37TH ANNUAL

EXECUTIVE REPORT & ANALYSIS

WorldatWork

Salary Budget Survey

2010-2011

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About WorldatWork®
The Total Rewards Association:

WorldatWork (www.worldatwork.org) is a global human resources association focused on compensation, benefits, work-life and integrated total rewards to attract, motivate and retain a talented workforce. Founded in 1955, WorldatWork provides a network of nearly 30,000 members in more than 100 countries with training, certification, research, conferences and community. It has offices in Scottsdale, Arizona and Washington, D.C.

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Introduction: Structure of the Salary Budget Survey

The *WorldatWork 2010-2011 Salary Budget Survey* consists of two components: this *Executive Report & Analysis* and the customizable *Online Reporting Tool*. The *Executive Report & Analysis* includes an executive summary and data highlights for the United States and Canada. A list of participating organizations, definitions of terms in the survey and a copy of the complete questionnaire also are printed in this book.

More detailed results from the salary budget survey are available through the *Online Reporting Tool* for no additional charge, giving users the ability to customize reports by geographic region, industry, state and other ways that are relevant to organizations. Users may run an unlimited number of reports during the subscription period as well as save or print the reports.

The *Executive Report & Analysis* includes folders to organize and store these reports, effectively keeping all data together in one package.

Get Started Now

Go to http://www.worldatwork.org/salarybudgetsurvey and login with your eight-digit identification number and password. If you do not know your login information, you may:

- Click "Get" under "Password."
- Look on the mailing panel of any WorldatWork catalog, periodical, invoice or receipt.
- Check your member identification card.
- Contact WorldatWork Customer Relationship Services by calling 877-951-9191 or 480-922-2020, or e-mailing customerrelations@worldatwork.org.

After you have logged in, select the "*2010-2011 Salary Budget Survey*" subscription. After reviewing and accepting the terms and conditions, you will be redirected to the *Online Reporting Tool*.

- Choose the type(s) of data to be included in the report (i.e., salary budget increases, salary structure adjustments, promotions and/or variable pay).
- Choose one statistical method of calculation. Separate reports need to be run to compare various statistics (i.e., mean/average, median/50th percentile, 25th percentile or 75th percentile).
- Choose the layers that define the demographic slice of data (i.e., country, industry, number of employees, revenue).
- Select the regions, states, provinces and/or major metropolitan areas of interest.
- Click "Generate Report."

If the report meets your needs, click "print to PDF" in the top right-hand corner to save or print. To look at different or additional data, repeat the steps as needed.

Though users have access to unlimited customized online reports, the *Online Reporting Tool* is subscription-based. Remember to run and download/print any reports that may be needed prior to the subscription's expiration.

Confidentiality Statement

To ensure the anonymity and protection of participating organizations, WorldatWork does not publish or otherwise make available data points in which fewer than five survey participants responded. In addition, the data are not presented in a way, nor are they intended, to provide a competitive advantage for any participating organization.

Although WorldatWork believes participant responses to the survey are honest and complete, the data presented in this report are provided without warranty of any kind for accuracy, omission, completion or timeliness.

Except for the purposes intended by this publication, participants and purchasers of the salary budget survey may not reproduce, redistribute, display, rent, lend, resell, commercially exploit, adapt or redistribute the data contained herein without the permission of WorldatWork.

The data presented in this report were collected in April 2010 for publication in August 2010, a three-month duration between data collection and publication.

Methodology

On March 31, 2010, all U.S. and Canadian WorldatWork members were sent e-mail notification of the opening of the *WorldatWork 2010-2011 Salary Budget Survey*. A total of 18,060 U.S. and Canadian members were invited to participate in the online data collection effort. When the survey officially closed on May 7, 2010, 2,724 responses had been received, a 15-percent response rate.[1] Submissions from organizations with fewer than 10 employees and duplicate submissions from the same organization were eliminated from the data set. The final data contain 2,610 responses, each of which was analyzed by statistical software. A full list of organizations that responded to the survey can be found on page 58.

Data for both the United States and Canada typically are broken down by region and/or employee category, among other demographics. The regional categories for the United States and Canada are shown on the accompanying map.

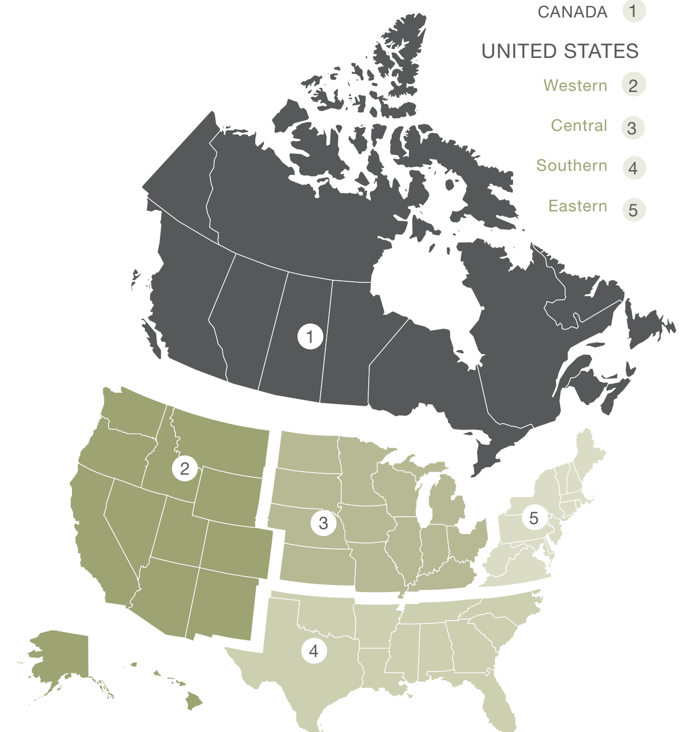
U.S. data are broken into four employment categories, with exemption status as defined by the Fair Labor Standards Act of 1938 (FLSA):

- Nonexempt hourly nonunion
- Nonexempt salaried
- Exempt salaried
- Officers/executives.

Canadian data are broken into four employment categories:

- Nonmanagement hourly nonunion
- Nonmanagement salaried
- Management salaried
- Officers/executives.

Survey instructions and post-survey data cleaning and verification help ensure accurate recording of a "zero-percent" response versus a response that has been left blank. A response of zero percent to any given question was interpreted (and verified when possible) as a conscious decision on the part of the organization to not budget for an increase that typically was given. Survey instructions specifically ask respondents to leave a questionnaire item blank if the organization either does not have that plan item, or does not typically budget or payout for that item based on the plan. Thus, a zero-percent response reflects a decision to specifically not budget funds for the period in question. Due to feedback from survey users, this report includes total salary budget increases by employee category with and without zero-percent responses in both the United States and Canada, as indicated in Figures 2 (page 18) and C2 (page 44), respectively.



1 This reported response is almost certainly less than the actual response rate because surveys are sent to multiple members within the same organization, and one respondent may be answering for the organization on behalf of several other colleagues.

Not all organizations provide every type of base pay increase, and not every organization reports data for every employee category. In findings for which a composite number of all types of increases or all employee categories are presented, the *n*'s equate to the total number of responses. This may include multiple responses from each respondent if the respondent is reporting for more than one type of increase or employee category.

The frequencies or response distributions listed in the report show the number of times or percent of times a value appears in a data set. Due to rounding, frequencies of data responses provided in this survey may not total 100 percent.

Demographics

In 2010, respondents were only given the option of online participation. No paper surveys were sent to members unless specifically requested. Responses were evenly distributed geographically throughout the United States, providing good representation among all four U.S. regions. (See Figure B.) Canadian responses were more concentrated in the Ontario, Alberta, British Columbia and Quebec provinces. (See Figure C.)

FIGURE A Number of Responses

	Total	U.S.	Canada
2008-2009	2,618	2,375	243
2009-2010	2,852	2,644	208
2010-2011	2,724	2,497	227

FIGURE B U.S. Responses, by Region

Eastern	1,383
Central	1,379
Southern	1,339
Western	1,288

Note: The combined responses in Figures B and C add to greater than the total U.S. and Canadian responses. Some participants answered for multiple regions or nationally; thus, their responses reflect multiple regions.

FIGURE C Canadian Responses, by Province

Ontario	162
Alberta	119
British Columbia	110
Quebec	109
Manitoba	72
Nova Scotia	70
New Brunswick	57
Saskatchewan	56
Newfoundland	40
Prince Edward Island	28
Northwest Territories	16
Yukon	12
Nunavut	9

FIGURE D U.S. Responses, by State

California	725	Washington	368	Mississippi	222
Texas	644	Indiana	360	Nebraska	221
Illinois	562	Missouri	357	New Mexico	220
New York	536	Wisconsin	352	New Hampshire	218
Pennsylvania	502	Tennessee	350	Arkansas	215
Florida	480	Connecticut	315	Delaware	212
Georgia	457	South Carolina	296	Maine	209
Massachusetts	456	Oregon	295	Rhode Island	207
New Jersey	451	Kentucky	288	Idaho	196
Ohio	445	Alabama	280	North Dakota	182
Virginia	430	Kansas	272	Vermont	180
North Carolina	405	Louisiana	270	South Dakota	171
Minnesota	397	Iowa	259	Montana	168
Colorado	395	Utah	258	Hawaii	164
Arizona	383	Oklahoma	257	Wyoming	156
Maryland	381	Nevada	253	Alaska	136
Michigan	372	West Virginia	234		

FIGURE E U.S. Responses, by Major Metropolitan Area

Chicago	541	San Diego	314
New York	485	Seattle	314
Los Angeles	483	Tampa	290
Dallas	445	St. Louis	285
Atlanta	442	Miami	283
Houston	414	Baltimore	278
San Francisco	404	San Jose	277
Boston	393	Cleveland	274
Washington, D.C.	390	Portland	272
Phoenix	366	Detroit	262
Denver	365	Cincinnati	260
Minneapolis	359	Pittsburgh	249
Philadelphia	327		

FIGURE F Canadian Responses, by Major Metropolitan Area

Toronto	129
Calgary	97
Montreal	94
Vancouver	86
Edmonton	73
Ottawa	63
Winnipeg	56
Quebec	47
Hamilton	42

FIGURE G U.S. Responses, by Organization Size

1-499	353	15%
500-2,499	681	28%
2,500-9,999	764	32%
10,000-19,999	258	11%
20,000+	335	14%

FIGURE H Canadian Responses, by Organization Size

1-499	36	16%
500-2,499	55	25%
2,500-9,999	65	30%
10,000-19,999	22	10%
20,000+	41	19%

FIGURE I U.S. Responses, by 2009 Revenue

Up to $30 million	124	5%
More than $30 million to $100 million	145	6%
More than $100 million to $300 million	268	12%
More than $300 million to $600 million	258	11%
More than $600 million to $1 billion	273	12%
More than $1 billion to $3 billion	531	23%
More than $3 billion to $5 billion	213	9%
More than $5 billion to $8 billion	144	6%
More than $8 billion to $10 billion	59	3%
More than $10 billion	252	11%

FIGURE J Canadian Responses, by 2009 Revenue (Reported in U.S. Dollars)

Up to $30 million	13	6%
More than $30 million to $100 million	19	9%
More than $100 million to $300 million	20	10%
More than $300 million to $600 million	28	13%
More than $600 million to $1 billion	15	7%
More than $1 billion to $3 billion	44	21%
More than $3 billion to $5 billion	16	8%
More than $5 billion to $8 billion	14	7%
More than $8 billion to $10 billion	7	3%
More than $10 billion	33	16%

Industry Demographics

Industry data for both the United States and Canada are based on participant self-reported codes using the North American Industry Classification System (NAICS). The two- and three-digit codes selected for use with the 2010-2011 data set are presented in Figures K and L for the United States and Canada, respectively. Full definitions for these industry categories can be found at the NAICS Web site (www.census.gov/eos/www/naics). All major industry codes (two-digit) were used regardless of total sample size, and some industry subsets (three-digit) were broken out because of sufficiently large sample size.

The one exception to the NAICS codes is Telecommunications (code 517), which resides as a subset of Information (code 51) in the NAICS. Due to the large sample size (n=54 United States and n=9 Canada) and for ease of reader use, Telecommunications was placed into its own category for the 2010-2011 report.

The main industry categories report data for all respondents within the category, regardless of whether they are reported in a subcategory. Therefore, the sum of all subcategories may not equal the main industry category's sample size.

FIGURE K **U.S. Responses, by Industry Classifications**

NAICS	Industry	Frequency	Percent of Respondents
72	**Accommodation and Food Services**	30	1.3%
56	**Administrative and Support and Waste Management and Remediation Services**	25	1.0%
11	**Agriculture, Forestry, Fishing and Hunting**	13	0.5%
71	**Arts, Entertainment, and Recreation**	22	0.9%
23	**Construction**	29	1.2%
54	**Consulting, Professional, Scientific, and Technical Services**	223	9.3%
61	**Educational Services**	98	4.1%
52	**Finance and Insurance**	357	15.0%
522	Credit Intermediation and Related Activities	71	3.0%
525	Funds, Trusts, and Other Financial Vehicles	50	2.1%
524	Insurance Carriers and Related Activities	185	7.7%
523	Securities, Commodity Contracts, and Other Financial Investments	23	1.0%
62	**Health Care and Social Assistance**	263	11.0%
622	Hospitals	199	8.3%
621, 623, 624	Ambulatory Health Care, Nursing and Residential Care, and Social Assistance	64	2.7%
51	**Information**	123	5.1%
516, 518	Internet Publishing, Broadcasting, Services Providers, Web Search Portals, and Data Processing Services	40	1.7%
511	Publishing Industries (except Internet)	24	1.0%
512, 515, 519	Motion Picture and Sound Recording, Broadcasting (except Internet), and Other Information Services	59	2.5%

(Continued on page 12)

FIGURE K **U.S. Responses, by Industry Classifications** *(continued)*

NAICS	Industry	Frequency	Percent of Respondents
55	**Management of Companies and Enterprises**	8	0.3%
31	**Manufacturing**	568	23.8%
325	Chemical Manufacturing	91	3.8%
334	Computer and Electronic Product Manufacturing	81	3.4%
335	Electrical Equipment, Appliance and Component Manufacturing	25	1.0%
311, 312	Food, Beverage and Tobacco Product Manufacturing	76	3.2%
333	Machinery Manufacturing	31	1.3%
331, 332	Metal Manufacturing	27	1.1%
322, 323	Paper Manufacturing, Printing and Related Support Activities	18	0.8%
326	Plastics and Rubber Products Manufacturing	18	0.8%
313, 314, 315, 316	Textile Mills, Apparel, Leather and Allied Product Manufacturing	10	0.4%
336	Transportation Equipment Manufacturing	38	1.6%
321, 324, 327, 337, 339	Wood, Petroleum, Furniture, and Nonmetallic Mineral Products, and Other Miscellaneous Manufacturing	153	6.4%
21	**Mining**	44	1.8%
92	**Public Administration**	94	3.9%
53	**Real Estate and Rental and Leasing**	44	1.8%
44	**Retail Trade**	104	4.3%
517	**Telecommunications**	54	2.3%
48	**Transportation**	51	2.1%
481	Air Transportation	7	0.3%
482-493	All Other Transportation	44	1.8%
22	**Utilities**	119	5.0%
42	**Wholesale Trade**	71	3.0%
81	**Other Services (except Public Administration)**	51	2.1%
813	Religious, Grantmaking, Civic, Professional, and Similar Organizations	48	2.0%

FIGURE L Canadian Responses, by Industry Classifications

NAICS	Industry	Frequency	Percent of Respondents
72	Accommodation and Food Services	4	1.8%
56	Administrative and Support and Waste Management and Remediation Services	1	0.5%
11	Agriculture, Forestry, Fishing and Hunting	2	0.9%
71	Arts, Entertainment, and Recreation	3	1.4%
23	Construction	4	1.8%
54	Consulting, Professional, Scientific, and Technical Services	21	9.6%
61	Educational Services	3	1.4%
52	Finance and Insurance	35	16.0%
522	Credit Intermediation and Related Activities	9	4.1%
524	Insurance Carriers and Related Activities	14	6.4%
62	Health Care and Social Assistance	5	2.3%
51	Information	10	4.6%
512, 515, 519	Motion Picture and Sound Recording, Broadcasting (except Internet), and Other Information Services	5	2.3%
55	Management of Companies and Enterprises	1	0.5%
31	Manufacturing	63	28.8%
325	Chemical Manufacturing	14	6.4%
311, 312	Food, Beverage and Tobacco Product Manufacturing	12	5.5%
322, 323	Paper Manufacturing, Printing and Related Support Activities	5	2.3%
321, 324, 327, 337, 339	Wood, Petroleum, Furniture, and Nonmetallic Mineral Products, and Other Miscellaneous Manufacturing	12	5.5%
21	Mining	9	4.1%
92	Public Administration	12	5.5%
53	Real Estate and Rental and Leasing	3	1.4%
44	Retail Trade	10	4.6%
517	Telecommunications	9	4.1%
48	Transportation	10	4.6%
482-493	All Non-Air Transportation	8	3.7%
22	Utilities	10	4.6%
42	Wholesale Trade	4	1.8%
81	Other Services (except Public Administration)	5	2.3%
813	Religious, Grantmaking, Civic, Professional, and Similar Organizations	5	2.3%

Organizations are conservative with spending; even if in recovery, they are keeping the size of salary budget growth modest...

Executive Summary
United States

After hitting the lowest point in its 37-year history, respondents to the *WorldatWork 2010-2011 Salary Budget Survey* are predicting a slow recovery, with the total salary budget increase average at 2.5 percent (median: 2.7 percent) for 2010 and projected at 2.9 percent for 2011 (median: 3 percent). Overall, most employees can expect a raise in 2010 (mean: 86 percent; median: 98 percent).

The U.S. rate of inflation, as measured by the consumer price index (CPI), was 2.2 percent for the 12-month period ending April 2010. In 2009, volatile market conditions led to month-to-month fluctuations, even resulting in the first negative 12-month change in inflation rates since 1955. Near the end of 2009, however, inflation climbed to levels more consistent with reported salary budget increase figures. (Figure 25 on page 32 puts a 10-year history of salary budget trends into context with the CPI.)

The size of salary structure adjustments, which fell by one full percentage point in 2009 to 1.5 percent, continued to decline in this year's survey. Participants reported a mean structure adjustment of 1.2 percent (median: 1 percent) for 2010. Also, about half of participating organizations reported freezing pay structures in 2010 (consistent with 2009 findings). And, while structure-adjustment projections for 2011 are at 2 percent overall (mean and median), it is unclear how long it will take employers to resume normal structure adjustment schedules. (See Figure 20 on page 29.)

As the global economy recovers, there is speculation about whether the United States will enter into an inflationary period, which could lead to an upward pressure on wages. This likely would translate to more salary structure adjustments as the market shifts. Currently, though, organizations are conservative with spending; even if in recovery, they are keeping the size of salary budget growth modest and waiting to see about structure-movement needs to stay competitive.

Zero-Percent Salary Increase Budgets

Contributing to the below-historical average pay increase budgets — at 2.5 percent for 2010 and well below a 10-year average of 3.8 percent — is the number of organizations reporting a zero-percent salary increase budget. In a typical year, about 3 percent of organizations report they are not budgeting for pay increases. This number jumped in 2009 to between 28 percent and 42 percent, depending on employee category. While the number of respondents reporting they are not budgeting for pay increases did decrease in 2010, zero-percent responses remain much more common than typical: Between 13 percent and 20 percent of organizations are reporting a zero-percent budget for 2010 pay increases. (See Figure 4 on page 19.) When zero-percent responses are extracted from the data, the average total salary budget increase across all employee categories, regions and industries increases to 2.9 percent for 2010 and 3.1 percent for 2011. (See Figure 2 on page 18.)

Most Common Salary Increase Budget Amounts

About three-fourths of participating organizations are budgeting for pay increases between 2 percent and 4 percent. (See Figure 4.) The 2-percent to 2.9-percent range doubled in size for 2010, while the frequency of zero-percent budgets fell by about half. There also was a decline in the number of organizations reporting salary increase budgets above 4.1 percent. While there is much discussion about recovery, employers remain cautious with cash flow (if they have it), as evidenced by the size of pay increase budgets this year.

Recovery Actions

Due to economic conditions, WorldatWork queried respondents about the effect of the recession, status of recovery and typical recovery actions associated with pay freezes and pay cuts:

- Sixty-two percent of respondents were recovering.
- Thirty-seven percent of respondents were considering or implementing recovery actions.
- Twenty-five percent of respondents were recovering but not taking or considering action yet.
- Twenty-two percent of respondents said they did not experience any negative effects of the recession.
- Fifteen percent of respondents were still in a recession in April 2010. (See Figure 31 on page 36.)

Data gathered for the first time in 2009 revealed that in the prior 12 months (April 2008 to April 2009) among various employee groups, many organizations laid off employees, implemented hiring freezes, froze pay or implemented some combination of the three. While the prevalence of these actions was not as high from April 2009 to April 2010, cost containment and reduction activities still were common, and about half of respondents reported conducting mandatory reductions in force or implementing hiring freezes. (See Figure 32 on page 36.)

Of those who froze pay in the past 12 months (beginning April 2009), 90 percent had or were considering resuming normal pay increase practices in 2010 or next fiscal year. (See Figure 33 on page 37.) Among organizations that cut pay, 70 percent had already restored or planned to restore pay to previous rates in full, and 20 percent said those pay cuts will remain permanent. (See Figure 34 on page 37.)

Pay for Performance

Organizations continue focusing on programs that tie performance to pay. Figure 1 on page 18 shows that merit increase budgets remain the most prevalent: four to six times more common than other types of pay increases. Average merit increase budgets for 2010 were reported at 2.3 percent (median: 2.5 percent), up from a 37-year low of 1.9 percent recorded in the 2009 survey. Guarded optimism remains for 2011, with projections for next year increasing to a mean of 2.8 percent; median of 3 percent.

To obtain a more accurate perspective on the comparison between salary budget increases and actual pay increases awarded, WorldatWork asked participants to share how performance-based pay increases were paid in 2009. While the size of all pay increase budgets (including merit budgets) remains on the conservative side, there is still evidence of differentiation of awards. Looking at employee performance in 2009, organizations averaged a 2.1-percent payout for middle performers (median: 2.5 percent) and a 3.2-percent payout for top performers (median: 3.5 percent). (See Figure 17 on page 27.) This represents a differentiation of about 50 percent between middle and high performers. Low performers averaged a 0.7-percent increase, although the median payout was zero percent.

Consistent with 2010 salary budget increases, payouts for 2010 performance are expected to rise to 2.4 percent for middle performers (median: 2.5 percent), and high performers will average a 3.7-percent merit increase (median: 4 percent), again revealing an expected separation between the performance groups in terms of the size of merit increases.

Percent of Employees Receiving Pay Increases

Participating organizations reported awarding at least some base-salary increase to 86 percent of all employees in 2010 on average, which is up about 6 percent from 2009, but still well below the 91 percent recorded in a typical year. Even so, the median figures show that most organizations will award pay increases to nearly all employees. (See Figure 15 on page 27.)

Variable Pay

In 2010, the percentage of organizations using variable pay leveled off at 80 percent. Of the organizations that use variable pay, a combination of awards based on organization/unit success as well as individual performance continue to be most prevalent. (See Figure 27 on page 33.) Through the 2009 recession, the average percent budgeted and the average percent paid fell only slightly compared to more significant drops in salary increase budgets and structure adjustments. Actual variable pay budgets and payouts for 2009 were reported this year slightly ahead of what was projected last year. And 2010 and 2011 figures show much of the same: a slight rise over the previous year, with no major peaks or valleys in the trend line. (See Figure 29 on page 34.)

Timing of Pay Increases

Historically, more than 95 percent of organizations reported pay increases were awarded every 12 months, causing the average to be close to 12 months. Since 2009, there have been larger numbers of organizations reporting a period of 18 months, 24 months or 36 months between raises, causing the average time between pay increases to rise. For 2010, the average time between increases is now between 13.5 months and 14 months, depending on employee category, although the median continues to sit at 12 months. (See Figure 3 on page 19.) More than 80 percent still say that pay increases are awarded on a 12-month cycle.

State Data

All states are fairly evenly spread over the range of 2.4 percent to 2.8 percent in means and medians for 2010. For 2011, nearly all states are expecting to get back or close to a 3-percent salary increase budget. (See Figure 7 on page 21.)

Major Metropolitan Area Data

In comparison to last year when the effect of the recession was more evident in specific areas, this year's data show that all major U.S. metropolitan areas represented in the survey are tracking in line with the national average. All areas report average salary budget increases ranging from 2.4 percent to 2.6 percent for 2010 and 2.8 percent to 3 percent for 2011, with slightly higher median figures. (See Figure 8 on page 23.)

Industry Data

In contrast to the regional data, the industry findings reveal more variation from the national figures. Figure 9 on page 24 shows that budgets for a handful of industries, including public administration, utilities, and educational services, continued to fall in 2010 below 2009 levels to 1.3 percent, 2.4 percent and 1.7 percent, respectively. In fact, median data coming in at zero percent for the public administration industry indicates that over half of respondents reported a zero-percent increase for 2010.

The industries reporting the highest average increase budgets for 2010 are: mining (2.9 percent); consulting, professional, scientific, and technical services (2.8 percent); finance and insurance (2.7 percent); arts, entertainment, and recreation (2.7 percent); and wholesale trade (2.7 percent). Overall, the wholesale trade and arts, entertainment, and recreation industries showed the strongest rebound with more than a full percentage point improvement over last year.

Projections for 2011 reveal more of the same for most industries. The telecommunications, construction and other services industries appear to be the most optimistic when looking toward 2011, with expected salary budget increases at almost one percentage point above 2010 actual figures.

Organization Size Data

In prior years, smaller organizations (based on number of employees and revenue) set aside more funds for pay increases than larger organizations. This year there is less differentiation, with organizations of all sizes averaging salary increase budgets closer to the overall national average of 2.5 percent. (See Figures 10 and 11 on page 25.)

