

## Summary of Projected 2012 Salary Increases

<b>Projected Salary Increase Budget by Employee Level</b> <i>Includes Zeroes Where Provided</i>							
<b>Survey Source</b>	<b>Number of Orgs.</b>	<b>Projected Pay Budgets - 2012</b>			<b>Actual Pay Budgets - 2011</b>		
		<b>Executive</b>	<b>Exempt</b>	<b>Non-Exempt</b>	<b>Executive</b>	<b>Exempt</b>	<b>Non-Exempt</b>
WorldatWork	2,256	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Hay Group	N/A	3.0%	3.0%	3.0%	2.9%	2.9%	2.9%
Aon Hewitt	500	3.1%	3.0%	3.0%	2.9%	2.8%	2.7%
Mercer	1,200	2.9%	2.9%	2.9%	2.8%	2.7%	2.7%
Conference Board	415	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Economic Research Institute (ERI)	N/A	2.9%	2.8%	2.7%	2.3%	2.2%	2.1%
Management Association (national)	130	2.9%	2.9%	2.9%	2.8%	2.8%	2.8%

*Sources*

*WorldatWork Salary Budget Survey for 2011-12*

*Hay Group 2011 Compensation Survey*

*AON Hewitt's 2011 and 2012 U.S. Salary Increase Survey*

*Mercer's 2011/2012 U.S. Compensation Planning Report*

*Conference Board U.S. Salary Increase Budgets for 2012*

*2012 ERI Salary Increase Survey*

*Management Association -2011 Salary Budget Survey*

<b>Projected Salary Structure Increase by Employee Level</b> <i>Includes only adjustments to salary range midpoints or bands</i>							
<b>Survey Source</b>	<b>Number of Orgs.</b>	<b>Projected Structure Increases - 2012</b>			<b>Actual Structure Increases - 2011</b>		
		<b>Executive</b>	<b>Exempt</b>	<b>Non-Exempt</b>	<b>Executive</b>	<b>Exempt</b>	<b>Non-Exempt</b>
WorldatWork	2,256	2.0%	2.0%	2.0%	1.7%	2.0%	2.0%
Aon Hewitt	500	1.9%	1.9%	1.9%	1.6%	1.6%	1.6%
Mercer	1200	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Economic Research Institute (ERI)	N/A	1.7%	1.6%	1.5%	1.1%	1.0%	1.0%

*Sources*

*WorldatWork Salary Budget Survey for 2011-12*

*AON Hewitt's 2011 and 2012 U.S. Salary Increase Survey*

*Mercer's 2011/2012 U.S. Compensation Planning Report*

*2012 ERI Salary Increase Survey*