

7

## Policy and Practices Reports

### All Industries

#### 7.1. Company Remuneration Policy

##### 7.1.1. Salary Review Policy

The most common salary review dates are: January and April.

Table 1. When are organization's salaries reviewed?

Month	Percentage of organizations						
	Head of Organization	Executives	Management	Professional		Para-Professional	
				Sales	Non-Sales	White Collar	Blue Collar
January	37%	39%	37%	36%	38%	41%	46%
February	1%	2%	2%	3%	3%	3%	2%
March	8%	7%	8%	7%	7%	6%	4%
April	37%	35%	36%	36%	35%	34%	34%
May	2%	2%	3%	2%	3%	2%	2%
June	2%	2%	2%	2%	3%	3%	3%
July	6%	6%	7%	6%	7%	7%	6%
August	1%	1%	1%	1%	1%	1%	1%
September	3%	3%	3%	4%	4%	3%	3%
October	3%	3%	4%	5%	4%	4%	4%
November	0%	0%	0%	0%	0%	0%	-
December	4%	4%	5%	4%	4%	4%	4%
Anniversary	1%	1%	1%	1%	1%	1%	1%
<b>No. of Organizations</b>	<b>207</b>	<b>246</b>	<b>277</b>	<b>243</b>	<b>278</b>	<b>256</b>	<b>195</b>

Organizations can indicate more than one time of review, therefore total may exceed 100%.

5% of the organizations surveyed provided salary reviews more than once per year, and almost all companies provided it at the same time across the board.

Table 2. Prediction on 2010 salary increase practices

	Percentage of Organizations					No. of Organizations
	> 1% lower	0% - 1% lower	No change	0%- 1% higher	> 1% higher	
Head of Organization	30%	15%	42%	2%	10%	99
Executives	32%	11%	38%	7%	13%	149
Management	33%	11%	36%	6%	14%	177
Professional – Sales	29%	14%	39%	6%	13%	150
Professional – Non Sales	28%	13%	41%	5%	14%	175
Para-Professional – White collar	28%	13%	41%	4%	14%	158
Para-Professional – Blue collar	22%	12%	42%	5%	19%	118
Overall	28%	13%	39%	5%	15%	202

Not all organizations were able to provide the requested information

### 7.1.2. Base Salary Increases – All Industries

The following table (Table 3,5,7) reflects the percentage of base salary increases **excluding** companies with a salary freeze. The following table (Table 4,6,8) reflects the percentage of base salary increases **including** companies with a salary freeze. In 2009, 32 companies reported a salary freeze.

Table 3. What is the salary increase awarded for 2008 (excluding salary freeze)?

	25th Percentile	Average	Median	75th Percentile	No. of Organizations
Head of Organization	8.0%	9.8%	10.0%	11.7%	111
Executives	8.0%	10.1%	10.0%	12.0%	191
Management	8.3%	10.3%	10.0%	12.0%	239
Professional – Sales	8.6%	10.4%	10.0%	12.0%	201
Professional – Non Sales	9.0%	10.8%	10.6%	12.0%	237
Para-Professional – White collar	9.0%	10.6%	10.4%	12.0%	218
Para-Professional – Blue collar	9.0%	10.7%	10.6%	12.0%	164
Overall*	9.2%	10.9%	10.6%	12.0%	275

Based on 275 responses

\* Analysis is based on companies that provided information on overall salary increases and it is not based on the computation from the different employee categories.

Table 4. What is the salary increase awarded for 2008 (including salary freeze)?

	25th Percentile	Average	Median	75th Percentile	No. of Organizations
Head of Organization	6.0%	8.5%	10.0%	11.0%	127
Executives	8.0%	9.7%	10.0%	12.0%	200
Management	8.0%	10.0%	10.0%	12.0%	246
Professional – Sales	8.4%	10.1%	10.0%	12.0%	208
Professional – Non Sales	8.7%	10.5%	10.4%	12.0%	244
Para-Professional – White collar	9.0%	10.4%	10.0%	12.0%	223
Para-Professional – Blue collar	9.0%	10.6%	10.5%	12.0%	166
Overall*	9.0%	10.6%	10.5%	12.0%	283

Based on 283 responses

\* Analysis is based on companies that provided information on overall salary increases and it is not based on the computation from the different employee categories.

Table 5. What is the salary increase for 2009 (excluding salary freeze)?

	25th Percentile	Average	Median	75th Percentile	No. of Organizations
Head of Organization	7.9%	9.7%	10.0%	11.1%	96
Executives	7.1%	9.3%	9.6%	11.0%	167
Management	7.2%	9.3%	9.5%	11.5%	214
Professional – Sales	8.0%	9.6%	10.0%	11.4%	184
Professional – Non Sales	8.0%	9.7%	10.0%	11.3%	217
Para-Professional – White collar	8.0%	9.9%	10.0%	12.0%	200
Para-Professional – Blue collar	8.0%	10.2%	10.0%	12.0%	151
Overall*	7.5%	9.7%	10.0%	11.7%	246

Based on 246 responses

\* Analysis is based on companies that provided information on overall salary increases and it is not based on the computation from the different employee categories.

Table 6. What is the salary increase for 2009 (including salary freeze)?

	25th Percentile	Average	Median	75th Percentile	No. of Organizations
Head of Organization	0.0%	7.2%	8.5%	10.0%	129
Executives	5.0%	7.7%	9.0%	10.9%	202
Management	6.0%	8.2%	9.0%	11.0%	245
Professional – Sales	6.0%	8.5%	9.4%	11.1%	208
Professional – Non Sales	6.9%	8.7%	9.4%	11.0%	243
Para-Professional – White collar	7.4%	8.9%	10.0%	11.6%	223
Para-Professional – Blue collar	7.6%	9.3%	10.0%	11.5%	165
Overall*	6.2%	8.6%	9.8%	11.2%	279

Based on 279 responses

\* Analysis is based on companies that provided information on overall salary increases and it is not based on the calculation from the different employee categories.

Table 7. What is the salary increase forecast for 2010 (excluding salary freeze)?

	25th Percentile	Average	Median	75th Percentile	No. of Organizations
Head of Organization	8.0%	9.6%	10.0%	11.0%	90
Executives	8.0%	9.4%	10.0%	11.0%	140
Management	8.0%	9.4%	10.0%	11.0%	172
Professional – Sales	8.0%	9.6%	10.0%	11.0%	147
Professional – Non Sales	8.0%	9.8%	10.0%	11.2%	171
Para-Professional – White collar	8.0%	9.9%	10.0%	11.2%	154
Para-Professional – Blue collar	8.0%	10.0%	10.0%	11.0%	115
Overall*	8.0%	9.8%	10.0%	11.0%	194

Based on 194 responses

\* Analysis is based on companies that provided information on overall salary increases and not a calculation based on the different employee categories.

Table 8. What is the salary increase forecast for 2010 (including salary freeze)?

	25th Percentile	Average	Median	75th Percentile	No. of Organizations
Head of Organization	7.0%	8.9%	10.0%	10.5%	97
Executives	8.0%	9.0%	10.0%	10.4%	146
Management	8.0%	9.2%	10.0%	10.8%	175
Professional – Sales	8.0%	9.5%	10.0%	11.0%	149
Professional – Non Sales	8.0%	9.6%	10.0%	11.0%	174
Para-Professional – White collar	8.0%	9.7%	10.0%	11.0%	157
Para-Professional – Blue collar	8.0%	9.9%	10.0%	11.0%	116
Overall*	8.0%	9.4%	10.0%	11.0%	202

Based on 202 responses

\* Analysis is based on companies that provided information on overall salary increases and not a calculation based on the different employee categories.

Table 9. What factors determine individual increases?

	No. of Organizations	Percentage of Organizations
Company Performance	209	77%
Individual Performance	263	97%
Length of Service	46	17%
Inflation	202	74%
Job Level	133	49%
Position in Salary Range	196	72%
Others	24	9%

Based on 272 responses. Organizations can indicate more than one factor, therefore the total may exceed 100%.

### 7.1.3. Base Salary Increases – By Specific Industry Survey

The following table (table 10) reflects base salary percentage increases by industries, ***excluding*** companies with a salary freeze. In 2009, 32 companies reported a salary freeze which coming from Chemical, Consumer Goods, Hi-Tech, Manufacturing, Telecommunication, Shipping and Logistic and Others. The following table (Table 11) reflects the percentage of base salary increases ***including*** companies with a salary freeze for those respective industries.

Table 10. Base salary increases – By specific industry survey  
(excluding salary freeze)

		Automotive				Chemical			
		25thP	Avg.	Med.	75thP	25thP	Avg.	Med.	75thP
2008	Head of Organization	-	8.6%	9.0%	-	9.7%	10.1%	10.2%	11.0%
	Executives	5.0%	6.8%	7.0%	9.0%	9.0%	9.6%	10.0%	11.0%
	Management	6.6%	7.2%	7.5%	8.8%	9.0%	10.7%	10.0%	11.5%
	Professional – Sales	6.8%	7.5%	8.0%	9.5%	10.0%	11.5%	10.7%	11.7%
	Professional – Non Sales	7.5%	7.7%	8.0%	9.0%	10.0%	11.6%	11.0%	12.0%
	Para-Professional – White collar	7.5%	8.2%	9.0%	10.6%	10.0%	11.7%	10.9%	12.3%
	Para-Professional – Blue collar	8.3%	8.8%	10.3%	11.0%	10.0%	11.7%	11.0%	12.3%
	Overall*	7.6%	8.4%	8.3%	10.5%	10.0%	11.5%	10.7%	11.7%
2009	Head of Organization	-	8.0%	-	-	8.1%	9.3%	8.9%	10.9%
	Executives	5.3%	6.1%	6.3%	6.9%	7.0%	8.1%	8.0%	10.0%
	Management	3.0%	5.1%	5.0%	6.5%	7.2%	8.7%	8.5%	11.4%
	Professional – Sales	5.0%	5.0%	5.5%	6.0%	7.5%	9.1%	8.9%	10.9%
	Professional – Non Sales	4.8%	5.2%	6.0%	6.1%	7.5%	9.6%	9.0%	11.4%
	Para-Professional – White collar	5.8%	7.1%	6.3%	10.3%	7.5%	9.6%	9.9%	12.0%
	Para-Professional – Blue collar	8.3%	9.2%	10.0%	11.0%	7.4%	9.4%	9.7%	11.9%
	Overall*	4.5%	5.5%	5.2%	6.5%	7.5%	9.0%	9.0%	11.5%
2010	Head of Organization	4.0%	6.8%	8.0%	8.0%	7.5%	8.5%	9.0%	10.0%
	Executives	3.8%	5.8%	5.8%	8.0%	7.5%	8.5%	8.0%	10.0%
	Management	4.0%	5.8%	5.0%	8.0%	7.9%	8.8%	8.5%	10.0%
	Professional – Sales	5.0%	5.9%	6.0%	8.0%	8.0%	9.0%	9.0%	10.0%
	Professional – Non Sales	4.8%	5.7%	5.5%	8.0%	8.0%	9.2%	9.0%	10.0%
	Para-Professional – White collar	5.8%	7.1%	7.0%	9.1%	8.0%	9.7%	10.0%	10.5%
	Para-Professional – Blue collar	6.4%	7.8%	8.8%	10.8%	8.0%	9.8%	10.0%	10.4%
	Overall*	5.0%	6.8%	7.0%	8.5%	8.0%	9.2%	9.0%	10.0%

\* Analysis is based on companies that provided information on overall salary increases and not a calculation based on the different employee categories.

		Consumer Goods				High-Tech			
		25thP	Avg.	Med.	75thP	25thP	Avg.	Med.	75thP
2008	Head of Organization	7.3%	9.9%	10.3%	11.0%	8.0%	9.9%	10.0%	11.3%
	Executives	8.6%	10.5%	10.3%	12.0%	7.8%	9.5%	10.0%	10.3%
	Management	8.5%	10.1%	10.0%	11.6%	8.8%	10.2%	10.0%	11.3%
	Professional – Sales	8.9%	10.1%	10.5%	11.6%	8.0%	10.2%	10.0%	12.0%
	Professional – Non Sales	8.5%	10.3%	10.6%	12.0%	9.1%	11.0%	10.3%	12.0%
	Para-Professional – White collar	9.0%	10.3%	10.0%	11.3%	8.0%	9.6%	10.0%	11.0%
	Para-Professional – Blue collar	9.0%	10.8%	11.0%	11.9%	-	6.8%	-	-
	Overall*	9.0%	10.4%	10.2%	11.0%	9.8%	11.0%	10.7%	13.0%
2009	Head of Organization	8.7%	10.6%	10.0%	13.3%	9.5%	10.7%	10.0%	10.0%
	Executives	8.5%	9.5%	10.0%	11.6%	9.4%	10.3%	10.0%	10.6%
	Management	8.1%	9.6%	9.7%	11.6%	9.0%	10.6%	10.0%	12.2%
	Professional – Sales	8.2%	9.8%	10.0%	11.5%	9.1%	10.8%	10.0%	11.9%
	Professional – Non Sales	8.3%	9.6%	10.0%	11.2%	9.0%	11.1%	10.0%	12.0%
	Para-Professional – White collar	8.6%	10.1%	10.0%	12.0%	9.1%	11.3%	10.0%	13.2%
	Para-Professional – Blue collar	9.4%	11.1%	10.9%	12.0%	-	8.3%	9.9%	-
	Overall*	8.5%	10.2%	10.2%	11.8%	9.5%	10.2%	10.6%	11.7%
2010	Head of Organization	10.0%	10.8%	10.0%	12.0%	10.0%	12.5%	10.0%	15.0%
	Executives	9.5%	9.9%	10.0%	11.5%	10.0%	12.1%	10.0%	13.0%
	Management	8.5%	9.5%	10.0%	11.0%	10.0%	11.7%	10.0%	13.0%
	Professional – Sales	9.0%	9.9%	10.0%	12.0%	10.0%	12.1%	10.5%	13.5%
	Professional – Non Sales	9.0%	9.8%	10.0%	12.0%	10.0%	12.8%	11.5%	14.5%
	Para-Professional – White collar	9.0%	10.0%	10.0%	11.8%	10.0%	12.7%	12.0%	13.0%
	Para-Professional – Blue collar	10.0%	10.5%	10.0%	12.0%	-	-	-	-
	Overall*	8.6%	10.0%	10.0%	11.0%	10.0%	11.3%	11.0%	12.8%

\* Analysis is based on companies that provided information on overall salary increases and not a calculation based on the different employee categories.

