG/Sky Chefs  
 20059683 Lundberg Family Farms  
 McCain Foods LTD  
 20057206 McCormick & Company Inc.  
 20038171 Mission Foods  
 20003698 Nature's Sunshine Products  
 30217364 Nestle  
 30247622 Organic Valley

Pepsico  
 20012969 Perdue Farms Inc.  
 30248470 Perfetti Van Melle USA  
 20025920 Pharmavite Corp.  
 30141168 Philip Morris  
 20014675 Pioneer Hi-Bred International  
 20030327 Ralcorp Holdings Inc.  
 30141110 Ralston Purina Co.  
 Rich Products Corp.  
 20021615 Robert Mondavi Winery  
 30141370 Sara Lee Baking Group  
 30141370 Sara Lee Corporation-NY  
 30217614 Schmalbach-Lubeca Plastic  
 20025745 Schreiber Foods Inc.  
 20002650 Seaboard Corporation  
 20003990 Snyders of Hanover-HQ  
 30251518 Snyders of Hanover-Plant  
 20034723 Superior Coffee & Foods  
 30168986 Swedish Match North America  
 20040882 Iams Co., The  
 20005077 Minute Maid Co., The  
 Tree Top Inc.  
 Tropicana Products Inc.  
 20016507 Unilever Bestfoods  
 UST Inc.  
 20052730 Wm. Wrigley Jr. Co.

**Health Care**

30237847 Adventist Health System  
 20021892 Advocate Health Care  
 20036176 Allina Health System  
 30201090 Alterra Healthcare Corporation  
 20045037 American Red Cross-CA  
 20044962 American Red Cross-VA  
 20038396 Apria Healthcare  
 20002528 Asante Health System  
 20032633 AtlantiCare Health System  
 20057752 Avera McKennan  
 20052703 Baptist Health System Inc.  
 30198287 BayCare Health System  
 20043310 Borgess Health Alliance  
 20007935 Botsford General Hospital  
 20058326 Bryan Memorial Hospital  
 30229010 Cardinal Health Systems Inc.  
 20060744 Carilion Health System  
 20061033 Carson Tahoe Hospital  
 20058610 Catholic Charities of Miami  
 20061375 Catholic Healthcare West  
 20023193 Catholic Medical Center  
 20061591 Cedars Sinai Medical Center  
 20023824 Central Vermont Medical Center  
 20060224 CentraState Health Care System  
 30164811 Children's Health System-AL  
 Children's Health System-WI  
 30222307 Children's Hospital Boston  
 20001445 Children's Hospital Los Angeles  
 20001469 Children's Hospital of Philadelphia  
 20001401 Children's Hospital-Omaha  
 20001461 Children's Hospital's Medical-Seattle  
 20001482 Children's Medical Center-Dayton  
 20001550 Chilton Memorial Hospital  
 20028660 Clarian Health  
 30190123 Columbia St Mary's Hospital  
 30242157 CompCord  
 Compensation Advantage  
 Connecticut Children's Medical  
 30230616 Devita Inc.  
 20016726 Doylestown Hospital  
 20018558 Eden Medical Center  
 20021573 Elliot Hospital





30141645	Avon Products	20053828	Louisiana Pacific Corp.	VISX Inc.	
30253177	BAE Systems Controls	20055319	Mannington Mills Inc.	30199771	Water Pik Technologies Inc.
20051435	Ball Corp.	30200749	Martin Marietta Materials	20054233	Waters Corp.
20055500	Binney & Smith Inc. BMC Industries Inc. Boston Scientific Scimed	30141973	Masco Corp.	30250361	Watson Pharmaceuticals
30141467	Bristol-Myers Squibb	30244158	MasterCraft Cabinets	20024991	Wescam Inc.
30220471	Callaway Golf Co.	20058588	Medtronic Inc.	20054346	Western Forge
20062227	CertainTeed Corp.	30208082	Medtronic Vascular	20028471	Wilson Greatbatch LTD
30219293	Chandler Concrete Inc.	20030177	MEMC Electronic Materials Inc. Merck & Company Inc.	20012001	WI Gore & Associates Inc.
20001202	Chemical Lime Chiron Corp.	20011406	Mercury Marine	20011471	Wyeth
20002006	CIBA Vision Corporation	20059593	Merillat Industry Inc.	20057183	YKK Corp. of America
30197215	Clorox Company	20018709	Millipore Corp.	30163095	Zetec Inc.
30211773	Coherent	20027487	Moog Inc.	20054610	Zimmer Inc.
20007828	Colgate-Palmolive Computer Sciences of Raytheon	20001927	MTS Systems Corp.	<b>Metals - Fabricated (Mfg.)</b>	
20044750	Conestoga Wood Specialties Inc.	20031517	National Gypsum Company	30228995	ACCO Brands Accuride International Inc.
20008955	Coors Coorstek Inc.	20004694	New England Business Service	20056321	American Axle & Manufacturing
20009175	Corn Products International	20007116	NMB USA Inc.	30140767	American Boa
20010084	CR Bard Inc.	30141556	Northrop Grumman Corp.-CA	20010585	Anderson Greenwood Crosby Valv.
20051376	Dade Behring Inc.	30252840	Northrop Grumman Corp.-IA	20004386	Bimba Manufacturing Co.
20029229	Dal-Tile International Datascope Corp.	20033103	Northrop Grumman SBMS	20061915	Borg Warner Automotive
20060925	Datex Ohmeda	30165336	NVIDIA	20042311	Borg Warner Inc.
30227346	Degussa Health & Nutrition	20026311	ODL Inc.	20051148	BWX Technologies-BWSI
20014102	Dentsply International Inc.	30198301	OMNOVA Solutions Inc.	20023876	Chatsworth Products Inc.
30226607	Designer Doors Inc.	20015205	Omya Industries Inc.	20057690	Copeland Corp.
30142528	Dial Corporation	20014438	O'Sullivan Industries	20011588	Daifuku America Corp.
30200037	DJ Orthopedics Dolly Inc.	30141917	Owens Corning	30141083	Deere & Company
20019329	Elcor Corp.	30187106	Pactiv Corp.	30170041	Depuy
20019349	ELDEC Corp.	30167321	PGT Industries Inc.	20016288	Donaldson Company Inc.
20021714	Essilor of America	20036021	Philips Medical Systems ATL	20022466	Fairchild Fastener Division Federal Mogul Manufacturing
20047650	Federal Sign	20014084	Philips Medical Systems NA	30250583	Fiskars Brands Inc.
20050127	Genencor International	20010008	PRI Automation	20056075	Fiskars Inc.
30136619	Givaudan Roure Goodrich	20031235	Purdue Pharma LP	30173638	Flowserve
30208804	GreenLeaf Acquisitions LLC	20044819	Rayonier Inc.	30141149	Ford Motor
30163583	Hanson Building Materials Amer.	20050222	Reckitt Benckiser	20025697	Gardner Denver Inc. General Aluminum Corp.
20035553	Haworth Inc.	20020454	Revlon Inc.	20025677	GKN Aerospace Chem Tronics
20044348	Herman Miller Inc. Hitachi Data Systems	30243475	Rinker Materials Corp.	20032023	Graco Inc.
20029487	Hollister Inc.	20056621	Roche Diagnostics Corp.	20029438	Hensley Industries Inc.
20039783	HU-Friedy Manufacturing Co.	20023185	Rubbermaid Inc.	20037686	Hilti Inc.
20041292	IDEXX Laboratories Inc.	30252834	Sara Lee Corporation-IL	20047191	Huck International Inc.
20042872	Instron Corp.	20024982	Satellite Industries Inc.	30200868	Icon Identity Solutions
20061481	International Game Technology	20025722	Schott Corp.	30213267	Implant Innovations Inc.
20043679	International Imaging Material	20026390	Sealy Inc.	20041125	Invensys OEM Products Group
20044107	Invacare Corp.	20016230	Selee Corp.	30240104	ITW Hobart Food Equipment Group
20046022	JM Huber Corp.-HQ	20027620	Shaklee Corp.	20048465	Kennametal Inc. LA Darling Co.-Metals
20039842	JM Huber-Energy Sector	20010157	Shaklee US Inc.	20037767	Leatherman Tool Group Inc.
20019286	JM Huber-Engineered Material	20050784	Siemens Westinghouse Power Corp.	20051475	Lennox International Inc. Midmark Corp.
20055481	Johns Manville Corporation	20029143	Smith & Nephew Inc.	20041028	NSK Corp.
30186150	Johnson Controls	20044292	Southco Inc.	20009401	Oregon Cutting Systems
30202674	Johnson Outdoors	20060402	Special Devices Inc.	30145156	Raymond Corporation
30186084	Jostens	20053438	SSL Americas Inc.	20021152	Rite Hite Corp.
30213549	Keihin Indiana Precision Techn	20033599	Stihl Inc. Stryker Howmedica Osteonics Sulzer Medica USA Inc.	20032075	SPX Corp.
20049030	Kimberly Clark Corp.	20043528	Sulzer Orthopedics Inc.	20032479	Stanadyne Automotive Corp.
20037113	Kohler Co. LA Darling Co.-AK LA Darling Co.-WI	30179853	Sunbeam Corporation	20035884	TD Williamson Inc.
20045348	Lafarge Canada Inc.	20042299	Suntory Water Group Inc.	20042278	Bilco Co., The
30235022	Liberty Hardware Mfg Corp.	30198395	Sybron Dental Specialties	20058483	Budd Company, The
20001154	Lifetouch Inc.	20012115	Systems & Electronics Inc.	20038111	Timken Company Inc., The
30241974	Loewen Windows	30245673	Takasago International Corp. US	20033726	Torrington Company, The
30199169	Longaberger Co.	20034580	Tate Access Floors	20020203	Tredegart Industries-GA
20053589	Lord Corp.	20016531	Teleflex Inc. Terumo Medical Corp.	20040163	TRW Headquarters-OH
20026460	Loreal USA	20044476	TEVA Pharmaceuticals USA Inc.	20046625	Valmont Industries Inc.
		20028961	Gates Rubber Co., The	20014227	Wyman-Gordon
		20027165	Woodbridge Group-Troy, The TRW Automotive	30141371	York International Corp.
		20040906	Twin Disc Inc.	<b>Metals - Primary (Mfg.)</b>	
		30189017	Tyco Healthcare Group	30141026	Alcoa
		30201014	Ventana Medical System Inc.		

