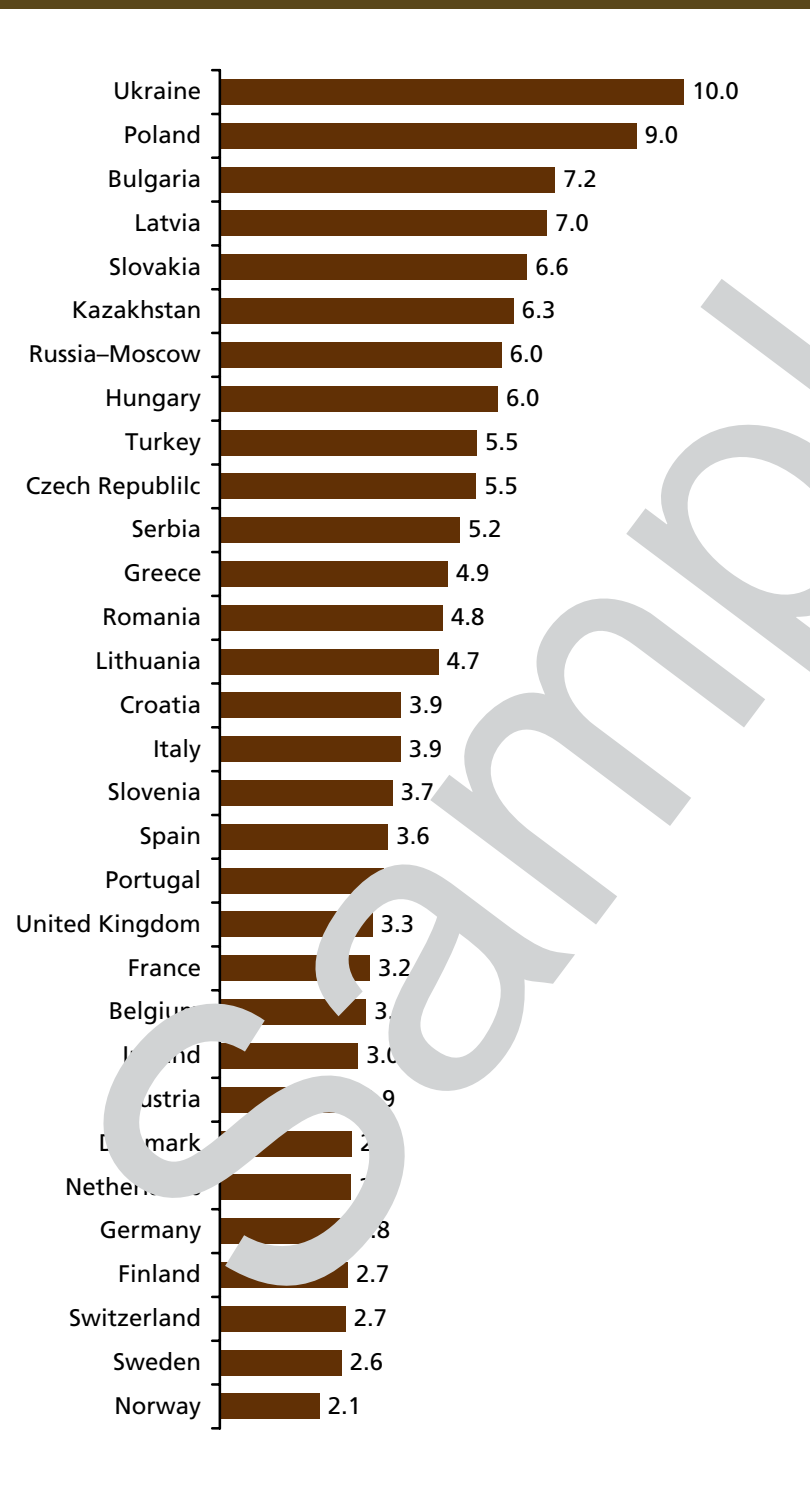


Base salary differentials between fresh graduates and head of function, 2009



This graph shows the base salary difference between a higher position and a lower position. A higher differential indicates a steeper hierarchical structure, while a lower gap indicates a flatter hierarchical structure. Generally, differentials are much lower in Western Europe than in Eastern Europe.

Source: Mercer's Total Remuneration Survey, 2009

Note: Data for fresh graduates is of position class (PC) 47 and for head of function is of PC 60.