		IPMG				Life Insurance			
		25thP	Avg.	Med.	75thP	25thP	Avg.	Med.	75thP
2008	Head of Organization	6.7%	8.6%	9.5%	11.5%	-	10.8%	11.0%	-
	Executives	8.0%	9.9%	9.0%	12.0%	9.5%	10.4%	12.0%	12.3%
	Management	8.3%	9.9%	10.0%	12.0%	8.0%	11.1%	12.0%	13.0%
	Professional – Sales	8.8%	10.0%	10.0%	11.9%	9.0%	10.9%	10.0%	12.5%
	Professional – Non Sales	8.6%	10.6%	10.0%	11.5%	9.8%	11.2%	11.3%	12.3%
	Para-Professional – White collar	8.0%	9.5%	9.0%	10.6%	10.0%	11.0%	11.0%	12.0%
	Para-Professional – Blue collar	8.3%	9.7%	9.9%	10.3%	-	-	-	-
	Overall*	8.7%	10.6%	10.0%	11.8%	10.0%	11.1%	11.9%	12.0%
2009	Head of Organization	9.0%	9.5%	10.0%	10.5%	-	9.0%	8.0%	-
	Executives	8.3%	10.0%	10.0%	11.0%	4.9%	7.8%	5.5%	11.3%
	Management	9.0%	10.2%	10.0%	11.0%	5.0%	7.9%	6.0%	10.0%
	Professional – Sales	9.0%	10.5%	10.1%	11.6%	5.5%	9.0%	7.0%	12.5%
	Professional – Non Sales	9.0%	10.1%	10.0%	10.8%	6.5%	9.4%	9.0%	11.3%
	Para-Professional – White collar	9.0%	10.1%	10.0%	11.0%	6.0%	9.0%	8.0%	10.0%
	Para-Professional – Blue collar	9.0%	10.2%	10.3%	11.4%	-	-	-	-
	Overall*	9.4%	10.3%	10.3%	11.6%	5.0%	8.4%	6.9%	10.0%
2010	Head of Organization	9.3%	9.3%	10.0%	10.0%	-	10.5%	10.5%	-
	Executives	9.0%	9.8%	10.0%	10.0%	8.3%	10.8%	10.5%	14.3%
	Management	9.0%	9.8%	10.0%	10.0%	8.5%	10.7%	10.0%	13.5%
	Professional – Sales	10.0%	9.9%	10.0%	11.0%	9.3%	11.1%	11.0%	14.3%
	Professional – Non Sales	9.0%	9.9%	10.0%	10.0%	10.5%	11.6%	12.0%	14.3%
	Para-Professional – White collar	9.0%	9.6%	10.0%	10.0%	9.5%	11.3%	12.0%	13.5%
	Para-Professional – Blue collar	9.0%	9.6%	10.0%	10.0%	-	-	-	-
	Overall*	9.0%	9.8%	10.0%	10.3%	7.5%	10.1%	10.0%	12.8%

\* Analysis is based on companies that provided information on overall salary increases and not a calculation based on the different employee categories.



		Manufacturing				Mining			
		25thP	Avg.	Med.	75thP	25thP	Avg.	Med.	75thP
2008	Head of Organization	8.0%	11.1%	10.0%	11.0%	-	7.7%	-	-
	Executives	9.0%	10.8%	10.0%	13.5%	10.8%	13.6%	11.5%	12.8%
	Management	8.5%	10.4%	10.0%	12.3%	11.0%	12.5%	12.0%	15.0%
	Professional – Sales	8.3%	10.9%	11.0%	12.3%	-	13.0%	13.0%	-
	Professional – Non Sales	9.9%	11.7%	11.0%	12.5%	11.0%	12.1%	11.0%	14.0%
	Para-Professional – White collar	10.0%	12.2%	11.0%	13.1%	11.0%	12.0%	12.0%	14.0%
	Para-Professional – Blue collar	10.0%	11.8%	11.2%	15.0%	10.3%	11.8%	12.0%	14.0%
	Overall*	10.0%	12.2%	11.0%	13.4%	11.0%	12.9%	12.0%	14.3%
2009	Head of Organization	6.1%	10.1%	9.0%	13.4%	-	7.3%	-	-
	Executives	8.1%	10.8%	10.0%	13.4%	9.8%	18.4%	12.5%	15.0%
	Management	8.1%	10.1%	10.0%	12.1%	10.0%	16.3%	12.5%	15.0%
	Professional – Sales	6.9%	9.3%	9.7%	11.5%	-	12.5%	12.5%	-
	Professional – Non Sales	8.6%	9.8%	9.4%	12.1%	10.0%	15.5%	12.0%	15.0%
	Para-Professional – White collar	8.5%	10.0%	10.0%	11.9%	10.0%	15.8%	13.0%	15.0%
	Para-Professional – Blue collar	10.0%	10.6%	10.6%	12.1%	10.5%	17.4%	13.0%	15.0%
	Overall*	7.8%	9.8%	9.5%	12.2%	10.0%	15.8%	12.0%	15.0%
2010	Head of Organization	8.0%	7.9%	8.0%	9.5%	-	7.0%	-	-
	Executives	5.0%	7.8%	8.0%	10.0%	9.0%	10.5%	9.5%	11.5%
	Management	5.0%	7.5%	8.0%	9.5%	8.0%	10.5%	9.0%	12.5%
	Professional – Sales	5.6%	7.8%	8.0%	9.5%	-	11.5%	11.0%	-
	Professional – Non Sales	7.2%	8.1%	8.0%	9.5%	8.5%	10.8%	10.0%	12.5%
	Para-Professional – White collar	8.0%	8.9%	9.0%	10.0%	8.5%	11.0%	10.0%	13.0%
	Para-Professional – Blue collar	8.0%	8.9%	8.0%	10.0%	9.0%	11.1%	10.0%	13.0%
	Overall*	7.4%	8.4%	8.0%	10.0%	8.5%	10.8%	10.0%	12.5%

\* Analysis is based on companies that provided information on overall salary increases and not a calculation based on the different employee categories.

		Mining & Mining Services				Shipping & Logistics			
		25thP	Avg.	Med.	75thP	25thP	Avg.	Med.	75thP
2008	Head of Organization	9.0%	9.6%	10.0%	11.5%	-	12.0%	11.5%	-
	Executives	10.0%	12.7%	12.0%	12.0%	7.8%	10.3%	10.5%	12.0%
	Management	10.0%	11.8%	11.5%	13.1%	8.6%	11.5%	10.5%	12.0%
	Professional – Sales	11.0%	12.4%	12.0%	14.0%	11.0%	13.0%	12.0%	12.5%
	Professional – Non Sales	10.0%	11.7%	11.0%	12.3%	9.4%	12.4%	11.5%	12.4%
	Para-Professional – White collar	10.0%	11.5%	11.5%	12.0%	10.0%	12.2%	11.0%	12.0%
	Para-Professional – Blue collar	10.0%	11.4%	12.0%	12.0%	8.5%	10.2%	11.3%	12.0%
	Overall*	10.0%	12.1%	11.5%	12.6%	9.5%	12.0%	11.5%	12.7%
2009	Head of Organization	8.5%	9.2%	10.0%	10.8%	-	-	-	-
	Executives	9.8%	15.5%	11.5%	13.5%	4.9%	9.5%	9.7%	14.4%
	Management	8.5%	13.3%	10.0%	13.0%	5.8%	9.6%	9.7%	14.4%
	Professional – Sales	11.0%	12.2%	12.0%	13.0%	9.4%	11.6%	11.3%	14.4%
	Professional – Non Sales	9.0%	13.5%	11.0%	13.0%	8.3%	10.8%	10.0%	13.8%
	Para-Professional – White collar	10.0%	13.7%	12.0%	13.0%	7.8%	10.7%	10.0%	13.8%
	Para-Professional – Blue collar	10.0%	14.2%	11.0%	13.0%	6.8%	8.8%	7.2%	9.4%
	Overall*	9.5%	13.4%	11.0%	13.0%	6.7%	9.0%	7.2%	13.1%
2010	Head of Organization	8.0%	9.2%	10.0%	12.0%	-	-	-	-
	Executives	9.0%	11.0%	11.0%	12.3%	4.7%	9.9%	11.5%	15.0%
	Management	8.3%	10.7%	10.0%	12.8%	6.1%	10.2%	11.5%	15.0%
	Professional – Sales	10.0%	11.8%	12.0%	13.0%	8.3%	10.9%	12.1%	15.0%
	Professional – Non Sales	9.3%	11.0%	10.5%	12.8%	7.2%	10.5%	11.5%	15.0%
	Para-Professional – White collar	9.3%	11.1%	11.0%	13.0%	8.2%	10.8%	11.9%	15.0%
	Para-Professional – Blue collar	9.8%	11.3%	11.0%	13.0%	-	8.4%	7.8%	-
	Overall*	9.5%	10.9%	10.0%	12.5%	6.8%	10.4%	11.5%	15.0%

\* Analysis is based on companies that provided information on overall salary increases and not a calculation based on the different employee categories.

		Telecommunication			
		25thP	Avg.	Med.	75thP
2008	Head of Organization	5.4%	8.8%	9.3%	12.0%
	Executives	6.1%	8.5%	8.0%	11.1%
	Management	4.6%	8.3%	9.3%	12.1%
	Professional – Sales	4.1%	8.6%	10.8%	11.4%
	Professional – Non Sales	4.1%	8.4%	10.8%	12.1%
	Para-Professional – White collar	9.0%	10.1%	10.6%	12.5%
	Para-Professional – Blue collar	-	-	-	-
	Overall*	8.0%	9.9%	10.6%	11.9%
2009	Head of Organization	5.4%	8.4%	8.6%	9.8%
	Executives	7.1%	8.5%	8.6%	9.9%
	Management	7.3%	8.8%	9.0%	10.2%
	Professional – Sales	9.3%	10.4%	11.0%	11.9%
	Professional – Non Sales	7.3%	9.3%	10.0%	11.3%
	Para-Professional – White collar	6.3%	9.4%	10.4%	12.2%
	Para-Professional – Blue collar	-	-	-	-
	Overall*	8.2%	10.1%	11.0%	12.0%
2010	Head of Organization	4.5%	7.2%	9.0%	9.0%
	Executives	4.5%	7.2%	9.0%	9.0%
	Management	4.5%	7.2%	9.0%	9.0%
	Professional – Sales	-	9.1%	10.0%	-
	Professional – Non Sales	4.5%	8.0%	9.0%	11.0%
	Para-Professional – White collar	-	7.5%	6.8%	-
	Para-Professional – Blue collar	-	-	-	-
	Overall*	6.8%	9.3%	10.0%	11.5%

\* Analysis is based on companies that provided information on overall salary increases and not a calculation based on the different employee categories.

Table 11. Base salary increases – By specific industry survey (including salary freeze)

		Chemical				Consumer Goods			
		25thP	Avg.	Med.	75thP	25thP	Avg.	Med.	75thP
2008	Head of Organization	9.0%	9.1%	10.0%	11.0%	6.6%	9.5%	10.0%	11.0%
	Executives	8.5%	9.0%	10.0%	11.0%	8.5%	10.3%	10.3%	12.0%
	Management	8.6%	10.1%	10.0%	11.5%	8.0%	9.6%	10.0%	11.4%
	Professional – Sales	10.0%	10.8%	10.5%	11.6%	8.6%	9.9%	10.5%	11.6%
	Professional – Non Sales	10.0%	11.2%	11.0%	12.0%	8.1%	9.9%	10.5%	12.0%
	Para-Professional – White collar	10.0%	11.7%	10.9%	12.3%	8.6%	9.9%	10.0%	11.1%
	Para-Professional – Blue collar	10.0%	11.7%	11.0%	12.3%	9.0%	10.8%	11.0%	11.9%
	Overall*	9.5%	10.8%	10.5%	11.6%	8.5%	9.9%	10.0%	11.0%
2009	Head of Organization	0.0%	4.4%	0.0%	8.8%	5.4%	9.2%	9.5%	11.6%
	Executives	0.0%	4.9%	6.0%	8.6%	8.3%	9.0%	9.5%	11.5%
	Management	0.0%	5.9%	7.2%	9.8%	8.0%	9.2%	9.5%	11.5%
	Professional – Sales	0.0%	6.2%	7.5%	10.0%	8.2%	9.8%	10.0%	11.5%
	Professional – Non Sales	4.0%	7.4%	8.0%	10.0%	8.2%	9.2%	10.0%	11.2%
	Para-Professional – White collar	5.0%	7.7%	8.0%	11.4%	8.5%	9.7%	10.0%	11.9%
	Para-Professional – Blue collar	6.0%	8.0%	8.0%	11.4%	9.4%	11.1%	10.9%	12.0%
	Overall*	3.0%	6.9%	7.5%	10.9%	8.4%	9.8%	10.0%	11.7%
2010	Head of Organization	6.8%	7.8%	8.5%	10.0%	10.0%	10.8%	10.0%	12.0%
	Executives	7.1%	8.0%	8.0%	10.0%	9.5%	9.9%	10.0%	11.5%
	Management	7.5%	8.4%	8.0%	10.0%	8.5%	9.5%	10.0%	11.0%
	Professional – Sales	8.0%	8.6%	9.0%	10.0%	9.0%	9.9%	10.0%	12.0%
	Professional – Non Sales	8.0%	8.7%	9.0%	10.0%	9.0%	9.8%	10.0%	12.0%
	Para-Professional – White collar	8.0%	9.3%	10.0%	10.3%	9.0%	10.0%	10.0%	11.8%
	Para-Professional – Blue collar	8.0%	9.4%	10.0%	10.0%	10.0%	10.5%	10.0%	12.0%
	Overall*	7.9%	8.8%	9.0%	10.0%	8.6%	10.0%	10.0%	11.0%

\* Analysis is based on companies that provided information on overall salary increases and not a calculation based on the different employee categories.