30141293 Borden  
 30213075 BPB America Inc.  
 20060941 Carpenter Technology Corp.  
 20042661 Ispat Inland Inc.  
 20027779 James R Glick & Associates Inc.  
 20047474 Kaiser Aluminum & Chemical  
 20009043 LTV Copperweld Corp.  
 30192785 MEC Indiana LLC  
 30192202 Olin Corp.  
 20015957 Precision Castparts Corp.  
 20046243 US Steel  
 20058921 Vesuvius USA  
 20016615 Wright Medical Technology Inc.

**Mining, Including Oil & Gas**

20046157 Anadarko Petroleum Corp.  
 20060596 Apache Corp.  
 20059573 Burlington Resources Inc.  
 30141191 Chevron Texaco  
 20004473 Cleveland Cliffs Inc.  
 30208133 Conoco  
 20017111 Drummond Company Inc.  
 EOD Resources Inc.  
 30141153 ExxonMobil  
 20034252 Halliburton-ESG  
 20036496 Helmerich & Payne Inc.  
 Holcim US Inc.  
 30202572 IMC Chemicals  
 20032503 JM Huber-Engineered Woods  
 30158319 Kerr Mc Gee Corp.  
 20054220 Luck Stone Corp.  
 20031749 Marathon Oil Co.  
 20061796 Mitchell Energy & Development  
 20026368 Ocean Energy Inc.  
 30141957 Phelps Dodge Corp.  
 30191318 Rio Tinto  
 20022468 Rogers Group Inc.  
 Samson Companies  
 Transocean Offshore Inc.  
 Vanco Energy Company  
 20006401 Varco International Inc.  
 20032907 Vulcan Chemicals

**Other Info.Services  
 (News Syn, Libraries, Archives)**

30214095 Akibia Inc.  
 30201190 Amadeus LLC  
 ATX Technologies  
 30138369 Baan USA Inc.  
 30237610 Certegy  
 Cognos Corp.  
 30155750 CommVault Systems  
 30229017 Computer Sciences  
 EMC  
 empactHealth.com  
 30142082 Experian  
 20032940 Fiserv CBS  
 30218660 I Many, Inc.  
 30184641 i2 Technologies  
 20041828 IMS Health  
 30194593 J Walter Thompson  
 20039360 Landmark Graphics Corp.  
 30210332 MDeverywhere  
 20000804 Morningstar Inc.  
 20048538 NDC Health  
 Network Associates Inc.  
 Online Computer Library Center  
 30217394 Optate  
 20038114 Optio Software Inc.  
 30156804 Portal Software

SAP America Inc.-Canada  
 20025057 Securities Industry Automation  
 30247311 Sogeti USA LLC  
 20018343 Synertech Health System Soluti  
 30227780 THINQ Learning Solutions  
 20019515 VPA Inc.  
 Watson Wyatt Data Svcs.

**Paper Products (Mfg.)**

20045812 Appleton Papers Inc.  
 Atlantic Envelope Co.  
 30141321 Avery Dennison  
 30141178 BOISE  
 20057265 Bowater Inc.  
 20059820 Dopaco  
 Graphic Packaging Corp.  
 Gulf States Paper Corp.  
 30141364 International Paper  
 Little Rapids Corp.  
 Loparex Inc.  
 20034167 Nashua Corp.  
 20008576 Packaging Corporation of Ameri  
 20037781 Potlatch Corp.  
 20021219 Riverwood International Corp.  
 20027456 Sappi Fine Paper NA  
 20037181 Smead Manufacturing  
 30141352 Smurfit-Stone Container Corp.  
 30141493 Sonoco Products  
 30213766 Stora Enso North America  
 20051110 Weyerhaeuser Co.

**Petroleum & Coal Products (Mfg.)**

BP  
 20002408 Citgo Petroleum Corp.  
 30146525 Equiva Services LLC  
 20022761 Kvaerner Oilfield Products  
 30221749 Premcor  
 30252281 SDI  
 Shell Oil Co.  
 20023891 Sunoco Inc.  
 20044547 Unocal  
 20046465 Valero Energy Corp.

**Plastics & Rubber Products (Mfg.)**

30190939 Arkay Industries Inc.  
 30230620 Aslide  
 20018492 Bandag Inc.  
 30144742 Bepak Inc.  
 30246053 Carlisle Power Trans Products  
 30225596 Continental Tire North America  
 20008697 Cooper Tire & Rubber Company  
 20032648 Curwood Inc.  
 30141071 Goodyear Tire & Rubber  
 20032079 Graham Packaging Corp.  
 20040550 Hunter Industries Inc.  
 20049077 Kinetico Inc.  
 30239330 Medex Medical Corp.  
 20031832 Mentor Corp.  
 20060363 Michelin North America  
 20047768 Phillips Plastics Corp.  
 20030433 PQ Corporation  
 Prairie Packaging  
 30199459 PWPipe  
 20060534 Quadion  
 Quadrant Engineering Plastics  
 20058555 Saint-Gobain Calmar  
 20038378 Sealed Air Corp.  
 20028633 Silgan Plastics Corp.  
 30198885 Solvay Engineered Polymers  
 30240218 Stampin' Up

20044814 Strongwell  
 Synventive Molding Solutions  
 Teknor Apex Co.  
 20038480 Toray Plastics America Inc.  
 20039853 Tredegar Industries-VA  
 20056801 Trostel LTD  
 20040685 Tupperware Corp.

**Printing (Mfg.)**

20044406 American Greetings Corp.  
 30212807 Brady Corporation  
 30190765 Corporate Express Doc. & Print Mgmt.  
 30204497 Cox Target Media Inc.  
 20013994 Deluxe Corporation  
 20037298 Hallmark Cards  
 30247251 Imagistics  
 20045984 JJ Keller & Associates Inc.  
 20041088 John H Harland Company  
 20047561 Journal-Chronicle Company  
 20021103 Morris Communications  
 NCS Pearson  
 30216754 North Jersey Media Group Inc.  
 30141117 RR Donnelley & Sons  
 20038045 TimeMed Labeling Systems Inc.  
 Vertis Inc.  
 30229047 Vertis Retail & Newspaper  
 20003317 Wallace  
 Walter G Anderson Inc.