Effect of Health-Care Costs

Due to concern about high health-care costs, the salary budget survey continues to ask about the effect of such costs on salary budget recommendations. Year over year, most respondents indicate that health-care costs are not a factor when formulating salary budget recommendations (81 percent).

Attraction and Retention Programs

In the past year, many shifts occurred in how organizations were using total rewards programs to attract and retain talent. And, in some organizations, efforts to attract and retain may have been reduced, if hiring freezes were in place and voluntary turnover was low.

Generally, the prevalence of most of the programs dropped slightly. Cash-based programs such as paying above market, market adjustments and bonuses all decreased in use. Additionally, the use of flexibility programs has fallen for the second year in a row. There are a variety of factors that could have contributed to the declines, such as reallocations of budget dollars away from some of these programs during the recession or underutilized programs or programs without good investment returns removed from the menu of choices. In the case of flexibility, with fewer employees having the same amount of work (if not more) after layoffs, flexibility programs may have been interrupted. (See Figure 37 on page 39.)

The *WorldatWork 2010-2011 Salary Budget Survey* reports data for more than 15.5 million U.S. employees. Collected in April 2010, the data represent a broad range of industries, distributed fairly evenly across four U.S. regions.

Salary Budget Increases

FIGURE 1 Salary Budget Increases, by Type of Increase

	Actual 2008		Actual 2009		Projected 2010		Actual 2010		Projected 2011	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median
General Increase/COLA	2.7%	3.0%	1.2%	0.0%	1.6%	2.0%	1.4%	1.0%	1.8%	2.0%
	n=919		n=1,326		n=888		n=1,121		n=749	
Merit Increase	3.6%	3.6%	1.9%	2.5%	2.7%	3.0%	2.3%	2.5%	2.8%	3.0%
	n=7,049		n=7,565		n=6,149		n=6,973		n=5,818	
Other Increase (not promotional)	1.3%	0.6%	0.9%	0.5%	0.9%	0.5%	0.9%	0.5%	1.0%	0.5%
	n=1,868		n=1,921		n=1,442		n=1,816		n=1,355	
Total Increase	3.9%	3.8%	2.2%	2.5%	2.8%	3.0%	2.5%	2.7%	2.9%	3.0%
	n=7,715		n=8,267		n=6,733		n=7,699		n=6,356	

Note: "General Increase/COLA," "Merit" and "Other" do not add to the "Total Increase" because not every organization provides all three types of increase. The *n*'s represent the number of responses for each type of increase, which may include multiple responses if each respondent reports for more than one employee category for that type of increase.

FIGURE 2 Total Salary Budget Increases, by Employee Category

Salary Budget Increases (zeros included)

	Actual 2008		Actual 2009		Projected 2010		Actual 2010		Projected 2011	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Nonexempt Hourly Nonunion	3.8%	3.8%	2.3%	2.6%	2.8%	3.0%	2.4%	2.7%	2.9%	3.0%
Nonexempt Salaried	3.8%	3.8%	2.1%	2.5%	2.8%	3.0%	2.4%	2.7%	2.9%	3.0%
Exempt Salaried	3.9%	3.8%	2.2%	2.5%	2.8%	3.0%	2.5%	2.7%	2.9%	3.0%
Officers/Executives	4.0%	4.0%	2.0%	2.0%	2.8%	3.0%	2.5%	2.7%	3.0%	3.0%

Salary Budget Increases (zeros not included)

	Actual 2008		Actual 2009		Projected 2010		Actual 2010		Projected 2011	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Nonexempt Hourly Nonunion	3.9%	3.8%	3.2%	3.0%	3.2%	3.0%	2.8%	3.0%	3.1%	3.0%
Nonexempt Salaried	3.9%	3.8%	3.2%	3.0%	3.2%	3.0%	2.8%	3.0%	3.1%	3.0%
Exempt Salaried	4.0%	3.8%	3.2%	3.0%	3.2%	3.0%	2.9%	3.0%	3.1%	3.0%
Officers/Executives	4.2%	4.0%	3.5%	3.0%	3.3%	3.0%	3.1%	3.0%	3.2%	3.0%

FIGURE 3 Number of Months Between Increases

	Actual 2009		Projected 2010		Actual 2010		Projected 2011	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Nonexempt Hourly Nonunion	12.3	12.0	13.0	12.0	13.5	12.0	12.5	12.0
Nonexempt Salaried	12.3	12.0	13.3	12.0	13.7	12.0	12.6	12.0
Exempt Salaried	12.4	12.0	13.2	12.0	13.7	12.0	12.7	12.0
Officers/Executives	12.7	12.0	13.5	12.0	14.0	12.0	13.0	12.0

FIGURE 4 Distribution of Total Salary Budget Increase Responses, Actual 2009 vs. Actual 2010

	0%		0.1% to 1.9%		2.0%-2.9%		3.0% to 4.0%		4.1%-6.9%		7.0%+	
	2009	2010	2009	2010	2009	2010	2009	2010	2009	2010	2009	2010
Nonexempt Hourly Nonunion	28%	13%	4%	7%	21%	36%	39%	40%	7%	4%	1%	1%
Nonexempt Salaried	33%	14%	5%	7%	17%	35%	37%	40%	7%	4%	1%	0%
Exempt Salaried	31%	14%	5%	6%	17%	34%	37%	40%	8%	4%	1%	1%
Officers/Executives	43%	20%	4%	5%	11%	30%	32%	36%	8%	6%	2%	2%

FIGURE 5 Salary Budget Increase Trends

	Nonexempt Hourly Nonunion	Nonexempt Salaried	Exempt Salaried	Officers/Executives
1978	—	8.5%	8.4%	8.5%
1979	—	8.2%	8.0%	7.8%
1980	—	10.1%	9.9%	9.7%
1981	—	10.6%	10.5%	10.6%
1982	—	9.1%	9.1%	8.9%
1983	—	6.8%	6.9%	6.9%
1984	—	6.4%	6.5%	6.8%
1985	—	6.2%	6.4%	6.7%
1986	—	5.7%	5.9%	6.3%
1987	—	5.0%	5.2%	5.5%
1988	—	5.1%	5.2%	5.6%
1989	—	5.2%	5.4%	5.7%
1990	—	5.4%	5.5%	5.8%
1991	—	5.0%	5.0%	5.1%

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FIGURE 5 **Salary Budget Increase Trends** *(continued)*

	Nonexempt Hourly Nonunion	Nonexempt Salaried	Exempt Salaried	Officers/Executives
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	3.5%	3.4%	3.6%	3.6%
2004	3.5%	3.4%	3.6%	3.6%
2005	3.6%	3.6%	3.7%	3.8%
2006	3.7%	3.7%	3.8%	3.9%
2007	3.8%	3.8%	3.9%	4.1%
2008	3.8%	3.8%	3.9%	4.0%
2009	2.3%	2.1%	2.2%	2.0%
2010	2.4%	2.4%	2.5%	2.5%
2011 Projected	2.9%	2.9%	2.9%	3.0%

FIGURE 6 **Total Salary Budget Increases, by Region and Employee Category**

	Central						Eastern					
	Actual 2009		Actual 2010		Projected 2011		Actual 2009		Actual 2010		Projected 2011	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Nonexempt Hourly Nonunion	2.1%	2.5%	2.4%	2.5%	2.9%	3.0%	2.2%	2.5%	2.5%	2.8%	3.0%	3.0%
Nonexempt Salaried	2.0%	2.5%	2.5%	2.7%	2.9%	3.0%	2.0%	2.5%	2.5%	2.7%	3.0%	3.0%
Exempt Salaried	2.0%	2.5%	2.5%	2.7%	2.9%	3.0%	2.1%	2.5%	2.6%	2.8%	3.0%	3.0%
Officers/ Executives	1.8%	1.5%	2.5%	2.7%	3.0%	3.0%	1.9%	2.0%	2.5%	2.7%	3.0%	3.0%

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FIGURE 6 **Total Salary Budget Increases, by Region and Employee Category** *(continued)*

	Southern						Western					
	Actual 2009		Actual 2010		Projected 2011		Actual 2009		Actual 2010		Projected 2011	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Nonexempt Hourly Nonunion	2.1%	2.5%	2.5%	2.7%	3.0%	3.0%	2.2%	2.5%	2.5%	2.8%	3.0%	3.0%
Nonexempt Salaried	2.0%	2.5%	2.5%	2.8%	3.0%	3.0%	2.1%	2.5%	2.5%	2.8%	3.0%	3.0%
Exempt Salaried	2.1%	2.5%	2.6%	2.8%	3.0%	3.0%	2.1%	2.5%	2.6%	2.8%	3.0%	3.0%
Officers/ Executives	1.9%	2.0%	2.5%	2.8%	3.0%	3.0%	1.8%	1.5%	2.6%	2.7%	3.0%	3.0%

FIGURE 7 **Total Salary Budget Increases, by State**

	Actual 2009		Projected 2010		Actual 2010		Projected 2011	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median
National	**2.2%**	**2.5%**	**2.8%**	**3.0%**	**2.5%**	**2.7%**	**2.9%**	**3.0%**
Alabama	2.1%	2.5%	2.9%	3.0%	2.5%	2.8%	2.9%	3.0%
Alaska	1.9%	2.0%	2.9%	3.0%	2.5%	2.7%	2.9%	3.0%
Arizona	1.9%	2.0%	2.9%	3.0%	2.5%	2.7%	3.0%	3.0%
Arkansas	2.0%	2.3%	3.0%	3.0%	2.5%	2.7%	2.9%	3.0%
California	2.0%	2.0%	2.9%	3.0%	2.6%	2.8%	3.0%	3.0%
Colorado	2.0%	2.5%	2.9%	3.0%	2.6%	2.8%	3.0%	3.0%
Connecticut	1.9%	2.0%	2.9%	3.0%	2.4%	2.5%	2.9%	3.0%
Delaware	1.9%	2.0%	2.8%	3.0%	2.5%	2.5%	2.9%	3.0%
Florida	2.0%	2.0%	2.8%	3.0%	2.5%	2.5%	2.9%	3.0%
Georgia	2.0%	2.5%	2.9%	3.0%	2.5%	2.5%	2.9%	3.0%
Hawaii	1.9%	2.0%	3.0%	3.0%	2.4%	2.5%	2.9%	3.0%
Idaho	2.0%	2.5%	2.9%	3.0%	2.4%	2.5%	2.9%	3.0%
Illinois	1.9%	2.0%	2.9%	3.0%	2.5%	2.7%	3.0%	3.0%
Indiana	1.9%	2.0%	2.8%	3.0%	2.5%	2.6%	2.9%	3.0%
Iowa	2.0%	2.5%	2.8%	3.0%	2.5%	2.8%	2.9%	3.0%
Kansas	2.0%	2.5%	2.9%	3.0%	2.5%	2.7%	2.9%	3.0%
Kentucky	1.9%	2.0%	2.8%	3.0%	2.5%	2.7%	2.9%	3.0%
Louisiana	2.2%	2.5%	3.0%	3.0%	2.5%	2.8%	3.0%	3.0%
Maine	1.9%	2.3%	3.0%	3.0%	2.4%	2.5%	2.9%	3.0%
Maryland	2.1%	2.5%	2.9%	3.0%	2.5%	2.7%	2.9%	3.0%
Massachusetts	1.9%	2.0%	2.9%	3.0%	2.5%	2.8%	3.0%	3.0%

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FIGURE 7 **Total Salary Budget Increases, by State** *(continued)*

	Actual 2009		Projected 2010		Actual 2010		Projected 2011	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Michigan	1.8%	2.0%	2.8%	3.0%	2.4%	2.5%	2.9%	3.0%
Minnesota	1.9%	2.0%	2.8%	3.0%	2.5%	2.7%	2.9%	3.0%
Mississippi	2.0%	2.3%	3.0%	3.0%	2.5%	2.8%	2.9%	3.0%
Missouri	2.1%	2.5%	2.9%	3.0%	2.5%	2.6%	2.9%	3.0%
Montana	2.0%	2.0%	2.7%	3.0%	2.4%	2.5%	2.9%	3.0%
Nebraska	2.1%	2.5%	2.9%	3.0%	2.5%	2.5%	2.9%	3.0%
Nevada	1.9%	2.0%	2.9%	3.0%	2.5%	2.7%	2.8%	3.0%
New Hampshire	1.9%	2.0%	2.9%	3.0%	2.4%	2.5%	2.9%	3.0%
New Jersey	2.0%	2.3%	2.9%	3.0%	2.5%	2.6%	3.0%	3.0%
New Mexico	2.0%	2.3%	2.9%	3.0%	2.5%	2.7%	2.9%	3.0%
New York	1.9%	2.0%	2.9%	3.0%	2.5%	2.7%	3.0%	3.0%
North Carolina	1.9%	2.0%	2.8%	3.0%	2.4%	2.5%	2.9%	3.0%
North Dakota	2.1%	2.5%	2.8%	3.0%	2.6%	2.8%	2.9%	3.0%
Ohio	1.9%	2.0%	2.8%	3.0%	2.5%	2.7%	2.9%	3.0%
Oklahoma	2.0%	2.3%	2.9%	3.0%	2.5%	2.8%	3.0%	3.0%
Oregon	1.9%	2.0%	2.9%	3.0%	2.5%	2.7%	2.9%	3.0%
Pennsylvania	2.0%	2.3%	2.9%	3.0%	2.5%	2.6%	3.0%	3.0%
Rhode Island	2.0%	2.5%	2.9%	3.0%	2.4%	2.5%	2.9%	3.0%
South Carolina	1.9%	2.0%	2.9%	3.0%	2.5%	2.5%	2.9%	3.0%
South Dakota	2.0%	2.5%	2.8%	3.0%	2.5%	2.6%	2.9%	3.0%
Tennessee	1.9%	2.0%	2.9%	3.0%	2.5%	2.7%	2.9%	3.0%
Texas	2.1%	2.5%	2.9%	3.0%	2.5%	2.8%	3.0%	3.0%
Utah	2.0%	2.3%	2.8%	3.0%	2.5%	2.7%	2.9%	3.0%
Vermont	2.0%	2.0%	2.9%	3.0%	2.5%	2.5%	2.9%	3.0%
Virginia	2.0%	2.5%	2.9%	3.0%	2.5%	2.7%	2.9%	3.0%
Washington	2.1%	2.5%	2.9%	3.0%	2.5%	2.8%	3.0%	3.0%
West Virginia	2.1%	2.5%	3.0%	3.0%	2.4%	2.5%	2.8%	3.0%
Wisconsin	1.9%	2.0%	2.8%	3.0%	2.5%	2.7%	2.9%	3.0%
Wyoming	1.9%	2.0%	2.8%	3.0%	2.6%	2.8%	2.9%	3.0%

FIGURE 8 **Total Salary Budget Increases, by Major Metropolitan Area**

	Actual 2009		Projected 2010		Actual 2010		Projected 2011	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median
National	**2.2%**	**2.5%**	**2.8%**	**3.0%**	**2.5%**	**2.7%**	**2.9%**	**3.0%**
Atlanta	1.8%	2.0%	2.8%	3.0%	2.5%	2.5%	2.9%	3.0%
Baltimore	1.9%	2.0%	2.8%	3.0%	2.5%	2.5%	2.9%	3.0%
Boston	1.9%	2.0%	2.9%	3.0%	2.6%	2.7%	3.0%	3.0%
Chicago	1.8%	2.0%	2.8%	3.0%	2.5%	2.7%	3.0%	3.0%
Cincinnati	1.9%	2.0%	2.8%	3.0%	2.5%	2.7%	2.8%	3.0%
Cleveland	1.7%	2.0%	2.9%	3.0%	2.5%	2.7%	2.9%	3.0%
Dallas	1.8%	2.0%	2.9%	3.0%	2.6%	2.8%	3.0%	3.0%
Denver	1.9%	2.0%	2.9%	3.0%	2.6%	2.7%	2.9%	3.0%
Detroit	1.6%	1.9%	2.8%	3.0%	2.4%	2.5%	2.9%	3.0%
Houston	1.9%	2.0%	2.9%	3.0%	2.6%	2.8%	3.0%	3.0%
Los Angeles	1.9%	2.0%	2.9%	3.0%	2.6%	2.8%	2.9%	3.0%
Miami	1.7%	2.0%	2.8%	3.0%	2.5%	2.5%	2.9%	3.0%
Minneapolis	1.8%	2.0%	2.8%	3.0%	2.5%	2.8%	2.9%	3.0%
New York	1.9%	2.0%	2.8%	3.0%	2.6%	2.7%	2.9%	3.0%
Philadelphia	2.0%	2.1%	2.9%	3.0%	2.6%	2.8%	2.9%	3.0%
Phoenix	1.8%	2.0%	2.8%	3.0%	2.5%	2.7%	2.9%	3.0%
Pittsburgh	1.9%	2.0%	2.9%	3.0%	2.6%	2.7%	2.9%	3.0%
Portland	2.0%	2.3%	2.9%	3.0%	2.5%	2.7%	2.9%	3.0%
San Diego	1.9%	2.0%	2.9%	3.0%	2.6%	2.8%	3.0%	3.0%
San Francisco	1.8%	2.0%	2.8%	3.0%	2.6%	2.7%	3.0%	3.0%
San Jose	1.6%	1.0%	2.7%	3.0%	2.5%	2.8%	2.9%	3.0%
Seattle	1.9%	2.0%	2.8%	3.0%	2.5%	2.5%	3.0%	3.0%
St. Louis	1.9%	2.0%	2.8%	3.0%	2.5%	2.6%	2.9%	3.0%
Tampa	2.0%	2.0%	2.8%	3.0%	2.4%	2.5%	2.9%	3.0%
Washington, D.C.	2.2%	2.5%	3.0%	3.0%	2.6%	2.8%	3.0%	3.0%

FIGURE 9 Total Salary Budget Increases, by Major Industry Grouping

Summary data are presented this year for all major industries in which data were reported. Detailed information about these industries and additional subindustries can be accessed through the *Online Reporting Tool*. See page 86 for details.

	Actual 2009		Projected 2010		Actual 2010		Projected 2011	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median
All Industries	**2.2%**	**2.5%**	**2.8%**	**3.0%**	**2.5%**	**2.7%**	**2.9%**	**3.0%**
Accommodation and Food Services	1.9%	2.5%	2.9%	3.0%	2.3%	2.5%	2.9%	3.0%
Administrative and Support and Waste Management and Remediation Services	2.5%	3.0%	3.1%	3.0%	2.6%	3.0%	3.1%	3.0%
Agriculture, Forestry, Fishing and Hunting	2.2%	2.5%	2.2%	2.5%	2.1%	2.8%	2.7%	3.0%
Arts, Entertainment, and Recreation	1.6%	0.0%	2.6%	3.0%	2.7%	2.9%	3.1%	3.0%
Construction	1.9%	1.0%	3.3%	3.5%	2.0%	2.5%	2.8%	2.5%
Consulting, Professional, Scientific, and Technical Services	2.8%	3.0%	3.3%	3.3%	2.8%	3.0%	3.0%	3.0%
Educational Services	1.8%	2.0%	1.9%	2.0%	1.7%	2.0%	2.1%	2.0%
Finance and Insurance	2.4%	2.8%	2.9%	3.0%	2.7%	2.7%	3.0%	3.0%
Health Care and Social Assistance	2.7%	3.0%	2.8%	3.0%	2.4%	2.5%	2.9%	3.0%
Information	1.7%	2.0%	2.9%	3.0%	2.5%	2.7%	3.1%	3.0%
Management of Companies and Enterprises	3.1%	3.5%	2.7%	3.0%	2.5%	2.8%	2.6%	3.0%
Manufacturing	1.8%	2.0%	2.9%	3.0%	2.6%	2.8%	3.0%	3.0%
Mining	2.4%	2.8%	3.5%	3.5%	2.9%	3.0%	3.6%	3.5%
Public Administration	2.4%	2.5%	1.8%	1.0%	1.3%	0.0%	1.6%	0.0%
Real Estate, Rental and Leasing	1.4%	1.4%	2.6%	2.9%	2.1%	2.5%	2.8%	3.0%
Retail Trade	1.9%	2.3%	2.7%	3.0%	2.5%	2.7%	3.0%	3.0%
Telecommunications	1.8%	2.0%	2.8%	3.0%	2.2%	2.5%	3.1%	3.0%
Transportation	1.5%	1.1%	2.3%	3.0%	2.2%	2.5%	2.7%	3.0%
Utilities	3.0%	3.0%	3.3%	3.1%	2.4%	2.8%	3.0%	3.0%
Wholesale Trade	1.4%	0.0%	3.0%	3.0%	2.7%	3.0%	3.1%	3.0%
Other Services (except Public Administration)	2.3%	3.0%	2.4%	3.0%	2.3%	2.8%	3.1%	3.0%

FIGURE 10 **Total Salary Budget Increases, by Organization Size**

	Actual 2009		Projected 2010		Actual 2010		Projected 2011	
Number of Employees	Mean	Median	Mean	Median	Mean	Median	Mean	Median
1-499	2.6%	3.0%	3.1%	3.0%	2.5%	3.0%	3.0%	3.0%
500-2,499	2.3%	3.0%	2.8%	3.0%	2.5%	2.7%	2.9%	3.0%
2,500-9,999	2.0%	2.5%	2.8%	3.0%	2.5%	2.7%	3.0%	3.0%
10,000-19,999	1.9%	2.0%	2.7%	3.0%	2.3%	2.5%	2.8%	3.0%
20,000+	1.9%	2.0%	2.7%	3.0%	2.4%	2.5%	2.9%	3.0%

FIGURE 11 **Total Salary Budget Increases, by Revenue**

	Actual 2009		Projected 2010		Actual 2010		Projected 2011	
2009 Revenue	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Up to $30 million	2.6%	3.0%	3.1%	3.0%	2.5%	2.8%	2.8%	3.0%
More than $30 million to $100 million	2.4%	3.0%	3.1%	3.0%	2.5%	3.0%	3.2%	3.0%
More than $100 million to $300 million	2.4%	3.0%	2.9%	3.0%	2.3%	2.5%	2.8%	3.0%
More than $300 million to $600 million	2.4%	3.0%	2.9%	3.0%	2.6%	2.8%	3.0%	3.0%
More than $600 million to $1 billion	2.1%	2.5%	2.9%	3.0%	2.4%	2.5%	2.9%	3.0%
More than $1 billion to $3 billion	2.1%	2.5%	2.8%	3.0%	2.5%	2.8%	3.0%	3.0%
More than $3 billion to $5 billion	2.0%	2.5%	2.8%	3.0%	2.5%	2.7%	2.9%	3.0%
More than $5 billion to $8 billion	1.9%	2.0%	2.8%	3.0%	2.6%	2.8%	3.1%	3.0%
More than $8 billion to $10 billion	2.1%	3.0%	2.8%	3.0%	2.7%	2.9%	3.0%	3.0%
More than $10 billion	1.9%	2.0%	2.8%	3.0%	2.5%	2.7%	2.9%	3.0%

Promotional Increases

FIGURE 12 Promotional Increase Budgets

	2008 n=2,321	2009 n=2,467	2010 n=2,338
Percent of organizations with a separate promotional increase budget	32%	33%	33%
Percent of organizations without a separate promotional increase budget	68%	67%	67%

FIGURE 13 Salary Budget Increases, by Existence of Separate Promotional Increase Budget

	All Respondents		Promotional Increases Are a Separate Budget Item		Promotional Increases Are NOT a Separate Budget Item	
	Actual 2010	Projected 2011	Actual 2010	Projected 2011	Actual 2010	Projected 2011
General Increase/COLA	1.4%	1.8%	1.4%	1.9%	1.4%	1.7%
Merit Increase	2.3%	2.8%	2.3%	2.8%	2.2%	2.7%
Other Increase (not promotional)	0.9%	1.0%	0.8%	0.8%	1.1%	1.1%
Total Increase	2.5%	2.9%	2.6%	3.1%	2.4%	2.8%

FIGURE 14 Promotional Increases

	2008		2009		2010	
	Mean	Median	Mean	Median	Mean	Median
Percentage of employees receiving promotional increases	7.1%	6.0%	5.9%	5.0%	—	—
	n=1,829		n=1,724			
Budgeted percent of total base salaries	1.4%	1.0%	1.1%	0.5%	1.1%	0.6%
	n=626		n=649		n=622	
Percentage of promoted employee's base salary	8.0%	8.0%	7.6%	7.3%	—	—
	n=1,850		n=1,743			

—Question was not an option in the survey questionnaire.

Percent of Employees Receiving a Base Salary Increase

FIGURE 15 **Percent of Employees Receiving a Base Salary Increase in 2010, by Employee Category**

	Percent of Employees Receiving an Increase in 2010		Percent of Employees Receiving an Increase in 2010 is ... than 2009		
	Mean	Median	Larger	Similar	Smaller
Nonexempt Hourly Nonunion	85%	96%	34%	58%	9%
Nonexempt Salaried	86%	97%	37%	53%	10%
Exempt Salaried	86%	96%	39%	52%	9%
Officers/Executives	85%	100%	42%	51%	7%

FIGURE 16 **Percent of Employees Receiving a Base Salary Increase in 2010, by Employee Category and Region**

	Central		Eastern		Southern		Western	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Nonexempt Hourly Nonunion	85%	95%	85%	95%	84%	95%	83%	95%
Nonexempt Salaried	86%	95%	86%	96%	85%	95%	84%	95%
Exempt Salaried	86%	95%	86%	95%	85%	95%	84%	95%
Officers/Executives	84%	99%	85%	99%	84%	99%	83%	99%

Merit Increase Awards

FIGURE 17 **Merit Increase Awards, by Performance Category**

	High Performers		Middle Performers		Low Performers	
2009	Mean	Median	Mean	Median	Mean	Median
Percentage of employees rated in this category for 2009	25%	21%	68%	70%	7%	5%
Average merit increase awarded to this 2009 performance category	3.2%	3.5%	2.1%	2.5%	0.7%	0.0%
2010						
Percentage of employees estimated to be rated in this category for 2010	24%	20%	69%	70%	8%	5%
Average merit increase estimated for this 2010 performance category	3.7%	4.0%	2.4%	2.5%	0.7%	0.0%

Note: The mean distribution of the percent of employees in each performance category will total 100% or, as a result of rounding, may be very close. However, by definition, the median value for each category will move depending on the frequency of values in the data set. Therefore, the median distribution of the percent of employees in each category does not equal 100%.