		High-Tech				Manufacturing			
		25thP	Avg.	Med.	75thP	25thP	Avg.	Med.	75thP
2008	Head of Organization	8.0%	9.9%	10.0%	11.3%	5.0%	8.7%	9.0%	10.0%
	Executives	7.8%	9.5%	10.0%	10.3%	8.5%	10.1%	10.0%	13.0%
	Management	8.8%	10.2%	10.0%	11.3%	8.5%	10.4%	10.0%	12.3%
	Professional – Sales	7.3%	9.7%	10.0%	11.8%	8.3%	10.9%	11.0%	12.3%
	Professional – Non Sales	9.1%	11.0%	10.3%	12.0%	9.9%	11.7%	11.0%	12.5%
	Para-Professional – White collar	8.0%	9.6%	10.0%	11.0%	10.0%	12.2%	11.0%	13.1%
	Para-Professional – Blue collar	5.2%	6.8%	6.5%	8.3%	10.0%	11.8%	11.2%	15.0%
	Overall*	9.7%	10.8%	10.6%	13.0%	10.0%	12.2%	11.0%	13.4%
2009	Head of Organization	8.0%	9.4%	10.0%	10.0%	3.0%	7.9%	7.3%	12.3%
	Executives	9.0%	9.8%	10.0%	10.4%	1.8%	7.9%	9.0%	12.1%
	Management	8.3%	10.2%	10.0%	12.2%	2.0%	7.4%	9.0%	12.0%
	Professional – Sales	8.0%	9.9%	10.0%	11.8%	4.5%	7.4%	9.0%	10.7%
	Professional – Non Sales	9.0%	10.7%	10.0%	12.0%	5.8%	7.8%	9.0%	11.0%
	Para-Professional – White collar	8.8%	10.7%	10.0%	12.9%	5.6%	7.9%	9.0%	11.2%
	Para-Professional – Blue collar	0.9%	5.5%	6.6%	9.9%	7.3%	8.2%	10.0%	11.5%
	Overall*	2.0%	8.1%	10.0%	11.0%	5.3%	7.8%	8.8%	11.7%
2010	Head of Organization	10.0%	12.5%	10.0%	15.0%	5.7%	6.8%	8.0%	9.0%
	Executives	10.0%	12.1%	10.0%	13.0%	5.0%	7.0%	8.0%	9.5%
	Management	10.0%	11.7%	10.0%	13.0%	5.0%	7.5%	8.0%	9.5%
	Professional – Sales	10.0%	12.1%	10.5%	13.5%	5.6%	7.8%	8.0%	9.5%
	Professional – Non Sales	10.0%	12.8%	11.5%	14.5%	7.2%	8.1%	8.0%	9.5%
	Para-Professional – White collar	10.0%	12.7%	12.0%	13.0%	8.0%	8.9%	9.0%	10.0%
	Para-Professional – Blue collar	10.0%	10.0%	10.0%	10.0%	8.0%	8.9%	8.0%	10.0%
	Overall*	9.5%	9.3%	10.8%	12.1%	7.4%	8.4%	8.0%	10.0%

\* Analysis is based on companies that provided information on overall salary increases and not a calculation based on the different employee categories.

		Shipping & Logistics				Telecommunication			
		25thP	Avg.	Med.	75thP	25thP	Avg.	Med.	75thP
2008	Head of Organization	10.0%	9.6%	11.0%	12.0%	5.4%	8.8%	9.3%	12.0%
	Executives	7.8%	10.3%	10.5%	12.0%	6.1%	8.5%	8.0%	11.1%
	Management	8.6%	11.5%	10.5%	12.0%	4.6%	8.3%	9.3%	12.1%
	Professional – Sales	11.0%	13.0%	12.0%	12.5%	4.1%	8.6%	10.8%	11.4%
	Professional – Non Sales	9.4%	12.4%	11.5%	12.4%	4.1%	8.4%	10.8%	12.1%
	Para-Professional – White collar	8.4%	11.0%	10.7%	12.0%	9.0%	10.1%	10.6%	12.5%
	Para-Professional – Blue collar	8.5%	10.2%	11.3%	12.0%	-	-	-	-
	Overall*	9.5%	12.0%	11.5%	12.7%	8.0%	9.9%	10.6%	11.9%
2009	Head of Organization	0.0%	6.0%	0.0%	15.0%	5.4%	8.4%	8.6%	9.8%
	Executives	0.0%	5.7%	3.9%	11.1%	4.5%	7.6%	8.2%	9.9%
	Management	0.0%	5.8%	4.2%	11.1%	3.8%	7.0%	8.6%	9.8%
	Professional – Sales	0.0%	7.7%	9.2%	12.5%	7.3%	9.1%	10.8%	11.9%
	Professional – Non Sales	1.7%	7.6%	8.3%	11.9%	3.8%	7.4%	8.6%	11.0%
	Para-Professional – White collar	1.7%	7.5%	7.8%	11.9%	3.5%	7.3%	8.2%	11.3%
	Para-Professional – Blue collar	6.8%	8.8%	7.2%	9.4%	-	-	-	-
	Overall*	3.3%	7.2%	6.9%	11.2%	4.0%	8.3%	9.6%	11.6%
2010	Head of Organization	7.5%	10.0%	15.0%	15.0%	4.5%	7.2%	9.0%	9.0%
	Executives	3.3%	8.5%	8.0%	15.0%	3.8%	6.0%	6.8%	9.0%
	Management	4.2%	8.8%	8.0%	15.0%	3.8%	6.0%	6.8%	9.0%
	Professional – Sales	5.5%	9.3%	9.2%	15.0%	-	9.1%	10.0%	-
	Professional – Non Sales	5.0%	9.0%	8.0%	15.0%	3.8%	6.7%	6.8%	10.5%
	Para-Professional – White collar	5.5%	9.3%	8.8%	15.0%	3.5%	6.0%	4.5%	9.0%
	Para-Professional – Blue collar	6.5%	8.4%	7.8%	9.8%	-	-	-	-
	Overall*	4.7%	8.9%	8.0%	15.0%	4.3%	8.1%	9.5%	11.3%

\* Analysis is based on companies that provided information on overall salary increases and not a calculation based on the different employee categories.

## 7.1.4. Hot Jobs

Table 12. What jobs do organizations have the most difficulty in recruiting?

Job Family	Level	No. of Responses
Sales & Marketing	Professional	41
Engineering	Professional	41
Marketing	Management	32

Based on responses from 246 organizations

Note: Organizations can indicate more than one job.

Table 13. What jobs do organizations have the most difficulty in retaining?

Job Family	Level	No. of Responses
Sales	Professional	52
Engineering	Professional	25
Sales	Management	22

Based on responses from 221 organizations

Note: Organizations can indicate more than one job.

## 7.1.5. Hiring Intentions

Companies indicated the following changes to their staffing over the next 3 and 12 months. The following trends are based on those 266 companies that provided updates this year.

Table 14. Hiring intention

Next 3 Months	No. of Organizations	Percentage of Organizations
Recruiting / Adding	106	40%
No Change	143	54%
Reducing	17	6%

Next 12 Months	No. of Organizations	Percentage of Organizations
Recruiting / Adding	116	44%
No Change	130	49%
Reducing	20	8%

Some organizations may provide information for more than one business unit, therefore total No. of organizations may exceed total participants.

## 7.1.6. Voluntary Turnover

Table 15. What is the average staff turnover and retrenchment rate?

	Staff Turnover		Staff Retrenched	
	Average (%) in 2008	No. of Organizations	Average (%) in 2008	No. of Organizations
Executives & Head of Organization	3.7%	181	1.5%	173
Management	5.9%	222	1.2%	204
Professional – Sales	7.0%	189	2.1%	176
Professional – Non Sales	6.7%	224	1.5%	207
Para Professional – White Collar	4.2%	196	1.8%	190
Para Professional – Blue Collar	3.1%	143	2.3%	145
Overall*	7.4%	258	3.1%	252

\*Analysis is based on companies that provided information on overall voluntary turnover or retrenchment and not a calculation based on the different employee categories.

Table 16. Headcount growth

	Average (%)
% headcount growth in 2009	12.8%

Based on 154 organizations which reported positive headcount growth. Apart from the above, there were 53 organizations reporting no change in headcount and 6 organizations reported significant headcount change (e.g. due to merger and acquisition, etc.)

## 7.1.7. Starting Salary

Table 17. Annual base pay – PHD, Master and New Graduates\*

	2008	2009	Deviation (%)
PhD	-	78,000	-
Master (Business Administration)	-	65,000	-
Master (Science)	66,270	70,220	6%
Accountancy	-	40,000	-
Arts & Social Science	-	41,250	-
Business Administration	40,151	42,000	4%
Chemical Engineering	-	45,565	-
Computer Science	-	40,500	-
Electronics Engineering	43,486	44,410	2%
Law	-	40,300	-
Mechanical Engineering	44,686	45,500	2%
Science	42,526	43,970	3%

\* Figures display in thousands rupiahs.



Table 18. Annual base pay – Diploma and Others\*

	2008	2009	Deviation (%)
Accountancy	-	26,000	-
Biomedical Science	-	25,675	-
Biotechnology	-	26,000	-
Business Studies	-	26,000	-
Chemical Engineering	27,790	27,824	0%
Chemical Process Technology	-	28,000	-
Computer Science	-	27,824	-
Engineering	-	28,000	-
Mass Communication	27,799	28,000	1%
High School	-	22,555	-
Middle High School	-	22,555	-
Senior High School	14,500	15,600	7%
Junior High School	13,230	15,150	13%
Private Secretarial Certificates	26,000	26,000	-

\* Figures display in thousands rupiahs.

## 7.2. Short-term Incentives Statistics Analysis

There were 241 companies providing short-term incentives information in 2009. Prevalence percentages are based on those respondents indicating that they provide the various schemes. All subsequent statistics pertaining to that particular scheme are expressed as a percentage of only those respondents providing it. There is an agreed minimum number of 3 responses (*Resp.*) required in order to compute an average (*Avg.*) value; 4 responses for median (*Med.*) and 5 responses for the 25<sup>th</sup> percentile (25thP) and 75<sup>th</sup> percentile (75thP). Where there has been insufficient data for analysis, a "-" will be reported. All figures are given as median, unless otherwise indicated.

### 7.2.1. Variable Pay – All Industries

Variable pay includes variable bonuses and/or sales incentives, however it excludes any profit sharing.

Table 19. What is the variable pay based on performance for 2008, as percentage of base salary?

	25th Percentile	Average	Median	75th Percentile	No. of Organizations
Head of Organization	14.6%	24.4%	20.0%	30.5%	103
Executives	14.7%	23.5%	20.0%	28.0%	177
Management – Sales	14.8%	27.1%	20.0%	30.8%	184
Management – Non Sales	11.6%	19.1%	15.4%	23.0%	216
Professional – Sales	15.0%	34.9%	23.5%	43.8%	188
Professional – Non Sales	9.2%	16.5%	14.3%	20.0%	210
Para-Professional – White collar	9.0%	17.0%	14.5%	21.0%	184
Para-Professional – Blue collar	8.0%	16.5%	12.9%	21.0%	126
Overall*	12.0%	22.3%	17.5%	27.0%	241

Based on 241 responses

\* Analysis is based on companies that provided information on overall variable pay and is not a calculation based on the different employee categories.

Table 20. What is the variable pay based on performance for 2009, as percentage of base salary?

	25th Percentile	Average	Median	75th Percentile	No. of Organizations
Head of Organization	15.0%	26.3%	22.9%	33.0%	113
Executives	15.0%	22.3%	20.0%	28.0%	184
Management – Sales	15.0%	27.7%	20.0%	30.4%	187
Management – Non Sales	11.5%	18.2%	15.4%	21.4%	224
Professional – Sales	15.0%	36.1%	22.9%	42.0%	193
Professional – Non Sales	8.0%	15.5%	14.3%	19.2%	216
Para-Professional – White collar	8.0%	16.4%	14.3%	20.0%	190
Para-Professional – Blue collar	7.7%	15.6%	11.8%	17.0%	128
Overall*	12.0%	23.4%	18.1%	26.3%	236

Based on 236 responses

\* Analysis is based on companies that provided information on overall variable pay and is not a calculation based on the different employee categories.

Table 21. What is the variable pay forecast based on performance for 2010, as percentage of base salary?

	25th Percentile	Average	Median	75th Percentile	No. of Organizations
Head of Organization	15.0%	26.2%	22.9%	32.3%	88
Executives	15.0%	22.8%	21.0%	28.1%	139
Management – Sales	15.4%	27.6%	21.0%	30.0%	135
Management – Non Sales	12.0%	19.5%	16.0%	23.1%	162
Professional – Sales	14.7%	33.8%	22.5%	40.3%	140
Professional – Non Sales	9.0%	16.7%	15.0%	21.0%	155
Para-Professional – White collar	8.0%	17.7%	15.0%	21.4%	140
Para-Professional – Blue collar	8.0%	17.1%	11.8%	20.8%	94
Overall*	13.6%	25.1%	19.1%	28.1%	172

Based on 172 responses

\* Analysis is based on companies that provided information on overall variable pay and is not a calculation based on the different employee categories.