**Professional, Scientific & Tech. Service**

30250885 ABB Lummus Global Inc.  
 ACNielsen  
 30192699 ACS Inc.  
 30203986 Aerospace Corporation  
 20017144 Alcatel  
 Allecure  
 30212461 Allegheny Technologies Inc.  
 20043825 American Dental Association  
 20044508 American Institute of Physics  
 American Management Systems Inc.  
 20060780 ANSER  
 30207075 Answerthink, Inc.  
 20021136 Anteon Corp.  
 20048718 Aon Consulting-CA  
 20045913 Applied Physics Laboratory  
 30252829 Aramark Uniform Services  
 20047675 Argonne National Laboratory  
 20047695 ARINC Inc.  
 20031575 Arthur Andersen LLP  
 Arthur Andersen LLP-Tax Tech.  
 30248525 Authenticate Inc.  
 Automatic Data Processing  
 30218300 Avalanche Technology  
 Babcock & Wilcox Co.  
 30141982 Baker Hughes Inc.  
 20053337 Battelle  
 20011076 Battelle PNNL  
 30212713 Bechtel Jacobs Co. LLC  
 20021055 Bechtel Corp.  
 Bechtel Nevada  
 20006256 Bell Technologies Inc.  
 20009746 Biodynamic Research Corp.  
 BioTechnology General  
 30138978 Black & Veatch  
 20058380 BNFL Inc.  
 20019067 Booz Allen & Hamilton  
 20058035 Brookhaven National Laboratory  
 30171890 BSQUARE Corp.  
 20006194 Burns & Roe Enterprises Inc.  
 30216038 BWXT Y-12

20059407	CACI Inc.	30251643	H&R Block-Tax Services	20054864	Oak Ridge Associated University
30182903	Calibre	30228513	Hawley Troxell Ennis & Hawley	20009344	Orbital Sciences Corp.
20038260	Camp Dresser & Mc Kee Inc.	30162443	HDR Inc.	30173267	Parsons
20016027	Cap Gemini Ernst & Young Career Placement Assoc.	20043720	Headstrong Healthcare Info & Mgmt. Sys. So.	30253180	Phase Forward Inc.-Waltham
20036092	Carlson Dettmann Assoc.	20016958	Heller Ehrman White & Mc Aulif	30220039	PHH Arval
20048183	Carlson Wagonlit Travel	30165035	Hewitt Associates LLC	20015516	Population Council
30219025	Carter & Burgess	30161809	HF Lenz Company	20015638	Post Buckley Schuh & Jernigan
30226907	CBIZ Miller Wagner Business	30203341	Hitachi Chemical Research Ctr. HNC Software Inc.	30199945	PTC
30219628	Certive Corp.	20043856	HNTB Corp. Howard Hughes Medical Institute Howreysimon Arnold & White LLP HRadvantage LLC HydroChem Industrial Services	30184659	QRS Corporation
20003223	CGI Group Inc.	30208429	Idaho National Engrg & Environ	20022784	Quintiles
20000338	CH2M Hill Charles River Laboratories	20022370	IDX Systems Corp.	20018464	Quorum
20006261	CIIT Center for Health Research Clark/Bardes Consulting	20042470	Information Resources Inc.	30252603	RA Frazer Associates Rand Corp.
20057687	Clarkston	20045649	Innolog Innovex Inc.	20039078	Rational Software Raytheon
30191615	Clifton Gunderson LLC	20042927	Insurance Information Inst.	20020134	Research Triangle Institute RG Bauer & Associates
20005156	Cogema Inc.	30220222	Invertix Corp. iQuantic Buck	30250360	RGII Technologies Inc.
20006722	Compdata Surveys	30211603	J David Gladstone Institutes	20022113	RMT
30212395	Compensation Resource Inc.	20045616	JD Edwards	30228904	Rockwell Science Center
30141169	Computer Sciences, HQ	20045645	Jeanneret & Associates Inc.	20039326	Ross Controls
30162740	Compuware Corp.	20044573	Jefferson Lab	20030193	Runzheimer International
20028108	COMSYS Technical Services, Inc.	30159980	Jenkins & Gilchrist PC	30200984	Russell Mellon Analytical Svc.
30190984	Convergys Corp.	30141340	Johnson & Johnson Johnson Controls Govt. Svcs.	20023289	Russell Reynolds Associates
20060678	Covance Laboratories Inc.	20042505	Johnston Smith International	30248409	S&H Greenpoints
20046887	Cubist Pharmaceuticals Inc. D Hilton Associates Inc.	30143778	Kanbay Inc.	20030222	SABRE Inc.
20060937	Data Center Inc. Daymon Associates Inc.	20048056	Keane Inc.	20024397	Sandia National Labs Sarnoff Corp. Science and Applied Technology
20001669	Dendrite International Inc.	20047850	Kendle International	20061636	Secure Computing Corp.
30216643	Digitas LLC	30234820	Kintana Inc.	30181741	Sharp Laboratories of America
30171169	DoubleClick Inc.	30202644	Kling Lindquist	20012192	Siemens Medical Systems OCS
20016849	Draper Laboratory Inc.	30165036	KPMG Infrastructures	30242778	Social & Scientific Systems Society or Worldwide Finance
20017766	Dynamics Research Corp.	20050114	Kronos Incorporated	20030575	Southwest Research Institute
20030125	Earth Tech	20022990	Lane Gorman Trubitt LLP Lawrence Berkeley National Lab	20002268	Soza & Company
30206008	eFunds Corp. EG&G Special Projects	20050906	Lawrence Livermore National Lab	20030791	Space Telescope Science Inst. Spacehab Inc.
20052461	Elan Pharmaceuticals	20007463	Lawson Software	30215333	Spherion Corp.
30141504	Electronic Data Systems	30197221	Lee Technologies Group Lernout & Hauspie	30183944	Springborn Laboratories
20059899	Embrex Inc.	20052256	LIMRA International	20031352	SRI International
20020279	Employers Association Employers Resource Council	30141303	Lockheed Martin-HQ	20012750	Stanton Group Inc.
20045958	Enherent Corp.	30252832	Lockheed Martin-NJ	20033519	Sterling Commerce Interchange
20031491	ENSR Corporation	20053662	Los Alamos National Lab Magna Seating Systems	30239984	Stratagene Strategic Pay Partners
30208124	Epresence Inc.	20037709	Mantech	20034094	Sullivan Cotter & Associates Sutter Health Synavant
30159811	Ernst & Young Executive Resource Group Inc.	20056797	Matthews Young-Management Cons. Mercer H.R. Consulting	20035070	Synco International Corp.
20027653	FBD Consulting Inc.	20040406	Merit Resource Group Inc.	30219646	Syntegra
20040961	FCG Management Services	20019625	Mitre Corp. Mountain States Employers Council	20008668	Tektronix Inc.
20023746	Fermi National Accelerator Lab.	30189655	MSC Software Corp.	20036771	Teradyne Inc.
30251644	First Consulting Group	20001696	MSX International Inc.	30161698	Haygroup, The
20026322	Fleishman Hillard Inc.	20025059	Nabi	20006904	Institute for Defense Analysis, The Jaffe Group, The Rosen Group, The
30141521	Fluor Corporation FPL Associates Consulting	20041784	National Academies	20004244	Survey Group, The
20046725	Framatome Technologies Inc.	20003250	National Renewable Energy Lab.	20049274	Waters Consulting Group Inc., The Whitney Smith Company Inc., The Titan Corp.
20027984	Fred Hutchinson Cancer Research Galaxy Scientific Corp. Galderma Labs	30141100	NCR Corp.	30248474	Titan Jaycor
30191955	Galdermar R&D Inc.	20004306	NECA	30246194	TMX Interactive Inc.
20029577	Genentech Inc.	30212660	Neoforma.com	30245138	Torrey Mesa Research Inst.
20029591	General Atomics	30224307	Neoris	20035483	Toyota Technical Center USA Inc.
20004788	General Dynamics-AIS	30212080	NerveWire Inc.	30228966	TRW-VA
30214475	Geocomp Corporation	20048137	Noesis Inc.	20034692	UCAR
20037400	Getronics Government Solutions Glaxo Smith K Line	20038391	North American Energy Services	20027570	Underwriters Laboratories
30220911	GlaxoSmithKline ConsumerHealth GRC International	20006936	Northwestern Travel Service	30141093	Unisys Corp.
20004217	GRC International, HQ	20029555	NYU Medical Center	30162733	United Asset Coverage Inc.
20034033	H&R Block World-HQ				

20019661 United Defense Armament System  
 20053007 United Space Alliance  
 20059499 UOP  
 30170783 US Relocation  
 20018631 User Technology Associates Inc.  
 30245056 Veridian Information Solutions  
 20047406 Vinnell Corp.  
 20047412 Vinson & Elkins LLP  
 20033646 Visa  
 30197684 Vista Information Technology  
 30165011 Watson Wyatt Worldwide  
 Westat Inc.  
 20025365 Westinghouse Electric  
 20040844 Wipfli Ullrich Bertelson LLP  
 30242255 WNB Consulting  
 20052871 Woods Hole Oceanographic Inst.  
 Xansa  
 20004692 ZymoGenetics Inc.