Compensation Philosophy

Figure 18 reveals data regarding the compensation philosophy of responding organizations. For the purpose of the survey, an organization's compensation philosophy is defined as a statement regarding where the organization prefers to pay its employees in relation to the market rate of pay.

FIGURE 18 Compensation Philosophy, by Employee Category

	To Pay Below the Market	To Pay At the Market	To Pay Above the Market	No Formal Compensation Philosophy
Nonexempt Hourly Nonunion	3%	84%	6%	7%
Nonexempt Salaried	3%	85%	7%	6%
Exempt Salaried	2%	84%	8%	6%
Officers/Executives	2%	77%	14%	7%

Lump-Sum Awards

A lump-sum award is defined as an increase in pay that is made in the form of a single cash payment. Lump-sum awards often are used in one of three circumstances:

- When an employer does not want to increase the employee's base pay due to budget constraints
- When an employee is reaching or exceeding the maximum of his/her salary range
- When an employer is trying to give the employee more buying power at a specific point in time.

FIGURE 19 Lump-Sum Awards, by Employee Category

	Percent of Companies Giving Lump-Sum Awards	Percent of Employees Receiving Lump-Sum Awards
Nonexempt Hourly Nonunion	40%	12%
Nonexempt Salaried	44%	11%
Exempt Salaried	46%	11%
Officers/Executives	31%	19%

Salary Structure Adjustments

An organization's salary structure is a hierarchy of pay ranges with established minimums and maximums. Organizations frequently apply control points (often the midpoint) within each salary range. The collection of those control points determines the pay line. As a general rule, the numbers displayed in Figure 20 refer to the percent increase in the salary structure pay line encompassing all salary range control points.

FIGURE 20 Salary Structure Increases, by Employee Category

	Actual 2009		Projected 2010		Actual 2010		Projected 2011	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Nonexempt Hourly Nonunion	1.5%	1.5%	1.8%	2.0%	1.1%	0.8%	1.9%	2.0%
	n=1,458		n=1,227		n=1,291		n=1,141	
Nonexempt Salaried	1.5%	2.0%	1.8%	2.0%	1.3%	1.5%	2.0%	2.0%
	n=1,012		n=845		n=893		n=772	
Exempt Salaried	1.5%	1.9%	1.8%	2.0%	1.2%	1.0%	2.0%	2.0%
	n=1,875		n=1,555		n=1,714		n=1,490	
Officers/Executives	1.4%	0.0%	1.8%	2.0%	1.2%	0.0%	2.0%	2.0%
	n=1,464		n=1,243		n=1,325		n=1,164	

FIGURE 20A Actual 2010 Salary Structure Increase Data, Most Common Responses

	Nonexempt Hourly Nonunion Mean: 1.1%	Nonexempt Salaried Mean: 1.3%	Exempt Salaried Mean: 1.2%	Officers/Executives Mean: 1.2%
3.0% increase	6%	6%	6%	6%
2.5% increase	5%	8%	6%	5%
2.0% increase	16%	19%	16%	15%
0.0% increase	50%	44%	48%	52%

FIGURE 20B Projected 2011 Salary Structure Increase Data, Most Common Responses

	Nonexempt Hourly Nonunion Mean: 1.9%	Nonexempt Salaried Mean: 2.0%	Exempt Salaried Mean: 2.0%	Officers/Executives Mean: 2.0%
3.0% increase	17%	19%	17%	18%
2.5% increase	11%	14%	12%	11%
2.0% increase	34%	33%	33%	31%
0.0% increase	18%	14%	16%	19%

FIGURE 21 **Organizations Reporting No Salary Structure Increase (0%), by Employee Category**

	Actual 2009		Actual 2010		Projected 2011	
	%	n	%	n	%	n
Nonexempt Hourly Nonunion	46%	1,458	50%	1,291	18%	1,141
Nonexempt Salaried	43%	1,012	44%	893	14%	772
Exempt Salaried	45%	1,875	48%	1,714	16%	1,490
Officers/Executives	52%	1,464	52%	1,325	19%	1,164

FIGURE 22 **Number of Months Since Last Increase if No Increase Was Reported (0% or Blank) and Most Common Responses**

				Frequency of Responses			
	n	Mean	Median	12 months	18 months	24 months	36 months
Nonexempt Hourly Nonunion	563	21.5	24.0	33%	6%	35%	8%
Nonexempt Salaried	344	21.0	22.5	33%	5%	36%	7%
Exempt Salaried	713	21.4	24.0	32%	6%	35%	8%
Officers/Executives	608	20.9	22.0	35%	6%	36%	7%

FIGURE 23 **Salary Structure Increase Trends**

	Nonexempt Hourly Nonunion	Nonexempt Salaried	Exempt Salaried	Officers/Executives
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	2.0%	2.3%	2.1%	2.2%
2004	1.9%	2.0%	2.0%	2.0%
2005	2.1%	2.2%	2.2%	2.2%
2006	2.5%	2.6%	2.6%	2.7%

(Continued on page 31)

FIGURE 23 Salary Structure Trends *(continued)*

	Nonexempt Hourly Nonunion	Nonexempt Salaried	Exempt Salaried	Officers/Executives
2007	2.5%	2.6%	2.6%	2.6%
2008	2.5%	2.5%	2.5%	2.6%
2009	1.5%	1.5%	1.5%	1.4%
2010	1.1%	1.3%	1.2%	1.2%
2011 Projected	1.9%	2.0%	2.0%	2.0%

FIGURE 24 Salary Structure Increases, by Region and Employee Category

	Central					Eastern				
	Actual 2010			Projected 2011		Actual 2010			Projected 2011	
	Mean	Median	n	Mean	Median	n	Mean	Median	n	Mean	Median	n
Nonexempt Hourly Nonunion	1.2%	1.0%	n=742	1.9%	2.0%	n=654	1.2%	1.0%	n=706	2.0%	2.0%	n=620
Nonexempt Salaried	1.3%	1.5%	n=532	2.0%	2.0%	n=455	1.3%	1.5%	n=555	2.1%	2.0%	n=469
Exempt Salaried	1.2%	1.0%	n=990	2.0%	2.0%	n=849	1.2%	1.0%	n=969	2.0%	2.0%	n=822
Officers/Executives	1.2%	0.0%	n=774	2.0%	2.0%	n=674	1.2%	0.0%	n=754	2.0%	2.0%	n=646

	Southern						Western					
	Actual 2010			Projected 2011			Actual 2010			Projected 2011		
	Mean	Median	n	Mean	Median	n	Mean	Median	n	Mean	Median	n
Nonexempt Hourly Nonunion	1.2%	0.6%	n=678	1.9%	2.0%	n=613	1.1%	0.0%	n=677	1.9%	2.0%	n=582
Nonexempt Salaried	1.3%	1.3%	n=519	2.0%	2.0%	n=449	1.3%	1.5%	n=495	2.0%	2.0%	n=409
Exempt Salaried	1.2%	0.5%	n=924	2.0%	2.0%	n=805	1.1%	0.0%	n=892	1.9%	2.0%	n=746
Officers/Executives	1.2%	0.0%	n=727	1.9%	2.0%	n=639	1.1%	0.0%	n=705	1.9%	2.0%	n=597

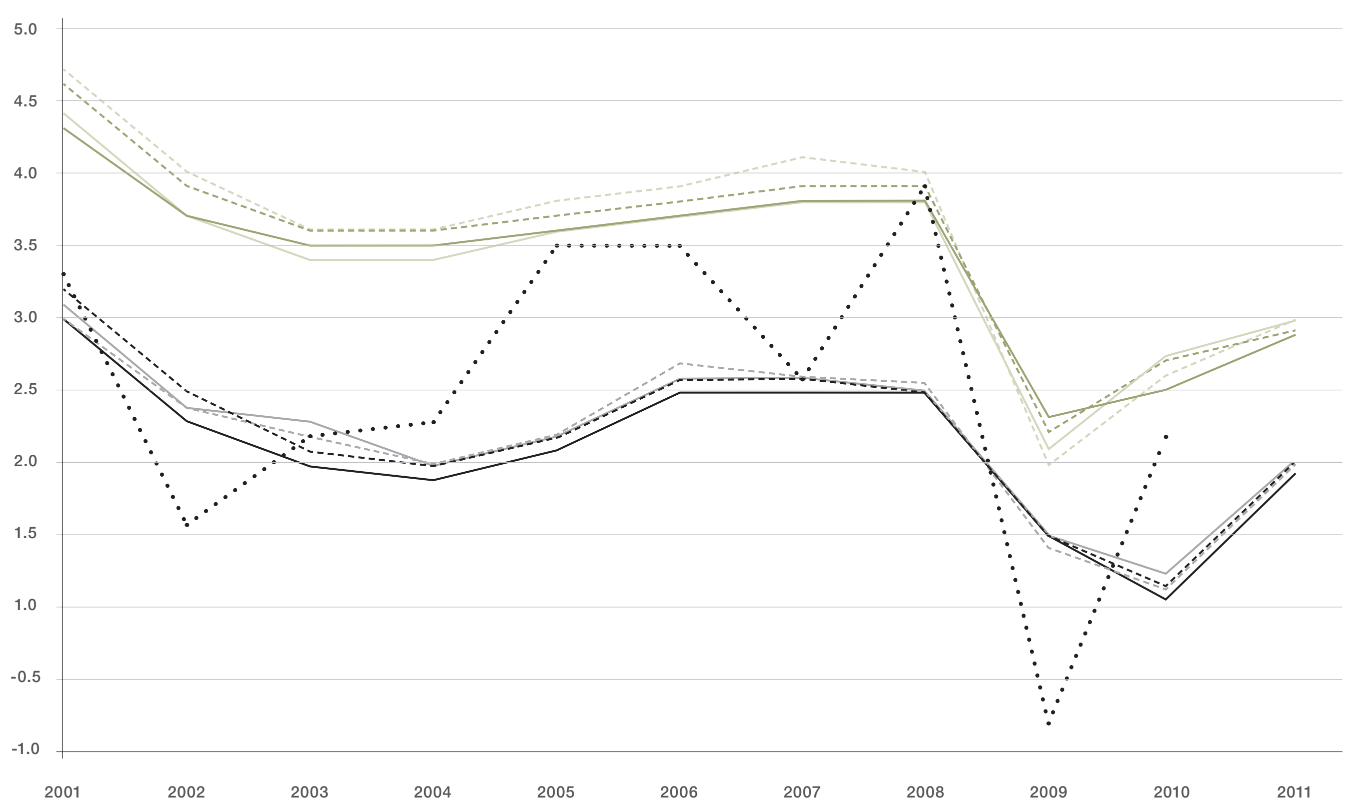
FIGURE 25 **10-Year Perspective: Salary Budget and Structure Increases**

	Salary Budget Increases										
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011 projected
Nonexempt Hourly Nonunion	4.3%	3.7%	3.5%	3.5%	3.6%	3.7%	3.8%	3.8%	2.3%	2.4%	2.9%
Nonexempt Salaried	4.4%	3.7%	3.4%	3.4%	3.6%	3.7%	3.8%	3.8%	2.1%	2.4%	2.9%
Exempt Salaried	4.6%	3.9%	3.6%	3.6%	3.7%	3.8%	3.9%	3.9%	2.2%	2.5%	2.9%
Officers/Executives	4.7%	4.0%	3.6%	3.6%	3.8%	3.9%	4.1%	4.0%	2.0%	2.5%	3.0%

	Salary Structure Increases										
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011 projected
Nonexempt Hourly Nonunion	3.0%	2.3%	2.0%	1.9%	2.1%	2.5%	2.5%	2.5%	1.5%	1.1%	1.9%
Nonexempt Salaried	3.1%	2.4%	2.3%	2.0%	2.2%	2.6%	2.6%	2.5%	1.5%	1.3%	2.0%
Exempt Salaried	3.2%	2.5%	2.1%	2.0%	2.2%	2.6%	2.6%	2.5%	1.5%	1.2%	2.0%
Officers/Executives	3.0%	2.4%	2.2%	2.0%	2.2%	2.7%	2.6%	2.6%	1.4%	1.2%	2.0%

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011 projected
Consumer Price Index (CPI)	3.3%	1.6%	2.2%	2.3%	3.5%	3.5%	2.6%	3.9%	-0.7%	2.2%	—

Note: The Figure 25 tables and corresponding graph show the relationship between salary structure increases, salary budget increases and the U.S. CPI for each employment category from 2001 to 2010. (CPI as reported by U.S. Bureau of Labor Statistics for all urban consumers for 12 months ending April 2010, www.bls.gov.)



Variable Pay

Variable pay is the percentage of payroll established by management to grant to employees for performance-based, lump-sum, short-term cash awards during the year. Included in this calculation are payments provided under a formal plan, such as organizationwide awards, unit/strategic business unit (SBU) awards and/or individual incentive awards. (Specific salesforce incentive awards and cash awards for recognition are excluded from the variable pay data.)

FIGURE 26 Use of Variable Pay

Percent of organizations ...	2008	2009	2010
Using variable pay	81%	80%	80%
Not using variable pay	19%	20%	20%

FIGURE 27 Types of Variable Pay Programs

Combination awards based on both organization/unit success and individual performance	70%
Organizationwide awards	28%
Individual incentive awards	26%
Unit/strategic business unit awards	17%

FIGURE 28 Impact of Variable Pay on Base Salary Budget Recommendations

	Nonexempt Hourly Nonunion	Nonexempt Salaried	Exempt Salaried	Officers/Executives
No impact	83%	77%	70%	67%
Some impact	15%	21%	27%	25%
Significant impact	2%	2%	3%	8%

FIGURE 29 Variable Pay Programs, 2009-2011

National	Nonexempt Hourly Nonunion		Nonexempt Salaried		Exempt Salaried		Officers/Executives	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median
2009								
Average percent budgeted	5.2%	5.0%	5.5%	5.0%	11.7%	11.0%	33.0%	30.0%
Average percent paid	4.8%	4.0%	5.3%	4.5%	11.0%	10.0%	33.0%	30.0%
Percent of employees eligible in 2009 for variable pay	90%	100%	93%	100%	81%	100%	95%	100%
Percent of eligible employees actually paid variable pay for 2009	77%	98%	79%	98%	74%	96%	84%	100%
2010								
Average percent budgeted	5.3%	5.0%	5.7%	5.0%	12.1%	11.6%	34.7%	33.0%
Projected percent paid	5.1%	5.0%	5.6%	5.0%	12.2%	11.0%	35.7%	32.5%
2011								
Projected percent budgeted	5.5%	5.0%	5.7%	5.0%	12.3%	12.0%	35.0%	34.0%

FIGURE 30 2009-2011 Variable Pay Programs, by Region

Central	Nonexempt Hourly Nonunion		Nonexempt Salaried		Exempt Salaried		Officers/Executives	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median
2009								
Average percent budgeted	5.1%	5.0%	5.6%	5.0%	12.2%	12.0%	35.7%	35.0%
Average percent paid	4.8%	4.0%	5.4%	5.0%	11.4%	10.0%	34.7%	30.0%
Percent of employees eligible in 2009 for variable pay	89%	100%	93%	100%	81%	100%	96%	100%
Percent of eligible employees actually paid variable pay for 2009	77%	97%	81%	98%	76%	96%	85%	100%
2010								
Average percent budgeted	5.1%	5.0%	5.8%	5.0%	12.7%	12.0%	37.4%	35.0%
Projected percent paid	5.1%	5.0%	5.7%	5.0%	12.8%	12.0%	38.1%	35.0%
2011								
Projected percent budgeted	5.2%	5.0%	5.6%	5.0%	12.9%	12.0%	37.4%	35.0%

(Continued on page 35)

FIGURE 30 **2009-2011 Variable Pay Programs, by Region** *(continued)*

Eastern	Nonexempt Hourly Nonunion		Nonexempt Salaried		Exempt Salaried		Officers/Executives	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median
2009								
Average percent budgeted	5.1%	5.0%	5.4%	5.0%	12.3%	12.0%	35.8%	35.0%
Average percent paid	4.7%	4.0%	5.2%	4.7%	11.6%	10.0%	35.4%	30.0%
Percent of employees eligible in 2009 for variable pay	88%	100%	92%	100%	81%	100%	95%	100%
Percent of eligible employees actually paid variable pay for 2009	76%	97%	78%	98%	75%	95%	85%	100%
2010								
Average percent budgeted	5.2%	5.0%	5.5%	5.0%	12.9%	12.0%	38.2%	35.0%
Projected percent paid	5.0%	5.0%	5.5%	5.0%	13.0%	12.0%	38.7%	35.0%
2011								
Projected percent budgeted	5.2%	5.0%	5.3%	5.0%	12.9%	12.0%	38.1%	35.0%

Southern	Nonexempt Hourly Nonunion		Nonexempt Salaried		Exempt Salaried		Officers/Executives	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median
2009								
Average percent budgeted	5.2%	5.0%	5.7%	5.0%	12.3%	12.0%	36.5%	35.0%
Average percent paid	4.9%	4.0%	5.5%	5.0%	11.6%	10.0%	35.9%	30.0%
Percent of employees eligible in 2009 for variable pay	89%	100%	92%	100%	81%	100%	96%	100%
Percent of eligible employees actually paid variable pay for 2009	78%	97%	80%	98%	76%	96%	85%	100%
2010								
Average percent budgeted	5.4%	5.0%	5.9%	5.0%	13.0%	12.0%	38.6%	35.0%
Projected percent paid	5.3%	5.0%	5.8%	5.0%	13.1%	12.0%	39.1%	35.0%
2011								
Projected percent budgeted	5.4%	5.0%	5.7%	5.0%	13.1%	12.4%	38.6%	37.5%

(Continued on page 36)

FIGURE 30 **2009-2011 Variable Pay Programs, by Region** *(continued)*

Western	Nonexempt Hourly Nonunion		Nonexempt Salaried		Exempt Salaried		Officers/Executives	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median
2009								
Average percent budgeted	5.4%	5.0%	5.7%	5.0%	12.6%	12.4%	36.3%	35.0%
Average percent paid	4.8%	4.0%	5.6%	5.0%	11.6%	10.0%	35.5%	30.3%
Percent of employees eligible in 2009 for variable pay	90%	100%	92%	100%	81%	100%	95%	100%
Percent of eligible employees actually paid variable pay for 2009	77%	97%	81%	98%	74%	95%	84%	100%
2010								
Average percent budgeted	5.5%	5.0%	5.9%	5.0%	13.2%	12.7%	38.4%	36.0%
Projected percent paid	5.1%	5.0%	5.9%	5.0%	13.2%	12.0%	39.0%	35.0%
2011								
Projected percent budgeted	5.6%	5.0%	5.8%	5.0%	13.5%	13.0%	38.8%	40.0%

Cost Containment/Reduction and Recovery Strategies

FIGURE 31 **Recovery Status**

No negative effects of recession experienced	22%
Still in a recession; not considering recovery actions yet	15%
Recovering but not considering or implementing recovery actions yet	25%
Recovering and considering or implementing recovery actions	37%

FIGURE 32 **Cost Containment/Reduction Strategies Used in Past 12 Months**

	Nonexempt Hourly Nonunion	Nonexempt Salaried	Exempt Salaried	Officers/ Executives	Organizations That Have or Are Considering Resuming Normal Practices
Wage freeze/no pay increases	36%	24%	50%	50%	90%*
Mandatory reduction in force	39%	25%	48%	23%	n/a
Increase employee share of health-care premiums	32%	20%	40%	37%	n/a
Hiring freeze	27%	18%	36%	23%	58%
Limit/eliminate overtime	45%	23%	6%	4%	35%

(Continued on page 37)

FIGURE 32 Cost Containment/Reduction Strategies Used in Past 12 Months *(continued)*

	Nonexempt Hourly Nonunion	Nonexempt Salaried	Exempt Salaried	Officers/ Executives	Organizations That Have or Are Considering Resuming Normal Practices
Reduce/suspend 401(k) or 403(b) matches	16%	9%	20%	18%	31%
Voluntary reduction in force	10%	7%	12%	7%	n/a
Furloughs	12%	6%	11%	7%	21%
Reduction in pay/pay cuts	6%	4%	10%	10%	n/a**
Voluntary unpaid time off	10%	4%	8%	5%	10%
Freeze or close pension plans	5%	4%	7%	6%	0%

* See Figure 33. ** See Figure 34.

Note: Respondents were asked to check all strategies used in their organization by employee category. Not all organizations have all types of employees, and not all strategies typically apply to every employee group.

FIGURE 33 Recovery Actions Considered or Implemented if Pay Freezes Imposed in Past 12 Months

Resume normal pay increases practices in 2010 (or next fiscal year)	90%
Lump-sum payment equivalent to pay increases that would have otherwise been awarded	6%
Award pay increases that would have otherwise been awarded during recession	5%
Increase in noncompensation benefits	2%
Other	8%

FIGURE 34 Recovery Actions Considered or Implemented if Pay Cuts Imposed in Past 12 Months

Restore pay to previous rates in full	70%
Pay cuts will remain permanent; future pay actions to be determined	20%
Restore pay using staggered approach	5%
Restore pay based on individual performance	5%
Provide lump-sum payment equal to amount of pay cut	4%
Increase in noncompensation benefits	1%
Other	5%

FIGURE 35 **Most Common Cost Containment/Reduction Strategies Used in Past 12 Months, by Selected Industries**

	All Respondents	Finance and Insurance	Manufacturing	Health Care	Retail	Transportation	Information	Consulting, Professional, Scientific, and Technical Services
Nonexempt Hourly Nonunion								
Limit/eliminate overtime	45%	33%	46%	69%	56%	48%	35%	37%
Mandatory reduction in force	39%	28%	47%	38%	33%	57%	44%	40%
Hiring freeze	27%	14%	31%	25%	20%	38%	31%	28%
Wage freeze/ no pay increases	36%	16%	40%	35%	39%	55%	46%	32%
Nonexempt Salaried								
Mandatory reduction in force	25%	25%	38%	8%	18%	24%	26%	25%
Hiring freeze	18%	10%	27%	7%	9%	29%	18%	19%
Wage freeze/ no pay increases	24%	12%	38%	7%	19%	33%	24%	23%
Exempt Salaried								
Mandatory reduction in force	48%	45%	58%	36%	38%	57%	59%	54%
Hiring freeze	36%	23%	40%	26%	26%	60%	39%	40%
Wage freeze/ no pay increases	50%	33%	57%	39%	47%	71%	59%	48%
Officers/ Executives								
Mandatory reduction in force	23%	28%	24%	16%	22%	26%	28%	24%
Hiring freeze	23%	16%	26%	14%	11%	36%	29%	25%
Wage freeze/ no pay increases	50%	40%	54%	42%	59%	67%	58%	45%

FIGURE 36 **2010 Actual Total Salary Budget Increases for Those Who Reported the Use of Common Cost Containment/Reduction Strategies in the Past 12 Months**

	Mandatory Reduction in Force	Hiring Freeze	Wage Freeze
Nonexempt Hourly Nonunion	2.3%	2.2%	1.9%
Nonexempt Salaried	2.2%	2.1%	1.9%
Exempt Salaried	2.3%	2.2%	1.9%
Officers/Executives	2.4%	2.2%	2.0%

Attraction and Retention Practices

FIGURE 37 **Programs Used to Attract and Retain Employees**

	2006 n=2,251	2007 n=2,136	2008 n=2,288	2009 n=2,209	2010 n=2,111
Career development	—	—	—	—	60%
Employee referral bonus	65%	66%	69%	66%	55%
Flexible work schedules	—	62%	63%	59%	54%
Flex time	—	—	51%	46%	44%
Telecommuting/telework	—	30%	42%	39%	34%
Compressed workweek	—	—	27%	26%	24%
Job sharing	12%	14%	13%	11%	9%
Sign-on/hiring bonus	69%	70%	70%	64%	50%
Noncash recognition and rewards	—	—	—	—	38%
Spot bonus (individual)	45%	46%	45%	39%	36%
Market adjustments/increase to base salary	64%	65%	65%	37%	35%
Retention/stay bonus	35%	38%	38%	34%	26%
Part-time employment with benefits	28%	32%	37%	33%	25%
Stock grant programs	16%	21%	20%	20%	18%
Stock option program	24%	23%	22%	20%	17%
Paying above market	30%	29%	31%	21%	14%
Special cash bonus/group incentives	20%	20%	19%	15%	12%
Project milestone/completion bonus	18%	21%	18%	15%	12%
Exempt overtime pay or time off	13%	14%	14%	11%	9%
Separate salary structures	13%	15%	15%	11%	7%
Phased retirement	4%	6%	6%	5%	4%
Larger merit increase budgets	10%	11%	9%	3%	4%
Paid sabbaticals	2%	3%	3%	2%	2%

— Program was not an option in the survey questionnaire.

Global Comparison: Salary Increases vs. Rates of Inflation

The salary budget survey does not collect information about salary budget increases in countries other than the United States and Canada. The following table was provided by Strategic Rewards Group and includes global comparisons of average increase and inflation information for 68 countries within four major regions.

The information was collected from more than 7,800 Strategic Rewards Group clients and includes increases that were awarded in 2010 and projections for 2011 in four categories: executive, management, professional and employee.