### 7.2.2. Variable Bonus

91% percent of the organizations surveyed provided a bonus in the last fiscal year.

Table 22. Do organizations pay a variable bonus to employees?

	Percentage of Organizations
Yes	91%
No	9%

Based on 284 responses

Table 23. Variable bonus eligibility

	No. of Responses	Percentage of Organizations
Head of Organization	129	51%
Executives	188	74%
Management – Sales	139	55%
Management – Non Sales	236	93%
Professional – Sales	134	53%
Professional – Non Sales	229	90%
Para-Professional – White Collar	197	77%
Para- Professional – Blue Collar	131	51%

Based on 255 responses

Table 24. Target - Variable bonus as percentage of annual base salary

	25th Percentile	Average	Median	75th Percentile	No. of Responses
Head of Organization	15%	24%	21%	30%	110
Executives	15%	21%	20%	25%	184
Management – Sales	14%	20%	16%	22%	138
Management – Non Sales	10%	18%	15%	20%	229
Professional – Sales	10%	19%	15%	21%	133
Professional – Non Sales	8%	15%	13%	17%	223
Para-Professional – White Collar	8%	15%	12%	16%	193
Para- Professional – Blue Collar	8%	14%	11%	15%	128

Table 25. Maximum - Variable bonus as percentage of annual base salary

	25th Percentile	Average	Median	75th Percentile	No. of Responses
Head of Organization	20%	36%	25%	45%	102
Executives	20%	31%	26%	38%	173
Management – Sales	15%	29%	23%	35%	130
Management – Non Sales	15%	25%	21%	31%	214
Professional – Sales	15%	27%	21%	30%	126
Professional – Non Sales	13%	22%	17%	25%	206
Para-Professional – White Collar	12%	21%	16%	25%	177
Para- Professional – Blue Collar	9%	20%	15%	23%	120

Table 26. On what performance criteria are variable bonuses based?

	Percentage of Organizations				No. of Responses
	Company Performance	Business Unit Performance	Team Performance	Individual	
Head of Organization	93%	37%	16%	74%	121
Executives	90%	34%	15%	80%	188
Management – Sales	90%	35%	16%	79%	141
Management – Non Sales	89%	33%	17%	80%	235
Professional – Sales	87%	32%	15%	76%	137
Professional – Non Sales	84%	31%	15%	78%	229
Para-Professional – White Collar	84%	30%	15%	77%	202
Para-Professional – Blue Collar	83%	28%	17%	74%	132

Table 27. If the variable bonuses are based on a combination of performance criteria, what percentage of bonus payment is based on individual performance?

	25th Percentile	Average	Median	75th Percentile	No. of Responses
Head of Organization	25%	41%	38%	50%	86
Executives	26%	43%	40%	50%	142
Management – Sales	30%	44%	40%	50%	107
Management – Non Sales	30%	46%	50%	50%	179
Professional – Sales	33%	50%	50%	60%	97
Professional – Non Sales	30%	50%	50%	60%	169
Para-Professional – White Collar	30%	52%	50%	65%	146
Para- Professional – Blue Collar	30%	52%	50%	66%	92

Table 28. How frequently do organizations pay variable bonuses to employees?

	Percentage of Organizations					No. of Responses
	Annually	Semi-Annually	Quarterly	Monthly	Others	
Head of Organization	89%	4%	4%	-	3%	140
Executives	89%	5%	5%	-	1%	197
Management – Sales	83%	8%	6%	1%	2%	153
Management – Non Sales	87%	6%	4%	-	2%	235
Professional – Sales	78%	9%	7%	2%	3%	152
Professional – Non Sales	86%	6%	5%	0%	2%	228
Para-Professional – White Collar	86%	7%	5%	0%	1%	203
Para- Professional – Blue Collar	84%	7%	5%	1%	2%	138

### 7.2.3. Sales Incentives/Commission

Table 29. Do organizations pay sales incentives to employees?

	Percentage of Organizations
Yes	52%
No	48%

Based on 283 responses

Table 30. Sales incentives eligibility

	No. of Responses	Percentage of Organizations
Head of Organization	9	6%
Executives	17	12%
Management – Sales	105	73%
Professional – Sales	138	96%
Para-Professional – White Collar	28	19%

Based on 144 responses

Table 31. Target - Sales incentives as percentage of annual base salary

	25th Percentile	Average	Median	75th Percentile	No. of Responses
Head of Organization	18%	30%	34%	40%	8
Executives	19%	33%	33%	40%	16
Management – Sales	18%	37%	30%	41%	99
Professional – Sales	20%	48%	36%	60%	130
Para-Professional – White Collar	17%	42%	30%	45%	27

Table 32. Maximum - Sales incentives as percentage of annual base salary

	25th Percentile	Average	Median	75th Percentile	No. of Responses
Head of Organization	22%	49%	46%	75%	5
Executives	28%	56%	46%	64%	12
Management – Sales	25%	58%	40%	70%	84
Professional – Sales	30%	74%	50%	91%	112
Para-Professional – White Collar	21%	57%	40%	65%	26

Table 33. On what performance criteria are sales incentives based?

	Percentage of Organizations				No. of Responses
	Company Performance	Business Unit Performance	Team Performance	Individual	
Head of Organization	40%	10%	40%	70%	10
Executives	35%	35%	41%	59%	17
Management – Sales	24%	24%	58%	72%	103
Professional – Sales	18%	15%	36%	90%	136
Para-Professional – White Collar	20%	10%	27%	93%	30

Table 34. What percentage of sales incentive payment is based on individual performance?

	25th Percentile	Average	Median	75th Percentile	No. of Responses
Head of Organization	25%	59%	70%	90%	7
Executives	10%	49%	30%	80%	9
Management – Sales	30%	62%	50%	100%	70
Professional – Sales	50%	79%	100%	100%	117
Para-Professional – White Collar	63%	82%	100%	100%	27

Table 35. How frequently do organizations pay sales incentives to employees?

	Percentage of Organizations					No. of Responses
	Annually	Semi-Annually	Quarterly	Monthly	Others	
Head of Organization	25%	25%	42%	8%	-	12
Executives	30%	5%	40%	10%	15%	20
Management – Sales	14%	4%	39%	33%	10%	105
Professional – Sales	9%	4%	29%	45%	12%	137
Para-Professional – White Collar	9%	3%	13%	59%	16%	32

#### 7.2.4. Profit Sharing

Table 36. Do organizations have profit sharing for employees?

	Percentage of Organizations
Yes	5%
No	95%

Based on 285 responses



Table 37. Profit sharing eligibility

	No. of Responses	Percentage of Organizations
Head of Organization	10	71%
Executives	10	71%
Management – Sales	5	36%
Management – Non Sales	6	43%
Professional – Sales	4	29%
Professional – Non Sales	5	36%
Para-Professional – White Collar	5	36%
Para-Professional – Blue Collar	3	21%

Based on 14 participants

### 7.3. Long-term Incentives

There are 32 companies providing long-term incentives information in 2009. Prevalence percentages are based on those respondents indicating that they provide the various schemes. All subsequent statistics pertaining to that particular scheme are expressed as a percentage of only those respondents providing it. There is an agreed minimum number of 3 companies responses (*Resp.*) required in order to report an average (*Avg.*) value; 4 responses for median (*Med.*) and 5 responses for the 25<sup>th</sup> percentile (25<sup>th</sup>P) and 75<sup>th</sup> percentile (75<sup>th</sup>P). Where there has been insufficient data for analysis, a "-" will be indicated. All figures are given as median, unless otherwise indicated.

Table 38. What types of long term incentive plans are provided?

	Percentage of Organizations
Stock/Share Options	38%
Share Appreciation Rights (SARs)	11%
Stock/Share/Share Unit Awards	41%
Performance Units	8%
Long-term Cash	3%

Based on 37 responses

Table 39. How frequently are long term incentives granted?

	Percentage of Organizations				No. of Responses
	More than once per year	Every year	Every 2 to 3 years	One time only	
Stock/Share Options	7%	93%	7%	-	14
Share Appreciation Rights (SARs)	-	75%	-	25%	4
Stock/Share/Share Unit Awards	-	80%	-	20%	15
Performance Units	-	100%	-	-	3
Long-term Cash	-	-	-	-	1

Some organizations may indicate more than one frequency of grant, therefore total may exceed 100%

Table 40. Is the grant price for the share options the market price on the grant date?

	Percentage of Organizations
Yes	89%
No	11%

Based on 37 responses

Table 41. How long after the grant must the incumbent wait before the grant is fully vested?

	Percentage of Organizations						No. of Responses
	up to 2 years	3 years	4 years	5 years	>5 years	Others	
Stock/Share Options	14%	71%	14%	-	-	-	14
Share Appreciation Rights (SARs)	-	75%	25%	25%	-	-	4
Stock/Share/Share Unit Awards	-	80%	13%	7%	-	-	15
Performance Units	-	100%	-	-	-	-	3
Long-term Cash	-	-	-	-	-	-	1

Note : up to 2 years is including immediate grant

	Percentage of Organizations						No. of Responses
	up to 2 years	3 years	4 years	5 years	>5 years	Others	
Full-Value Plans*	-	79%	11%	5%	-	-	19
Gain-Based Plans**	11%	72%	17%	6%	-	-	18

Note : up to 2 years is including immediate grant

Table 42. Within what period following the grant date must the incumbent exercise the grant before it expires?

	Percentage of Organizations						No. of Responses
	1 year	2 years	3 years	4 years	5 years	>5 years	
Stock/Share Options	-	-	-	-	-	86%	14
Share Appreciation Rights (SARs)	-	-	50%	25%	25%	25%	4
Stock/Share/Share Unit Awards	-	-	-	-	-	13%	15
Performance Units	-	-	-	-	-	33%	3
Long-term Cash	-	-	-	-	-	-	1

Some organizations may indicate more than one expiry period, therefore total may exceed 100%

	Percentage of Organizations						No. of Responses
	1 year	2 years	3 years	4 years	5 years	>5 years	
Full-Value Plans*	-	-	-	-	-	16%	19
Gain-Based Plans**	-	-	11%	6%	6%	72%	18

\* Full-Value consists of the following LTI Plans:

- Stock/Share/Share Unit Awards
- Performance Units
- Long-term Cash

\*\* Gain-Based consists of the following LTI Plans:

- Stock/Share Options
- Share Appreciation Rights (SARs)

## 7.4. Benefits Reports Statistics Analysis

There are 300 companies providing benefits information in 2009. Prevalence percentages are based on those respondents indicating that they provide the various schemes. All subsequent statistics pertaining to that particular scheme are expressed as a percentage of only those respondents providing it. There is an agreed minimum number of 3 companies responses (*Resp.*) required in order to report an average (*Avg.*) value; 4 responses for a median (*Med.*) and 5 responses for the 25<sup>th</sup> percentile (25<sup>th</sup>P) and 75<sup>th</sup> percentile (75<sup>th</sup>P). Where there has been insufficient data for analysis, a "-" will be indicated. All figures are given as median, unless otherwise indicated.

### 7.4.1. Retirement Plans

Table 43. Do organizations provide a retirement benefit scheme in addition to statutory coverage?

	Percentage of Organizations
Yes	47%
No	53%

Based on 283 response

Table 44. What is the type of retirement pension scheme offered?

	Percentage	No. of Responses
Defined Benefit	24%	32
Defined Contribution	66%	88
Both	10%	14

Table 45. What is the normal retirement age?

	Percentage				
	55 years	56-59 years	60 years	61-64 years	65+ years
All Plans	81%	12%	6%	0%	1%

Based on 206 responses

## 7.4.2. Retirement - Defined Benefit Scheme

Table 46. For salary based plans, what is included in the definition of pensionable salary/earnings?

	Percentage
Monthly base salary	98%
Allowances (other than transportation/ car allowances)	11%
Transportation/ car allowances	7%
Bonus	5%
Other	20%

Based on 61 responses

Table 47. Are there any guaranteed increases to pensions after retirement?

	Percentage of Organizations
Yes	8%
No	92%

Based on 50 responses

Table 48. Under what conditions are the benefits of early retirement not reduced?

	Percentage
If employee retired at or above certain age	89%
If the retiree has completed a certain number of service years	30%
If the retiree has obtained certain criteria/points (usually a combination of age and service years)	-
No reduction	26%

Based on 27 responses

Table 49. How are retirement benefits paid to employees upon retirement?

	Percentage
Annuity only	8%
Lump sum only	44%
Either annuity or lump sum	14%
Annuity and lump sum	35%

Based on 78 responses

Table 50. If employees are required to make a contribution to a defined benefit plan, what is the contribution as a percentage of salary?

	25th Percentile	Average	Median	75th Percentile
All Plans	3%	5%	3%	5%

Based on 17 responses

#### 7.4.3. Retirement - Defined Contribution Scheme

Table 51. For salary based plans, what is the definition of pensionable salary/earnings?

	Percentage
Monthly base salary	95%
Allowances (other than transportation/ car allowances)	4%
Transportation/ car allowances	5%
Bonus	1%
Other	13%

Based on 145 responses

Table 52. Are employees' contributions mandatory or voluntary?

	Percentage
Mandatory	51%
Voluntary	22%
None	27%

Based on 106 responses\*

Table 53. How are employee contributions defined under the plan?

	Percentage
Fixed percentage of monthly salary	95%
Variable depending on salary	4%
Variable depending on service	1%

Based on 108 responses

Table 54. If employee contributions to the defined contribution plan are a fixed percentage of monthly salary, what is the contribution as a percentage of salary?

	25th Percentile	Average	Median	75th Percentile
Employee's contribution	2%	3%	3%	4%

Based on 103 responses

Table 55. How are employer contributions defined under the plan?