Average salary increases

Pay increase trends (including zeros) – Executives, 2008–2010 (%)			
Country	Average salary increase		
	2008 (actual)	2009 (estimate)	2010 (forecast)
Austria	–	0.0	2.7
Belgium	2.0	0.0	2.0
Bulgaria	12.0	0.0	7.0
Croatia	–	2.0	4.0
Czech Republic	5.0	4.0	4.0
Denmark	4.0	3.0	3.0
Finland	3.5	0.0	2.5
France	–	2.0	2.8
Germany	–	–	2.5
Greece	0.0	4.5	5.0
Hungary	–	3.2	5.0
Ireland	4.5	0.0	2.5
Italy	3.9	3.0	4.0
Kazakhstan	–	8.0	10.0
Latvia	12.0	0.0	0.0
Lithuania	10.0	0.0	1.0
Netherlands	3.6	2.5	2.8
Norway	–	2.0	3.0
Poland	–	3.5	5.0
Portugal	3.9	1.7	2.1
Romania	14.6	7.1	6.5
Russia	11.8	8.0	10.0
Serbia	12.0	8.0	10.0
Slovakia	2.8	1.4	5.0
Slovenia	–	3.0	4.0
Spain	3.8	1.8	1.9
Sweden	–	0.0	3.0
Switzerland	–	–	2.5
Turkey	–	7.4	7.5
Ukraine	–	10.0	10.0
United Kingdom	3.8	0.0	3.0

Source: Mercer's Global Compensation Planning Report, October 2009 update

Note: The pay increase data presented refers to an average of all industries. Pay increase data represents median values.

Pay increase trends (including zeros) – Management, 2008–2010 (%)			
Country	Average salary increase		
	2008 (actual)	2009 (estimate)	2010 (forecast)
Austria	–	2.5	2.7
Belgium	2.0		2.0
Bulgaria	12.5	7.0	8.0
Croatia	–		5.0
Czech Republic	5.0	4.0	4.5
Denmark	4.0		2.6
Finland	3.5	1.5	2.4
France	–	3	2.5
Germany	–	–	2.5
Greece	5.0	4.5	5.0
Hungary	–	3.4	5.0
Ireland		0.6	2.4
Italy	4.0	3.0	4.0
Kazakhstan	–	10.2	10.0
Latvia	9	0.0	3.0
Lithuania	10.0	0.0	2.8
Netherlands	3.8	2.8	2.8
Norway	–	3.0	3.0
Poland	–	3.2	5.0
Portugal	3.5	1.8	2.3
Romania	11.9	6.3	7.1
Russia	12.0	8.0	10.0
Serbia	12.0	9.0	10.0
Slovakia	3.4	1.9	5.0
Slovenia	–	3.0	5.0
Spain	3.7	1.9	2.1
Sweden	–	2.5	3.0
Switzerland	–	–	2.5
Turkey	–	7.5	7.5
Ukraine	–	10.0	12.0
United Kingdom	3.7	0.0	2.7

Source: Mercer's Global Compensation Planning Report, October 2009 update

Note: The pay increase data presented refers to an average of all industries. Pay increase data represents median values.

Pay increase trends (including zeros) – Professional sales, 2008–2010 (%)			
Country	Average salary increase		
	2008 (actual)	2009 (estimate)	2010 (forecast)
Austria	–	2.6	2.6
Belgium	2.0		1.9
Bulgaria	12.3	7.2	8.0
Croatia	–		5.0
Czech Republic	5.1	4.0	4.5
Denmark	4.0		2.7
Finland	3.3	1.5	2.4
France	–	0	2.5
Germany	–	–	2.5
Greece	5.0	4.5	5.0
Hungary	–	3.5	4.8
Ireland		0.2	2.3
Italy	3.5	3.0	3.5
Kazakhstan	–	8.0	10.0
Latvia	0	0.0	2.0
Lithuania	10.0	0.0	3.5
Netherlands	3.6	2.5	2.5
Norway	–	3.0	3.0
Poland	–	3.5	4.2
Portugal	3.3	1.8	2.3
Romania	14.1	5.9	7.7
Russia	12.0	7.3	10.0
Serbia	12.0	8.0	10.0
Slovakia	3.6	2.0	5.0
Slovenia	–	3.8	5.0
Spain	3.9	2.1	2.2
Sweden	–	2.5	3.0
Switzerland	–	–	2.5
Turkey	–	7.4	7.5
Ukraine	–	10.0	12.0
United Kingdom	3.7	0.3	2.7

Source: Mercer's Global Compensation Planning Report, October 2009 update

Note: The pay increase data presented refers to an average of all industries. Pay increase data represents median values.