FIGURE 38 International Remuneration: 2010-2011 Increase Projections

	2010		2011 Increases Planned				
	Average Increase	Inflation (2nd Quarter)	Inflation Projected	Executive	Management	Professional	Employee
Europe							
Austria	2.8	1.4	1.7	3.5	2.9	2.5	2.3
Belgium	2.8	1.5	1.4	3.0	2.5	2.4	2.2
Cyprus	4.2	2.2	3.5	5.4	5.1	4.7	4.2
Czech Republic	3.0	1.6	1.4	4.2	3.0	2.9	2.8
Denmark	3.6	1.9	2.2	4.2	3.6	3.5	3.1
Estonia	2.9	1.5	1.8	4.1	3.2	3.0	2.8
Euro Zone	2.8	1.6	1.8	3.8	3.4	3.2	3.0
Finland	3.0	1.4	1.6	4.0	3.7	3.5	3.2
France	3.5	1.6	1.9	4.0	3.4	3.2	3.1
Germany	3.3	1.1	1.7	4.4	3.9	3.7	3.5
Greece	3.5	2.6	2.7	4.0	3.6	3.4	3.3
Hungary	5.2	4.1	4.5	6.2	5.5	5.4	5.0
Iceland	7.8	6.6	7.3	9.5	8.8	8.7	8.3
Irish Republic	1.8	(0.9)	(0.4)	2.6	1.9	1.5	1.3
Italy	3.4	1.5	1.8	4.0	3.5	3.2	3.1
Latvia	4.3	3.1	2.9	5.2	4.1	4.5	4.0
Lithuania	3.6	1.3	1.4	4.6	3.9	4.1	3.7
Luxembourg	3.5	2.1	2.0	3.6	2.3	2.2	2.0
Netherlands	2.8	1.2	1.5	3.5	2.8	2.9	2.5
Norway	3.9	2.6	2.3	4.3	3.8	3.6	3.3
Poland	4.0	2.7	2.8	4.5	4.3	4.2	4.1
Portugal	1.8	0.6	0.7	2.6	2.1	2.0	1.8
Russia	8.9	6.7	6.9	9.6	8.5	8.2	7.9
Slovak Republic	3.6	1.9	2.1	4.5	3.7	3.4	3.2
Slovenia	3.2	1.8	2.1	4.3	3.6	3.4	3.2
Spain	3.2	1.5	1.6	4.1	3.3	3.1	3.0
Sweden	3.4	1.5	1.8	4.0	3.8	3.6	3.5

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FIGURE 38 International Remuneration: 2010-2011 Increase Projections *(continued)*

	2010		2011 Increases Planned				
	Average Increase	Inflation (2nd Quarter)	Inflation Projected	Executive	Management	Professional	Employee
Switzerland	3.2	1.2	1.3	3.8	3.5	3.5	3.4
Ukraine	13.4	11.6	11.2	13.5	13.2	12.3	12.0
United Kingdom	4.5	2.8	2.9	4.9	4.5	4.3	4.1
Asia Pacific							
Australia	4.5	2.6	2.8	4.8	4.6	4.4	4.1
Bangladesh	8.2	6.1	6.2	8.5	8.0	7.8	6.8
China	5.8	3.7	4.1	7.2	6.3	6.0	5.8
Hong Kong	4.5	2.2	2.4	5.0	4.6	4.1	3.8
India	14.5	12.1	12.4	15.5	14.6	13.1	12.1
Indonesia	7.2	5.5	5.8	8.5	7.4	6.7	6.4
Japan	1.5	(1.1)	(0.6)	2.5	1.8	1.6	1.4
Korea (South)	5.9	4.1	4.4	6.5	6.0	7.8	7.4
Malaysia (Pen.)	3.7	1.8	1.9	4.4	3.6	3.4	3.3
New Zealand	4.3	2.1	2.3	5.0	4.2	4.1	4.0
Pakistan	12.8	11.4	11.7	13.5	12.9	12.4	12.1
Philippines	6.3	4.9	5.0	7.0	6.4	6.4	6.2
Singapore	4.3	2.4	2.7	5.3	4.4	4.6	4.1
Sri Lanka	6.8	5.4	5.6	7.0	6.7	5.7	5.4
Taiwan	4.6	2.2	2.4	5.5	4.8	4.2	4.1
Thailand	5.1	3.4	3.6	6.2	5.2	5.1	4.8
Vietnam	12.4	10.6	11.2	14.0	13.4	13.2	12.8
Africa/Middle East							
Bahrain	3.0	1.7	1.9	3.5	2.8	2.6	2.4
Egypt	13.7	12.4	12.6	14.5	13.8	13.6	12.3
Israel	4.4	2.1	2.5	5.0	4.5	4.2	3.8
Kenya	23.5	22.2	18.4	21.5	20.3	19.1	18.8
Nigeria	14.9	13.1	12.4	15.3	14.4	13.2	12.1
Saudi Arabia	5.1	3.6	3.7	6.5	5.2	5.1	4.5
South Africa	8.2	5.9	6.1	8.6	8.3	7.9	7.5
Turkey	12.2	10.1	10.5	13.5	12.7	12.3	11.8
UAE	3.2	1.3	1.4	4.5	3.2	3.0	2.8
Zimbabwe*	16.0	15.2*	15.4*	17.0	16.4	16.0	15.2
Latin America							
Argentina	14.1	12.2	12.8	15.2	14.2	14.1	13.7
Brazil	7.1	5.4	5.8	8.5	7.0	6.6	5.0
Chile	4.5	2.6	2.8	5.5	4.6	4.2	3.9

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FIGURE 38 **International Remuneration: 2010-2011 Increase Projections** *(continued)*

	2010		2011 Increases Planned				
	Average Increase	Inflation (2nd Quarter)	Inflation Projected	Executive	Management	Professional	Employee
Colombia	5.3	3.2	3.5	6.3	5.5	5.3	4.8
Costa Rica	6.4	4.8	5.1	7.3	6.5	6.2	5.8
Ecuador	4.8	3.1	3.3	5.0	4.8	4.7	4.5
Guatemala	7.4	5.6	6.1	8.1	7.5	7.1	6.8
Mexico	7.4	5.8	5.9	8.5	7.4	7.3	6.1
Panama	5.2	3.1	3.8	6.4	5.8	5.5	5.2
Peru	3.1	1.6	1.8	4.4	3.4	3.2	3.1
Puerto Rico	4.1	2.2	2.7	5.6	4.7	4.8	4.2
Venezuela	33.2	30.2	31.6	34.3	33.6	30.1	29.7

Notes:
- Strategic Reward Group's annual survey is issued in June.
- Merit salary survey data for 2010 and 2011 (newly projected) were obtained from more than 7,800 clients and general survey participants.
- In higher-inflation countries, increases may be given more frequently than annually.
- CPI data provided by The World Bank, IMF, the London School of Economics, Barclays Bank and the Economist Intelligence Unit.
- Sector-specific increases are available upon request for a nominal fee (e.g., biological technology, engineering and construction, high technology, nongovernmental, pharmaceutical, professional services).
- A total of 68 countries are listed, but data are available for an additional 62 countries. Specific labor markets and/or sectors are available for $150 per location (e.g., Brazil-Rio de Janeiro, Sao Paulo, Brazilia).

* Zimbabwe: Because rampant inflation has been driven by the softening of the Z$, this year inflation is dollarized (USD).

Executive Summary
Canada

Aggregating all Canadian employee categories, regions and industries, the average actual salary budget increase is 2.6 percent in 2010 (median: 2.7 percent), up from 2.4 percent in 2009. *The WorldatWork 2010-2011 Salary Budget Survey* reports data for more than 575,000 Canadian employees from 227 organizations. Collected in April 2010, the data represent a broad range of industries across all provinces of Canada. Although WorldatWork reports aggregated data for as few as five organizations, data corresponding to larger sample sizes will have stronger statistical power and validity. Because of possible statistical weakness, some caution should be exercised when using data points contained in this report that have been aggregated from relatively few respondents.

Salary Budget Increases

FIGURE C1 **Salary Budget Increases, by Type of Increase**

	Actual 2008			Actual 2009			Projected 2010			Actual 2010			Projected 2011		
	Mean	Median	n	Mean	Median	n	Mean	Median	n	Mean	Median	n	Mean	Median	n
General Increase/COLA	2.4%	2.5%	n=184	1.8%	2.0%	n=220	1.8%	2.0%	n=154	1.4%	1.5%	n=179	1.8%	2.0%	n=150
Merit Increase	3.4%	3.5%	n=726	2.1%	2.4%	n=562	2.4%	2.5%	n=446	2.4%	2.5%	n=618	2.7%	3.0%	n=510
Other Increase (not promotional)	1.1%	0.5%	n=178	1.0%	0.4%	n=123	1.6%	1.0%	n=72	1.2%	0.5%	n=172	1.0%	0.5%	n=137
Total Increase	3.9%	3.6%	n=801	2.4%	2.8%	n=690	2.7%	3.0%	n=542	2.6%	2.7%	n=730	3.0%	3.0%	n=607

Note: "General Increase/COLA," "Merit" and "Other" do not add to the "Total Increase" because not every organization provides all three types of increase. The *n*'s represent the number of responses for each type of increase, which may include multiple responses if each respondent reports for more than one employee category for that type of increase.

FIGURE C2 **Total Salary Budget Increases, by Employee Category**

Salary Budget Increases (zeros included)

	Actual 2008		Actual 2009		Projected 2010		Actual 2010		Projected 2011	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Nonmanagement Hourly Nonunion	3.8%	3.6%	2.5%	2.8%	2.7%	2.8%	2.5%	2.5%	2.9%	3.0%
Nonmanagement Salaried	3.8%	3.6%	2.5%	3.0%	2.7%	3.0%	2.6%	2.8%	3.0%	3.0%
Management Salaried	3.9%	3.7%	2.4%	3.0%	2.8%	3.0%	2.7%	2.8%	2.9%	3.0%
Officers/Executives	3.9%	3.6%	2.2%	2.5%	2.7%	3.0%	2.6%	2.9%	3.0%	3.0%

Salary Budget Increases (zeros not included)

	Actual 2008		Actual 2009		Projected 2010		Actual 2010		Projected 2011	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Nonmanagement Hourly Nonunion	3.8%	3.6%	3.4%	3.0%	3.2%	3.0%	2.7%	2.5%	3.0%	3.0%
Nonmanagement Salaried	4.0%	3.7%	3.2%	3.0%	3.1%	3.0%	2.9%	3.0%	3.1%	3.0%
Management Salaried	4.0%	3.8%	3.3%	3.1%	3.2%	3.0%	3.1%	3.0%	3.1%	3.0%
Officers/Executives	4.1%	3.7%	3.3%	3.0%	3.1%	3.0%	3.2%	3.0%	3.2%	3.0%

FIGURE C3 **Number of Months Between Increases**

	Actual 2009		Projected 2010		Actual 2010		Projected 2011	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Nonmanagement Hourly Nonunion	12.0	12.0	12.5	12.0	13.3	12.0	12.4	12.0
Nonmanagement Salaried	12.0	12.0	12.4	12.0	13.4	12.0	12.6	12.0
Management Salaried	12.0	12.0	12.4	12.0	13.4	12.0	12.5	12.0
Officers/Executives	12.1	12.0	12.4	12.0	13.5	12.0	12.7	12.0

FIGURE C4 **Salary Budget Trends**

	Nonmanagement Hourly Nonunion	Nonmanagement Salaried	Management Salaried	Officers/Executives
1983	—	6.8%	6.8%	5.5%
1984	—	5.7%	5.7%	5.8%
1985	—	5.2%	5.5%	5.8%
1986	—	5.1%	5.6%	5.8%
1987	—	4.9%	5.1%	5.2%
1988	—	5.4%	5.8%	6.0%
1989	—	5.8%	5.9%	6.0%
1990	—	6.2%	6.3%	6.4%
1991	—	5.5%	5.5%	5.5%
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	3.2%	3.5%	3.5%	4.0%
2004	3.2%	3.4%	3.4%	3.7%
2005	3.4%	3.5%	3.4%	3.5%
2006	3.7%	3.8%	3.8%	4.0%
2007	3.6%	4.0%	4.0%	4.1%

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FIGURE C4 **Salary Budget Trends** *(continued)*

	Nonmanagement Hourly Nonunion	Nonmanagement Salaried	Management Salaried	Officers/Executives
2008	3.8%	3.8%	3.9%	3.9%
2009	2.5%	2.5%	2.4%	2.2%
2010	2.5%	2.6%	2.7%	2.6%
2011 Projected	2.9%	3.0%	2.9%	3.0%

FIGURE C5 **Salary Budget Increases, by Province**

	Actual 2009		Projected 2010		Actual 2010		Projected 2011	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median
National	**2.4%**	**2.8%**	**2.7%**	**3.0%**	**2.6%**	**2.7%**	**3.0%**	**3.0%**
Alberta	2.2%	2.5%	2.5%	3.0%	2.6%	2.6%	2.9%	3.0%
British Columbia	2.2%	2.5%	2.5%	3.0%	2.5%	2.5%	2.8%	3.0%
Manitoba	2.2%	2.5%	2.4%	3.0%	2.5%	2.5%	2.9%	3.0%
New Brunswick	2.2%	2.5%	2.2%	2.5%	2.2%	2.5%	2.9%	3.0%
Newfoundland	2.0%	2.0%	2.2%	2.5%	2.4%	2.5%	2.9%	3.0%
Northwest Territories	1.9%	2.0%	2.3%	2.5%	2.5%	2.5%	3.1%	3.0%
Nova Scotia	2.3%	2.8%	2.4%	3.0%	2.4%	2.5%	2.9%	3.0%
Nunavut	2.3%	2.0%	2.7%	3.0%	2.6%	2.5%	3.0%	3.0%
Ontario	2.1%	2.5%	2.6%	3.0%	2.5%	2.5%	3.0%	3.0%
Prince Edward Island	1.9%	2.0%	2.0%	2.0%	2.2%	2.5%	2.9%	3.0%
Quebec	2.0%	2.3%	2.5%	3.0%	2.3%	2.5%	2.8%	3.0%
Saskatchewan	2.3%	2.5%	2.4%	2.6%	2.5%	2.5%	3.0%	3.0%
Yukon	1.7%	1.5%	2.3%	2.8%	2.4%	2.5%	2.9%	3.0%

FIGURE C6 Total Salary Budget Increases, by Major Metropolitan Area

	Actual 2009		Projected 2010		Actual 2010		Projected 2011	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median
National	**2.4%**	**2.8%**	**2.7%**	**3.0%**	**2.6%**	**2.7%**	**3.0%**	**3.0%**
Calgary	2.1%	2.5%	2.4%	2.5%	2.6%	2.6%	2.9%	3.0%
Edmonton	2.1%	2.0%	2.5%	2.5%	2.7%	2.7%	2.9%	3.0%
Hamilton	2.1%	2.0%	2.3%	2.8%	2.5%	2.5%	3.0%	3.0%
Montreal	1.9%	2.0%	2.4%	3.0%	2.4%	2.5%	2.8%	3.0%
Ottawa	2.0%	2.0%	2.4%	2.6%	2.4%	2.5%	2.8%	3.0%
Quebec	1.9%	2.0%	2.4%	2.5%	2.4%	2.5%	2.9%	3.0%
Toronto	2.0%	2.3%	2.4%	3.0%	2.5%	2.5%	2.9%	3.0%
Vancouver	2.1%	2.5%	2.3%	2.6%	2.4%	2.5%	2.8%	3.0%
Winnipeg	2.1%	2.0%	2.3%	3.0%	2.4%	2.5%	2.9%	3.0%

FIGURE C7 Total Salary Budget Increases, by Organization Size

	Actual 2009		Projected 2010		Actual 2010		Projected 2011	
Number of Employees	Mean	Median	Mean	Median	Mean	Median	Mean	Median
1-499	3.1%	3.2%	3.0%	3.0%	3.0%	3.0%	3.2%	3.0%
500-2,499	2.7%	3.0%	2.7%	3.0%	2.5%	2.6%	2.8%	3.0%
2,500-9,999	2.3%	2.8%	3.0%	3.0%	2.5%	3.0%	3.0%	3.0%
10,000-19,999	1.8%	2.0%	2.2%	2.5%	3.2%	3.0%	3.1%	3.0%
20,000+	1.8%	2.0%	2.3%	2.5%	2.3%	2.5%	2.7%	3.0%

Note: 2009 and projected 2010 data were incorrectly reported in the 2009-2010 report. The figures listed above have been revised.

FIGURE C8 Total Salary Budget Increases, by Revenue

	Actual 2009		Projected 2010		Actual 2010		Projected 2011	
2009 Revenue	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Up to $30 million	2.7%	3.0%	3.2%	3.0%	2.5%	3.0%	3.1%	3.0%
More than $30 million to $100 million	3.0%	2.8%	3.0%	3.0%	3.1%	2.5%	3.2%	3.0%
More than $100 million to $300 million	2.6%	2.8%	2.7%	3.0%	2.8%	3.0%	3.1%	3.5%
More than $300 million to $600 million	2.6%	3.0%	3.2%	3.1%	2.6%	2.6%	2.9%	3.0%
More than $600 million to $1 billion	2.0%	2.0%	2.6%	2.5%	2.1%	2.5%	2.4%	2.5%
More than $1 billion to $3 billion	2.1%	2.7%	2.2%	2.8%	2.5%	2.7%	3.0%	3.0%
More than $3 billion to $5 billion	2.3%	3.0%	3.1%	3.0%	2.5%	2.8%	2.4%	3.0%

(Continued on page 48)

FIGURE C8 **Total Salary Budget Increases, by Revenue** *(continued)*

2009 Revenue	Actual 2009 Mean	Actual 2009 Median	Projected 2010 Mean	Projected 2010 Median	Actual 2010 Mean	Actual 2010 Median	Projected 2011 Mean	Projected 2011 Median
More than $5 billion to $8 billion	2.1%	3.0%	2.5%	3.0%	3.6%	3.0%	3.4%	3.0%
More than $8 billion to $10 billion	2.4%	2.0%	2.8%	2.0%	2.4%	3.0%	3.0%	3.0%
More than $10 billion	1.7%	1.5%	2.3%	2.5%	2.4%	2.5%	2.8%	3.0%

Note: 2009 and projected 2010 data were incorrectly reported in the 2009-2010 report. The figures listed above have been revised.

Promotional Increases

FIGURE C9 **Promotional Increases**

	2008 Mean	2008 Median	2009 Mean	2009 Median	2010 Mean	2010 Median
Percentage of employees receiving promotional increases	8.0%	7.3% (n=186)	6.9%	5.0% (n=130)	—	—
Budgeted percent of total base salaries	1.6%	0.6% (n=54)	0.8%	0.5% (n=75)	0.9%	0.7% (n=47)
Percentage of promoted employee's base salary	7.9%	8.0% (n=187)	7.0%	7.0% (n=131)	—	—

—Question was not an option in the survey questionnaire.

Percent of Employees Receiving a Base Salary Increase

FIGURE C10 **Percent of Employees Receiving a Base Salary Increase in 2010, by Employee Category**

	Percent of Employees Receiving an Increase in 2010		Percent of Employees Receiving an Increase in 2010 Is … than 2009		
	Mean	Median	Larger	Similar	Smaller
Nonmanagement Hourly Nonunion	89%	99%	26%	67%	7%
Nonmanagement Salaried	89%	97%	35%	59%	6%
Management Salaried	86%	97%	36%	58%	6%
Officers/Executives	87%	100%	37%	60%	4%

FIGURE C11 Percent of Employees Receiving a Base Salary Increase in 2010, by Province

	Nonmanagement Hourly Nonunion		Nonmanagement Salaried		Management Salaried		Officers/Executives	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Alberta	87%	98%	88%	95%	86%	95%	83%	100%
British Columbia	85%	98%	84%	95%	82%	95%	81%	100%
Manitoba	84%	97%	87%	95%	84%	95%	83%	100%
New Brunswick	84%	95%	84%	90%	83%	90%	84%	98%
Newfoundland	77%	86%	86%	95%	81%	90%	77%	95%
Northwest Territories	87%	100%	83%	99%	81%	96%	68%	89%
Nova Scotia	81%	98%	86%	95%	84%	95%	82%	99%
Nunavut	86%	100%	88%	99%	89%	99%	88%	100%
Ontario	88%	99%	89%	96%	86%	96%	85%	100%
Prince Edward Island	82%	86%	88%	90%	88%	90%	84%	99%
Quebec	89%	99%	87%	95%	85%	95%	85%	100%
Saskatchewan	82%	95%	86%	95%	84%	95%	81%	100%
Yukon	89%	100%	90%	99%	87%	98%	74%	99%

Merit Increase Awards

FIGURE C12 Merit Increase Awards, by Performance Category

	High Performers		Middle Performers		Low Performers	
2009	Mean	Median	Mean	Median	Mean	Median
Percentage of employees rated in this category for 2009	22%	20%	71%	75%	7%	5%
Average merit increase awarded to this 2009 performance category	3.5%	3.8%	2.2%	2.5%	0.7%	0.3%
2010						
Percentage of employees estimated to be rated in this category for 2010	20%	20%	73%	75%	7%	5%
Average merit increase estimated for this 2010 performance category	4.2%	4.0%	2.6%	2.8%	0.8%	0.5%

Note: The mean distribution of the percent of employees in each performance category will total 100% or, as a result of rounding, may be very close. However, by definition, the median value for each category will move depending on the frequency of values in the data set. Therefore, the median distribution of the percent of employees in each category does not equal 100%.

Compensation Philosophy

Figure C13 reveals data regarding the compensation philosophy of responding organizations. For the purpose of the survey, an organization's compensation philosophy is defined as a statement regarding where the organization prefers to pay its employees in relation to the market rate of pay.

FIGURE C13 **Compensation Philosophy, by Employee Category**

	To Pay Below the Market	To Pay at the Market	To Pay Above the Market	No Formal Compensation Philosophy
Nonmanagement Hourly Nonunion	2%	91%	4%	3%
Nonmanagement Salaried	2%	85%	9%	4%
Management Salaried	2%	84%	11%	4%
Officers/Executives	2%	80%	13%	5%

Lump-Sum Awards

A lump-sum award is defined as an increase in pay that is made in the form of a single cash payment. Lump-sum awards are often used in one of three circumstances:

- When an employer does not want to increase the employee's base pay due to budget constraints
- When an employee is reaching or exceeding the maximum of his/her salary range
- When an employer is trying to give the employee more buying power at a specific point in time.

FIGURE C14 **Lump-Sum Awards, by Employee Category**

	Percent of Companies Giving Lump-Sum Awards	Percent of Employees Receiving Lump-Sum Awards
Nonmanagement Hourly Nonunion	27%	28%
Nonmanagement Salaried	33%	18%
Management Salaried	33%	25%
Officers/Executives	25%	33%

Salary Structure Adjustments

An organization's salary structure is a hierarchy of pay ranges with established minimums and maximums. Organizations frequently apply control points (often the midpoint) within each salary range, and the collection of those control points determines the pay line. As a general rule, the numbers displayed in Figure C15 refer to the percent increase in the salary structure pay line encompassing all salary range control points.