	Percentage
Fixed percentage of monthly salary	93%
Variable depending on salary	4%
Variable depending on service	6%

Based on 141 responses

Table 56. If employer contributions to the defined contribution plans are a fixed percentage of monthly salary, what is the contribution as a percentage of salary?

	25th Percentile	Average	Median	75th Percentile
Employer's contribution	5%	7%	6%	8%

Based on 131 responses

Note: \*Some organizations may provide more than one retirement plan, therefore total responses may exceed total no. of survey participants

#### 7.4.4. Flexible Benefits

Table 57. Do organizations provide a flexible benefits plan?

	Percentage of Organizations
Yes	3%
No	97%

Based on 285 responses

Table 58. Which core benefits are included in the flexible benefits plan?

	Percentage of Organizations					No. of Responses
	Outpatient Care	Inpatient Care	Life and ADD Insurance	Retirement	Others	
Executives	100%	86%	71%	29%	29%	7
Management	100%	88%	50%	25%	38%	8
Professional – Sales	100%	83%	50%	33%	-	6
Professional – Non Sales	100%	86%	57%	29%	43%	7
Para-Professional	100%	100%	100%	25%	25%	4



## 7.4.5. Life Insurance

Table 59. Do organizations provide life insurance benefits in addition to any similar statutory coverage?

	Percentage of Organizations
Yes	59%
No	41%

Based on 280 responses

Table 60. Life insurance benefits\*

Fixed amount	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	100,000	524,107	315,000	500,000	46
Management	78,750	255,783	190,000	300,000	64
Professional – Sales	50,625	133,365	77,500	150,000	38
Professional – Non Sales	35,000	128,023	80,309	133,036	59
Para-Professional	20,000	64,534	50,000	78,750	56

\* Figures display in thousands rupiahs.

Number of months salary	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	24	29.4	24	36	78
Management	24	28.6	24	36	104
Professional – Sales	24	27.2	24	31.5	72
Professional – Non Sales	24	29.8	24	36	101
Para-Professional	24	29.2	24	36	96

Table 61. For salary based plans, what is the salary definition used to compute the life insurance benefit?

	Percentage of Organizations		No. of Responses
	Base salary	Base salary plus bonus	
All classifications of incumbents	99%	1%	123

## 7.4.6. Accidental Death and Dismemberment (AD&amp;D) Insurance

Table 62. Do organizations provide Accidental Death and Dismemberment (AD&D) insurance benefits in addition to any similar statutory coverage?

	Percentage of Organizations
Yes	57%
No	43%

Based on 281 responses

Table 63. AD&D insurance benefits\*

Fixed amount	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	105,000	461,721	250,000	550,000	39
Management	100,000	258,240	150,000	400,000	57
Professional – Sales	50,000	133,162	100,000	150,000	40
Professional – Non Sales	49,000	160,318	100,000	192,500	55
Para-Professional	30,000	88,628	60,000	100,000	49

\* Figures display in thousands rupiahs.

Number of months salary	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	24	36	36	36	72
Management	24	33	36	36	98
Professional – Sales	24	32	30	36	67
Professional – Non Sales	24	35	36	36	94
Para-Professional	24	33	36	36	85

Table 64. For salary based plans, what is the salary definition used to compute AD&D benefits

	Percentage of Organizations		No. of Responses
	Base salary	Base salary plus bonus	
All classifications of incumbents	99%	1%	115

Table 65. AD&amp;D insurance policy coverage

	Percentage of Organizations		No. of Responses
	24 hours / 365 days	During work time only	
Executives	92%	8%	118
Management	92%	8%	172
Professional – Sales	94%	6%	112
Professional – Non Sales	93%	7%	163
Para-Professional	92%	8%	156

	Percentage of Organizations		No. of Responses
	Worldwide	Within the country only	
Executives	85%	15%	117
Management	85%	15%	171
Professional – Sales	81%	19%	111
Professional – Non Sales	84%	16%	163
Para-Professional	81%	19%	156

Table 66. Do organizations provide long-term disability benefits in addition to any similar statutory coverage?

	Percentage of Organizations
Yes	32%
No	68%

Based on 272 responses

## 7.4.7. Travel Insurance

Table 67. Do organizations provide travel insurance benefits?

	Percentage of Organizations
Yes	50%
No	50%

Based on 280 responses

Table 68. Organizations pay travel insurance for:

	Percentage of Organizations			No. of Responses
	Employee Only	Employee and spouse	Employee, spouse and children	
Executives	92%	2%	6%	124
Management	94%	1%	6%	127
Professional – Sales	93%	1%	6%	110
Professional – Non Sales	93%	1%	6%	116
Para-Professional	92%	1%	7%	105

Table 69. What does travel insurance cover?

	Percentage of Organizations		No. of Responses
	Business Only	Business and leisure	
Executives	89%	11%	126
Management	91%	9%	124
Professional – Sales	92%	8%	109
Professional – Non Sales	92%	8%	115
Para-Professional	92%	8%	102

#### 7.4.8. Health Care

Table 70. Do organizations provide outpatient benefits in addition to statutory requirement?

	Percentage of Organizations
Yes	97%
No	3%

Based on 281 responses

Table 71. Do organizations cover Clinical and Dental under outpatient benefits?

	Clinical	No. of Responses	Dental	No. of Responses
Executives	99%	204	97%	204
Management	99%	304	95%	308
Professional – Sales	99%	178	94%	180
Professional – Non Sales	99%	281	95%	282
Para-Professional	99%	282	96%	286

Table 72. Who is eligible for outpatient benefits?

	Percentage of Organizations			No. of Responses
	Employee Only	Employee and Spouse	Employee and Dependents	
Executives	1%	1%	98%	195
Management	2%	1%	97%	260
Professional – Sales	2%	-	98%	167
Professional – Non Sales	3%	-	97%	252
Para-Professional	3%	-	97%	232

Dependents include spouse and/or children and/or parents

Table 73. Do organizations apply a cap to clinical coverage?

	Percentage of Organizations		No. of Responses
	Yes	No	
Executives	72%	28%	198
Management	79%	21%	266
Professional – Sales	83%	17%	169
Professional – Non Sales	80%	20%	256
Para-Professional	79%	21%	236

Table 74. If organizations apply a cap to clinical expenses, what is the maximum coverage (including dependents covered by the organization)?

Annual amount*	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	9,000	21,805	14,985	23,922	112
Management	6,488	16,242	10,250	20,000	188
Professional – Sales	4,213	12,205	7,500	16,418	118
Professional – Non Sales	4,750	12,485	8,000	16,000	181
Para-Professional	3,526	10,115	6,030	12,500	174

\* Figures display in thousands rupiahs.

Number of months salary	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	1	1.5	1	2	38
Management	1	1.6	1	2	42
Professional – Sales	1	1.7	1	2	25
Professional – Non Sales	1	1.6	1	2	35
Para-Professional	1	1.9	1.3	2	35

Amount per visit*	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	-	-	-	-	2
Management	88	135	175	180	5
Professional – Sales	109	165	178	195	6
Professional – Non Sales	88	145	120	188	7
Para-Professional	88	106	104	124	6

\* Figures display in thousands rupiahs.

Table 75. Full reimbursement of clinical expenses provided by organizations

	Percentage of Organizations		No. of Responses	
	Employee Coverage	Dependents Coverage	Employee Coverage	Dependents Coverage
Executives	74%	73%	195	193
Management	74%	73%	259	254
Professional – Sales	72%	71%	166	162
Professional – Non Sales	73%	72%	249	243
Para-Professional	74%	73%	280	223

Dependents include spouse and/or children and/or parents

Table 76. If expenses for clinical treatments are partially covered, what is the percentage of reimbursement covered by organizations?

	Employee Coverage	No. of Responses	Dependents Coverage	No. of Responses
Executives	85%	50	85%	52
Management	85%	67	85%	69
Professional – Sales	85%	46	85%	47
Professional – Non Sales	85%	66	80%	68
Para-Professional	85%	59	85%	60

Dependents include spouse and/or children and/or parents

Table 77. Is dental benefit a part of clinical benefit?

	Percentage of Organizations
Yes	66%
No	34%

Based on 268 responses

Table 78. Do organizations apply a cap to dental coverage?

	Percentage of Organizations		No. of Responses
	Yes	No	
Executives	59%	41%	100
Management	58%	42%	140
Professional – Sales	61%	39%	90
Professional – Non Sales	58%	42%	137
Para-Professional	57%	43%	124

Table 79. If organizations apply a cap to dental expenses, what is the annual maximum coverage (including dependents covered by the organization)?

Annual amount*	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	2,000	9,191	5,000	11,025	56
Management	1,500	7,130	3,000	7,500	81
Professional – Sales	1,000	5,319	2,000	7,350	53
Professional – Non Sales	1,100	5,906	2,400	6,000	77
Para-Professional	1,000	5,745	2,325	4,875	70

\* Figures display in thousands rupiahs.

Amount per visit*	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	-	158	-	-	3
Management	-	279	200	-	4
Professional – Sales	-	152	-	-	3
Professional – Non Sales	-	152	-	-	3
Para-Professional	-	128	75	-	4

\* Figures display in thousands rupiahs.

Table 80. Full reimbursement of dental expenses provided by organizations

	Percentage of Organizations		No. of Responses	
	Employee Coverage	Dependents Coverage	Employee Coverage	Dependents Coverage
Executives	74%	72%	189	182
Management	76%	74%	249	238
Professional – Sales	74%	71%	155	143
Professional – Non Sales	75%	73%	236	221
Para-Professional	75%	74%	220	208

Dependents include spouse and/or children and/or parents



Table 81. If expenses for dental treatments are partially covered, what is the percentage of reimbursement covered by organizations?

	Employee Coverage	No. of Responses	Dependents Coverage	No. of Responses
Executives	85%	50	85%	51
Management	88%	60	85%	61
Professional – Sales	90%	41	85%	42
Professional – Non Sales	85%	59	85%	60
Para-Professional	85%	55	85%	55

Dependents include spouse and/or children and/or parents

Table 82. Funding of outpatient care

	Percentage of Organizations		No. of Responses
	Insured	Self-Funded	
Executives	27%	72%	195
Management	28%	70%	262
Professional – Sales	30%	68%	165
Professional – Non Sales	30%	69%	249
Para-Professional	28%	70%	231

Table 83. Do organizations provide inpatient benefits in addition to statutory requirements?

	Percentage of Organizations
Yes	99%
No	1%

Based on 280 responses

Table 84. Who is eligible for inpatient benefits?

	Percentage of Organizations			No. of Responses
	Employee only	Employee and spouse	Employee and dependents	
Executives	2%	1%	97%	199
Management	2%	1%	97%	265
Professional – Sales	4%	-	96%	171
Professional – Non Sales	3%	-	96%	258
Para-Professional	4%	-	95%	240

Dependents include spouse and/or children and/or parents

Table 85. Do organizations apply a cap to inpatient expenses coverage?

	Percentage of Organizations		No. of Responses
	Yes	No	
Executives	88%	12%	197
Management	88%	12%	267
Professional – Sales	90%	10%	170
Professional – Non Sales	88%	12%	257
Para-Professional	87%	13%	238

Table 86. If organizations apply a cap to inpatient expenses, what is the annual maximum coverage (including dependents covered by the organization)?

Daily room and board*	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	575	850	750	1,000	174
Management	400	576	550	700	237
Professional – Sales	281	405	350	500	150
Professional – Non Sales	275	539	350	500	224
Para-Professional	175	378	250	375	225

\* Figures display in thousands rupiahs.

Room and board class	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	VIP	VIP	VIP	VIP	47
Management	1st Class	1st Class	1st Class	VIP	69
Professional – Sales	2nd Class	1st Class	1st Class	1st Class	37
Professional – Non Sales	2nd Class	1st Class	1st Class	1st Class	60
Para-Professional	3rd Class	2nd Class	2nd Class	1st Class	70

Table 87. Full reimbursement of inpatient expenses provided by organizations

	Percentage of Organizations		No. of Responses	
	Full Reimbursement for Employee	Full Reimbursement for Dependents	Employee Coverage	Dependents Coverage
Executives	93%	91%	193	192
Management	93%	90%	258	256
Professional – Sales	94%	91%	165	162
Professional – Non Sales	93%	90%	248	244
Para-Professional	92%	90%	231	278

Table 88. If expenses for inpatient benefits are partially covered, what is the percentage of reimbursement covered by organizations?

	Employee Coverage	No. of Responses	Dependents Coverage	No. of Responses
Executives	90%	13	83%	18
Management	90%	18	85%	25
Professional – Sales	90%	10	80%	14
Professional – Non Sales	90%	17	80%	24
Para-Professional	90%	18	80%	28

Dependents include spouse and/or children and/or parents

Table 89. Funding of inpatient care

	Insured	Self-Funded	No. of Responses
Executives	69%	31%	196
Management	67%	32%	263
Professional – Sales	72%	27%	168
Professional – Non Sales	69%	31%	254
Para-Professional	65%	34%	237

Table 90. If inpatient care is insured, what percentage of the premium does the employee contribute?

	Employee Coverage	Spouse Coverage	Other Dependents Coverage	No. of Responses
Executives	-	16%	20%	6
Management	-	15%	20%	9
Professional – Sales	-	10%	10%	5
Professional – Non Sales	-	12%	11%	8
Para-Professional	-	10%	10%	7

#### 7.4.9. Share Purchase Plan

Table 91. Do organizations have a share purchase plan?

	Percentage of Organizations
Yes	6%
No	94%

Based on 279 responses

Table 92. What is the maximum percentage of monthly base salary that can be used to purchase shares?

	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	10%	33%	12%	15%	14
Management	10%	15%	12%	15%	13
Professional – Sales	10%	13%	12%	15%	11
Professional – Non Sales	10%	16%	14%	18%	12
Para-Professional	10%	16%	15%	20%	11

Table 93. What is the overall maximum amount that can be used to purchase shares?\*

	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	-	355,310	-	-	3
Management	-	55,310	-	-	3
Professional – Sales	-	-	-	-	2
Professional – Non Sales	-	-	-	-	2
Para-Professional	-	-	-	-	2

\* Figures display in thousands rupiahs.