### Public Administration

20039841 Administrative Office of Court  
 30197995 Albemarle County  
 20046607 Anoka County  
 20055369 Arizona Supreme Court  
 BAE Systems-IEWS  
 Board of Governors of Federal  
 20003111 City of Ames  
 20003122 City of Anaheim  
 20003270 City of Charlotte  
 20003292 City of Chesapeake  
 20003318 City of College Station  
 20048350 City of Colorado Springs  
 20003349 City of Dallas  
 20032229 City of Dover  
 20046534 City of Fairfax  
 20002281 City of Ft. Lauderdale  
 20003479 City of Glendale  
 20003485 City of Greensboro  
 20003513 City of Hickory  
 City of Houston  
 20039370 City of Irving  
 20057223 City of Jacksonville  
 20003592 City of Las Vegas  
 20050214 City of Logan  
 20061732 City of Manassas  
 20011870 City of Naperville  
 City of Newport News  
 20003853 City of Overland Park  
 20003911 City of Pocatello  
 20007706 City of Richardson  
 20000794 City of Richmond  
 20003948 City of Roanoke  
 20039991 City of Seattle  
 20026700 City of Wilmington Human Res.  
 20004219 Clackamas County  
 20004325 Clark County  
 20039239 Colorado Housing & Finance Auth.  
 County of Denton  
 20022505 County of Fairfax  
 20028444 County of Kent  
 County of Los Angeles  
 County of Loudoun  
 20042336 County of Outagamie  
 20014793 DFW International Airport Board  
 30186762 District of Columbia Courts  
 30164086 Georgia Merit System  
 20042639 Hall County Board of Commission  
 20058819 Harris County Texas  
 30237243 Horry County Government  
 30213854 Idaho Housing & Finance Assoc.

20041461 Illinois Dept of Central Mgmt Svcs.  
 20041469 Illinois Dept of Transportation  
 20030273 Jefferson County Government  
 20052934 Jet Propulsion Laboratory  
 30163496 Lacera  
 Lincoln Laboratory  
 20007958 Metropolitan Council  
 Minnesota State Senate  
 20061704 Missouri Dept. of Conservation  
 20002616 Nashville & Davidson County  
 20004883 New Mexico State Personnel Office  
 20006123 North Dakota Personnel Division  
 20009272 Orange County Government  
 20008524 Orrick Herrington & Sutcliffe  
 20032074 Palm Beach County Sheriff's Office  
 20005238 Pinellas County Unified Person  
 20028505 Pitkin County  
 20015542 Port Authority of New York & New Jersey  
 20015570 Port of Portland  
 20046611 Port of Seattle  
 20026915 Sedgwick County  
 20027154 Seminole County Government/BCC  
 20032064 St. Louis County Government  
 20059625 State Corporation Commission  
 20033071 State of Arizona  
 20033074 State of Colorado Human Resource  
 30184736 State of Idaho  
 20033249 State of Utah  
 20019979 State Teachers Retirement Sys.  
 20038886 Town of Hilton Head Island  
 30164023 Town of Lexington  
 30228969 TRW Space & Electronics  
 20034492 Volusia County Government  
 20056003 Washington State Dept. of Personnel  
 20025463 Williamson County Government  
 20031303 Wisconsin Dept. of Employment  
 30228673 Wyoming Business Council

### Publishing Industries, Software

20016131 Adobe Systems Inc.  
 20012085 Again Technologies Inc.  
 ATG  
 20014344 Autodesk Inc.  
 20052513 Bankers Systems Inc.  
 20030969 Bureau of National Affairs Inc.  
 30186967 Business & Legal Reports  
 20006121 CCH Inc.  
 20041307 CES  
 20039517 Concordia Publishing House  
 Copley Press  
 20015043 Dictaphone  
 20016651 Dow Jones & Company Inc.  
 20022456 Elsevier Science Inc.  
 20024036 Filenet Corporation  
 30183157 Gale Group  
 30141866 Gannett  
 30141157 General Electric  
 20033798 Guideposts Associates Inc.  
 Harcourt Inc.  
 20039189 Houghton Mifflin Co.  
 30206795 Infogrames Inc.  
 International Data Group  
 20039820 Intuit  
 20046497 John Wiley & Sons Inc.  
 20016020 Knight Ridder Business Info Svc.  
 30194762 Latitude Communications  
 20051252 Lee Enterprises Inc.  
 30224305 Macgregor  
 Martha Stewart Living Omnimed.  
 Media General Inc.

Mentor Graphics Corp.  
 20059505 Meredith Corp.  
 30235659 Monterey Design Systems  
 20003032 National Geographic Society  
 30141491 New York Times  
 30245567 Newkirk  
 20005270 Newsday  
 30163706 Orange County Register  
 20028757 Pearson Education  
 20015147 Playboy Enterprises Inc.  
 Rand Mc Nally & Company  
 30174592 Random House Inc.  
 30197703 Requisite Technology  
 20007017 RL Polk & Co.  
 30173370 Saxon Publishers  
 30140074 Seattle Times  
 30248522 SIM Author Inc.  
 Software & Services of Louisiana  
 St. Petersburg Times  
 20034994 Sybase Inc.  
 20039256 Houston Chronicle, The  
 20011003 McGraw-Hill Companies, HQ, The  
 30251520 McGraw-Hill-Education, The  
 30251521 McGraw-Hill-Financial Svcs., The  
 30251522 McGraw-Hill-Info & Media, The  
 20039962 Tribune Company  
 20042624 US Pharmacopeia  
 30218658 Vignette Corporation  
 30138433 Washington Post  
 20051183 West Group

### Retail Establishments

1 800 Flowers  
 20051385 7-Eleven  
 30244195 Advance Auto Parts  
 30141516 Albertsons  
 30209226 Amerigas  
 20031835 Ames Department Store  
 20060849 Ann Taylor  
 20047825 Arizona Mail Order Company Inc.  
 30210396 Attributes  
 30141528 Autonation Inc.  
 30186171 AutoZone  
 20018682 Barnes & Noble College Bookstore  
 20046651 Bear Creek Corp.  
 20035152 Berlex Laboratories Inc.  
 30232115 Big Lots  
 20051381 Big Y Foods Inc.  
 30141357 BF'S Wholesale Club  
 30186388 Blockbuster Inc.  
 Brookshire Grocery Company  
 30236874 Brownells  
 Caribou Coffee Company  
 20052457 Carlson Restaurants Worldwide  
 Casual Male Corp.  
 20023935 Columbia House Co.  
 20057947 Compass Group USA  
 20010003 CPI Corp.  
 CVS Pharmacy  
 30148650 David's Bridal  
 Dayton's Commercial Interiors  
 30208099 Dollar General  
 Dunhams  
 20041206 Eddie Bauer, HQ  
 30251645 Eddie Bauer-Stores  
 20009145 Footstar  
 20039446 Fred Meyer Inc.  
 20030405 General Nutrition Inc.  
 30226504 Green Mountain Energy Co.  
 30141359 Hannaford Bros.



30229645 Budget Group  
 30135380 CF Bean LLC  
 30231989 CNF Inc.  
 DSC Logistics  
 30211074 Exel  
 30253170 Federal Express-Supply Chain  
 Regional Transportation Auth.-Chicago  
 20020178 Resort Condominiums Int'l.  
 United Parcel Service  
 30228938 UPS Freight Svcs.  
 30230197 USF Worldwide

**Utilities**

30167605 AGL Resources  
 Alabama Electric Cooperative  
 20041244 Alabama Gas Corp.  
 20042107 Allegheny Energy  
 20052569 Alliant Energy  
 30141368 Ameren  
 20043844 American Electric Power  
 30216525 American Transmission Co.  
 20048880 Associated Electric Cooperative  
 20049185 Avista Corp.  
 30141341 Baltimore Gas & Electric Co.  
 20055710 Black Hills Corporation  
 20020776 Center Point Energy  
 20062029 Central Hudson Gas & Electric  
 30160170 Chelan County PUD #1  
 30141918 Cinergy Corp.  
 20004517 CIPCO  
 20003023 Citizens Gas & Coke Utility  
 20006432 Colorado Springs Utilities  
 30232030 Connectiv  
 20007581 Consolidated Edison  
 20007806 Consumers Energy  
 20021846 Derry Township Municipal Auth.  
 30155101 Dist. of Columbia Water & Sewer  
 20016223 Dominion Resources Inc.  
 30141972 DTE Energy  
 30228945 Duke Energy Corp.-NC  
 30141474 Duke Energy Svcs.-North America  
 30190942 Dynegy Inc.  
 Energy Developments  
 30235842 Entergy Wholesale Operations  
 20003921 Eugene Water & Electric Board  
 20004374 Fayetteville Public Works Comm.  
 30141499 Firstenergy  
 20026600 Florida Power & Light Co.  
 30200109 Georgia System Operations  
 20044586 Great Lakes Gas Transmission Co.  
 20035536 Hawaiian Electric Co. Inc.  
 20041230 Idaho Power Co.  
 30183186 Institute of Nuclear Power  
 20047834 Kansas City Power & Light Co.  
 20049467 Knoxville Utilities Board  
 30141926 LG&E Energy  
 20038944 Lincoln Electric System  
 20053919 Lower Colorado River Authority  
 20017502 Madison Gas & Electric Co.  
 30253144 Marquette Bl&P -Generating Plt.  
 20056512 Marquette Board Light & Power  
 20022280 MEAG Power  
 20058916 Memphis Light Gas and Water  
 20044250 MidAmerican Energy Company  
 20060852 Midland Cogeneration Venture  
 20061472 Minnesota Power  
 30224168 Murant  
 20002631 Nashville Electric Service  
 20018165 Nebraska Public Power District  
 20002846 New York Power Authority