FIGURE C15 **Salary Structure Increases, by Employee Category**

	Actual 2009			Projected 2010			Actual 2010			Projected 2011		
	Mean	Median	n	Mean	Median	n	Mean	Median	n	Mean	Median	n
Nonmanagement Hourly Nonunion	1.9%	2.0%	n=80	1.9%	2.0%	n=70	1.4%	1.5%	n=78	1.9%	2.0%	n=67
Nonmanagement Salaried	1.7%	2.0%	n=137	1.8%	2.0%	n=117	1.3%	1.5%	n=147	1.8%	2.0%	n=128
Management Salaried	1.7%	2.0%	n=143	1.8%	2.0%	n=120	1.3%	1.5%	n=154	1.8%	2.0%	n=131
Officers/Executives	1.7%	2.0%	n=111	1.8%	2.0%	n=96	1.3%	1.0%	n=104	1.8%	2.0%	n=94

FIGURE C16 **Number of Months Since Last Salary Structure Increase if No Increase Was Reported (0% or Blank)**

	n	Mean	Median
Nonmanagement Hourly Nonunion	21	26.2	24.0
Nonmanagement Salaried	54	22.1	21.5
Management Salaried	52	21.7	18.5
Officers/Executives	43	21.9	19.0

FIGURE C17 **Salary Structure Increase Trends**

	Nonmanagement Hourly Nonunion	Nonmanagement Salaried	Management Salaried	Officers/Executives
1993	—	1.4%	1.3%	1.8%
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%

(Continued on page 52)

FIGURE C17 **Salary Structure Increase Trends** *(continued)*

	Nonmanagement Hourly Nonunion	Nonmanagement Salaried	Management Salaried	Officers/Executives
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	1.6%	1.9%	2.0%	2.1%
2004	1.8%	1.9%	1.9%	1.9%
2005	1.7%	1.8%	1.8%	1.8%
2006	2.4%	2.2%	2.3%	2.4%
2007	2.4%	2.4%	2.4%	2.5%
2008	2.7%	2.5%	2.6%	2.5%
2009	1.9%	1.7%	1.7%	1.7%
2010	1.4%	1.3%	1.3%	1.3%
2011 Projected	1.9%	1.8%	1.8%	1.8%

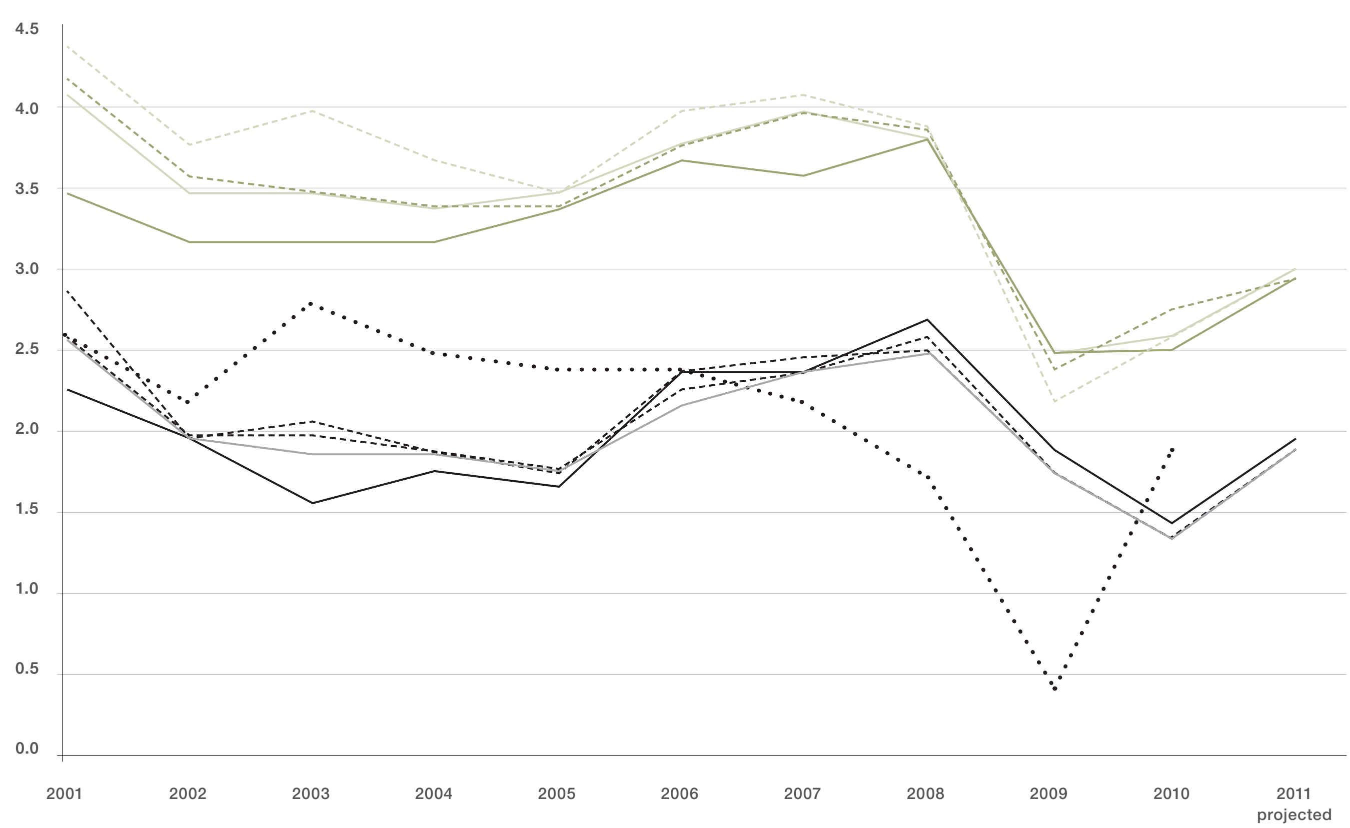
FIGURE C18 **10-Year Perspective: Salary Budget and Structure Increases**

Salary Budget Increases	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011 projected
Nonexempt Hourly Nonunion	3.5%	3.2%	3.2%	3.2%	3.4%	3.7%	3.6%	3.8%	2.5%	2.5%	2.9%
Nonexempt Salaried	4.1%	3.5%	3.5%	3.4%	3.5%	3.8%	4.0%	3.8%	2.5%	2.6%	3.0%
Exempt Salaried	4.2%	3.6%	3.5%	3.4%	3.4%	3.8%	4.0%	3.9%	2.4%	2.7%	2.9%
Officers/Executives	4.4%	3.8%	4.0%	3.7%	3.5%	4.0%	4.1%	3.9%	2.2%	2.6%	3.0%

Salary Structure Increases	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011 projected
Nonexempt Hourly Nonunion	2.3%	2.0%	1.6%	1.8%	1.7%	2.4%	2.4%	2.7%	1.9%	1.4%	1.9%
Nonexempt Salaried	2.6%	2.0%	1.9%	1.9%	1.8%	2.2%	2.4%	2.5%	1.7%	1.3%	1.8%
Exempt Salaried	2.6%	2.0%	2.0%	1.9%	1.8%	2.3%	2.4%	2.6%	1.7%	1.3%	1.8%
Officers/Executives	2.9%	2.0%	2.1%	1.9%	1.8%	2.4%	2.5%	2.5%	1.7%	1.3%	1.8%

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011 projected
Consumer Price Index (CPI)	2.6%	2.2%	2.8%	2.5%	2.4%	2.4%	2.2%	1.7%	0.4%	1.8%	—

Note: The Figure C18 tables and corresponding graph show the relationship between salary structure increases, salary budget increases and the Canadian CPI for each employment category from 2001 to 2010. (CPI as reported by Statistics Canada for the 12 months ending April 2010, www.statcan.ca)



Variable Pay

Variable pay is the percentage of payroll established by management to grant to employees for performance-based, lump-sum, short-term cash awards during the year. Included in this calculation are payments provided under a formal plan, such as organizationwide awards, unit/strategic business unit (SBU) awards and/or individual incentive awards. (Specific salesforce incentive awards and cash awards for recognition are excluded from the variable pay data.)

FIGURE C19 Use of Variable Pay

Percent of organizations ...	2008	2009	2010
Using variable pay	88%	86%	86%
Not using variable pay	12%	14%	14%

FIGURE C20 Types of Variable Pay Programs

Combination awards based on both organization/unit success and individual performance	80%
Organizationwide awards	15%
Individual incentive awards	16%
Unit/strategic business unit awards	9%

FIGURE C21 Impact of Variable Pay on Base Salary Budget Recommendations

	Nonmanagement Hourly Nonunion	Nonmanagement Salaried	Management Salaried	Officers/Executives
No impact	85%	77%	71%	70%
Some impact	14%	20%	25%	24%
Significant impact	1%	3%	3%	6%

FIGURE C22 **Variable Pay Programs, 2009-2011**

	Nonmanagement Hourly Nonunion		Nonmanagement Salaried		Management Salaried		Officers/Executives	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median
2009								
Average percent budgeted	5.3%	5.0%	7.0%	7.0%	13.0%	13.0%	30.8%	30.0%
Average percent paid	4.9%	5.0%	7.0%	7.0%	14.5%	15.0%	33.1%	32.0%
Percent of employees eligible in 2009 for variable pay	90%	100%	88%	100%	88%	100%	92%	100%
Percent of eligible employees actually paid variable pay for 2009	79%	98%	82%	98%	82%	99%	86%	100%
2010								
Average percent budgeted	5.3%	5.0%	7.4%	7.0%	13.5%	15.0%	32.0%	30.0%
Projected percent paid	4.9%	5.0%	7.2%	7.0%	15.0%	15.0%	33.7%	32.5%
2011								
Projected percent budgeted	5.3%	5.0%	7.3%	7.0%	13.7%	15.0%	31.8%	30.0%

Cost Containment/Reduction Strategies

FIGURE C23 **Cost Containment/Reduction Strategies Used in Past 12 Months**

	Nonmanagement Hourly Nonunion	Nonmanagement Salaried	Management Salaried	Officers/ Executives
Wage freeze/no pay increases	22%	42%	49%	47%
Mandatory reduction in force	17%	33%	34%	12%
Increase employee share of health-care premiums	13%	17%	18%	14%
Hiring freeze	22%	38%	40%	22%
Limit/eliminate overtime	22%	26%	9%	6%
Reduce/suspend 401(k) or 403(b) matches	3%	5%	6%	4%
Voluntary reduction in force	4%	8%	10%	5%
Furloughs	7%	10%	9%	3%
Reduction in pay/pay cuts	3%	6%	7%	8%
Voluntary unpaid time off	9%	14%	15%	8%
Freeze or close pension plans	1%	3%	3%	3%

Note: Respondents were asked to check all strategies used in their organization by employee category. Not all organizations have all types of employees, and not all strategies typically apply to every employee group.

Attraction and Retention Practices

FIGURE C24 **Programs Used to Attract and Retain Employees**

	2006 n=207	2007 n=195	2008 n=227	2009 n=182	2010 n=190
Career development	—	—	—	—	72%
Employee referral bonus	48%	51%	61%	61%	54%
Flexible work schedules	—	62%	64%	54%	54%
Flex time	—	—	58%	48%	48%
Compressed workweek	—	—	30%	24%	28%
Telecommuting/telework	—	25%	40%	30%	29%
Job sharing	12%	17%	19%	16%	16%
Noncash recognition and rewards	—	—	—	—	48%
Market adjustments/increase to base salary	65%	64%	66%	42%	41%
Sign-on/hiring bonus	51%	50%	51%	49%	34%
Part-time employment with benefits	34%	32%	38%	42%	30%
Spot bonus (individual)	30%	30%	34%	31%	26%
Retention/stay bonus	30%	37%	37%	34%	25%
Stock option program	23%	28%	23%	26%	17%
Project milestone/completion bonus	23%	42%	23%	19%	16%
Stock grant programs	9%	13%	13%	16%	14%
Special cash bonus/group incentives	16%	17%	14%	15%	12%
Exempt overtime pay or time off	20%	18%	19%	13%	11%
Phased retirement	6%	8%	8%	13%	9%
Paying above market	30%	31%	25%	20%	8%
Separate salary structures	10%	9%	13%	9%	6%
Larger merit increase budgets	12%	16%	16%	7%	5%
Paid sabbaticals	3%	4%	5%	3%	3%

— Program was not an option in the survey questionnaire.

Participant Listing

U.S. Firms

Accommodation & Food Services

Ameristar Casinos
ARAMARK
Best Western International Inc.
Bob Evans Farms Inc.
Brinker International
Carlson
Carlson Restaurants Worldwide
Chipotle Mexican Grill
Concessions International
Cracker Barrel Old Country Stores
Denihan Hospitality Group
Denny's Corp.
Domino's Pizza
Fairmont Raffles Hotels International
Famous Dave's of America Inc.
Gaylord Entertainment Co.
Golden Corral Corp.
Hilton Worldwide
Hyatt Hotels Corp.
InterContinental Hotels Group Inc.
Interstate Hotels and Resorts
Marriott International
McDonald's Corp.
Rock Bottom Restaurants Inc.
Sodexo USA
Starwood Hotels & Resorts
Wendy's/Arby's Group
Whataburger
White Castle
YUM! Brands Inc.

Administrative & Support & Waste Management & Remediation Services

AAA Southern New England
Administaff
Alliance Data — Retail Services
Amerinet Inc.
BlueCross BlueShield of Tennessee
CH2M HILL Plateau Remediation Co.
Covanta Energy Corp.
Freeman
General Dynamics Corp.
The GEO Group Inc.
Girl Scouts of the USA
Insituform Technologies Inc.
Kelly Services
Oce Business Surveys
Rollins Inc.
Safety-Kleen Systems Inc.
Savannah River Remediation
Securitas Security Services USA
ServiceMaster
Sitel
URS — Warfighter Support SBU
Valassis Communications Inc.
Waste Industries USA Inc.
West Valley Environmental Services
WSI Nevada

Agriculture, Forestry, Fishing & Hunting

The Andersons Inc.
Bob Evans Farm Inc. — Production
GROWMARK Inc.
J.R. Simplot Co.: Land and Livestock Division
Juddmonte Farms Inc.
Kansas Farm Bureau
Monsanto Co.
Pioneer Hi-Bred International Inc.
Plum Creek Timber Co. Inc.
Potlatch Corp.
Southern States Cooperative
Sunkist Growers
The Westervelt Co.

Arts, Entertainment, & Recreation

Activision Blizzard
AMC Entertainment
Arena Operating Co.
Broadcast Music Inc. (BMI)
The Canyons
Chumash Casino Resort
Electronic Arts Inc.
Harrah's Entertainment Inc.
Hershey Entertainment & Resorts Co.
The Historic New Orleans Collection
J. Paul Getty Trust
McLaren Health Care Corp.
MGM Mirage
Mohegan Sun
Multnomah Athletic Club
NAMCO BANDAI Games America Inc.
Pechanga Resort & Casino
Qualex Inc.
SMSC Gaming Enterprise
Viejas Enterprises
Walt Disney Parks & Resorts
WMS

Construction

Aker Solutions
American Water Works Co. Inc.
Argos USA
Beazer Homes USA Inc.
Black & Veatch
Bovis Lend Lease
Constellation Energy
EMCOR Group Inc.
Fabcon Inc.
Geonerco Management LLC
Hourigan Construction
K. Hovnanian Cos.
KB Home
KBR
KBR Inc.
Kitchell Corp.
Manitowoc Co. Inc.
McDermott Inc.
Olsson Associates
PulteGroup Inc.
The Shaw Group Inc.
SimplexGrinnell
Teichert Construction
Thorpe Corp.
Unified Recovery Group LLC
URS Energy & Construction
Washington Closure Hanford LLC
The Weitz Co.
Zachry

Consulting, Professional, Scientific, & Technical Services

AARP
Abt Associates Inc.
The Aerospace Corp.
Airbus Americas Inc.
Alion Science and Technology
American Academy of Dermatology
American Institute of Physics
American Institutes for Research
American Systems
Analysts International Corp.
Applied HR Strategies Inc.
Argonne National Laboratory
Ariba
ARINC Inc.
Arysta LifeScience North America
Avanade Inc.
Avid
Baker Tilly Virchow Krause LLP
Banfield The Pet Hospital
Barr Engineering Co.
Baskerville-Donovan Inc.
Battelle Memorial Institute
Bayer Corp.
BDO
Bechtel Corp.
Bechtel Marine Propulsion Corp.
Bechtel Plant Machinery Inc.
BI Inc.
Biodynamic Research Corp.
The Broad Institute
Brookhaven National Laboratory
Brown and Caldwell
Burgess & Niple Inc.
Burns and Roe Group
CACI International Inc.
Calty Design Research Inc.
Capgemini
Capraro Associates LLC
Cascade Employers Association
CDM
Celgene Corp.
Ceridian Corp.
CGI Technologies and Solutions Inc.
Charles River Laboratories
Chemical & Industrial Engineering Inc.
Chugai Pharma USA LLC
Chugai Pharma USA LLC: North America
Clarkston Consulting
Clinsys Clinical Research
Codexis
Compensation Works
Consumer Credit Counseling Service of Maryland and Delaware Inc.
ConvaTec
Convergys Corp.
Cozen O'Connor
Crowe Horwath LLP
CSC
CSG Systems
CSL Behring
Dallas Fort Worth Hospital Council
Dawood Engineering Inc.
DCS Corp.
Deloitte Services LLP

UNITED STATES

Participant Listing

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U.S. Firms

Development Dimensions International
Diebold Inc.
DLA Piper US LLP
Draper Laboratory
DRC
DRS Defense Solutions — Technical Services Inc.
EMD Serono
Emdeon
Employers Association Inc.
Epler Co.
Family Health International
Findley Davies Inc.
FlashPoint
Foley & Lardner LLP
Forsythe Technology Inc
Fred Hutchinson Cancer Research Center
Gannett Fleming Inc.
Gas Technology Institute
GE Healthcare
General Atomics
General Dynamics ATP
General Dynamics Information Technology
General Dynamics-AIS
Geocomp Corp.
Guardian Life Insurance
H&R Block
H. F. Lenz Co.
Harris Corp.
HAVI Global Solutions
HDR Inc.
Hewitt Associates
HMS
HNTB
Howard Hughes Medical Institute
HRadvantage A Division of Gallagher Benefits Services Inc.
Human Capital Solutions
Hunton & WIlliams LLP
IAP Worldwide Services
ICF International
IDEXX Laboratories
IKON Office Solutions a Ricoh Co.
Infogroup
Innovative Compensation and Benefits Concepts LLC
Institute of Nuclear Power Operations
Integrated Healthcare Strategies
Intellectual Ventures
ITT Systems Corp.
Jackson Hewitt Tax Service Inc.
Jacobs Technology Inc.
Jefferson Science Associates
Jeppesen Sanderson Inc.
The Johns Hopkins University Applied Physics Laboratory
Kendle International Inc.
KPMG LLP
L-3 Communications Global Security & Engineering Solutions
L-3 STRATIS
Latham & Watkins LLP
Lawrence Berkeley National Laboratory
LHB Inc.
The Linc Group LLC
Little & Co.
MannKind Corp.
Marsh & McLennan Cos.
MathWorks
Matthews Young — Management Consulting
MAXIMUS Inc.
Medical Group Management Association
Mercer
Michael Baker Corp.
Midwest Research Institute
Millward Brown
The Mind Research Network
MITRE Corp.
Monotype Imaging Inc.
Morrison & Foerster LLP
Mountain States Employers Council Inc.
MSC Software
MWH Global Inc.
The National Academies
National Board of Medical Examiners
National Center for Atmospheric Research
National Radio Astronomy Observatory
National Renewable Energy Laboratory
National Security Technologies LLC
Navigant Consulting Inc.
Oak Ridge Associated Universities
OLIN
O'Melveny & Myers LLP
OPX Biotechnologies Inc.
ORC Worldwide
Orrick Herrington & Sutcliffe LLP
Pacific Northwest National Laboratory
Pal-Tech Inc.
PAREXEL International
Parsons Corp.
Paychex Inc.
Perkins Coie LLP
Personnel Management Associates Inc.
Point B Inc.
Population Council
PPD Inc.
PRA International
Premier Inc.
Premier Research Group
Press Ganey Associates
Princeton Plasma Physics Laboratory
Public Co. Accounting Oversight Board
Quarles & Brady LLP
Quintiles
RAND Corp.
Rho Inc.
Richards Layton & Finger
Robbins Gioia Inc.
Robert Half International
RSM McGladrey
RTI International
SAIC Inc.
The Salk Institute for Biological Studies
Sanofi Pasteur
Satcon
Seabury Group
Sensis Corp.
Serco Inc.
Shearman & Sterling LLP
Sidley Austin LLP
Silicon Laboratories Inc.
SLAC National Accelerator Laboratory
SmithBucklin Corp.
Society of Actuaries
Solix Inc.
Southern Research Institute
Southwest Research Institute
Space Telescope Science Institute
SRA International
SRC Inc.
Stantec
Stone Partners
Symantec Corp.
Syzygy Consulting Group LLC
T.R. Edgar & Associates
Teledyne Brown Engineering Inc.
Teledyne Scientific & Imaging LLC
Terracon
TGS-NOPEC Geophysical Co.
TransUnion
Travelport Americas
Ulteig Engineers Inc.
Underwriters Laboratories Inc.
Unisys Corp.
UT-Battelle Oak Ridge National Laboratory
Verisk Analytics — ISO
Viant Inc.
Vinson & Elkins LLP
Waggener Edstrom Worldwide
Weil Gotshal & Manges LLP
Westat
Whitney Smith Co.
Wilmer Cutler Pickering Hale & Dorr LLP
Wolf Financial Group
Woods Hole Oceanographic Institution

Educational Services

Babson College
Ball State University
Boston College
Bridgepoint Education
Brigham Young University
Brown University
California Institute of Technology
Capella Education Co.
Career Education Corp.
Carnegie Mellon University
Charlotte-Mecklenburg Schools
Corinthian Colleges Inc.
County of Albemarle VA — School Division (teachers only)
County of Albemarle VA — School Division (nonteachers)
Covance
Creighton University
Cuyahoga Community College
DePaul University
DeVry Inc.
Drexel University and Drexel College of Medicine
Duke University
Duval County Public Schools
Eastern Kentucky University
Eden II School for Autistic Children
Education Development Center Inc.

Participant Listing

U.S. Firms

Emory University
Fairfax County Public Schools
Fairleigh Dickinson University
Harrisburg Area Community College
Harvard University
IEEE
Indiana State University
Indiana University (Main Campus — Bloomington)
ITT Educational Services Inc.
JA Worldwide
Johns Hopkins University
Kamehameha Schools
Knowledge Learning Corp.
Laureate Education Inc.
Learning Care Group Inc.
Lehigh University
Loyola University Chicago
Measured Progress Inc.
Medical College of Wisconsin
Mercer University
Miami Dade College
Milton Hershey School
Missouri State University
Mount Holyoke College
Nelnet Inc.
New York University
Northwestern University
The Ohio State University
Princeton University
Rensselaer Polytechnic Institute
Rhode Island School of Design
Rochester Institute of Technology
Rutgers University
Sallie Mae
The Seeing Eye Inc.
Seton Hall University
Smith College
Southern College of Optometry
Southern Methodist University
Stanford University
Stony Brook University
Strayer Education
Swarthmore College
Texas Guaranteed
Texas Lutheran University
Tufts University
U.C. Berkeley
UC San Diego
UMASS Medical School
Universal Technical Institute Inc.
The University of Arizona
University of California Office of the President
The University of Chicago
University of Dayton
University of Houston
University of Michigan
University of Minnesota
University of Nebraska Medical Center
University of New Mexico
University of North Carolina at Chapel Hill
University of Notre Dame
University of Oklahoma Health Sciences Center
University of Pennsylvania
University of Puget Sound
University of Rochester
University of Texas — Pan American
University St. Thomas
Utah Valley University
Washington University in St. Louis
Washington University School of Medicine
Weill Medical College of Cornell University
Wellesley College
West Virginia University

Finance & Insurance

American Chartered Bank
American National Bank of Texas
Bank of Communications Co. Ltd.
Bank of Oklahoma
The Bank of Tampa
Beneficial Bank
Board of Governors of the Federal Reserve System
Capital One Financial Corp.
Citizens Financial Group
EverBank
Federal Reserve Bank of Atlanta
Federal Reserve Bank of Chicago
Federal Reserve Bank of Cleveland
The Federal Reserve Bank of Dallas
Federal Reserve Bank of Kansas City
Federal Reserve Bank of New York
Federal Reserve Bank of San Francisco
Federal Reserve Bank of St. Louis
Federal Reserve Bank of Philadelphia
First Financial Bank
Flushing Savings Bank
Harris Bank
Harris Trust & Savings Bank
Huntington National Bank
International Monetary Fund
KeyBank
Office Comptroller of the Currency
Pentagon Federal Credit Union

Finance & Insurance

Credit Intermediation & Related Activities

Advance America Inc.
Afni Inc.
AgriBank FCB
AgStar Financial Services
Allegacy Federal Credit Union
American Eagle Federal Credit Union
American Express Co.
Associated Banc-Corp
Axcess Financial Services
Bank of America Merchant Services
BankNewport
BB&T
BBVA Compass
Cash America
CIT Group
CitiMortgage
CoBank ACB
Commerce Bancshares Inc.
Community Credit Union of Florida
Credit Acceptance Corp.
Daimler Financial Services
Encore Capital Group
Farm Credit Bank of Texas
Farm Credit Services of America
Federal Home Loan Bank of Cincinnati
Federal Home Loan Bank of Des Moines
Federal Home Loan Bank of Indianapolis
Federal Home Loan Bank of Pittsburgh
FHLB Boston
Fifth Third Bancorp
Fireside Auto Finance
First Citizens Bank of SC
First National Bank Alaska
Fort Knox Federal Credit Union
Fulton Financial Corp.
GreenStone Farm Credit Services
HBCS
HSBC — North America
Hyundai Capital America
Lake Federal Bank FSB
Moody's
Mountain America Credit Union
Navy Federal Credit Union
NRUCFC
Ohio Savings Bank, a Division of New York Community Bank
Old National Bancorp
People's United Bank
PlainsCapital Corp.
PNC Financial Services Group Inc.
Provident Bank NJ
PSCU Financial Services
Regions Financial Corp.
Sandy Spring Bank
Scotiabank
STAR Financial Bank
SunTrust Banks Inc.
Technology Credit Union
Three Rivers Federal Credit Union
TSYS
U.S. Bank
UMB Bank
Union Bank
University of Wisconsin Credit Union
US Federal Credit Union
Vericrest Financial Inc.
Vermont Student Assistance Corp.
Visa
VyStar Credit Union
Wells Fargo: Technology & Operations
Wilmington Trust Co.
Wright Express Corp.