Table 94. When shares are purchased, what discount to market value is provided?

	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	19%	34%	20%	31%	8
Management	19%	28%	20%	20%	8
Professional – Sales	18%	29%	20%	20%	7
Professional – Non Sales	19%	28%	20%	20%	8
Para-Professional	18%	18%	20%	20%	7

Table 95. At which stage is the discount of share price applied?

	Percentage of Organizations				No. of Responses
	At the plan end	At the plan start	Minimum of both	Average of both	
Executives	25%	75%	-	-	8
Management	38%	63%	-	-	8
Professional – Sales	33%	67%	-	-	6
Professional – Non Sales	29%	71%	-	-	7
Para-Professional	17%	83%	-	-	6

#### 7.4.10. Loans

Table 96. What are the types of loans provided?

	Percentage of Organizations
House loan	13%
Car loan	11%
Personal loan	29%
Do not provide	61%

Based on total number of participants (300)

Table 97. Housing loan entitlement

Maximum loan amount*	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	50,000	225,794	100,000	400,000	17
Management	57,500	162,021	100,000	185,000	24
Professional – Sales	23,750	107,583	47,500	99,375	6
Professional – Non Sales	50,000	108,895	66,000	100,000	19
Para-Professional	15,750	71,043	33,834	58,500	26

\* Figures display in thousands rupiahs.

Maximum loan amount as a number of months salary	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	11	29	16	24	8
Management	6	23	18	24	16
Professional – Sales	8	26	16	23	10
Professional – Non Sales	4	20	12	20	13
Para-Professional	6	21	12	20	13

Maximum loan period	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	60	108	120	135	24
Management	60	101	72	120	38
Professional – Sales	60	90	60	120	16
Professional – Non Sales	60	103	108	120	32
Para-Professional	60	98	60	120	39

Table 98. Car loan entitlement

Maximum loan amount*	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	195,000	280,750	260,000	340,750	8
Management	90,000	142,790	130,000	200,000	21
Professional – Sales	-	-	-	-	2
Professional – Non Sales	80,000	118,571	100,000	137,500	7
Para-Professional	-	-	-	-	1

\* Figures display in thousands rupiahs.

Maximum loan amount as a number of months of salary	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	9	20	17	18	6
Management	6	17	16	18	9
Professional – Sales	9	13	17	18	6
Professional – Non Sales	9	14	18	18	6
Para-Professional	14	15	18	18	8

Maximum loan period	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	48	53	60	60	13
Management	57	54	60	60	28
Professional – Sales	45	48	54	60	8
Professional – Non Sales	48	59	60	60	13
Para-Professional	36	44	48	57	10

Table 99. Personal loan entitlement

Maximum loan amount*	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	6,000	32,481	30,000	50,000	13
Management	6,000	24,178	12,500	30,000	25
Professional – Sales	7,500	23,513	15,000	30,000	19
Professional – Non Sales	9,000	21,659	21,000	30,000	28
Para-Professional	5,000	17,279	12,000	25,000	31

\* Figures display in thousands rupiahs.

Maximum loan amount as a number of months salary	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	2	4	3	5	41
Management	2	4	3	5	61
Professional – Sales	3	5	3	5	31
Professional – Non Sales	3	4	3	4	61
Para-Professional	2	4	3	5	68

Maximum loan period	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	12	21	15	24	54
Management	12	22	14	27	84
Professional – Sales	12	24	18	36	50
Professional – Non Sales	12	24	21	36	86
Para-Professional	12	25	22	36	98



Table 100. How do organizations subsidize the loan interest?

House loan	Percentage of Organizations			No. of Responses
	Based on a fixed percentage	Based on a portion of the interest	Top up the employee paid interest	
Executives	40%	100%	20%	15
Management	27%	100%	19%	26
Professional – Sales	56%	100%	11%	9
Professional – Non Sales	22%	100%	13%	23
Para-Professional	30%	100%	11%	27

Car loan	Percentage of Organizations			No. of Responses
	Based on a fixed percentage	Based on a portion of the interest	Top up the employee paid interest	
Executives	75%	100%	13%	8
Management	24%	100%	14%	21
Professional – Sales	60%	100%	-	5
Professional – Non Sales	44%	100%	11%	9
Para-Professional	67%	100%	-	6

Personal loan	Percentage of Organizations			No. of Responses
	Based on a fixed percentage	Based on a portion of the interest	Top up the employee paid interest	
Executives	7%	100%	16%	43
Management	9%	100%	19%	64
Professional – Sales	16%	100%	13%	38
Professional – Non Sales	8%	100%	23%	66
Para-Professional	8%	100%	21%	76

Table 101. Do organizations cap the interest subsidy?

	Percentage of Organizations		No. of Responses
	Yes	No	
House loan	5%	95%	64
Car loan	2%	98%	58
Personal loan	2%	98%	102

## 7.4.11. Discount for Organizations' Products

Table 102. Do organizations grant product discounts?

	Percentage of Organizations
Yes	20%
No	80%

Based on 280 responses

Table 103. What is the discount percentage given on an organization's product?

	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	14%	30%	30%	46%	36
Management	15%	29%	30%	40%	33
Professional – Sales	15%	30%	30%	45%	31
Professional – Non Sales	15%	29%	30%	44%	34
Para-Professional	15%	30%	30%	49%	30

## 7.4.12. Training and Education

Table 104. Do organizations have a training and development policy? (E.g. conferences, courses, training courses etc.)?

	Percentage of Organizations
Yes	95%
No	5%

Based on 281 responses

Table 105. Do organizations subsidize employees for attaining an additional education qualification (e.g. masters, PhD, etc)?

	Percentage of Organizations
Yes	26%
No	74%

Based on 273 responses

Table 106. Subsidy for the cost of attaining an additional education qualification (e.g. Masters, PhD, etc)

Percentage of total value paid by the organization	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	75%	85%	100%	100%	50
Management	75%	86%	100%	100%	48
Professional – Sales	75%	85%	100%	100%	38
Professional – Non Sales	75%	86%	100%	100%	39
Para-Professional	75%	88%	100%	100%	30

Fixed amount subsidized by the organization*	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	17,250	30,709	35,500	46,207	8
Management	21,250	32,723	35,000	46,755	6
Professional – Sales	11,500	26,043	17,500	45,585	8
Professional – Non Sales	11,500	26,043	17,500	45,585	8
Para-Professional	15,000	27,268	20,000	45,000	5

\* Figures display in thousands rupiahs.

## 7.4.13. Motor Vehicle

Table 107. Do organizations provide company car benefits to employees?

	Percentage of Organizations
Yes	70%
No	30%

Based on 283 responses

Table 108. Motor Vehicle benefits include

	Executive	Management	Professional Sales	Professional Non Sales	Para Professional
Company-Owned Car	36%	32%	28%	22%	12%
Leased Car	30%	31%	40%	27%	12%
Car Ownership Plan	36%	43%	21%	43%	12%
Car Allowance in Lieu	22%	29%	19%	26%	12%
Company-Owned Motorcycle	-	-	6%	1%	12%
Leased Motorcycle	-	-	9%	-	12%
Motorcycle Ownership Plan	-	-	10%	5%	12%
Motorcycle Allowance in Lieu	-	-	5%	2%	12%
<b>No. of organizations</b>	<b>143</b>	<b>160</b>	<b>101</b>	<b>128</b>	<b>34</b>

Based on 300 responses

No. of responses refer to the organizations which reported having the policy of the motor vehicle benefits  
Some organizations may provide information for more than one motor vehicle benefits, therefore total No. of organizations may exceed total participants.

Table 109. What are the criteria used for determining the provision of a company car?

	Percentage of Organizations			No. of Responses
	Status/ Seniority	Business need	Both	
Executives	66%	17%	17%	178
Management	52%	31%	18%	159
Professional – Sales	9%	77%	14%	109
Professional – Non Sales	18%	70%	11%	44
Para-Professional	14%	81%	5%	21

Table 110. What is the typical make and model of the company car provided?

Company-Owned Car	Car make and model	No. of Responses
Executives	Toyota Camry, Honda Accord, BMW, Honda CRV	34
Management	Toyota Innova, Toyota Altis, Honda Civic, Toyota Vios	38
Professional – Sales	-	3
Professional – Non Sales	Toyota Avanza	11

  

Leased Car	Car make and model	No. of Responses
Executives	Honda Accord, Honda CRV, Toyota Camry	24
Management	Honda Civic, Honda CRV, Toyota Innova	32
Professional – Sales	Daihatsu Xenia, Toyota Avanza	26
Professional – Non Sales	Honda City, Toyota Avanza, Toyota Innova	19

  

Car Ownership Plan	Car make and model	No. of Responses
Executives	Toyota Camry, Free Choice	26
Management	Honda CRV, Toyota Innova, Free Choice	51
Professional – Sales	Toyota Avanza, Free Choice	8
Professional – Non Sales	Toyota Avanza, Toyota Innova, Free Choice	51

  

Company-Owned Motorcycle	Motor make and model	No. of Responses
Professional – Sales	Honda Supra	5
Para-Professional	Honda GL Pro, Honda Legenda, Honda Supra	6

  

Leased Motorcycle	Motor make and model	No. of Responses
Professional – Sales	Honda Revo, Honda Supra	8
Para-Professional	-	3

  

Motorcycle Ownership Plan	Car make and model	No. of Responses
Professional – Sales	Honda Revo, Honda Supra, Yamaha Jupiter, Free Choice	6
Professional – Non Sales	-	6
Para-Professional	Free Choice	3

Table 111. What is the maximum purchase price?

Company Owned-Car*	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	297,500	392,637	382,500	425,000	51
Management	205,482	255,678	256,000	282,000	51
Professional – Sales	116,194	142,491	133,886	170,500	28
Professional – Non Sales	139,413	167,560	168,000	188,026	28
Para-Professional	-	105,117	117,575	-	4

Car Ownership Plan*	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	287,203	362,308	359,400	422,247	51
Management	186,000	223,013	212,500	253,333	69
Professional – Sales	150,000	163,190	160,000	180,000	21
Professional – Non Sales	135,000	169,667	165,714	194,195	55
Para-Professional	-	145,750	136,500	-	4

Company Owned-Motorcycle*	25th Percentile	Average	Median	75th Percentile	No. of Responses
Professional – Sales	12,125	12,782	12,750	13,000	6
Professional – Non Sales	-	-	-	-	1
Para-Professional	12,000	13,520	12,823	15,000	12

Motorcycle Ownership Plan*	25th Percentile	Average	Median	75th Percentile	No. of Responses
Professional – Sales	13,473	14,000	14,098	14,963	10
Professional – Non Sales	15,000	16,572	15,000	15,455	6
Para-Professional	11,275	12,869	13,675	14,625	8

\*Figures displayed in thousands rupiah

No. of responses refer to the organizations which reported the policy on maximum annual lease cost

Table 112. What is the maximum annual lease cost?

Leased Car*	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	103,950	134,550	122,400	153,000	43
Management	69,643	86,232	85,975	100,042	50
Professional – Sales	40,550	52,931	47,850	58,308	40
Professional – Non Sales	54,540	67,837	63,210	73,350	35
Para-Professional	-	47,891	-	-	3

Table 113.

Leased Motorcycle*	25th Percentile	Average	Median	75th Percentile	No. of Responses
Professional – Sales	5,160	5,919	5,664	6,600	9
Para-Professional	-	5,755	-	-	3

\*Figures displayed in thousands rupiah

No. of responses refer to the organizations which reported the policy on maximum annual lease cost

Table 114. Do organizations provide a personal driver for those who are given a company car?

	Percentage of Organizations
Yes	62%
No	38%

Based on 205 responses

Table 115. If organizations provide a personal driver for those who are given a company car, which employee groups are eligible for a personal driver?

	Percentage of Organizations	No. of Responses
Executives	96%	123
Management	25%	32
Professional – Sales	3%	4
Professional – Non Sales	2%	2
Para-Professional	1%	1

Based on 128 organizations which provided personal driver for those who are given a company car

Table 116. Do organizations pay for fuel expenses?

	Percentage of Organizations		No. of Responses
	Business fuel only	All fuel	
Executives	46%	54%	177
Management	64%	36%	157
Professional – Sales	79%	21%	107
Professional – Non Sales	81%	19%	43
Para-Professional	83%	17%	24

Table 117. Do organizations provide an option for employees to select a car allowance instead of a company car?

	Percentage of Organizations
Yes	23%
No	77%

Based on 198 responses

Table 118. Allowance in lieu of Motor Vehicle

Allowance in lieu of Car*	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	80,550	118,298	104,743	146,878	32
Management	54,401	84,523	69,764	97,385	46
Professional – Sales	36,778	52,390	47,520	58,400	19
Professional – Non Sales	35,400	58,303	54,000	67,224	33
Para-Professional	-	-	-	-	2

Allowance in lieu of Motorcycle*	25th Percentile	Average	Median	75th Percentile	No. of Responses
Professional – Sales	6,300	9,617	10,464	10,470	5
Professional – Non Sales	-	-	-	-	2
Para-Professional	3,750	5,561	5,250	6,762	6

\*Figures displayed in thousands rupiah

No. of responses refer to the organizations which reported having the policy of an allowance in lieu of a car



Table 119. What is the car replacement period policy?