20005369 Nicor Inc.  
 30251088 Northwestern Energy  
 30200571 Nstar Electric Gas Corp.  
 20053913 Nuclear Management  
 20006836 NW Natural  
 20059114 Omaha Public Power Resources  
 Oneok Inc.  
 20009634 Orlando Utilities Commission  
 30141075 Pacifcorp  
 20012738 Peoples Energy Corp.  
 30141497 PG & E Co.  
 30252837 PG&E National Energy Group  
 20038904 Piedmont Natural Gas Company  
 20014593 Pinnacle West Capital Corp.  
 20012468 PPL Corp.  
 30223413 Progress Energy  
 30196303 PSEG Corporate  
 30168944 PSEG Global  
 20017647 Pub. Svc. Co. of New Puget Sound Energy  
 20018322 Questar Corp.  
 30158772 Reliant Resources  
 20021747 Rochester Gas & Electric Corp.  
 20023984 Salt River Project  
 20024081 San Antonio Water System  
 20030023 SCANA Corp.  
 20017332 Semco Energy  
 30141510 Sempra Energy  
 20029492 Snohomish County  
 20030109 South Jersey Gas Co.  
 Southern California Edison Co.  
 20009710 Southern Company  
 20054376 Southern Company Services Inc.  
 20030536 Southwest Gas Corp.  
 20036134 TECO Energy Inc.  
 20014768 Texas-New Mexico Power Co.  
 20037544 Thermal Energy Cooperative  
 20028080 UGI Utilities Inc.  
 20047043 United Electric Cooperation  
 20034070 United Water Management & Svc.  
 20040540 Unitil Service Corp.  
 20048156 Wabash Valley Power Association  
 20005252 Williams Energy Services  
 20052516 Wisconsin Energy Corp.  
 20052781 Wolf Creek Nuclear Oper Corp.  
 30143898 Xcel Energy Inc.

**Wholesale Durable Goods**

30141486 Ace Hardware  
 30211771 Aramco Services Company  
 Arrow Electronics  
 20048905 Associated Grocers Inc.  
 20050858 Aviall Inc.  
 Canon USA Inc.  
 Fisher Scientific  
 20032091 Grainger  
 20017077 Hughes Supply Inc.  
 20040840 Hyundai Motor America  
 20032368 IMC Holdings  
 30208212 Ingram Book  
 30149310 Interstate Batteries  
 20044520 Isuzu Motors America Inc.  
 20046015 JM Family Enterprises Inc.  
 20037540 Kaman Indl Technologies Corp.  
 20020270 Kawasaki Motors Corp. USA  
 20038497 Maintenance Warehouse  
 30245026 Manheim Auto Auction  
 20007070 MBM Corp.  
 Medco  
 20049592 Mercedes Benz  
 20061531 Minolta Corp.

Mitsubishi FUSO Truck of America  
 20061891 Mitsubishi International Corp.  
 20061901 Mitsubishi Motor Sales of Amer.  
 20061920 Mitsui & Company USA Inc.  
 20028374 Oce Printing Systems USA Inc.  
 20012616 Pentax Corp.  
 30198238 RISO Inc.  
 30198283 Schaedler Yesco Distribution  
 20055118 Teac America Inc.  
 20039093 Toyota Motor Sales USA  
 30141330 TruServ  
 20044369 Viking Electric Supply  
 20047945 Volkswagen of America Inc.  
 20028144 VWR Scientific Products Corp.  
 20050009 Waterford Wedgewood Inc.

**Wholesale Electronic Markets, Agents**

30234975 Converge  
 Epson  
 30141326 Graybar Electric  
 20029773 Interlinq Software Corp.  
 20038659 Itochu International Inc.  
 20051663 TDK Electronics Corp.

**Wholesale Nondurable Goods**

Cardinal Health Inc.  
 30204123 Ferguson Enterprises Inc.  
 Globus & Cosmos  
 30141373 Hasbro  
 20006801 Helena Chemical Co.  
 20013312 Henry Schein Inc.  
 30204556 Home Interiors & Gifts  
 30230439 HPR Partners  
 30168291 Ingram Industries Inc.  
 30141470 Ingram Micro  
 20010525 Katun Corp.  
 20041473 Lands' End Inc.  
 30141912 Nash Finch Co.  
 30212510 Nike  
 30169399 Norbest Inc.  
 20054420 Nova Factory Inc.  
 20007213 Novo Nordisk Pharmaceuticals  
 PrimeSource  
 30216694 Professional Veterinary  
 30141472 Supervalu Inc.  
 Paper Magic Group, The  
 20003418 Three Five Systems Inc.  
 30226257 Vopak USA Inc.  
 20052140 Williams Sonoma Inc.

**All Other Finance**

1st National Bank of Omaha  
 20040993 AIM Management Group Inc.  
 30226568 Amicus  
 30208299 Amstar Group LTD  
 30199569 ANC Rental Corp., Inc.  
 30155688 Associated Estates Realty Corp.  
 20021410 Avis Rent A Car  
 30141161 Bank of New York  
 30209124 Bell Tel Credit Union  
 20028832 Capital Asset  
 Citibank-Emerging Markets  
 Combined Properties Inc.  
 20016263 Countrywide  
 20040192 Delaware Investments  
 20046980 Dell Financial Services  
 20016657 Dollar Rent A Car  
 20013462 Downey Savings & Loan  
 30241810 Duke Realty Corporation  
 20060802 Edison Capital



# COMPANY LISTING

Note: A numerical code preceding the name of an organization indicates authorization to use the organization's data in confidential, supplemental group reports. (See last page for ordering information.)