Finance & Insurance

Funds, Trusts, & Other Financial Vehicles

AgFirst
AmeriCredit
Ameriprise Financial Inc.
Anheuser-Busch Employees' Credit Union
Arvest Bank Group
Astoria Federal Savings
The Bank of New York Mellon Corp.
BarclaycardUS
BMW Financial Services

Participant Listing

U.S. Firms

Boehringer Ingelheim USA Corp.
Boeing Employees Credit Union
The Capital Group Cos.
The Church Pension Group Services Corp.
Credit Union
E*Trade Financial
EdFund
ESL Federal Credit Union
Fannie Mae
Fidelity Investments
Financial Engines
FINRA
First Horizon National Corp.
First Midwest Bank
GuideStone Financial Resources
H.E.R.E.I.U. Welfare Fund
Illinois Municipal Retirement Fund
Johnson Financial Group
Johnson Investment Counsel Inc.
The Keane Organization Inc.
Liberty Bank
M&T Bank
MFS Investment Management
MoneyGram International Inc.
Northern Trust
Pioneer Investments
RCU
SAIF Corp.
Security Finance Corp. of Spartanburg
SouthwestUSA Bank
State Street Corp.
Sterling Bank
Sumitomo Trust & Banking Co. (USA)
T. Rowe Price Associates
TD Ameritrade
Texas Capital Bank
TIB — The Independent BankersBank
Trust Co. of America
Wellington Management
Wells Real Estate Funds Inc.
Western Union LLC

Finance & Insurance

Insurance Carriers & Related Activities

A.I.G. Inc.
AAA Auto Club South
Accident Fund Insurance Co. of America
ACE Group
AEGON
Aetna
Affinity Health Plan
AIPSO
Allianz Life Insurance
The Allstate Corp.
American Enterprise Group Inc.
American Family Insurance
American Modern Insurance Group
Amerigroup Corp.
The AmeriHealth Mercy Family of Cos.
Amica Mutual Insurance Co.
Aon Corp.
Arrowpoint Capital
Assurant Inc
AXA Equitable
AXIS US Insurance
The Bar Plan
The Beacon Mutual Insurance Co.
Blue Cross Blue Shield of Rhode Island
Blue Cross Blue Shield of Alabama
Blue Cross Blue Shield of Florida
Blue Cross Blue Shield of Kansas City
Blue Cross Blue Shield of Kansas Inc.
Blue Cross Blue Shield of Louisiana
Blue Cross Blue Shield of Massachusetts
Blue Cross Blue Shield of Michigan
Blue Cross Blue Shield of North Carolina
Blue Cross Blue Shield of North Dakota
Blue Cross of Idaho Health Service Inc.
Blue Shield of California
Bravo Health Inc.
Bupa Latin America
California Casualty Management Co.
CareFirst BlueCross BlueShield
Centene Corp.
Chubb Insurance Co.
CIGNA
Citizens Property Insurance Inc.
CNA Insurance
Country Financial
Coventry Health Care Inc.
CUNA Mutual Group
Delta Dental of Michigan Ohio and Indiana
Delta Dental of Wisconsin Inc.
Eastern Insurance Holdings Inc.
Employers Holdings Inc.
Employers Mutual Casualty Co.
Erie Insurance Group
Esurance Insurance Services Inc.
Europ Assistance USA
Excellus BCBS
FAIR Plan Insurance Placement Facility of PA
Farmers Insurance
FBL Financial Group Inc.
FCCI
Federated Mutual Insurance Cos.
Fireman's Fund Insurance Co.
First American Corp.
First Insurance Co. of Hawaii Ltd.
FM Global
Foresters
Frankenmuth Mutual Insurance Co.
GEICO
Genworth Financial
Germania Insurance Cos.
Grange Mutual Casualty Co.
Great-West Life & Annuity Insurance Co.
The Hanover Insurance Group Inc.
Harleysville Insurance
Harvard Pilgrim Health Care
Health Net Inc.
Health Partners of PA
HealthNow NY
HealthSpring Inc.
Highmark Inc.
Horizon BCBSNJ
Humana Inc.
IAT Group
ICW Group
The IMT Group
Independence Blue Cross
Indiana Farm Bureau Insurance
ING Insurance Americas — U.S.
Jackson National Life
Kaiser Foundation Health Plan Inc.
Kansas City Life Insurance Co.
Kemper A Unitrin Business
Kentucky Farm Bureau Mutual Insurance Co.
LAMMICO
Liberty Mutual Group
LL Global Inc.
Louisiana Workers' Compensation Corp.
MAG Mutual Insurance Co.
Magellan Health Services Inc.
The Main Street America Group
MAPFRE U.S.A. Corp.
Marshall & Ilsley Corp.
MassMutual Life Insurance Co.
Medical Mutual of Ohio
Mercury Insurance Group
MetLife Inc.
Michigan Farm Bureau
MiniCo Inc.
MMIC Group Inc.
Mondial Assistance
Mortgage Guaranty Insurance Corp.
Motorist Insurance Group
Munich American Reassurance Co.
Munich Reinsurance America Inc.
Mutual of Omaha
Mutual Trust Financial Group
MVP Health Care
Nationwide Insurance
NCCI Holdings Inc.
NCMIC Group Inc.
Neighborhood Health Plan
Neighborhood Health Plan of Rhode Island
New York Life Insurance Co.
Nippon Life Insurance Co. of America
NJM Insurance Group
NORCAL Mutual Insurance Co.
North Carolina Rate Bureau
Northwestern Mutual
Ohio Mutual Insurance Group
Ohio National Financial Services
OneAmerica Financial Partners Inc.
OneBeacon Insurance
Pacific Life Insurance Co.
Pennsylvania National Mutual Casualty Insurance Co.
Permanent General Companies Inc.
Pinnacol Assurance
The PMI Group Inc.
Premera Blue Cross
Principal Financial Group
Priority Health
The Progressive Corp.
Protective Life Corp.
Prudential Financial
Radian Group Inc.

Participant Listing

U.S. Firms

The Regence Group
RGA Reinsurance Co.
Sammons Financial Group
SCF Arizona
SECURA Insurance
Securian Financial Group
Selective Insurance Co. of America
Sentry Insurance
The Seibels Bruce Group Inc.
SJAA LLC
Southern Farm Bureau Life Insurance Co.
StanCorp Financial Group
State Farm Mutual Insurance Co.
Sun Life Financial
Surplus Lines Stamping Office of Texas
Swiss Re America Holding
Symetra Financial Corp.
Texas Mutual Insurance Co.
Thrivent Financial for Lutherans
The Travelers Companies Inc.
TriWest Healthcare Alliance
Trustmark Companies
Tufts Health Plan
UNIFI Cos.
UnitedHealth Group
Unum
USAble Life
USI Insurance Services
ValueOptions
VSP Global
Wellmark Blue Cross Blue Shield
WellPoint Inc.
Wells Fargo
Western & Southern Financial Group
Westfield Group
Wisconsin Physicians Service Insurance Corp.
Woodmen of the World
XL America
Zurich North America

Finance & Insurance

Securities, Commodity Contracts, & Other Financial Investments

American Century Investments
Brown Brothers Harriman & Co.
Calamos Investments
Chicago Board Options Exchange (CBOE)
CME Group
DST Systems Inc.
Franklin Templeton Investments
Freddie Mac
Gavilon
Invesco
Macquarie Group
National Futures Association
New York Life Investment Management LLC
Putnam Investments
Raymond James & Associates
RBC US Wealth Management
Robert W. Baird & Co. Inc.
Securities America Financial Corp.
Security Benefit Corp.
Umpqua Bank
Waddell & Reed
Webster Bank
William Blair & Co. LLC

Health Care & Social Assistance

Ambulatory Health Care, Nursing & Residential Care, & Social Assistance

American HomePatient
APS Healthcare
Black Hills Orthopedic & Spine Center
Blood Systems Inc.
Bonfils Blood Center
Brookdale Senior Living Inc.
CARTI
Children's Home Society of Florida
Classic Residence by Hyatt
Consolidated Health Services Inc.
Correctional Medical Services Inc.
Covenant Management Systems
DaVita Inc.
Dean Health Systems
Education Management Corp.
Emeritus Senior Living
Erickson Retirement Communities
Fallon Clinic
Franciscan Medical Group
Genesis HealthCare Inc.
Genomic Health Inc.
Golden Living
Group Health Cooperative
Group Health Cooperative of South Central Wisconsin
Gulf Coast Regional Blood Center
GW Medical Faculty Associates
Harvard Vanguard Medical Associates
Healthways
HR Dynamics Inc.
JVS
Kaiser Foundation Health Plan of Ohio
Kaiser Permanente
Kaiser Permanente: Hawaii Region
Kelsey-Seybold Clinic
Kindred Healthcare
Laboratory Corp. of America
Life Line Screening
March of Dimes
Marshfield Clinic
Masonicare
Miami Jewish Health Systems
Montefiore Medical Center
Oakwood Lutheran Homes Assn Inc.
Physiotherapy Associates
The Polyclinic
Rebound Orthopedics & Neurosurgery
RehabCare Group Inc.
Rotech Healthcare Inc.
SavaSeniorCare
St. Jude Medical
Sun Healthcare Group
Surgical Care Affiliates LLC
Take Care Health Systems
TLC Vision Corp.
University of Minnesota Physicians
UNM Medical Group Inc.
Urology of Indiana
UW Medical Foundation
The Vancouver Clinic
Virginia United Methodist Homes Inc.
Visiting Nurse Service of New York
VITAS Healthcare Corp.
Volunteers of America Texas
WellMed Medical Management Inc.

Health Care & Social Assistance

Hospitals

Abrazo Health Care
Affinity Health System
Agnesian HealthCare
Akron General Medical Center
Alexian Brothers Health System
Allegiance Health
Allina Hospitals & Clinics
Altru Health System
Antelope Valley Hospital
Aptium Oncology Inc.
Asante Health Systems
Ascension Health
Atlantic Health
AtlantiCare Regional Medical Center
Atria Senior Living
Aurora Health Care Inc.
Baptist Easley
Baptist Health Care
Baptist Health System
Bay Area Hospital
Baylor Health Care System
Baystate Health
Berkshire Health Systems
BJC HealthCare
Bronson Healthcare Group
BryanLGH Health System
Capital Health
Catholic Health Initiatives
Centra Health
Central DuPage Hospital
The Children's Hospital — Denver
Children's Medical Center of Dallas
The Children's Medical Center of Dayton
The Children's Mercy Hospital
Children's National Medical Center
Christiana Care Health System
Cincinnati Children's Hospital Medical Center
Clarian Health Partners Inc.
Cleveland Clinic
Columbia St. Mary's
Community Health Systems
Community Hospital Corp.
Cottage Health System
Covenant Health
Danbury Health Systems
Denver Health and Hospital Authority
Detroit Medical Center
Doylestown Hospital
Duke University Health System
Evangelical Community Hospital
Franciscan Missionaries of Our Lady Health System
Franciscan Skemp Healthcare
Froedtert & Community Health
Gila River Health Care
Glens Falls Hospital

Participant Listing

U.S. Firms

Greenville Hospital System
Gritman Medical Center
Gundersen Lutheran Medical Center
H. Lee Moffitt Cancer Center
Hackensack University Medical Center
Halifax Regional Health System
Harris County Hospital District
Hartford Hospital
Health Quest
HealthONE
Hennepin County Medical Center
Henry Ford Health System
High Point Regional Health System
Hoag Hospital
Hospital Corp. of America
Hospital of Saint Raphael
Hospital Sisters Health System
Indiana Regional Medical Center
Infirmary Health System
Innovis Health LLC
Inova Health Systems
Intermountain Healthcare
Iowa Health — Des Moines
John C. Lincoln Health Network
JPS Health Network
Kaiser Permanente — Northern California
Lawrence & Memorial Hospital
Lee Memorial Health System
LifeBridge Health
LifeCare Management Services
Loyola University Health System
Main Line Health
Mary Free Bed Rehabilitation Hospital
Mayo Clinic
McLeod Health
MD Anderson Cancer Center
Medical Center of Central Georgia
Memorial Health System Inc.
Memorial Hermann Healthcare System
Memorial Medical Center
Memorial Sloan-Kettering Cancer Center
MemorialCare Health System
Mercy Health System
Mercy Hospital — Iowa City
Mercy Hospital and Medical Center
Mercy Memorial Hospital System
The Methodist Hospital System
The Methodist Hospitals
Methodist Le Bonheur Healthcare
Miami Children's Hospital
Ministry Health Care Inc.
Mount Sinai Medical Center
The Nebraska Medical Center
Newton Medical Center
New York-Presbyterian Hospital
Northern Arizona Healthcare
NorthShore University HealthSystem
Northwest Community Healthcare
Norwalk Hospital
The Ohio State University Medical Center
Oregon Health & Science University
Orlando Health
Palmetto Health — Corporate
Palmetto Health — Richland
Palmetto Health Baptist
Palomar Pomerado Health
Park Nicollet Health Services
Parkland Health & Hospital System
Parkview Health
PeaceHealth — Oregon Region
Penn State Hershey Medical Center
Pinnacle Health System
Pomona Valley Hospital Medical Center
Poudre Valley Health System
Provena Health
Providence Health & Services
Providence Health & Services California
Providence Health & Services: Alaska Region
The Queen's Medical Center
Regions Hospital
Remuda Ranch Center
Riverview Hospital
Rush University Medical Center
Saint Agnes Medical Center
Saint Alphonsus Regional Medical Center
Saint Francis Health System
Saint Joseph Medical Center
Saint Joseph's Health System
Saint Luke's Health System
Saint Mary's Hospital
Saint Thomas Health Services
Salem Health
Sanford USD Medical Center
Sarah Bush Lincoln Health Center
Scott & White Health Care
Scottsdale Healthcare
Seton Family of Hospitals
Shriners Hospitals for Children International HQ
Signature Healthcare
Sisters of Mercy Health System
Southern New Hampshire Health System
Spectrum Health
SSM Health Care — St. Louis
St. John Providence Health System
St. Francis Hospital
St. John Health System
St. Luke's Episcopal Health System
St. Luke's Health System
St. Mary's Good Samaritan Inc.
St. Vincent Health
St. Vincent Hospital
St. Vincent's Health System
St. Vincent's HealthCare Inc.
Stamford Hospital
Stanford Hospital and Clinics
Summa Western Reserve Hospital
Sutter Medical Center Sacramento
TeamHealth
Tenet Healthcare
Texas Children's Hospital
Texas Health Resources
TriHealth Inc.
Trinity Health
Tuality Healthcare
UC Irvine Medical Center
UCSF Medical Center
UMass Memorial Medical Center
UMC in Tucson
United Hospital Center
Unity Health System
University Hospitals Health Systems
University of Maryland Medical Center
University of Michigan Health System
University of Missouri Health System
University of Pittsburgh Medical Center
University of Wisconsin Hospital & Clinics
UNM Hospitals
Vanderbilt University Medical Center
Virtua
WellStar Health System
West Virginia University Hospitals Inc.
Wheaton Franciscan Healthcare
Winter Haven Hospital
Yale New Haven Hospital

Information

Bureau of National Affairs
Cengage Learning
Consumers Union
Cox Target Media
The Dallas Morning News
DEX ONE Corp.
ECM Publishers Inc.
The E.W. Scripps Co.
Gannett Co. Inc.
J. J. Keller & Associates Inc.
John Wiley & Sons Inc.
Lifetouch Inc.
LifeWay Christian Resources
Massachusetts Medical Society
The McGraw-Hill Cos.
Paddock Publications
Pearson Education
Random House Inc.
Scholastic Inc.
South Jersey Publishing Co.
Star Tribune Media Co. LLC
Super Duper Inc.
SuperMedia
Take-Two Interactive Software Inc.

Information

Internet Publishing, Broadcasting, Service Providers, Web Search Portals, and Data Processing Services

AOL Inc.
Automatic Data Processing Inc. (ADP)
Cass Information Systems Inc.
CO-OP Shared Branching
Cott Systems Inc.
CotterWeb Enterprises Inc.
DataQuick Information Systems Inc.
DealerTrack
Deltek
Early Warning Services LLC

Participant Listing

U.S. Firms

enetrix
Expedia Inc.
First Data Corp.
Fiserv Inc.
Fox Networks Group
The Go Daddy Group Inc.
HomeAway Inc.
IDG
IMS Health
InfoSpace Inc.
Lawson Software
MarketPay
Marshall & Swift/Boeckh LLC
Mitchell International
MySpace
NarrowCast Group LLC
Network Solutions LLC
The New York Public Library
On-line Computer Library Center
Orbitz Worldwide
ProQuest LLC
Razorfish
Rovi Corp.
SAS Institute Inc.
SunGard Data Systems Inc.
Telvent DTN Inc.
Towers Watson Data Services
Wolters Kluwer
Yahoo!

Information

Motion Picture & Sound Recording, Broadcasting (except Internet), & Other Information Services

20th Century Fox Filmed Entertainment
Acxiom Corp.
ADP Dealer Services
Alliance Data
athenahealth Inc.
Autodesk Inc.
Blackboard Inc.
Broadcom
Broadridge Financial Solutions Inc.
Cegedim Dendrite
Cincom Systems Inc.
Citrix Systems Inc.
Cox Enterprises
Discovery Communications
ESPN Inc
Experian
Federal Reserve Information Technology
Fisher Communications Inc.
Global Payments Inc.
Home Box Office
IHS
Iron Mountain
ITA Software
Jack Henry & Associates Inc.
Kirkland & Ellis LLP
NAVTEQ
NEC Corp. of America
Newkirk Products Inc.
The New York Times Co.
NICE Systems Inc.
The Nielsen Co.
Novell Inc
PBS
PTC
Quest Software Inc.
Radiant Systems
RealNetworks Inc.
Red Hat Inc.
Risk Management Solutions Inc.
Sabre Holdings
Sage North America
SAP Americas
Sinclair Broadcast Group Inc.
Sno-Isle Libraries
Software AG USA Inc.
Sony Pictures Entertainment
State Auto Insurance
Sterling Commerce
Synovate
Thomson Reuters
Time Warner Inc.
TruePosition Inc.
Turner Broadcasting System Inc.
Unica Corp.
Vertrue Inc.
Viacom Inc.
ViaWest Inc.
Vistaprint
The Walt Disney Co.

Management of Companies & Enterprises

Avaya Government Solutions
AZZ Inc.
The Corporate Executive Board
Interpublic Group
J.R. Simplot Co.
Loews Corp.
PDS
US Oncology

Manufacturing

Chemical Manufacturing

Actavis Inc.
Agrium Inc.
Air Liquide America
Air Products and Chemicals Inc.
Alcon Laboratories Inc.
Allergan Inc.
Americas Styrenics LLC
Amgen Inc.
AOC LLC
Aton Pharma Inc.
Avecia Biotechnology Inc.
Baxter International
Biogen Idec
Bristol-Myers Squibb
Cabot Corp.
Cephalon Inc.
CF Industries
Colgate-Palmolive
Cornerstone Therapeutics Inc.
Cytec Industries Inc.
Daiichi Sankyo Inc.
Daikin America Inc.
Diversey Inc.
The Dow Chemical Co.
DSM NP: Nutritional Products Division
DuPont
Ecolab
Eli Lilly and Co.
Emergent BioSolutions Inc.
Evonik Degussa Corp.
Facet Biotech Corp.
Ferro Corp.
Foamex Innovations
Forest Laboratories Inc.
Galderma Laboratories LP
Genentech
Genzyme
Georgia Gulf Corp.
GlaxoSmithKline
H.B. Fuller
Hexcel
HollisterStier Laboratories LLC
Hospira Inc.
International Partnership for Microbicides
International Specialty Products
J.R. Simplot Co.: Agribusiness Division
Johnson & Johnson
Lexicon Pharmaceuticals Inc.
The Linde Group
Lord Corp.
The Lubrizol Corp.
LyondellBasell Industries
Martek Biosciences Corp.
Mary Kay Inc.
Merck
Merial
Millennium Inorganic Chemicals A Cristal Global Co.
Millennium Pharmaceuticals: The Takeda Oncology Co.
Momentive Performance Materials Inc.
Mylan Inc.
Nalco Co.
Nammo Talley
National Starch
NCH Corp.
Nekar Therapeutics
NOVA Chemicals
Novo Nordisk Inc.
Nycomed US Inc.
Ono Pharma USA Inc.
Onyx Pharmaceuticals
Optimer Pharmaceuticals
PolyOne Corp.
PPG Industries Inc.
Purdue Pharma LP
Rhodia
Sanofi-Aventis US
SC Johnson
The Sherwin Williams Co.
Solutia Inc.
Solvay North America
Stepan Co.
Sterling Chemicals Inc.
Takeda Pharmaceuticals North America
Taminco Higher Amines Inc.
TPC Group
Umicore USA Inc.
USANA Health Sciences
The Valspar Corp.
W. R. Grace & Co.
Westlake Chemical Corp.

Manufacturing

Computer & Electronic Product Manufacturing

Adobe Systems
Analogic Corp.
Apple Inc.
Argon ST

Participant Listing

U.S. Firms

Avicenna Technology Inc.
BlueArc Corp.
Bose Corp.
Cabot Microelectronics Corp.
Cadence Design Systems
Checkpoint Systems Inc.
Cisco
Cummins-Allison Corp.
Dell Inc.
Digi International Inc.
Dionex Corp.
Electronics For Imaging
Emulex
Ericsson Silicon Valley
Evans & Sutherland Computer Corp.
FCI USA LLC
Freescale Semiconductor Inc.
FUJIFILM Dimatix Inc.
General Dynamics C4 Systems
Hewlett-Packard
Hitachi America Ltd.
IM Flash Technologies LLC
Instron
Intel Corp.
Inter-Coastal Electronics Inc.
Intermatic Inc.
International Rectifier
Intuit Inc.
Keithley Instruments Inc.
KRONOS
Kyocera International Inc.
Lattice Semiconductor Corp.
Lexmark International
LG CNS America Inc.
Littelfuse Inc.
Mentor Graphics Corp.
National Instruments
National Semiconductor
NCR Corp.
Northrop Grumman
NXP Semiconductors
Oce North America Inc.
ON Semiconductor
Panasonic Avionics Corp.
Parata Systems LLC
Pitney Bowes
Plexus Corp.
QLogic Corp.
Raytheon Co.
Ricoh Americas Corp.
Ricoh Electronics Inc.
SanDisk Corp.
Sharp Electronics Corp.
Silver Spring Network Inc.
SMSC
SONO-TEK Corp.
Sony Computer Entertainment America
Sony Electronics
STMicroelectronics Inc.
Sybase Inc.
Synaptics
Teradyne Inc.
Tesla Motors Inc.
Texas Instruments
Toshiba America Business Solutions Inc.
Toshiba America Information Systems Inc.
TowerJazz
Trident Microsystems Inc.
TriQuint Semiconductor
TTM Technologies
Tyco Electronics
Ultra Clean Technology
WaferTech LLC
Western Digital
Xilinx Inc.
Xyratex International
Zebra Technologies Corp.

Manufacturing

Electrical Equipment, Appliance & Component Manufacturing

ABB US
Analog Devices
ARM
C. R. Bard Inc.
CHLORIDE North America
CTS Corp.
Danfoss Inc.
Hamilton Beach Brands Inc.
Herley Industries Inc.
Invensys Controls
Invensys plc
Legrand North America
Minco Products Inc.
Mitsubishi Electric & Electronics USA Inc.
Molex
Osram Sylvania
PerkinElmer Inc.
Sanmina-SCI
Schneider Electric
Sensata Technologies
Siemens Corp.
Skyworks Solutions Inc.
Toppan Photomasks
Toray Composites (America) Inc.
Xicom Technology

Manufacturing

Food, Beverage & Tobacco Product Manufacturing

ACH Food Companies Inc.
Agropur Cooperative
Altria Group Inc.
Anheuser-Busch InBev
Barry Callebaut USA LLC
Brown-Forman Corp.
Bunge North America Inc.
Bush Brothers & Co.
Cadbury
Campbell Soup Co.
Chiquita Brands International
CHS Inc.
Coca-Cola Bottling Co. Consolidated
The Coca-Cola Co.
Compass Group — North America
Community Coffee Co. LLC
ConAgra Foods Inc.
Corn Products International Inc.
Dawn Food Products Inc.
Dean Foods
Del Monte Foods Co.
Diageo
Dr Pepper Snapple Group
E. & J. Gallo Winery
Fresh Start Bakeries
General Mills
Gruma Corp.
Guida Seibert Dairy Co.
Heineken USA
Heinz North America
The Hershey Co.
Hormel Foods Corp.
Hostess Brands
HP Hood LLC
The J.M. Smucker Co.
J.R. Simplot Co.: Food Group
Jackson Family Enterprises
Johnsonville Sausage LLC
Kellogg Co.
Kerry Ingredients and Flavours
Keystone Foods LLC
Kraft Foods Inc.
Lance Inc.
Land O'Lakes Inc.
Leprino Foods Co.
Little Lady Foods Inc.
Lorillard Inc.
Malt-O-Meal
Mars Inc.
McCain Foods USA
McCormick & Co. Inc.
MillerCoors
Nature's Sunshine Products
Nestle USA Inc.
Nestle Purina PetCare
New Natural Bakers Inc.
Oberto Brands
Ocean Spray Cranberries Inc.
OSI Industries LLC
Peet's Coffee & Tea
Pepsi Bottling Ventures
PepsiCo Inc.
Pernod Ricard USA
Ralcorp Holdings
Reynolds American
Rich Products Corp.
Sara Lee Corp.
Schreiber Foods Inc.
The Schwan Food Co.
Seaboard Corp.
Solae LLC
Ventura Foods LLC
Wells Dairy Inc.
Wm. Wrigley Jr. Co.

Manufacturing

Machinery Manufacturing

ASML
Bucyrus International Inc.
Canon
Carestream Health Inc.
CNH America LLC
Deere & Co.
Deere-Hitachi Construction Machinery Corp.
Doosan Infracore International Inc.
Flow International
Flowserve Corp.
Gardner Denver Inc.
Graco Inc.
Hypertherm Inc.
IDEX Corp.
JBT Corp.
Joy Mining Machinery
KLA-Tencor
Komatsu America Corp.
KONE Inc.

Participant Listing

U.S. Firms

MTS Systems Corp.
Navistar Inc.
Nordson-PSD Corp.
Parker Hannifin
Philadelphia Mixing Solutions LTD
Schindler Elevator Corp.
StandardAero
Tennant Co.
Terex Corp.
Varian Semiconductor Equipment
Vermeer Corp.
Visteon Corp.

