

Hay Group salary planning figures for 2011, General Market

Figures taken from the 2010 survey analyses

Most recent and next planned salary structure increases by employee group

	Executive/ Senior Management		Middle Management/ Seasoned Professional		Supervisory/ Junior Professional		Clerical/ Operations	
	Most Recent	Next Planned	Most Recent	Next Planned	Most Recent	Next Planned	Most Recent	Next Planned
P90	3.5%	3.0%	3.1%	3.0%	3.0%	3.0%	3.1%	3.0%
P75	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
P50	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
P25	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
P10	0.5%	0.0%	1.0%	1.4%	1.0%	1.2%	1.0%	1.1%
Average	2.4%	2.3%	2.4%	2.3%	2.3%	2.3%	2.5%	2.3%

Actual and planned total salary budget increases by employee group

	Executive/ Senior Management		Middle Management/ Seasoned Professional		Supervisory/ Junior Professional		Clerical/ Operations	
	Actual 2010	Planned 2011	Actual 2010	Planned 2011	Actual 2010	Planned 2011	Actual 2010	Planned 2011
P90	4.0%	4.0%	3.9%	4.0%	3.9%	4.0%	4.0%	4.0%
P75	3.2%	3.5%	3.1%	3.5%	3.2%	3.5%	3.0%	3.5%
P50	2.8%	3.0%	3.0%	3.0%	3.0%	3.0%	2.9%	3.0%
P25	1.5%	2.5%	2.0%	2.5%	2.0%	2.5%	2.0%	2.5%
P10	0.0%	0.0%	0.0%	0.8%	0.0%	0.8%	0.0%	1.1%
Average	2.4%	2.9%	2.6%	2.9%	2.6%	2.9%	2.6%	2.9%

Actual and planned merit increases by employee group

	Executive/ Senior Management		Middle Management/ Seasoned Professional		Supervisory/ Junior Professional		Clerical/ Operations	
	Actual 2010	Planned 2011	Actual 2010	Planned 2011	Actual 2010	Planned 2011	Actual 2010	Planned 2011
P90	3.2%	3.5%	3.0%	3.5%	3.0%	3.5%	3.0%	3.5%
P75	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
P50	2.5%	3.0%	2.5%	3.0%	2.5%	3.0%	2.5%	3.0%
P25	0.0%	2.4%	2.0%	2.5%	2.0%	2.5%	2.0%	2.5%
P10	0.0%	0.0%	0.0%	1.4%	0.0%	1.2%	0.0%	1.0%
Average	2.0%	2.6%	2.2%	2.6%	2.2%	2.6%	2.2%	2.6%