## CANADIAN FIRMS

	3M Canada Inc.	20011884	City of Edmonton	20016634	Hunter Douglas Canada Ltd.
30169025	Accenture		City of Spruce Grove	20016653	Husky Injection Molding System
	ACNielsen	20030516	College of Physicians & Surgeons	30204482	Hydro One Networks Inc.
30180877	ADP Canada	30141169	Computer Sciences		IATA
20032818	AGFA Corp.	20012571	Conference Board of Canada	30221981	Icom Information & Communication
20006505	Air Canada Inc.	30190984	Convergys Corp.	20029065	Imation Canada Inc.
	Alberta Energy & Utilities	20012250	Cooperators General Insurance		Imperial Oil LTD
20007970	Alberta Motor Association	20012798	Corp. City of Burlington	30236002	Information Services Corp. of SK
30206042	Alea North America Company	20008890	Corporate BMO	30141470	Ingram Micro
	Aliant	20008549	Credit Union Central Alberta	30179572	Interlake Regional Health Auth.
20037737	Allied Domecq Spirits & Wine	20012961	Credit Union Central of Manitoba	20034313	Investment Dealers Association
30141320	Allstate Insurance Co. Canada	30177935	CREO	20017261	Investors Group
30147887	Aluma Enterprises Inc.	30204032	Danone Inc.	20014297	i-Stat Canada Ltd.
30158455	Aon Consulting - Canada	20037654	Dawn Food Products	20047293	JR Simplot Co.
	Apache Canada Ltd.	30214047	Department of Finance of NB	20017648	Kennametal LTD
30141170	AT&T Canada	20014625	Desjardins Securite Financiere	20017758	Kodak Canada Inc.
20008005	ATCO I-Tek	30213686	DMTI Spatial Inc.	30165036	KPMG
	ATI Technologies Inc.		Dominion of Canada Gen. Ins., The	20017814	L' Industrielle-Alliance Co.
	Avaya	30141367	Dow Chemical Co., The	20057206	La Cie McCormick Canada Co.
20007322	Aventis Pasteur Ltd.	30228945	Duke Energy Corp.-Gas Transmission	20045348	Lafarge Canada Inc.
30200070	Aventis Pharmaceuticals	30183411	DWL Inc.	20018117	Laurentian Bank of Canada
20008833	Ball Packaging Products Canada	30247011	EastLink	20018375	Liberty Health
20008877	Bank of Canada	20018457	Ecolab Inc.-Canada	20001995	Liberty International Canada
	Bata Limited	30219191	Ed Smith & Sons LTD	30181118	Loblaw Companies Limited
20009115	BC Hydro	20014203	EDS Systemhouse Inc.		Lockheed Martin
	BC Institute of Technology	20014240	Emco Ltd.		London Life Insurance Co.
20009138	BC Medical Association	30248734	Envision Credit Union	20018615	Mac Donald Dettwiler
20009825	Beer Store, The	30215737	epost	20055457	Manulife Financial
	Bell Canada	20020972	Equifax Inc.		Mazda Canada Inc.
20009360	Bell Helicopter Textron Inc.		Ericsson Research-Canada	20039430	Mc Master University
20025085	Bethany Care Society	30141313	Estee Lauder Cosmetics	20044595	MDS Aero Support Corp.
20038121	Biomira	20011001	Fairmont Hotels & Resorts	20020814	MDS Nordion Inc.
20009591	Boehringer Ingelheim Canada Ltd.	20014635	Federation des Caisses Populai	30229551	MDS Scieux
20053758	Bombardier Aerospace-Canada		Fisher Gauge	20014282	Metro Materials
30221829	Brant Community Healthcare Sys.	20021300	Galileo International-Canada		Michelin North America Inc.
20026834	Business Depot LTD, The	20010795	General Accident Group Canada	30183374	Microcell Telecommunications
20006605	BYK Canada Inc.	20008014	Government of Alberta	20054555	Mikasa
20012569	CAAT Pension Plan	20015613	Government of NWT	20059788	Monsanto Canada Inc.
20045796	Cadillac Fairview Corp. Ltd.		Graphic Packaging Corp.	30174784	MOSAID Technologies Inc.
20030637	Calgary Laboratory Services	20015735	Greater Vancouver Regional Dist.		Motorola
20022684	Canac International	30219546	Group Telecom	20020337	National Bank of Canada
30236315	Canadian Breast Cancer Foundation		Growmark Inc.	20005999	National Energy Board
20010879	Canadian Medical Association	30225783	GTC Transcontinental Group Ltd.		New Brunswick Power
20010933	Canadian National Railways	30252204	H&R Block-National Office	20020616	Newfoundland & Labrador Hydro
20011014	Canadian Pacific Railway	30252203	H&R Block-Tax Field Ops.	30226310	Nexans Canada Inc.
20011022	Canadian Petroleum Association	20015974	Halifax Port Corp.	20052386	Noranda Inc.
20011142	Canadian Wheat Board	20015990	Hallmark Canada	20037624	Norbord Industries
20011170	Canon Canada Inc.	20023302	Harlequin Enterprises LTD	20047792	Nortel Networks
	Cara Operations Ltd.		Hasbro Canada Corporation	20020901	North West Company, The
20011238	Cargill LTD	20008246	HB Group Insurance	20030996	Nova Chemicals
20053459	Carswell	30200044	HDS Retail	30240715	Nova Scotia Public Service Com.
20009374	Cascade Employers Association	20036749	Hershey Canada Inc.	30157305	Novopharm LTD
	Casco Inc.	30141179	Hewlett-Packard	30253188	OAOT-New Brunswick
	Celestica Inc.	20020410	High Liner Foods Inc.	30253189	OAOT-Ontario
30216850	Ceridian Canada LTD	20033310	Hostess Frito-Lay	30211891	Oasis Technology LTD
20013253	CGI Inc.	20039242	Household Financial Corp. LTD	20021237	OMERS
	Chubb Insurance Co. of Canada		HRPAO		Ontario Teachers' Pension Plan
	Citadel Assurance	20016331	HSBC Bank Canada	20050876	Oracle Corp. Canada Inc.
20007007	City of Brandon	20000737	Hummingbird Associates	30182290	OSFI

	Page Credit Union	20018460	UPS Logistics Group
30156690	Parmalat Canada	30230042	Utilicorp Networks Canada LTD
30161212	PCS Inc.		Wal-Mart Stores
20042674	PerkinElmer Optoelectronics	20024991	Wescam Inc.
20022134	Petro Canada	30163765	Wescast Industries Inc.
30223848	Pfizer Canada Consumer Group	20026796	Western Canada Lottery Corp.
20004049	Pilot Insurance Company	20018650	Weyerhaeuser Canada Ltd.
20008656	Placer Dome Inc.	20027165	Woodbridge Group, The
20053868	Polycon Industries	20049462	Workers' Compensation Board-AB
30140266	Prairie Agricultural Machinery	20049507	Workers' Compensation Board-MB
20051477	Praxair Canada Inc.	30141522	Wyeth
20034307	Providence Health Systems-Alaska	30170576	XWave Solutions
30223628	Raytheon Systems Canada Ltd.	20050550	Yamaha Motor Canada LTD
30155010	RedBack Networks	30243918	Zarlink
30219047	Region of York		
20041087	Regional Municipality of Halton		
30223818	Reid Eddison Inc.		
20023345	Rogers Communications Inc.		
	Royal & Sun Alliance Insurance		
20023449	Royal Bank of Canada		
20023530	Royal Le Page Real Estate		
	Sage Developmental Resources		
	SAP America Inc.		
20055669	SASK Power		
30169204	Saskatchewan Public Service Co.		
	Saskatchewan Research Council		
20015768	SaskEnergy		
20006350	Saskferco Products Inc.		
20023823	SaskTel		
	Schneider Foods Inc.		
20008926	Scotia Bank		
30246846	SEA Systems		
20026390	Sealy Inc.		
30166895	SED Systems Inc.		
20027227	Sentara Healthcare		
	SFAP		
	Shell Canada LTD		
20050784	Siemens Westinghouse Power Corp.		
30240455	Sim & Mcburney		
20021512	Sobeys Canada Inc.		
20008309	St. Michael's Hospital		
20024746	Standard Life Assurance Co.		
	Stantec Consulting Ltd.		
	Steelcase Canada LTD		
20052782	Strathcona County		
20034994	Sybase Inc.		
20025074	Syncrude Canada Ltd.		
	Talisman Energy		
30179608	TD Bank Financial Group		
30140240	TDL Group LTD, The		
30182288	Teknion Furniture Systems		
30203761	Telesystem International Wirel		
30227780	THINQ Learning Solutions		
	Toronto Board of Trade, The		
20016522	Toronto Star, The		
20038514	Toronto Stock Exchange		
30204433	Torys		
20025589	Toyota Motor Manufacturing Canada		
30227382	Trader.com		
	Trans Canada Credit		
20025706	TransAlta Utilities Corp.		
30221831	Transamerica Life Canada		
30218011	TruServ Canada Cooperative Inc.		
20001324	UNICEF		
	Unisys		
20026090	United Way		
20025435	University Health Network		
20026215	University of Ottawa		
	Unocal		

# SURVEY DEFINITIONS

## NONEXEMPT HOURLY NONUNION

Hourly nonunion employees covered by the Fair Labor Standards Act of 1938 (FLSA). Excludes hourly union employees.

## NONEXEMPT SALARIED

Salaried nonunion employees covered by FLSA. Excludes hourly employees, both union and nonunion.

## EXEMPT SALARIED

All other salaried employees, except officers and executives, not subject to the overtime pay provisions of FLSA.

## OFFICERS/EXECUTIVES

Top and/or senior management. Typically the chief executive officer through the executive vice or vice president.

## NUMBER OF MONTHS (INTERVAL) BETWEEN INCREASES

Reports the number of whole months between previous increase and current increase for the applicable employee group.

## GENERAL INCREASE

Any across-the-board increase granted to all or most employees in the group and given without consideration to performance. Such increase is granted in terms of cents per hour or percent of pay, but for purposes of this report, is expressed as a percentage based on the average salary of the applicable group.

## COLA (COST-OF-LIVING ADJUSTMENT)

An increase automatically granted to all employees in the group when the Consumer Price Index rises to a given number of points. Such increase is granted in terms of cents per hour or percent of pay, but for purposes of this report is expressed as a percentage based on the average salary of the applicable group.

## MERIT INCREASE

The amount to be granted as individual, performance-based increases during a year. The budget percentage is calculated as the sum of all salary merit increases granted or scheduled to be granted in the year divided by the total salaries of all eligible employees whether or not they received a merit increase. (The calculation incorporates participation rates.)

## TOTAL SALARY INCREASE

The total amount of any combination of the above increases (General, COLA, Merit, Other) expressed as a percentage of payroll to be granted as increases during a year. The budget percentage is calculated by totaling the amount of general increases, cost-of-living adjustments, merit and other increases granted or scheduled to be granted in the year, and dividing by total salaries of all eligible employees whether or not they received a salary increase.