Manufacturing

Metal Manufacturing

ArcelorMittal Tubular Products
ArcelorMittal USA
BAE Systems Inc. (U.S. Combat Systems)
BALL Corp.
Barnes Group Inc.
The Bilco Co.
Carpenter Technology Corp.
Chevron Phillips Chemical Co. LP
Columbus McKinnon Corp.
De Nora Tech Inc.
Emerson Climate Technologies Inc.
Hilti Inc.
Lennox International
Metso Automation
Midmark Corp.
Modine Manufacturing Co.
NSK Corp.
Ryerson Inc.
Snap-on Inc.
Spartan Light Metal Products
SSAB Americas
Tenaris
The Timken Co.
Tower Automotive Inc.
Valmont Industries Inc.
Worthington Industries
Wright Medical Technology

Manufacturing

Wood, Petroleum, Furniture, & Nonmetallic Mineral Products, & Other Miscellaneous Manufacturing

A.T. Cross Co.
Abbott Laboratories
A-dec Inc.
AGA Medical
Agilent Technologies
Alberto Culver
Alcan Packaging Beauty US
Alcoa Inc.
American Greetings Corp.
American Medical Systems Inc.
AMETEK Inc.
Amway
Andersen Corp.
Angiotech Pharmaceuticals
Apogee Enterprises Inc.
Applied Materials
Applied Precision Inc.
Armstrong World Industries
Ash Grove Cement Co.
Astellas
Avon Products Inc.
B. Braun Medical Inc.
Bath Iron Works Corp.
Bausch & Lomb Inc.
Beckman Coulter Inc.
Becton Dickinson & Co.
Bimba Manufacturing Co.
Bio-Rad Laboratories
Boston Scientific
Brady Corp.
Callaway Golf Co.
Canon Virginia Inc.
CaridianBCT
Carl Zeiss Vision
CEMEX Inc.
Church & Dwight Co. Inc.
CITGO Petroleum Corp.
Clarins USA
The Clorox Co.
The Colman Group Inc.
Coloplast Corp.
Creative Memories
Crown Cork & Seal USA Inc.
CSL Plasma
CSS Industries Inc.
Cummins Inc.
Dal-Tile
Dana Holding Corp.
David Michael & Co. Inc.
Dentsply International Inc.
DFB Pharmaceuticals Inc.
Donaldson Co. Inc.
Draeger Medical Inc.
Eaton Corp.
Energizer Holdings Inc.
EnPro Industries Inc.
Enrichment Technology US Inc.
Essilor of America
Estee Lauder Companies Inc.
Fender Musical Instruments Corp.
Fenwal Inc.
First Solar
Formica Corp.
Fortune Brands
Fresenius Medical Care North America
GAF Materials Corp.
Goodrich Corp.
The Goodyear Tire & Rubber Co.
Greatbatch Inc.
Harley-Davidson Motor Co.
Hasbro Inc.
Haworth Inc.
Henkel of America
Herbalife International of America Inc.
Herman Miller Inc.
Hitachi Automotive Products
Holcim (US) Inc.
Hollister Inc.
Honeywell International Inc.
Hunter Douglas Inc. Broomfield
Impax Laboratories
Ingersoll Rand Security Technologies
International Imaging Materials Inc.
Intertape Polymer Group Columbia
Invacare Corp.
Inverness Medical Innovations
ITT Corp.
Johns Manville
Johnson Controls Inc.
Jostens
JTEKT North America
Kinetic Concepts Inc.
L-3 Communications Headquarters
L-3 Communications Integrated Systems
L-3 Communications Narda East
L-3 Link Simulation & Training
Martin Marietta Materials
Marvin Windows and Doors
Masco Corp.
Matthews International
Medtronic: Tempe Campus
Musculoskeletal Transplant Foundation
National Gypsum Co.
Nautilus Inc.
NBTY Inc.
Northrop Grumman Shipbuilding
Novartis Consumer Health Inc.
Olin Corp. — Winchester Division
OMNOVA Solutions Inc.
Orscheln Products
Owens Illinois
PACCESSS
Paddock Laboratories
Pella Corp.
Pharmavite LLC
Philips North America
Precor
Quanex Building Products Corp.
Remington Arms Co. Inc.
Roche Diagnostics
RTC
RTI Biologics
Sensus USA Inc.
Siemens Healthcare Diagnostics
Spectrum Brands
Sperian Protection
SPX Corp.
STERIS Corp.
Sto Cop
Straumann USA
Stryker Corp.
Sunoco Inc.
Synthes USA
Teknion LLC
Terumo Medical Corp.
Textron Systems
ThermoFisher Scientific
TherOx Inc.
The Toro Co.
Unilever US
United Technologies Corp.
USG Corp.
Valero Energy Corp.
Varian Medical Systems
Verigy Ltd.
Vision-Ease Lens
Volcano Corp.
Waters Corp.
Welch Allyn
Western Refining
Weyerhaeuser Co.
The Yankee Candle Co. Inc.
YKK Corp. of America

Manufacturing

Paper Manufacturing, Printing & Related Support Activities

Ahlstrom
Appleton

Participant Listing

U.S. Firms

Boise Inc.
CPS Printing
Deluxe Corp.
Fraser Papers Inc.
Glatfelter
Liberty Diversified International
Little Rapids Corp.
Media General
Merrill Corp.
NewPage Corp.
Sappi Fine Paper NA
Smead Manufacturing
Temple-Inland
Transcontinental Inc.
The United States Pharmacopeial Convention
UPM-Kymmene Inc.

Manufacturing

Plastics & Rubber Products Manufacturing

AsahiKasei Plastics North America
Bemis Manufacturing Co.
Berry Plastics — Victoria, Texas
Cascade Engineering
Constar Inc.
Dow Corning Corp.
Graham Packaging Co.
Hunter Industries Inc.
Kinetico Inc.
Nike Inc.
Nypro Inc.
Pactiv
Printpack Inc.
Quadion Corp.
Rogers Corp.
Solo Cup Co.
Tekni-Plex Inc.
Uponor

Manufacturing

Textile Mills, Apparel, Leather & Allied Product Manufacturing

Columbia Sportswear
G&K Services
Guilford
Hanesbrands Inc.
Jockey International Inc.
Levi Strauss & Co.
Mohawk Industries
New Balance Athletic Shoe Inc.
Pfizer Inc.
VF Corp.

Manufacturing

Transportation Equipment Manufacturing

AAM
Aerojet — GenCorp
Altec Industries Inc.
B/E Aerospace Inc.
Bell Helicopter
The Boeing Co.
Bombardier Aerospace
BorgWarner Inc.
BorgWarner Turbo Systems
Cooper Industries
Curtiss-Wright Corp.
Delphi Corp.
DENSO Manufacturing Michigan Inc.
DENSO Manufacturing Tennessee Inc.
Ford Motor Co.
General Motors Co.
Gulfstream Aerospace Corp.
Hendrickson
Honda of South Carolina Mfg. Inc.
Lear Corp.
Michelin North America Inc.
Mitsubishi Electric Automotive America Inc.
Mitsubishi Motors North America Inc. — Mfg. Division
Moog Inc.
NACCO Materials Handling Group
The NORDAM Group
Northrop Grumman Technical Services
PACCAR Inc.
Pacific Manufacturing Ohio Inc.
Polaris Industries Inc.
Remy International Inc.
Robert Bosch LLC
Rockwell Collins
TRW
United Launch Alliance
Volvo Group North America
Vought Aircraft Industries Inc.
ZF Group

Mining

Anadarko Petroleum Corp.
Apache Corp.
Aramco Services Co.
Arch Coal Inc.
Atwood Oceanics
Barrick Gold of North America Inc.
BG US Services
Boart Longyear
BreitBurn Management Co. LLC
CGGVeritas
ConocoPhillips
DCP Midstream
The Doe Run Co.
Dresser-Rand
Drummond Co. Inc.
Encana Oil & Gas (USA) Inc.
EOG Resources Inc.
EXCO Resources Inc.
Exterran
Forest Oil Corp.
Freeport McMoRan Copper & Gold
Global Industries
Halliburton
Helmerich & Payne Inc.
Hercules Offshore Inc.
Hess Corp.
Hilcorp Energy Co.
Hunt Consolidated
Imerys Clays Inc.
Luck Stone Corp.
Marathon Oil Co.
Newmont Mining Corp.
Patriot Coal Corp.
Peabody Energy
Plains Exploration & Production Co.
Regency Energy Partners
Rio Tinto
Salt River Materials Group
Samson Investment Co.
Shell Oil Co.
Superior Energy Services LLC
Transocean Ltd.
Vulcan Materials Co.
Williams Cos.

Public Administration

Ada County
Allegany County Commissioners
Alliant Techystems Inc.
Anoka County
B&W Y-12 LLC
Ball Aerospace & Technology Corp.
Broward County, Fla.
Bryan Cave LLP
Choctaw Nation of Oklahoma
City & County of Denver
City of Austin, Texas
City of Boise, Idaho
City of Charlotte, N.C.
City of Chattanooga, Tenn.
City of Fairfax, Va.
City of Fort Lauderdale, Fla.
City of Fulton, Mo.
City of Gainesville, Fla.
The City of Garland, Texas
City of Greensboro, N.C.
City of Greenville, S.C.
City of Henderson, Nev.
City of Houston
City of Las Vegas
City of Loveland, Texas
City of Overland Park, Kan.
City of Portland, Ore.
City of Seattle
City of Slidell, La.
Collin County, Texas
Commonwealth of Virginia
County of Albemarle, Va. — Local Government
County of Bernalillo, N.M.
County of Kent, Mich.
County of Los Angeles
Dakota County, Minn.
Department of Defense
ERC
Federal Deposit Insurance Corp.
Global Aeronautica
Hamilton County Government (Ohio)
Hamilton County, Ohio
Idaho National Laboratory
Institute for Defense Analyses
Judicial Council of California
Knox County Government (Tenn.)
Lawrence Livermore National Laboratory
Lockheed Martin Corp.
Maryland Department of Transportation
Mecklenburg County (N.C.)
Metropolitan Washington Airports Authority
Missouri Department of Conservation
Missouri Department of Transportation
Montgomery County Government (Md.)
Multnomah County (Ore.)
N.C. Office of State Personnel

Participant Listing

U.S. Firms

N.C. Administrative Office of the Courts
New Mexico State Personnel Office
Northrop Grumman Aerospace Systems
Oakland County Government
Ohio Police and Fire Pension Fund
Orange County BCC
Orbital Sciences Corp.
Personnel Board of Jefferson County
Pinellas County Govt. (Fla.)
The Port Authority of New York and New Jersey
Port of Portland
Port of Seattle
Pueblo County Government (Colo.)
Salt Lake City Corp.
San Diego County Regional Airport Authority
Sarasota, Fla., County Government
Sedgwick County, Kan.
SOC Los Alamos
Springfield Housing Authority
St. Johns River Water Management District
St. Louis County Government
State of Colorado
State of Hawaii
State of Missouri
State of Nevada Department of Personnel
State of North Dakota
State of Oklahoma Office of Personnel Management
State of Wisconsin
Town of Hilton Head Island
Travis County
U.S. Office of Personnel Management
Union County
United Space Alliance
VA Housing Development Authority
Virginia State Corp. Commission
Wake County Government
Wilson Sonsini Goodrich & Rosati
Wyoming Business Council

Real Estate & Rental & Leasing

Alliance Residential LLC
AMB Property Corp.
American National Insurance
Amstar Group LLC
Archstone
Associated Estates Realty Corp.
AvalonBay Communities Inc.
Avis Budget Group
Bluegreen Corp.
Carmel Partners
Cartus
The Community Preservation Corp.
Concord Management Ltd.
Corporate Office Properties Trust
Cushman & Wakefield
Dollar Thrifty Automotive Group Inc.
Duke Realty Corp.
Equity Residential
Farm Credit West
First Multiple Listing Service
First Quadrant
Forest City Enterprises
FTI Schonbraun McCann Group
GATX Corp.
Heitman LLC
The Hertz Corp.
Jones Lang LaSalle
Mike Albert Leasing Inc.
MLS Property Information Network
PHH Arval
PHH Mortgage Corp.
Realogy
Regency Centers
The Rockefeller Group
RSC Equipment Rental
Satellite Shelters Inc.
Simon Property Group
The St. Joe Co.
The Taubman Co.
Terrus Real Estate Group
Title Resource Group
United Rentals Inc.
Wheels Inc.
Williams Scotsman Inc.

Retail Trade

Ace Hardware Corp.
Advance Auto Parts
Aeropostale Inc.
Amazon.com
American Eagle Outfitters Inc.
Ann Taylor
The Apothecary Shops
AutoNation Inc.
Backcountry.com
Belk Inc.
Big Lots Inc.
Big Y Foods Inc.
BI-LO LLC
BJ's Wholesale Club Inc.
Blockbuster Inc.
Briggs & Stratton Corp.
Brown Shoe Co. Inc.
Burlington Coat Factory Warehouse Corp.
CHANEL Inc.
The Cheesecake Factory
Chico's FAS Inc.
The Children's Place
Coach Inc.
Coinstar Inc.
CVS Caremark
Daymon Interactions/Club Demonstration Services
DFS Group LP
Dollar General Corp.
EXPRESS
Fossil
Furniture Brands International
Gander Mountain
Gap Inc.
General Nutrition Centers Inc. (GNC)
Giant Eagle Inc.
The Great Atlantic & Pacific Tea Co. Inc.
Group 1 Automotive
Half Price Books
Harbor Freight Tools
Harris Teeter
Helzberg Diamonds
Hennes and Mauritz LP
Hot Topic Inc.
HSNi
J. Crew
JCPenney
The Kroger Co.
L.L.Bean Inc.
Lands' End
The Limited
Limited Brands
Lowe's Companies Inc.
Market America
Medco Health Solution Inc.
Meijer Inc.
Michaels Stores Inc.
Michaels Stores: Stores Division
Miles KImball Co.
MonierLifetile LLC
Navy Exchange Service Command (NEXCOM)
Nordstrom
OfficeMax Inc.
Oriental Trading Co. Inc.
Owens Corning
Pamida Stores Operating Co. LLC
The Pantry Inc.
Papa John's International Inc.
PartyLite Worldwide Inc.
Pep Boys Auto
PETCO Animal Supplies Inc.
PetSmart
Phillips-Van Heusen Corp.
Pier 1
Polo Ralph Lauren
Princess House Inc.
Raley's
Recreational Equipment Inc.
Redcats USA
Reebok International Ltd.
Rent-A-Center
Roundy's Supermarkets Inc.
Safelite Auto Glass
Saks Fifth Avenue
Savers Inc.
The Scooter Store
Select Comfort Corp.
Shoe Carnival Inc.
Spartan Stores Inc.
Starbucks Coffee Co.
Stop & Shop Supermarket Co. Inc.
SUPERVALU Inc.
Talbots Inc.
Target Corp.
Tiffany & Co.
The TJX Companies Inc.
Turn5 Inc.
Ulta Beauty
Walgreen Co.
Walmart Stores US
Wegmans Food Markets Inc.
Winn-Dixie Stores Inc.
Zale Corp.

Telecommunications

ADC Telecommunications
ADTRAN Inc.
Asurion
AT&T
Avaya Inc.

Participant Listing

U.S. Firms

Bresnan Communications
Bright House Networks
Cablevision Systems Corp.
Cbeyond Communications LLC
CenturyLink Inc.
Charter Communications
Clearwire
Comcast Corp.
Cox Communications
Cricket Communications
Crown Castle
DIRECTV
Emerson Network Power Energy Systems
EMS Technologies Inc.
Fujitsu Network Communications
Global Crossing
HickoryTech Corp.
Hughes Network Systems
i wireless
JDS Uniphase
Level 3 Communications
MetroPCS
MobiTV Inc.
Motorola Inc.
National Exchange Carriers Association (NECA)
Nokia
NTELOS
Polycom Inc.
Powerwave Technologies Inc.
Qualcomm
Qwest Communications
RCN
SeaChange International
SES Engineering
Speakeasy Inc.
Sprint Nextel
SureWest Communications
Syniverse Technologies
TDS Telecom
Telcordia Technologies
Telephone and Data Systems Inc.
Tellabs
Time Warner Cable
T-Mobile US
Trimble
tw telecom
Verizon Communications
Verizon Wireless
Windstream Communications

Transportation

Air Transportation

Alaska Airlines
American Airlines
Embraer Aircraft
FedEx Express
Greater Orlando Aviation Authority
QVC Inc.
US Airways

Transportation

All Other Transportation

Alyeska Pipeline Service Co.
Americold Logistics
AmeriGas Propane Inc.
Amtrak
Bendix Commercial Vehicle Systems
BNSF Railway Co.
Boardwalk Pipeline Partners LP
Brightpoint North America LP
Brink's Inc.
Colonial Pipeline Co.
Con-way
Crosstex Energy Services
DSC Logistics Inc.
Enterprise Products
Exel Inc.
FedEx SupplyChain
GENCO
Holland America Line
The Kansas City Southern Railway
Livingston International Inc.
Los Angeles Metro
Maersk Inc.
Magellan Midstream Partners
MARTA
Metropolitan Transit Authority of Harris County Texas
Metropolitan Transportation Authority Headquarters
New Jersey Transit
Norfolk Southern Corp.
North Texas Tollway Authority
Orange County Transportation Authority (OCTA)
The Pasha Group
Penske Truck Leasing
Schneider National Inc.
SemGroup Corp.
Southeastern Freight Lines
Southern California Regional Rail Authority
Southern Union Co.
Spectra Energy Corp.
TransCanada Corp.
Union Tank Car Co.
UPS
US Foodservice
Utah Transit Authority
Washington Metropolitan Area Transit Authority

Utilities

AEP
AGL Resources
Albemarle County Service Authority
Allegheny Energy
ALLETE Inc.
Alliant Energy
Ameren Corp.
American Transmission Co.
Arizona Public Service Co.
Associated Electric Cooperative Inc.
Avista Corp.
Basin Electric Power Cooperative
Berkeley County Public Service Sewer District
Brookfield Renewable Power
Calpine Corp.
CenterPoint Energy
Central Arizona Project
Chelan County PUD
Citizens Energy Group
City Utilities of Springfield, Mo.
Cleco Corp.
Coast Electric Power Association
Colorado Springs Utilities
Colquitt EMDC
Consolidated Edison
DC Water and Sewer Authority
Dominion Resources
DTE Energy
Duke Energy
Duquesne Light Holdings
Dynegy Inc.
DynMcDermott Petroleum Operations
E.ON U.S.
East Kentucky Power Cooperative Inc.
Edison International
Edison Mission Energy
Energen Corp.
Energy Future Holdings
Entegra Power Services LLC
Entergy Corp.
Exelon Corp.
Ferrellgas
FirstEnergy Corp.
FPL Group Inc.
GDF SUEZ Energy North America
Great River Energy
Holland BPW
Horizon Wind Energy
Huntsville Utilities
Idaho Power Co.
Integrys Energy Group Inc.
ISO New England
ITC Holdings Corp.
JEA
Jordan Valley Water Conservancy District
Kinder Morgan
Knoxville Utilities Board
Laclede Group
Lower Colorado River Authority
Madison Gas and Electric Co.
Marquette Board of Light and Power
Memphis Light Gas & Water Division
Metropolitan Water District of Salt Lake & Sandy
MidAmerican Energy Co.
Middlesex Water Co.
Montana-Dakota Utilities Co.
Nashville Electric Service
National Fuel Gas Co.
Nebraska Public Power District
New Mexico Gas Co.
New York Power Authority
Nicor Gas
Northeast Utilities
NorthWestern Energy
NRG Energy Inc.
NSTAR Electric & Gas
NV Energy
OGE Energy Corp.
Oglethorpe Power Co.
Old Dominion Electric Cooperative
Omaha Public Power District
Oncor Electric Delivery
Pacific Gas & Electric
PacifiCorp
Palmetto Electric Cooperative
Pepco Holdings Inc.

Participant Listing

U.S. Firms

Piedmont EMC
Piedmont Natural Gas
PJM Interconnection
PNM Resources Inc.
Portland General Electric Co.
Progress Energy Inc.
Public Service Enterprise Group
Puget Sound Energy
Questar Corp.
RRI Energy
Salt River Project
San Antonio Water System
Santa Margarita Water
Santee Cooper
SCANA
Sempra Energy
Severn Trent Services
Snohomish County PUD
Southern Co.
Southwest Gas Corp.
Structural Integrity Associates Inc.
Suburban Propane
TECO Energy Inc.
Tennessee Valley Authority
Tucson Electric Power Co.
UGI Utilities Inc
United Illuminating
Unitil
USEC Inc.
Vectren Corp.
Vermont Gas Systems Inc.
We Energies
Xcel Energy Inc.

Wholesale Trade

ACCO Brands Corp.
AmerisourceBergen Corp.
Arrow Electronics Inc.
Associated Food Stores
Avnet Inc.
BMW of North America LLC
Brownells Inc.
C&S Wholesale Grocers Inc.
Canon USA Inc.
CDW LLC
Culligan International Co.
Cutter & Buck Inc.
Deckers Outdoor Corp.
Edward Don & Co.
Epicurean Foods
Epson America Inc.
FHLBank Atlanta
Fluke Corp.
Friedkin Companies Inc.
Gerdau Ameristeel
Hallmark Cards Inc.
HD Supply
Hyundai Motor America
Independent Pharmacy Cooperative
Ingram Content Group
Ingram Micro
Insight Enterprises
International Electric Supply Corp.
Isuzu North America Corp.
ITOCHU International Inc.
Jarden Consumer Solutions
JM Family Enterprises Inc.
Kaman Industrial Technologies
Katun Corp.
Kawasaki Motors Corp. USA
Kohler Co.
LEGO System Inc.
Manheim
Mattel Inc.
Mazda North American Operations
Medtronic Inc.
Mercedes Benz USA LLC
Merit Medical Systems
Mine Safety Appliance Co.
Mitsubishi International Corp.
Mitsui & Co. (USA) Inc.
Morinda
MSC Industrial Direct
National Premium Inc.
Navarre Corp.
Newark
Owens & Minor
The Pampered Chef
Patterson Cos.
ProBuild Holdings Inc.
Red Bull North America Inc.
Reynolds Packaging
Saab North America Inc.
Silver Eagle Distributors
Subaru of America Inc.
SYNNEX Corp.
Sysco Corp.
Tech Data Corp.
Toyota Motor Sales Inc. USA
Tupperware Brands Corp.
U.S. Oil Co. Inc.
Unisource Worldwide Inc.
United Stationers
Univar USA
VWR International LLC
W.W. Grainger Inc.

Other Services (except Public Administration)

AmeriPride Services Inc.
Northrop Grumman AMSEC
Toshiba America Medical Systems Inc.

Other Services (except Public Administration)

Religious, Grantmaking, Civic, Professional, & Similar Organizations

AAA — National Office
AAA Mid-Atlantic Inc.
ALSAC — St. Jude Children's Research Hospital
American Academy of Orthopaedic Surgeons
American Academy of Pediatrics
The American Board of Radiology
American Cancer Society
American Cancer Society Pennsylvania Division
American Chemical Society
American Dental Association
American Diabetes Association
American Heart Association
American Red Cross
American Society for Quality
American Society of Clinical Oncology
American Urological Association
Benevolent & Protective Order of Elks of the USA
Bible League
Bill & Melinda Gates Foundation
Boy Scouts of America
Boys & Girls Clubs of America
CFA Institute
College of American Pathologists
Compassion International
CPCU Society
Credit Union Executives Society
Fermi National Accelerator Laboratory
General Board of Pension and Health Benefits
Harvest Hope Food Bank
Heifer International
Investment Company Institute
John D. and Catherine T. MacArthur Foundation
LDS Church
National Rural Electric Cooperative Association
The Nature Conservancy
Nuclear Energy Institute Inc.
PATH
Plan International Inc.
The Samuel Roberts Noble Foundation Inc.
Save the Children Federation Inc.
SIFE
Susan G. Komen for the Cure
U.S. Civilian Research & Development
University HealthSystem Consortium
The William and Flora Hewlett Foundation
W.K. Kellogg Foundation
YMCA of Greater Houston
Young Life

Participant Listing

Canadian Firms

Accommodation & Food Services

Cara Operations Ltd.
Fairmont Raffles Hotels International
Sodexo Canada Ltd.
Tim Hortons Inc.

Administrative & Support & Waste Management & Remediation Services

Canadian Blood Services

Agriculture, Forestry, Fishing & Hunting

GROWMARK Inc.
Viterra Inc.

Arts, Entertainment, & Recreation

Cirque du Soleil
Great Canadian Gaming Corp.
Loto-Quebec

Construction

Holcim (Canada) Inc.: Construction Division
Ledcor Group of Companies
PCL Constructors Inc.
Strone

Consulting, Professional, Scientific, & Technical Services

Avanade Inc.
Calgary Laboratory Services
Canadian Medical Protective Association
Ceridian Canada Ltd.
Computer Sciences Canada Inc.
Convergys Corp.
Corel
Ernst & Young LLP
Hewitt Associates
KPMG
MacDonald Dettwiler and Associates Ltd.
Mercer
Osler Hoskin & Harcourt LLP
PCI — Perrault Consulting Inc.
People First HR Services
PriceWaterhouseCoopers LLP
Satcon
Stantec
VWR International
WeirFoulds LLP

Educational Services

Fairleigh Dickinson University — Vancouver
The Law Society of Upper Canada
McMaster University

Finance & Insurance

Bank of Montreal
The Bank of New York Mellon Corp.
Business Development Bank of Canada (BDC)
Franklin Templeton Investments
Healthcare of Ontario Pension Plan
Macquarie Group
Mouvement Desjardins
OMERS Administration Corp.
Ontario Teachers' Pension Plan Board
Otéra Capital
RBC Dexia Investor Services
TMX Group Inc.

Finance & Insurance

Credit Intermediation & Related Activities

ATB Financial
Canadian Tire Financial Services
Credit Union Central of Manitoba
DCFS Canada Corp.
First Calgary Savings
National Bank Financial Group
Scotiabank
TD Bank Financial Group
Wells Fargo Financial Canada

Finance & Insurance

Insurance Carriers & Related Activities

AXIS Insurance
CAA South Central Ontario
Commonwealth Insurance
The Co-operators General Insurance Co.
Federated Insurance
First Canadian Title
Foresters
Industrial Alliance Insurance and Financial Services Inc.
Insurance Corporation of British Columbia
Intact Financial Corp.
Standard Life Canada
Sun Life Financial
Workplace Safety & Insurance Board
Zurich Canada

Health Care & Social Assistance

Amcal Family Services
CML Healthcare Inc.
LifeLabs
London Health Sciences Centre
Ontario Hospital Association

Information

ADP Canada
Algorithmics
IFDS Canada Ltd.
John Wiley & Sons Canada Ltd.
Moneris Solutions Corp.

Information

Motion Picture & Sound Recording, Broadcasting (except Internet), & Other Information Services

ATCO I-Tek
Celero Solutions
Chubb Canada
Quest Software
Sony Pictures Entertainment

Management of Companies & Enterprises

The Wynford Group

Manufacturing

Apple Inc.
BRP Inc.
Cervelo
General Dynamics Land Systems — Canada
Hendrickson
Hewlett-Packard Company Canada
Husky Injection Molding Systems Ltd.
Intel Corp.
Lear Corp.
Lennox International
Lockheed Martin Canada
Michelin North America (Canada) Inc.
StandardAero
Uponor
Xerox Canada Ltd.

Manufacturing

Chemical Manufacturing

Agrium Inc.
Air Products Canada Ltd.
Apotex Inc.
Canexus Ltd.
CF Chemicals Ltd.
The Dow Chemical Co.
DSM NP: Manufacturing Division
ERCO Worldwide
MDS Inc.
Methanex Corp.
Mylan Pharmaceuticals VLC
NOVA Chemicals
Nycomed Canada Inc.
Roche Canada

Manufacturing

Food, Beverage & Tobacco Product Manufacturing

Barry Callebaut Canada
Cadbury
General Mills
Imperial Tobacco Canada
The J.M. Smucker Co.
J.R. Simplot Co.: Portage Plant
Kellogg Canada Inc.
Kraft Foods Inc.
Maple Leaf Consumer Foods
McCormick Canada
Parmalat Canada
PepsiCo Canada

Manufacturing

Paper Manufacturing, Printing & Related Support Activities

The DATA Group of Cos.
Fraser Papers Inc.
NewPage Corp.
Transcontinental Inc.
Worldcolor

Participant Listing

Canadian Firms

Manufacturing

Wood, Petroleum, Furniture, & Nonmetallic Mineral Products & Other Miscellaneous Manufacturing

Angiotech Pharmaceuticals
Boeing Canada Operations Ltd.
Boeing Canada Operations Ltd.: Manufacturing Division
COM DEV Ltd.
General Dynamics Canada Ltd.
Holcim (Canada) Inc.
Johnson & Johnson
Johnson Controls Inc.
L3 Wescam
MDA Corp.
Teknion Corp.
Waters Corp.