Company Owned-Car	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	5	5	5	5	51
Management	5	5	5	5	51
Professional – Sales	5	5	5	5	28
Professional – Non Sales	5	5	5	5	28
Para-Professional	-	5	5	-	4

  

Leased Car	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	3	4	4	5	43
Management	3	4	4	5	50
Professional – Sales	3	4	5	5	40
Professional – Non Sales	3	4	4	5	35
Para-Professional	-	4	-	-	3

  

Car Ownership Plan	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	4	5	5	5	51
Management	5	5	5	5	69
Professional – Sales	5	5	5	5	21
Professional – Non Sales	5	5	5	5	55
Para-Professional	-	5	5	-	4

  

Company Owned-Motorcycle	25th Percentile	Average	Median	75th Percentile	No. of Responses
Professional – Sales	5	5	5	5	6
Professional – Non Sales	-	-	-	-	1
Para-Professional	5	5	5	5	12

  

Leased Motorcycle	25th Percentile	Average	Median	75th Percentile	No. of Responses
Professional – Sales	4	4	4	5	9
Para-Professional	-	3	-	-	3

  

Motorcycle Ownership Plan	25th Percentile	Average	Median	75th Percentile	No. of Responses
Professional – Sales	4	5	5	5	10
Professional – Non Sales	4	5	4	5	6
Para-Professional	4	5	4	5	8

No. of responses refer to the No. of responses which reported having the policy on car replacement period.

Table 120. Do organizations allow employees to purchase the car at the end of the replacement period?

	Percentage of Organizations
Yes	36%
No	64%

Based on 198 responses

#### 7.4.14. Meals

Table 121. Value of canteen meals and vouchers per employee per year\*

	Canteen meals	No. of Responses	Meal voucher	No. of Responses
Executives	3,012	64	3,102	8
Management	3,024	71	3,102	10
Professional – Sales	2,904	47	3,417	12
Professional – Non Sales	2,952	70	3,168	10
Para-Professional	2,904	78	3,432	11

\*Figures displayed in thousands rupiah

#### 7.4.15. Mobile Phones

Table 122. How do organizations subsidize handset costs?

	Percentage of Organizations		No. of Responses
	Full cost	Partial cost	
Executives	97%	3%	66
Management	94%	6%	47
Professional – Sales	97%	3%	30
Professional – Non Sales	100%	-	18
Para- Professional	100%	-	8

Table 123. What is the maximum subsidy?

	% of handset cost	No. of Responses	Maximum amount*	No. of Responses
Executives	100%	66	3,000	43
Management	100%	47	2,000	43
Professional – Sales	100%	30	1,500	33
Professional – Non Sales	100%	18	1,500	16
Para-Professional	100%	8	2,000	7

\*Figures displayed in thousands rupiah

Table 124. Monthly subsidy for mobile telephone expenses?

	Line rental	No. of Responses	Business calls	No. of Responses	Personal calls	No. of Responses
Executives	100%	63	100%	148	100%	53
Management	100%	38	100%	113	100%	24
Professional – Sales	100%	30	100%	79	100%	13
Professional – Non Sales	100%	16	100%	55	100%	9
Para-Professional	100%	9	100%	30	63%	4

Table 125. What is the maximum monthly amount paid for employees' mobile telephone costs\*?

	25th Percentile	Average	Median	75th Percentile	No. of Responses
Executives	500	1,057	1,000	1,000	57
Management	300	774	450	688	110
Professional – Sales	200	531	300	500	102
Professional – Non Sales	185	363	285	500	66
Para-Professional	100	267	200	300	41

\*Figures displayed in thousands rupiah

#### 7.4.16. Severance Pay Due to Redundancy

Table 126. Do organizations provide severance pay in addition to statutory requirements?

	Percentage of Organizations
Yes	51%
No	49%

Based on 280 responses

## 7.5. Cash Compensation Mix Policy

The following table presents the percentage of total remuneration that organizations typically build into base, fixed allowances, variable cash payments, benefits and perquisites. This chart has been designed in such way that you can make quick comparisons between the different position classes and categories.

Table 127. Do organizations have a compensation mix policy

	Percentage of Organizations
Yes	40%
No	60%

Based on 278 responses

Table 128. What is the Guaranteed Pay vs. Variable Pay as percentage of Total Cash\*?

	25th Percentile	Average	Median	75th Percentile	No. of Responses
Head of Organization	82 : 18	74 : 26	74 : 26	70 : 30	51
Executives	85 : 15	79 : 21	80 : 20	74 : 26	82
Management – Sales	85 : 15	76 : 24	80 : 20	70 : 30	75
Management – Non Sales	90 : 10	82 : 18	85 : 15	80 : 20	94
Professional – Sales	85 : 15	72 : 28	74 : 26	63 : 37	90
Professional – Non Sales	92 : 8	83 : 17	87 : 13	80 : 20	93
Para Professional – White Collar	92 : 8	84 : 16	87 : 13	80 : 20	83
Para Professional – Blue Collar	93 : 7	84 : 16	90 : 10	80 : 20	44

## Appendix

- Base Salary Increases - By Industry Specific Surveys
- Variable Pay - By Industry Specific Surveys

## Base Salary Increases – By Industry Specific Surveys

Table 129. Base Salary Increases – By industry specific surveys (excluding Salary Freeze)

		Automotive				Chemical				Consumer Goods			
		25thP	Average	Median	75thP	25thP	Average	Median	75thP	25thP	Average	Median	75thP
2008	Head of Organization	-	8.6%	9.0%	-	9.7%	10.1%	10.2%	11.0%	7.3%	9.9%	10.3%	11.0%
	Executives	5.0%	6.8%	7.0%	9.0%	9.0%	9.6%	10.0%	11.0%	8.6%	10.5%	10.3%	12.0%
	Management	6.6%	7.2%	7.5%	8.8%	9.0%	10.7%	10.0%	11.5%	8.5%	10.1%	10.0%	11.6%
	Professional – Sales	6.8%	7.5%	8.0%	9.5%	10.0%	11.5%	10.7%	11.7%	8.9%	10.1%	10.5%	11.6%
	Professional – Non Sales	7.5%	7.7%	8.0%	9.0%	10.0%	11.6%	11.0%	12.0%	8.5%	10.3%	10.6%	12.0%
	Para-Professional – White collar	7.5%	8.2%	9.0%	10.6%	10.0%	11.7%	10.9%	12.3%	9.0%	10.3%	10.0%	11.3%
	Para-Professional – Blue collar	8.3%	8.8%	10.3%	11.0%	10.0%	11.7%	11.0%	12.3%	9.0%	10.8%	11.0%	11.9%
	Overall*	7.6%	8.4%	8.3%	10.5%	10.0%	11.5%	10.7%	11.7%	9.0%	10.4%	10.2%	11.0%
2009	Head of Organization	-	8.0%	-	-	8.1%	9.3%	8.9%	10.9%	8.7%	10.6%	10.0%	13.3%
	Executives	5.3%	6.1%	6.3%	6.9%	7.0%	8.1%	8.0%	10.0%	8.5%	9.5%	10.0%	11.6%
	Management	3.0%	5.1%	5.0%	6.5%	7.2%	8.7%	8.5%	11.4%	8.1%	9.6%	9.7%	11.6%
	Professional – Sales	5.0%	5.0%	5.5%	6.0%	7.5%	9.1%	8.9%	10.9%	8.2%	9.8%	10.0%	11.5%
	Professional – Non Sales	4.8%	5.2%	6.0%	6.1%	7.5%	9.6%	9.0%	11.4%	8.3%	9.6%	10.0%	11.2%
	Para-Professional – White collar	5.8%	7.1%	6.3%	10.3%	7.5%	9.6%	9.9%	12.0%	8.6%	10.1%	10.0%	12.0%
	Para-Professional – Blue collar	8.3%	9.2%	10.0%	11.0%	7.4%	9.4%	9.7%	11.9%	9.4%	11.1%	10.9%	12.0%
	Overall*	4.5%	5.5%	5.2%	6.5%	7.5%	9.0%	9.0%	11.5%	8.5%	10.2%	10.2%	11.8%
2010	Head of Organization	4.0%	6.8%	8.0%	8.0%	7.5%	8.5%	9.0%	10.0%	10.0%	10.8%	10.0%	12.0%
	Executives	3.8%	5.8%	5.8%	8.0%	7.5%	8.5%	8.0%	10.0%	9.5%	9.9%	10.0%	11.5%
	Management	4.0%	5.8%	5.0%	8.0%	7.9%	8.8%	8.5%	10.0%	8.5%	9.5%	10.0%	11.0%
	Professional – Sales	5.0%	5.9%	6.0%	8.0%	8.0%	9.0%	9.0%	10.0%	9.0%	9.9%	10.0%	12.0%
	Professional – Non Sales	4.8%	5.7%	5.5%	8.0%	8.0%	9.2%	9.0%	10.0%	9.0%	9.8%	10.0%	12.0%
	Para-Professional – White collar	5.8%	7.1%	7.0%	9.1%	8.0%	9.7%	10.0%	10.5%	9.0%	10.0%	10.0%	11.8%
	Para-Professional – Blue collar	6.4%	7.8%	8.8%	10.8%	8.0%	9.8%	10.0%	10.4%	10.0%	10.5%	10.0%	12.0%
	Overall*	5.0%	6.8%	7.0%	8.5%	8.0%	9.2%	9.0%	10.0%	8.6%	10.0%	10.0%	11.0%

\* Analysis is based on companies that provided information on overall base salary increase and it is not based on the calculation from the different employee categories.

		High-Tech				IPMG				Life Insurance			
		25thP	Average	Median	75thP	25thP	Average	Median	75thP	25thP	Average	Median	75thP
2008	Head of Organization	8.0%	9.9%	10.0%	11.3%	6.7%	8.6%	9.5%	11.5%	-	10.8%	11.0%	-
	Executives	7.8%	9.5%	10.0%	10.3%	8.0%	9.9%	9.0%	12.0%	9.5%	10.4%	12.0%	12.3%
	Management	8.8%	10.2%	10.0%	11.3%	8.3%	9.9%	10.0%	12.0%	8.0%	11.1%	12.0%	13.0%
	Professional – Sales	8.0%	10.2%	10.0%	12.0%	8.8%	10.0%	10.0%	11.9%	9.0%	10.9%	10.0%	12.5%
	Professional – Non Sales	9.1%	11.0%	10.3%	12.0%	8.6%	10.6%	10.0%	11.5%	9.8%	11.2%	11.3%	12.3%
	Para-Professional – White collar	8.0%	9.6%	10.0%	11.0%	8.0%	9.5%	9.0%	10.6%	10.0%	11.0%	11.0%	12.0%
	Para-Professional – Blue collar	-	6.8%	-	-	8.3%	9.7%	9.9%	10.3%	-	-	-	-
	Overall*	9.8%	11.0%	10.7%	13.0%	8.7%	10.6%	10.0%	11.8%	10.0%	11.1%	11.9%	12.0%
2009	Head of Organization	9.5%	10.7%	10.0%	10.0%	9.0%	9.5%	10.0%	10.5%	-	9.0%	8.0%	-
	Executives	9.4%	10.3%	10.0%	10.6%	8.3%	10.0%	10.0%	11.0%	4.9%	7.8%	5.5%	11.3%
	Management	9.0%	10.6%	10.0%	12.2%	9.0%	10.2%	10.0%	11.0%	5.0%	7.9%	6.0%	10.0%
	Professional – Sales	9.1%	10.8%	10.0%	11.9%	9.0%	10.5%	10.1%	11.6%	5.5%	9.0%	7.0%	12.5%
	Professional – Non Sales	9.0%	11.1%	10.0%	12.0%	9.0%	10.1%	10.0%	10.8%	6.5%	9.4%	9.0%	11.3%
	Para-Professional – White collar	9.1%	11.3%	10.0%	13.2%	9.0%	10.1%	10.0%	11.0%	6.0%	9.0%	8.0%	10.0%
	Para-Professional – Blue collar	-	8.3%	9.9%	-	9.0%	10.2%	10.3%	11.4%	-	-	-	-
	Overall*	9.5%	10.2%	10.6%	11.7%	9.4%	10.3%	10.3%	11.6%	5.0%	8.4%	6.9%	10.0%
2010	Head of Organization	10.0%	12.5%	10.0%	15.0%	9.3%	9.3%	10.0%	10.0%	-	10.5%	10.5%	-
	Executives	10.0%	12.1%	10.0%	13.0%	9.0%	9.8%	10.0%	10.0%	8.3%	10.8%	10.5%	14.3%
	Management	10.0%	11.7%	10.0%	13.0%	9.0%	9.8%	10.0%	10.0%	8.5%	10.7%	10.0%	13.5%
	Professional – Sales	10.0%	12.1%	10.5%	13.5%	10.0%	9.9%	10.0%	11.0%	9.3%	11.1%	11.0%	14.3%
	Professional – Non Sales	10.0%	12.8%	11.5%	14.5%	9.0%	9.9%	10.0%	10.0%	10.5%	11.6%	12.0%	14.3%
	Para-Professional – White collar	10.0%	12.7%	12.0%	13.0%	9.0%	9.6%	10.0%	10.0%	9.5%	11.3%	12.0%	13.5%
	Para-Professional – Blue collar	-	-	-	-	9.0%	9.6%	10.0%	10.0%	-	-	-	-
	Overall*	10.0%	11.3%	11.0%	12.8%	9.0%	9.8%	10.0%	10.3%	7.5%	10.1%	10.0%	12.8%

\* Analysis is based on companies that provided information on overall base salary increase and it is not based on the calculation from the different employee categories.