## SALARY RANGE STRUCTURE INCREASE

The amount by which the established control points (often the midpoints) of a formal salary range, band, (or wage rate) are adjusted to reflect movements in the market place. The percentage increase in the salary structure control points or midpoints within the salary structure pay ranges.

## AVERAGE PROMOTIONAL INCREASE

The average actual increase as a percent of base salary awarded to employees receiving a promotion.

# U.S.

## 2002/2003 Total Salary Increase Budget Survey

Please Return Questionnaire No Later Than May 3, 2002.



The Professional Association for  
Compensation, Benefits and Total Rewards

1. NAICS code must be completed (to be included in the survey). Using the "NAICS Code" listing, enter your three-digit industry code. If your organization is multi-industry or if pay practices differ among different division, business units or subsidiaries, make a photocopy of the form and fill out completely for each. Please indicate the particular division, unit or subsidiary name as appropriate in the space provided for the organization listed on the back of the survey. Please check the information sheet for new NAICS code changes.

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North American Industry Classification System (NAICS Code)

2. Please enter brief description of organizational unit being reported:

(e.g., Headquarters, Division, Subsidiary, Government Agency)

3. What region covers the majority of your employees reported below? If your organization is located in more than one region and pay practices are different by region, make a photocopy of the form and fill out completely for each region. If the pay practices are the same for all regions, mark the regions that apply.

Sample: Mark like this: ●

- Eastern United States - CT, DE, ME, MD, MA, NH, NJ, NY, PA, RI, VT, VA, DC, WV  
 Central United States - IL, IN, IA, KS, KY, MI, MN, MO, NE, ND, OH, SD, WI  
 Southern United States - AL, AR, FL, GA, LA, MS, NC, OK, SC, TN, TX  
 Western United States - AK, AZ, CA, CO, HI, ID, MT, NV, NM, OR, UT, WA, WY

### Instructions for Completing Questions

All portions of question 4 are required for participation

- If your organization is on a fiscal-year basis, please use the fiscal year closest to the corresponding calendar year and make an adjustment, as necessary, to reflect the calendar-year data requested.
- Fill in the blocks carefully. Do not use dashes. Fill in "0" if there is no increase planned where one is typically given; if not applicable (e.g., General increase/COLA) leave blank. Be sure to fill in the space for "Total Salary Increase."
- Use figures rounded to the nearest tenth (e.g., 2.1%).
- Reasonable estimates may be used if exact data are unavailable.
- Do not include promotional increases in your responses to Questions 4, 5 & 6, as they are covered separately in Question 8.

### Base Salary Increase

4a. What is your total payroll budget for 2002? \$ \_\_\_\_\_,000.00

4b. What is your base salary increase program for 2002? (PLEASE PRINT LEGIBLY.)

Number of Covered Employees		Number of Months Between Increases	General Increase/COLA	Merit Increase	Other Increase (Not Promotional Increases)	Total Salary Increase
_____	Nonexempt Hourly Nonunion	_____	_____ . _____%	_____ . _____%	_____ . _____%	_____ . _____%
_____	Nonexempt Salaried	_____	_____ . _____%	_____ . _____%	_____ . _____%	_____ . _____%
_____	Exempt Salaried	_____	_____ . _____%	_____ . _____%	_____ . _____%	_____ . _____%
_____	Officer/Executive	_____	_____ . _____%	_____ . _____%	_____ . _____%	_____ . _____%
_____	← TOTAL					

- 4c. If you have included an increase in the column titled "Other Increase," please explain the nature of this increase (e.g., equity increases): \_\_\_\_\_

5a. What are your base salary budget plans or estimates for 2003?

	Number of Months Between Increases	General Increase/ COLA	Merit Increase	Other Increase (Not Promotional Increases)	Total Salary Increase
Nonexempt Hourly Nonunion	_____	_____ . ____%	_____ . ____%	_____ . ____%	_____ . ____%
Nonexempt Salaried	_____	_____ . ____%	_____ . ____%	_____ . ____%	_____ . ____%
Exempt Salaried	_____	_____ . ____%	_____ . ____%	_____ . ____%	_____ . ____%
Officer/Executive	_____	_____ . ____%	_____ . ____%	_____ . ____%	_____ . ____%

5b. If you have included an increase in the column titled "Other Increase," please explain the nature of this increase:

6a. What percentage of your employees will be receiving a base salary increase (general, COLA, merit, or other) in 2002?

\_\_\_\_\_ . \_\_\_\_%

6b. Does the percentage of employees receiving a base salary increase reflect a change from 2001?

Increase     Decrease     No change

### Salary Structures

7a. If you use a formal salary range structure, by what percentage did you increase the salary range structure in 2002?

Nonexempt Hourly Nonunion \_\_\_\_\_ . \_\_\_\_%      Nonexempt Salaried \_\_\_\_\_ . \_\_\_\_%  
 Exempt Salaried \_\_\_\_\_ . \_\_\_\_%      Officer/Executive \_\_\_\_\_ . \_\_\_\_%

7b. By what percentage do you plan to increase the salary range structure for 2003?

Nonexempt Hourly Nonunion \_\_\_\_\_ . \_\_\_\_%      Nonexempt Salaried \_\_\_\_\_ . \_\_\_\_%  
 Exempt Salaried \_\_\_\_\_ . \_\_\_\_%      Officer/Executive \_\_\_\_\_ . \_\_\_\_%

### Promotions

8a. Are promotional increases identifiable as a separate budget item for your organization?

Yes     No    If no, go to question 8c.

8b. If yes, budgeted promotional increases for 2002 will equal \_\_\_\_\_ . \_\_\_\_% of total base salaries.

8c. In 2002, \_\_\_\_\_ . \_\_\_\_% of the total employee population will receive promotional increases.

8d. The average promotional increase given is \_\_\_\_\_ . \_\_\_\_% of a promoted employee's base salary.

### Variable Pay

Variable pay is the amount established by management as a percentage of payroll to be granted for performance based, lump-sum cash rewards during the year.

9a. Does your organization use variable pay?     Yes     No

If yes, has your organization instituted variable pay in 2002?     Yes     No

If no, is your organization considering instituting variable pay in 2003?     Yes     No    Skip to question 10a

If your organization currently uses variable pay, which of the following are included in your calculation (mark all that apply):

Yes     No    **Organizationwide Awards:** Provided under a formal plan (not discretionary) based on the success of the whole organization (e.g., cash profit sharing - exclude retirement plans).

Yes     No    **Special Individual Recognition Awards:** Given by discretion to key contributors; performance related, not for length of service or equity.

Yes     No    **Group/Team Awards:** Provided under a formal plan (not discretionary) for a plant, division, work unit or team results (e.g., gainsharing; covers only a segment of organization).

Yes     No    **Individual Incentive Awards:** Provided under a formal plan (not discretionary) for employees' performance in designated jobs.

9b. What percentage of base payroll was budgeted/awarded as variable pay during 2001?

	Budgeted	Awarded
Nonexempt Hourly Nonunion	_____ . ____%	_____ . ____%
Nonexempt Salaried	_____ . ____%	_____ . ____%
Exempt Salaried	_____ . ____%	_____ . ____%
Officer/Executive	_____ . ____%	_____ . ____%

9c. What percentage of base payroll was budgeted and what is your best estimate that is planned to be awarded as variable pay during 2002?

	Budgeted	Awarded
Nonexempt Hourly Nonunion	_____ . ____%	_____ . ____%
Nonexempt Salaried	_____ . ____%	_____ . ____%
Exempt Salaried	_____ . ____%	_____ . ____%
Officer/Executive	_____ . ____%	_____ . ____%

9d. What percentage of base payroll is estimated to be budgeted as variable pay during 2003?

	Budgeted
Nonexempt Hourly Nonunion	_____ . ____%
Nonexempt Salaried	_____ . ____%
Exempt Salaried	_____ . ____%
Officer/Executive	_____ . ____%

9e. How did the use of variable pay impact your base salary increase program for 2001?

- No change     Partially offset base salary increase program     Fully offset base salary increase program

9f. If partially offset, by what percentage was your base salary increase program reduced? \_\_\_\_\_ . \_\_\_\_%

Example: If your base salary budget would have been 5% but was reduced to 4% due to the existence of a variable pay plan, the correct answer would be 20%, not 1%.

9g. What percentage of employees in each category received a form of variable pay during 2001?

Nonexempt Hourly Nonunion	_____ . ____%	Nonexempt Salaried	_____ . ____%
Exempt Salaried	_____ . ____%	Officer/Executive	_____ . ____%

## Stock Plans

10a. Is your organization?     Publicly Traded     Privately Held     Neither

If your organization is a government agency or not-for-profit organization, continue on to question 11.

10b. Does your organization have a stock-based plan for compensation purposes in 2002?