Mining

CCS Corp.
Devon Energy
Encana Corp.
Husky Energy
Pengrowth Corp.
Shell Canada
Sherritt International Corp.
Syncrude Canada Ltd.
Vale Inco

Public Administration

City of Burlington
City of Edmonton
City of Ottawa
Energy Resources Conservation Board (ERCB)
Government of British Columbia
Government of the Northwest Territories
Office of Human Resources
Province of Nova Scotia
Region of Niagara
Regional Municipality of Durham
Regional Municipality of Woodbuffalo
Workers' Compensation Board — Alberta

Real Estate & Rental & Leasing

Brookfield Residential Property Services
The Minto Group
Sorin Group Canada Inc.

Retail Trade

Canadian Tire Corp. Ltd.
Home Depot of Canada
Katz Group Canada (Rexall Pharma Plus)
Limited Brands Canada
Loblaw Companies Ltd.
Societe des Alcools du Quebec
Tiffany & Co.
UFA Co-operative Ltd.
Winners
Zale Corp.

Telecommunications

Avaya Inc.
Bell Canada
Ericsson Canada Inc.
Mitel Networks
MTS Allstream Inc.
PIKA Technologies Inc.
Rogers Communications Inc.
SaskTel
Shaw Communications Inc.

Transportation

CHC Helicopter
WestJet Airlines

Transportation

All Non-Air Transportation

Canadian Pacific
Exel Inc.
FedEx Express Canada Ltd.
Halifax Port Authority
Kinder Morgan Canada
Livingston International
Purolator Courier Ltd.
VIA Rail Canada Inc.

Utilities

BC Hydro Power Authority
EPCOR Utilities Inc.
Hydro-Québec
NB Power Holding Corp.
Pacific Northern Gas
SaskEnergy Inc.
Spectra Energy Transmission
Toronto Hydro
TransAlta Corp.
TransCanada Corp.

Wholesale Trade

Culligan International Co.
Eli Lilly Canada Inc.
NSK Canada Inc.
SKF Canada Ltd.

Other Services (except Public Admin.)

Alberta Medical Association
BC Medical Association
Canadian Medical Association
The Royal College of Physicians and Surgeons of Canada
YMCA of Greater Toronto

Survey Definitions

bonus: an after-the-fact reward or payment based on the performance of an individual; a group of workers operating as a unit, a division or business unit; or an entire workforce.

compensation philosophy: a written statement of what the organization believes about how people should be paid as well as supporting the business strategy and fitting within the organizational culture. A key component is how the organization intends to pay its people relative to its competitors, i.e., the desired market position.

excluding salesforce incentives: include base salaries for eligible salesforce employees, but do not include salesforce incentives.

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

frequency: the number of times or percentage of times a value appears in a data set or in a category.

general increase/cost-of-living allowance (COLA): an identical pay raise either in a flat rate such as cents per hour or as a percentage of salary given to all eligible employees. Also known as an across-the-board increase.

incentive: any form of variable payment tied to performance. The payment is a monetary award. Incentives are contrasted with bonuses in that performance goals for incentives are predetermined.

lump-sum award: an award that is paid in a single cash payment.

management salaried (Canada): all other salaried employees, except officers and executives.

mean: a simple arithmetic average obtained by adding a set of numbers and then dividing the sum by the number of items in the set.

median: the middle item in a set of ranked data points containing an odd number of items. When an even number of items are ranked, the average of the two middle items is the median.

merit increase: an adjustment to an individual's base pay rate based on performance or some other individual measure.

***n*:** number of responses.

nonexempt hourly nonunion: hourly employees who are not exempt from the minimum wage and overtime pay provisions of the Fair Labor Standards Act of 1938 (FLSA). Excludes hourly union employees.

nonexempt salaried: salaried (compensation paid by the week, month or year rather than by the hour) employees who are not exempt from the minimum wage and overtime pay provisions of the Fair Labor Standards Act of 1938 (FLSA). Excludes hourly employees, both union and nonunion.

nonmanagement hourly nonunion (Canada): hourly nonunion employees. Excludes hourly union employees.

nonmanagement salaried (Canada): salaried nonunion employees. Excludes hourly employees, both union and nonunion.

officers/executives: top and/or senior management that have significant responsibility for the management of the company as well as influence on the results of the company.

other increase: may include internal equity adjustments, salary range adjustments, skill-based pay increases. (For more examples, refer to question 9a in survey questionnaire.)

promotional increase: an increase in a salary or wage rate provided to a person because of a promotion to a higher-level job.

salary range structure change: the percent change in the control points (or the midpoints) of a formal salary range, band or wage rate that are adjusted to reflect movements in the marketplace.

total base salaries: total salaries for all eligible employees (base salaries only).

total 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 the year. The budget percentage is calculated by totaling the amount of general increases, cost-of-living increases, merit increases and other increases granted or scheduled to be granted in the year, and dividing the total salaries of all eligible employees whether or not they received a salary increase.

variable pay: compensation that is contingent on discretion, performance or results achieved. It may be referred to as pay at risk.

WorldatWork 2010-2011 Salary Budget Survey

United States

The deadline to submit the survey is May 3, 2010

Fax or mail your completed survey to:
WorldatWork Survey Team
Fax 480-483-8352 • Toll-free fax 866-816-2962
14040 N. Northsight Blvd. • Scottsdale, AZ 85260

If your organization operates in multiple industries or if pay practices differ across divisions, regions, business units or subsidiaries, please complete a separate questionnaire for each.

Demographic Profile

1*. How should your company be listed on the participant list in the report?
Company name: ___________________________

2*. The organizational unit you are reporting data for is:
- o Headquarters (skip to 3)
- o Subsidiary/group/division
- o Regional headquarters
- o Plant/branch
- o Independent consultant
- o Consulting firm
- o Public sector
- o Educational

2a*. Please describe the division, subsidiary, region, etc., for which you are reporting data for in this questionnaire
(e.g., Southern region, manufacturing division, etc.): ___________________________

3*. Please indicate the industry that best describes your organization using the three-digit North American Industry Classification System (NAICS) code.

* Mandatory section/question

Questionnaire

2010-2011 Salary Budget Survey

4*. For what region(s) and state(s) are you reporting data in this questionnaire? (You must check at least one region; state selections are optional.)

☐ **Eastern U.S.**

Optional: Please indicate the states for which you are reporting data.

☐ All States in this Region

☐ Connecticut	☐ New Hampshire	☐ Virginia
☐ Delaware	☐ New Jersey	☐ Vermont
☐ Maine	☐ New York	☐ West Virginia
☐ Maryland	☐ Pennsylvania	
☐ Massachusetts	☐ Rhode Island	

☐ **Central U.S.**

Optional: Please indicate the states for which you are reporting data.

☐ All States in this Region

☐ Iowa	☐ Michigan	☐ Ohio
☐ Illinois	☐ Minnesota	☐ South Dakota
☐ Indiana	☐ Missouri	☐ Wisconsin
☐ Kansas	☐ Nebraska	
☐ Kentucky	☐ North Dakota	

☐ **Southern U.S.**

Optional: Please indicate the states for which you are reporting data.

☐ All States in this Region

☐ Alabama	☐ Louisiana	☐ Tennessee
☐ Arkansas	☐ Mississippi	☐ Texas
☐ Florida	☐ North Carolina	☐ Oklahoma
☐ Georgia	☐ South Carolina	

☐ **Western U.S.**

Optional: Please indicate the states for which you are reporting data.

☐ All States in this Region

☐ Alaska	☐ Idaho	☐ Utah
☐ Arizona	☐ Montana	☐ Washington
☐ California	☐ New Mexico	☐ Wyoming
☐ Colorado	☐ Nevada	
☐ Hawaii	☐ Oregon	

5. For which major metropolitan areas are you reporting data in this questionnaire? (Check all that apply.)

<u>Arizona</u>
- ☐ Phoenix

<u>California</u>
- ☐ Los Angeles
- ☐ San Diego
- ☐ San Francisco
- ☐ San Jose

<u>Colorado</u>
- ☐ Denver

<u>Florida</u>
- ☐ Miami
- ☐ Tampa

<u>Georgia</u>
- ☐ Atlanta

<u>Illinois</u>
- ☐ Chicago

<u>Maryland</u>
- ☐ Baltimore

<u>Massachusetts</u>
- ☐ Boston

<u>Michigan</u>
- ☐ Detroit

<u>Minnesota</u>
- ☐ Minneapolis

<u>Missouri</u>
- ☐ St. Louis

<u>New York</u>
- ☐ New York

<u>Ohio</u>
- ☐ Cleveland
- ☐ Cincinnati

<u>Oregon</u>
- ☐ Portland

<u>Pennsylvania</u>
- ☐ Philadelphia
- ☐ Pittsburgh

<u>Texas</u>
- ☐ Houston
- ☐ Dallas

<u>Washington</u>
- ☐ Seattle

☐ Washington D.C.

* Mandatory section/question

6*. How many full-time equivalent (FTE) employees does your company employ worldwide? (Please report your worldwide headcount, even though you will be reporting only U.S. budget data.)

- ○ 1 – 499
- ○ 500 – 2,499
- ○ 2,500 – 9,999
- ○ 10,000 – 19,999
- ○ 20,000+

7. What was the total revenue (money generated by your company from sales of goods or services on a worldwide basis) for your organization at the end of 2009? (Report in U.S. dollars)

- ○ Up to $30 million
- ○ More than $30 million to $100 million
- ○ More than $100 million to $300 million
- ○ More than $300 million to $600 million
- ○ More than $600 million to $1 billion
- ○ More than $1 billion to $3 billion
- ○ More than $3 billion to $5 billion
- ○ More than $5 billion to $8 billion
- ○ More than $8 billion to $10 billion
- ○ More than $10 billion

Base Salary Increase

8. What is your organization's current base pay compensation philosophy for each employee category?

Employee group	To pay below the market	To pay at the market	To pay above the market	No formal compensation philosophy
Nonexempt Hourly Nonunion				
Nonexempt Salaried				
Exempt Salaried				
Officers/Executives				

9*. What is your organization's actual base salary budget program for 2010?
Note: Fill in "0" (zero) ***only*** *if there is no increase budgeted where one typically is budgeted. If a particular type of increase program or employee category is not used/applicable in your organization, please leave the field blank.*

Number of covered employees	Employee group	Number of months between increases	General increase /COLA	Merit increase	Other increase (not promotional)	Total increase
	Nonexempt Hourly Nonunion		%	%	%	%
	Nonexempt Salaried		%	%	%	%
	Exempt Salaried		%	%	%	%
	Officers/Executives		%	%	%	%
	← TOTAL					

*** Mandatory section/question**

2010-2011 Salary Budget Survey

9a. If you have included an increase in the "Other increase" column, what is the nature of this increase? (Check all that apply.)

- ❑ Accelerated increase cycle to move employee closer to midpoint (salary progression)
- ❑ Compression
- ❑ Internal equity
- ❑ Market adjustment/competitive adjustment
- ❑ Retention/critical skill adjustment
- ❑ Salary range adjustment
- ❑ Skill-based pay increase
- ❑ Step rate
- ❑ Other increase not listed above

10. Does your organization give lump-sum awards? If so, what percentage of employees received an award in 2009?

Employee group	Do you give lump-sum awards? Yes No	If so, what percentage of employees received an award in 2009?
Nonexempt Hourly Nonunion		%
Nonexempt Salaried		%
Exempt Salaried		%
Officers/Executives		%

11. What percentage of your organization's employees, by category, will be receiving a base salary increase (i.e., general increase/COLA, merit or other) in 2010? Does this represent a larger, similar or smaller percentage of employees than in 2009?

Employee group	Percent receiving increase in 2010	Percentage is larger than 2009	Percentage is similar to 2009	Percentage is smaller than 2009
Nonexempt Hourly Nonunion	%			
Nonexempt Salaried	%			
Exempt Salaried	%			
Officers/Executives	%			

12. What is the projection/estimate for the organization's base salary budget program for 2011?
Note: Fill in "0" (zero) ***only*** *if there is no increase budgeted where one is typically budgeted. If a particular type of increase program or employee category is not used/applicable in your organization, please leave the field blank.*

Employee group	Number of months between increases	General increase/ COLA	Merit increase	Other increase (not promotional)	Total increase
Nonexempt Hourly Nonunion		%	%	%	%
Nonexempt Salaried		%	%	%	%
Exempt Salaried		%	%	%	%
Officers/Executives		%	%	%	%

2010-2011 Salary Budget Survey

12a. If you have included an increase in the “Other increase” column, what is the nature of this increase? (Check all that apply.)

- ❑ Accelerated increase cycle to move employee closer to midpoint (salary progression)
- ❑ Compression
- ❑ Internal equity
- ❑ Market adjustment/competitive adjustment
- ❑ Retention/critical skill adjustment
- ❑ Salary range adjustment
- ❑ Skill-based pay increase
- ❑ Step rate
- ❑ Other increase not listed above

13. Please complete the following table based only on those employees eligible for a merit increase:

	2009		2010	
	What percentage of your workforce was rated in this performance category for 2009?	What was the average merit increase awarded for this 2009 performance category?	What percentage of your workforce is estimated to be rated in this performance category for 2010?	What is the average merit increase award estimate for this 2010 performance category?
High Performance				
Middle Performance				
Low Performance				
Total*	100%		100%	

Questionnaire

2010-2011 Salary Budget Survey

Salary Structures

14. If your organization uses a formal salary range structure, by what percentage did you increase the structure in 2010?
Note: Fill in "0" (zero) ***only*** *if there is no increase planned where one typically is given.*

Employee group	2010 salary range structure change
Nonexempt Hourly Nonunion	%
Nonexempt Salaried	%
Exempt Salaried	%
Officers/Executives	%

14a. If no increase was reported (e.g., responded with a zero or blank for any of the employee categories in question 14 above), did the structure remain the same or did you make a negative adjustment?

Employee group	Number of months since last structure increase	Structure remained the same in 2010	Made a negative structure adjustment in 2010
Nonexempt Hourly Nonunion		☐	☐
Nonexempt Salaried		☐	☐
Exempt Salaried		☐	☐
Officers/Executives		☐	☐

15. By what percentage does your organization plan to increase the salary range structure for 2011?

Employee group	2011 salary range structure change
Nonexempt Hourly Nonunion	%
Nonexempt Salaried	%
Exempt Salaried	%
Officers/Executives	%

Promotions

16. Are promotional increases a separate budget item in your organization?
   - ○ Yes
   - ○ No (skip to question 17)

16a. What is your organization's 2010 promotional increase budget as a percent of total base salaries?

%

17. In 2009, what percentage of the total employee population received a promotional increase?

%

18. In 2009, what was the average promotional increase as a percent of the promoted employee's base salary (prior to promotion)?

%

Variable Pay

For purposes of this survey, variable pay is defined as short-term cash awards that are contingent upon performance, discretion or results achieved. Variable pay types include:

- Profit sharing
- Performance sharing (e.g., gain sharing or goal sharing)
- Individual incentives
- Bonuses

The following pay types **should not** be included:

- Sales commission plans
- Long-term incentives, such as stock plans or multi-year cash performance plans
- Non-cash based awards such as merchandise, trips, plaques or trophies
- Plans that require cash awards to be placed in accounts that are not readily accessible to employees (e.g., 401(k) accounts, pension plans, deferred compensation plans)
- Cash awards for recognition

19. Does your organization currently use variable pay as defined above?
    - o Yes
    - o No (skip to question 25)

20. Which of the following formal plan award types does your organization use? (Check all that apply.)
    - ❑ Organization-wide awards based solely on the success of the entire organization (e.g., cash profit sharing)
    - ❑ Unit/strategic business unit awards based solely on the success of the unit/strategic business unit (e.g., department incentive programs, manufacturing goal sharing, call-center incentives)
    - ❑ Individual incentive awards based on employees' performance in designated jobs (other than sales)
    - ❑ Combination awards based on **both** organization-wide/unit/strategic business unit success and individual performance

21. For 2009, please indicate the percentage of employees eligible to receive variable pay and the percentage of those employees who actually received an award.

Employee Group	21a. Was employee category eligible for variable pay in 2009?	21b. Percent of employees eligible in 2009 for variable pay	21c. Percent of eligible employees actually paid variable pay for 2009 plan year
Nonexempt Hourly Nonunion	o Yes o No		
Nonexempt Salaried	o Yes o No		
Exempt Salaried	o Yes o No		
Officers/Executives	o Yes o No		

Questionnaire

2010-2011 Salary Budget Survey

22. Does your organization have a formal process for determining the budget for variable pay plans? If so, please indicate the average percentage of base pay budgeted for variable pay in each employee category.

NOTE: If variable pay for an employee category is not typically budgeted, or an employee category is not eligible for variable pay, please select "No" in question 22a and leave the remainder of the row blank. Fill in "0" (zero) ***only*** *if your organization typically budgets for variable pay for that employee group, but has/will not budget for the program in the respective year.*

Employee Group	22a. Does your organization budget for variable pay?	22b.2009 average % budgeted for variable pay	22c.2010 average % budgeted for variable pay	22d.2011 projected average % budgeted for variable pay
Nonexempt Hourly Nonunion	o Yes o No			
Nonexempt Salaried	o Yes o No			
Exempt Salaried	o Yes o No			
Officers/Executives	o Yes o No			

23. Please provide the average percentage of base pay your variable pay plans actually paid for 2009 and the average percentage projected to be paid for 2010.

Employee Group	23a. Average % paid for variable pay for 2009 plan year	23b. Projected % paid for variable pay for 2010 plan year
Nonexempt Hourly Nonunion		
Nonexempt Salaried		
Exempt Salaried		
Officers/Executives		

24. What impact does your variable pay program have on **base salary** budget recommendations?

Employee Group	No impact	Some impact	Significant impact
Nonexempt Hourly Nonunion	o	o	o
Nonexempt Salaried	o	o	o
Exempt Salaried	o	o	o
Officers/Executives	o	o	o

Health Care Cost Impact

25. Does the size of health-care cost increases impact your base salary budget recommendations?
    - ○ Yes
    - ○ No

Cost Containment

26. Which of the following cost containment and/or reduction strategies has your organization implemented or continued in the past 12 months? (Check all that apply.)

	Nonexempt Hourly Nonunion	Nonexempt Salaried	Exempt Salaried	Officers/Executives
Hiring freeze	☐	☐	☐	☐
Wage freeze/no pay increases	☐	☐	☐	☐
Reduction in pay/pay cuts	☐	☐	☐	☐
Limit/eliminate overtime	☐	☐	☐	☐
Voluntary unpaid time off (e.g. employees volunteer in lieu of other cuts, unpaid sabbaticals)	☐	☐	☐	☐
Furloughs (e.g. temporary layoffs, mandatory unpaid time off)	☐	☐	☐	☐
Voluntary reduction-in-force (RIF)	☐	☐	☐	☐
Mandatory reduction-in-force (RIF)	☐	☐	☐	☐
Increase employee share of health-care premiums	☐	☐	☐	☐
Reduce/suspend 401(k) or 403(b) matches	☐	☐	☐	☐
Freeze or close pension plans	☐	☐	☐	☐

Recovery Actions

26a. If the recent recession affected your organization's total rewards programs, please indicate whether your organization has/is experiencing a recovery.

- ○ Our organization did not experience any negative effects of the recent recession. (skip to question 27)
- ○ Our organization is still in a recession; we are not considering recovery actions yet. (skip to question 27)
- ○ Our organization is recovering but we are not considering or implementing recovery actions. (skip to question 27)
- ○ Our organization is recovering and we are considering or implementing recovery actions.

26b. If your organization implemented (or continued) any of the cost containment strategies listed below within the past 12 months, for which strategies has your organization resumed normal practices as part of your recovery (or are being considered for 2010)? (Check all that apply.)

- ❑ Hiring freeze
- ❑ Limit/eliminate overtime
- ❑ Voluntary unpaid time off (e.g., employees volunteer in lieu of other cuts, unpaid sabbaticals, and so on.)
- ❑ Furloughs (e.g., temporary layoffs, mandatory unpaid time off)
- ❑ Reduce/suspend 401(k) or 403(b) matches
- ❑ Freeze or close pension plans

26c. If your organization implemented pay freezes during the recent recession, what action(s) has your organization taken (or is being considered for 2010) as part of its recovery plan? (Check all that apply.)

- ❑ Award pay increases that would have otherwise been awarded during recession
- ❑ Resume normal pay increase programs in 2010 (or next fiscal year)
- ❑ Lump-sum payment equivalent to pay increases that would have otherwise been awarded
- ❑ Increase in noncompensation benefits (e.g., reduce employee contribution to health-care premiums, increase flexibility options, increase retirement contributions, and so on.)
- ❑ Other, please explain:____________________

26d. If your organization implemented pay cuts during the past 12 months, what action(s) has your organization taken (or is considering for 2010) as part of its recovery plan? (Check all that apply.)

- ❑ Restore pay to previous pay rates in full
- ❑ Restore pay using a staggered approach (e.g., some percent restoration every quarter until at previous pay rate)
- ❑ Restore pay based on individual performance (not all employees will be restored to previous pay rate)
- ❑ Provide lump-sum payment equal to amount of pay cut
- ❑ Increase in noncompensation benefits (e.g., reduce employee contribution to health-care premiums, increase flexibility options, increase retirement contributions, etc.)
- ❑ Pay cuts will remain permanent; future pay actions to be determined
- ❑ Other, please explain:____________________

Attraction & Retention Practices

27. Which of the following has your organization used in the past 12 months to attract and retain employees? (Check all that apply.)

- ❑ Career development opportunities
- ❑ Employee referral bonus
- ❑ Exempt overtime pay or time off
- Flexible work schedules
  - Flextime
  - Compressed work week
  - Telecommuting/telework
  - Job sharing
- ❑ Larger merit increase budgets
- ❑ Market adjustments/increase to base salary
- ❑ Non-cash recognition and rewards
- ❑ Paid sabbaticals
- ❑ Paying above market
- ❑ Part-time employment with benefits
- ❑ Phased retirement
- ❑ Project milestone/completion bonus
- ❑ Retention/stay bonus
- ❑ Separate salary structures
- ❑ Sign-on/hiring bonus
- ❑ Special cash bonus/group incentives (not organization wide)
- ❑ Spot bonus (individual)
- ❑ Stock grant programs
- ❑ Stock option program

28*. As a survey participant, you will receive the *Executive Report & Analysis* and a two- year-subscription to the *Online Reporting Tool* that will allow you to customize your survey data. In what format would you prefer to receive your complimentary copy of the *Executive Report & Analysis*?

- o Electronic (.pdf) copy
- o Hard copy

29*. Please provide the name and the contact information of the person completing this survey and that person's contact information. You must be a WorldatWork member to participate in the *WorldatWork 2010-2011 Salary Budget Survey*. (If you are completing this survey on behalf of a member, please note that the survey results will be sent directly to the member's address on file.)

WorldatWork Member Number:

Name: ____

Title: ____

Company: ____

Phone: ____

E-mail: ____

30*. By submitting this survey form, I understand that if mandatory (*) sections of the survey are not completed correctly, I will not be eligible as a participant to receive a complimentary copy of the survey report.

- o I understand and agree to the statement above.

If you have a question about how to complete the survey, please call WorldatWork Customer Relationship Services at 877-951-9191.

The deadline to submit the survey is May 3, 2010

Fax or mail your completed survey to:

WorldatWork Survey Team • Fax 480-483-8352 • Toll-free fax 866-816-2962

14040 N. Northsight Blvd. • Scottsdale, AZ 85260

* Mandatory section/question

Visit the *Online Reporting Tool* for More Detailed Information

As mentioned in the Introduction, the *WorldatWork 2010-2011 Salary Budget Survey* is split into two components: this book and the customizable *Online Reporting Tool*.

For no additional charge, users have the ability to customize reports to specific geographic region, industry, state and other ways that are relevant to organizations. Users may run an unlimited number of reports during the subscription period as well as save or print the reports. Use the folders at the end of this book to organize and store these reports, keeping all salary budget increase data together in one package.

Get Started Now

Go to http://www.worldatwork.org/salarybudgetsurvey and login with your eight-digit identification number and password. If you do not know your login information, you may:

- Click "Get" under "Password."
- Look on the mailing panel of any WorldatWork catalog, periodical, invoice or receipt.
- Check your member identification card.
- Contact WorldatWork Customer Relationship Services by calling 877-951-9191 or 480-922-2020, or e-mailing customerrelations@worldatwork.org.

After you have logged in, select the "2010-2011 Salary Budget Survey" subscription. After reviewing and accepting the terms and conditions, you will be redirected to the *Online Reporting Tool*.

- Choose the type(s) of data to be included in the report (i.e., salary budget increases, salary structure adjustments, promotions and/or variable pay).
- Choose one statistical method of calculation. Separate reports need to be run to compare various statistics (i.e., mean/average, median/50th percentile, 25th percentile or 75th percentile).
- Choose the layers that define the demographic slice of data (i.e., country, industry, number of employees, revenue).
- Select the regions, states, provinces and/or major metropolitan areas of interest.
- Click "Generate Report."

If the report meets your needs, click "print to PDF" in the top right-hand corner to save or print. To look at different or additional data, repeat the steps as needed.

Though users have access to unlimited customized online reports, the *Online Reporting Tool* is subscription-based. Remember to run and download/print any reports that may be needed prior to the subscription's expiration.