- Yes     No    If no, please continue on to question 11.

If yes, please complete this matrix and the rest of question 10.

	Stock Purchase Program	Stock Option Program	Stock Grant Program	Phantom Stock (SAR)	Co. Stock through 401 (k)
Nonexempt Hourly Nonunion	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No
Nonexempt Salaried	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No
Exempt Salaried	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No
Officer/Executive	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No

10c. Does your organization anticipate changes in the size of the grants or awards of stock for 2002?     Yes     No

If yes, what is that change?     Increase     Decrease

10d. Does your organization utilize stock as a spot award?     Yes     No

## Attraction and Retention Incentive Practices

11a. In 2002, is your organization having difficulty attracting and retaining employees for key or critical jobs?

Yes  No If yes, please complete part 11b.

11b. What job groups or categories is your organization experiencing difficulty attracting and retaining? (mark all that apply)

- |   |  |                                      |   |
|---|--|--------------------------------------|---|
| <input type="checkbox"/> Business Development | <input type="checkbox"/> Health Care Professionals | <input type="checkbox"/> Marketing   | <input type="checkbox"/> Research & Development |
| <input type="checkbox"/> Customer Service     | <input type="checkbox"/> Human Resources           | <input type="checkbox"/> Operations  | <input type="checkbox"/> Sales                  |
| <input type="checkbox"/> Engineering          | <input type="checkbox"/> Information Technology    | <input type="checkbox"/> Purchasing  |   |
| <input type="checkbox"/> Finance/Accounting   | <input type="checkbox"/> Logistics                 | <input type="checkbox"/> Other _____ |   |

12. What actions has your organization taken to attract and retain employees? (mark all that apply)

- |   |   |
|---|---|
| <input type="checkbox"/> Employee referral bonus                      | <input type="checkbox"/> Sign-on/hiring bonus   |
| <input type="checkbox"/> Exempt overtime pay or time off              | <input type="checkbox"/> Special cash bonus/group incentive (not organizationwide)  |
| <input type="checkbox"/> Larger merit increase budgets                | <input type="checkbox"/> Special training/educational opportunities   |
| <input type="checkbox"/> Market adjustment/increase to base salary    | <input type="checkbox"/> Spot bonus (individual)  |
| <input type="checkbox"/> Paying above market                          | <input type="checkbox"/> Stock grant programs/stock options   |
| <input type="checkbox"/> Project milestone/completion bonus           | <input type="checkbox"/> Work environment (flexible work schedule, reduced workweek, relaxed dress code, telecommuting, etc.) |
| <input type="checkbox"/> Promotional/career development opportunities | <input type="checkbox"/> Have not taken any actions to address attraction and retention issues                                |
| <input type="checkbox"/> Retention/stay bonus                         | <input type="checkbox"/> Other (please specify) _____   |
| <input type="checkbox"/> Sabbaticals                                  |   |
| <input type="checkbox"/> Separate salary structures                   |   |

In what format would you prefer to receive your copy of the survey results?

- Please e-mail an electronic (pdf) file of the report.  
 Please mail a hard copy of the report.

### Important

#### Authorization for use of data in custom reports

I understand that unless I have marked the box below, WorldatWork may use our organization's data in custom designed salary budget reports. I further understand that the confidentiality of our organization's data will be maintained by WorldatWork and that our data will never be included in custom reports with fewer than 10 organizations.

X \_\_\_\_\_  
Signature required Date

I do NOT authorize WorldatWork to use our organization's data in custom-designed salary budget reports.

By submitting this survey form or electronic survey, I understand that if mandatory sections of the survey are not completed, I will not be eligible for participation in the 2002-03 Total Salary Increase Budget Survey and not eligible for the participant copy of the survey.

Please return questionnaire no later than May 3, 2002.

NO FACSIMILES PLEASE

Return to: WorldatWork, 14040 N. Northsight Blvd., Scottsdale, AZ 85260  
Note any corrections to membership information below.

Name \_\_\_\_\_  
Title \_\_\_\_\_  
Organization (Required) \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
E-mail \_\_\_\_\_

**ORDER FORM FOR THE 2002-03 TOTAL SALARY INCREASE BUDGET SURVEY SUPPLEMENTAL REPORTS**

Confidential supplemental reports provide salary budget data for a group of organizations selected from the list of survey respondents that authorized use of data for this purpose. A minimum of 10 and maximum of 25 organizations may be selected. No information about individual companies will be revealed. It is recommended that you review a list of participating organizations. To download an order form

or to order a supplemental report online, visit [www.worldatwork.org](http://www.worldatwork.org) and click on Salary Budget Survey in the Information Central area.

Each supplemental report contains the total/average salary budget data for the group of organizations selected. Group data will be reported by standard Total Salary Increase Budget Survey categories, including total increases, general increases, merit increases,

variable pay, and salary structure adjustments for nonexempt hourly nonunion, nonexempt, exempt and officer/executive salary budgets.

Fees: \$75 USD/\$115 CAD per report (members)  
 \$95 USD/\$147.50 CAD per report (non-members)  
 \$10 shipping and handling charge for faxed forms.  
 For more information, contact WorldatWork at 480/922-2092.

To order a supplemental report, please print or type the code numbers and names of at least 10, but no more than 25, organizations selected from the list on pages 75-89. Please allow 15 days from receipt of your request for preparation of the supplemental report.

Code #	Organization Name	Code #	Organization Name
(1) _____	_____	(14) _____	_____
(2) _____	_____	(15) _____	_____
(3) _____	_____	(16) _____	_____
(4) _____	_____	(17) _____	_____
(5) _____	_____	(18) _____	_____
(6) _____	_____	(19) _____	_____
(7) _____	_____	(20) _____	_____
(8) _____	_____	(21) _____	_____
(9) _____	_____	(22) _____	_____
(10) _____	_____	(23) _____	_____
(11) _____	_____	(24) _____	_____
(12) _____	_____	(25) _____	_____
(13) _____	_____		

Cost of each supplemental report is \$75 USD/\$115 CAD (members), \$95 USD/\$147.50 CAD (non-members) plus \$10 shipping and handling. (Arizona residents add 7.7% sales tax. Canada residents add 7% GST.) Pre-payment is required.

Name \_\_\_\_\_  
 Title \_\_\_\_\_  
 Company Name \_\_\_\_\_  
 Address \_\_\_\_\_  
 City \_\_\_\_\_ State/Province \_\_\_\_\_  
 ZIP/Postal Code \_\_\_\_\_ Country \_\_\_\_\_  
 Phone \_\_\_\_\_ Fax \_\_\_\_\_

You may enclose check or money order, or charge to credit card below. Credit-card orders may be made by telephone or fax.

Check/Money order for \$ \_\_\_\_\_ enclosed.  
 Charge to:  American Express  MasterCard  Visa  
 Expiration Date: \_\_\_\_/\_\_\_\_  
 Account #: \_\_\_\_\_  
 Cardholder's Signature: \_\_\_\_\_

**ORDER FORM FOR THE 2002-03 TOTAL SALARY INCREASE BUDGET SURVEY**

Name \_\_\_\_\_  CBP  CCP  GRP  
 Title \_\_\_\_\_  WorldatWork member  
 Company Name \_\_\_\_\_  Nonmember  
 UPS Shipping Address \_\_\_\_\_  
 Address \_\_\_\_\_  
 City \_\_\_\_\_ State/Province \_\_\_\_\_ ZIP/Postal Code \_\_\_\_\_  
 Country \_\_\_\_\_ Phone \_\_\_\_\_ Fax \_\_\_\_\_

Qty.	Title	Unit Price		Total Price
	TOTAL SALARY INCREASE BUDGET SURVEY – ISBN 1-57963-109-6	Members \$95 USD/\$147.50 CAD	Nonmembers \$125 USD/\$194 CAD	

**Shipping, Handling and Insurance**

- For orders shipped standard within the U.S. – Add \$5.00
- For orders shipped standard to Canada – Add \$25.00
- For orders shipped outside the U.S. and Canada – Please contact Customer Service.
- For orders outside the United States, customs fees are the responsibility of the customer.
- All domestic and international shipping fees are estimates. If the fee changes, you will be notified by fax, phone or e-mail.
- All orders are shipped insured.

**Note: Price and availability subject to change without notice.**

AZ residents add 7.7% sales tax  
 Canadian residents add 7% GST  
 See information at left **Tax**

**Shipping**

**Grand Total**

**Payment Method** (Prepayment is required.)  Check/Money Order enclosed.  
 American Express  MasterCard  Visa  
 Expiration Date: \_\_\_\_/\_\_\_\_ Account #: \_\_\_\_\_  
 Cardholder's Signature: \_\_\_\_\_