		Manufacturing				Mining				Mining & Mining Services			
		25thP	Average	Median	75thP	25thP	Average	Median	75thP	25thP	Average	Median	75thP
2008	Head of Organization	8.0%	11.1%	10.0%	11.0%	-	7.7%	-	-	9.0%	9.6%	10.0%	11.5%
	Executives	9.0%	10.8%	10.0%	13.5%	10.8%	13.6%	11.5%	12.8%	10.0%	12.7%	12.0%	12.0%
	Management	8.5%	10.4%	10.0%	12.3%	11.0%	12.5%	12.0%	15.0%	10.0%	11.8%	11.5%	13.1%
	Professional – Sales	8.3%	10.9%	11.0%	12.3%	-	13.0%	13.0%	-	11.0%	12.4%	12.0%	14.0%
	Professional – Non Sales	9.9%	11.7%	11.0%	12.5%	11.0%	12.1%	11.0%	14.0%	10.0%	11.7%	11.0%	12.3%
	Para-Professional – White collar	10.0%	12.2%	11.0%	13.1%	11.0%	12.0%	12.0%	14.0%	10.0%	11.5%	11.5%	12.0%
	Para-Professional – Blue collar	10.0%	11.8%	11.2%	15.0%	10.3%	11.8%	12.0%	14.0%	10.0%	11.4%	12.0%	12.0%
	Overall*	10.0%	12.2%	11.0%	13.4%	11.0%	12.9%	12.0%	14.3%	10.0%	12.1%	11.5%	12.6%
2009	Head of Organization	6.1%	10.1%	9.0%	13.4%	-	7.3%	-	-	8.5%	9.2%	10.0%	10.8%
	Executives	8.1%	10.8%	10.0%	13.4%	9.8%	18.4%	12.5%	15.0%	9.8%	15.5%	11.5%	13.5%
	Management	8.1%	10.1%	10.0%	12.1%	10.0%	16.3%	12.5%	15.0%	8.5%	13.3%	10.0%	13.0%
	Professional – Sales	6.9%	9.3%	9.7%	11.5%	-	12.5%	12.5%	-	11.0%	12.2%	12.0%	13.0%
	Professional – Non Sales	8.6%	9.8%	9.4%	12.1%	10.0%	15.5%	12.0%	15.0%	9.0%	13.5%	11.0%	13.0%
	Para-Professional – White collar	8.5%	10.0%	10.0%	11.9%	10.0%	15.8%	13.0%	15.0%	10.0%	13.7%	12.0%	13.0%
	Para-Professional – Blue collar	10.0%	10.6%	10.6%	12.1%	10.5%	17.4%	13.0%	15.0%	10.0%	14.2%	11.0%	13.0%
	Overall*	7.8%	9.8%	9.5%	12.2%	10.0%	15.8%	12.0%	15.0%	9.5%	13.4%	11.0%	13.0%
2010	Head of Organization	8.0%	7.9%	8.0%	9.5%	-	7.0%	-	-	8.0%	9.2%	10.0%	12.0%
	Executives	5.0%	7.8%	8.0%	10.0%	9.0%	10.5%	9.5%	11.5%	9.0%	11.0%	11.0%	12.3%
	Management	5.0%	7.5%	8.0%	9.5%	8.0%	10.5%	9.0%	12.5%	8.3%	10.7%	10.0%	12.8%
	Professional – Sales	5.6%	7.8%	8.0%	9.5%	-	11.5%	11.0%	-	10.0%	11.8%	12.0%	13.0%
	Professional – Non Sales	7.2%	8.1%	8.0%	9.5%	8.5%	10.8%	10.0%	12.5%	9.3%	11.0%	10.5%	12.8%
	Para-Professional – White collar	8.0%	8.9%	9.0%	10.0%	8.5%	11.0%	10.0%	13.0%	9.3%	11.1%	11.0%	13.0%
	Para-Professional – Blue collar	8.0%	8.9%	8.0%	10.0%	9.0%	11.1%	10.0%	13.0%	9.8%	11.3%	11.0%	13.0%
	Overall*	7.4%	8.4%	8.0%	10.0%	8.5%	10.8%	10.0%	12.5%	9.5%	10.9%	10.0%	12.5%

\* Analysis is based on companies that provided information on overall base salary increase and it is not based on the calculation from the different employee categories.



		Shipping & Logistics				Telecommunication			
		25thP	Average	Median	75thP	25thP	Average	Median	75thP
2008	Head of Organization	-	12.0%	11.5%	-	5.4%	8.8%	9.3%	12.0%
	Executives	7.8%	10.3%	10.5%	12.0%	6.1%	8.5%	8.0%	11.1%
	Management	8.6%	11.5%	10.5%	12.0%	4.6%	8.3%	9.3%	12.1%
	Professional – Sales	11.0%	13.0%	12.0%	12.5%	4.1%	8.6%	10.8%	11.4%
	Professional – Non Sales	9.4%	12.4%	11.5%	12.4%	4.1%	8.4%	10.8%	12.1%
	Para-Professional – White collar	10.0%	12.2%	11.0%	12.0%	9.0%	10.1%	10.6%	12.5%
	Para-Professional – Blue collar	8.5%	10.2%	11.3%	12.0%	-	-	-	-
	Overall*	9.5%	12.0%	11.5%	12.7%	8.0%	9.9%	10.6%	11.9%
2009	Head of Organization	-	-	-	-	5.4%	8.4%	8.6%	9.8%
	Executives	4.9%	9.5%	9.7%	14.4%	7.1%	8.5%	8.6%	9.9%
	Management	5.8%	9.6%	9.7%	14.4%	7.3%	8.8%	9.0%	10.2%
	Professional – Sales	9.4%	11.6%	11.3%	14.4%	9.3%	10.4%	11.0%	11.9%
	Professional – Non Sales	8.3%	10.8%	10.0%	13.8%	7.3%	9.3%	10.0%	11.3%
	Para-Professional – White collar	7.8%	10.7%	10.0%	13.8%	6.3%	9.4%	10.4%	12.2%
	Para-Professional – Blue collar	6.8%	8.8%	7.2%	9.4%	-	-	-	-
	Overall*	6.7%	9.0%	7.2%	13.1%	8.2%	10.1%	11.0%	12.0%
2010	Head of Organization	-	-	-	-	4.5%	7.2%	9.0%	9.0%
	Executives	4.7%	9.9%	11.5%	15.0%	4.5%	7.2%	9.0%	9.0%
	Management	6.1%	10.2%	11.5%	15.0%	4.5%	7.2%	9.0%	9.0%
	Professional – Sales	8.3%	10.9%	12.1%	15.0%	-	9.1%	10.0%	-
	Professional – Non Sales	7.2%	10.5%	11.5%	15.0%	4.5%	8.0%	9.0%	11.0%
	Para-Professional – White collar	8.2%	10.8%	11.9%	15.0%	-	7.5%	6.8%	-
	Para-Professional – Blue collar	-	8.4%	7.8%	-	-	-	-	-
	Overall*	6.8%	10.4%	11.5%	15.0%	6.8%	9.3%	10.0%	11.5%

\* Analysis is based on companies that provided information on overall base salary increase and it is not based on the calculation from the different employee categories.

Table 130. Base Salary Increases – By industry specific surveys (including Salary Freeze)

		Chemical				Consumer Goods				High-Tech			
		25thP	Average	Median	75thP	25thP	Average	Median	75thP	25thP	Average	Median	75thP
2008	Head of Organization	9.0%	9.1%	10.0%	11.0%	6.6%	9.5%	10.0%	11.0%	8.0%	9.9%	10.0%	11.3%
	Executives	8.5%	9.0%	10.0%	11.0%	8.5%	10.3%	10.3%	12.0%	7.8%	9.5%	10.0%	10.3%
	Management	8.6%	10.1%	10.0%	11.5%	8.0%	9.6%	10.0%	11.4%	8.8%	10.2%	10.0%	11.3%
	Professional – Sales	10.0%	10.8%	10.5%	11.6%	8.6%	9.9%	10.5%	11.6%	7.3%	9.7%	10.0%	11.8%
	Professional – Non Sales	10.0%	11.2%	11.0%	12.0%	8.1%	9.9%	10.5%	12.0%	9.1%	11.0%	10.3%	12.0%
	Para-Professional – White collar	10.0%	11.7%	10.9%	12.3%	8.6%	9.9%	10.0%	11.1%	8.0%	9.6%	10.0%	11.0%
	Para-Professional – Blue collar	10.0%	11.7%	11.0%	12.3%	9.0%	10.8%	11.0%	11.9%	5.2%	6.8%	6.5%	8.3%
	Overall*	9.5%	10.8%	10.5%	11.6%	8.5%	9.9%	10.0%	11.0%	9.7%	10.8%	10.6%	13.0%
2009	Head of Organization	0.0%	4.4%	0.0%	8.8%	5.4%	9.2%	9.5%	11.6%	8.0%	9.4%	10.0%	10.0%
	Executives	0.0%	4.9%	6.0%	8.6%	8.3%	9.0%	9.5%	11.5%	9.0%	9.8%	10.0%	10.4%
	Management	0.0%	5.9%	7.2%	9.8%	8.0%	9.2%	9.5%	11.5%	8.3%	10.2%	10.0%	12.2%
	Professional – Sales	0.0%	6.2%	7.5%	10.0%	8.2%	9.8%	10.0%	11.5%	8.0%	9.9%	10.0%	11.8%
	Professional – Non Sales	4.0%	7.4%	8.0%	10.0%	8.2%	9.2%	10.0%	11.2%	9.0%	10.7%	10.0%	12.0%
	Para-Professional – White collar	5.0%	7.7%	8.0%	11.4%	8.5%	9.7%	10.0%	11.9%	8.8%	10.7%	10.0%	12.9%
	Para-Professional – Blue collar	6.0%	8.0%	8.0%	11.4%	9.4%	11.1%	10.9%	12.0%	0.9%	5.5%	6.6%	9.9%
	Overall*	3.0%	6.9%	7.5%	10.9%	8.4%	9.8%	10.0%	11.7%	2.0%	8.1%	10.0%	11.0%
2010	Head of Organization	6.8%	7.8%	8.5%	10.0%	10.0%	10.8%	10.0%	12.0%	10.0%	12.5%	10.0%	15.0%
	Executives	7.1%	8.0%	8.0%	10.0%	9.5%	9.9%	10.0%	11.5%	10.0%	12.1%	10.0%	13.0%
	Management	7.5%	8.4%	8.0%	10.0%	8.5%	9.5%	10.0%	11.0%	10.0%	11.7%	10.0%	13.0%
	Professional – Sales	8.0%	8.6%	9.0%	10.0%	9.0%	9.9%	10.0%	12.0%	10.0%	12.1%	10.5%	13.5%
	Professional – Non Sales	8.0%	8.7%	9.0%	10.0%	9.0%	9.8%	10.0%	12.0%	10.0%	12.8%	11.5%	14.5%
	Para-Professional – White collar	8.0%	9.3%	10.0%	10.3%	9.0%	10.0%	10.0%	11.8%	10.0%	12.7%	12.0%	13.0%
	Para-Professional – Blue collar	8.0%	9.4%	10.0%	10.0%	10.0%	10.5%	10.0%	12.0%	10.0%	10.0%	10.0%	10.0%
	Overall*	7.9%	8.8%	9.0%	10.0%	8.6%	10.0%	10.0%	11.0%	9.5%	9.3%	10.8%	12.1%

\* Analysis is based on companies that provided information on overall base salary increase and it is not based on the calculation from the different employee categories.

		Manufacturing				Shipping & Logistics				Telecommunication			
		25thP	Average	Median	75thP	25thP	Average	Median	75thP	25thP	Average	Median	75thP
2008	Head of Organization	5.0%	8.7%	9.0%	10.0%	10.0%	9.6%	11.0%	12.0%	5.4%	8.8%	9.3%	12.0%
	Executives	8.5%	10.1%	10.0%	13.0%	7.8%	10.3%	10.5%	12.0%	6.1%	8.5%	8.0%	11.1%
	Management	8.5%	10.4%	10.0%	12.3%	8.6%	11.5%	10.5%	12.0%	4.6%	8.3%	9.3%	12.1%
	Professional – Sales	8.3%	10.9%	11.0%	12.3%	11.0%	13.0%	12.0%	12.5%	4.1%	8.6%	10.8%	11.4%
	Professional – Non Sales	9.9%	11.7%	11.0%	12.5%	9.4%	12.4%	11.5%	12.4%	4.1%	8.4%	10.8%	12.1%
	Para-Professional – White collar	10.0%	12.2%	11.0%	13.1%	8.4%	11.0%	10.7%	12.0%	9.0%	10.1%	10.6%	12.5%
	Para-Professional – Blue collar	10.0%	11.8%	11.2%	15.0%	8.5%	10.2%	11.3%	12.0%	-	-	-	-
	Overall*	10.0%	12.2%	11.0%	13.4%	9.5%	12.0%	11.5%	12.7%	8.0%	9.9%	10.6%	11.9%
2009	Head of Organization	3.0%	7.9%	7.3%	12.3%	0.0%	6.0%	0.0%	15.0%	5.4%	8.4%	8.6%	9.8%
	Executives	1.8%	7.9%	9.0%	12.1%	0.0%	5.7%	3.9%	11.1%	4.5%	7.6%	8.2%	9.9%
	Management	2.0%	7.4%	9.0%	12.0%	0.0%	5.8%	4.2%	11.1%	3.8%	7.0%	8.6%	9.8%
	Professional – Sales	4.5%	7.4%	9.0%	10.7%	0.0%	7.7%	9.2%	12.5%	7.3%	9.1%	10.8%	11.9%
	Professional – Non Sales	5.8%	7.8%	9.0%	11.0%	1.7%	7.6%	8.3%	11.9%	3.8%	7.4%	8.6%	11.0%
	Para-Professional – White collar	5.6%	7.9%	9.0%	11.2%	1.7%	7.5%	7.8%	11.9%	3.5%	7.3%	8.2%	11.3%
	Para-Professional – Blue collar	7.3%	8.2%	10.0%	11.5%	6.8%	8.8%	7.2%	9.4%	-	-	-	-
	Overall*	5.3%	7.8%	8.8%	11.7%	3.3%	7.2%	6.9%	11.2%	4.0%	8.3%	9.6%	11.6%
2010	Head of Organization	5.7%	6.8%	8.0%	9.0%	7.5%	10.0%	15.0%	15.0%	4.5%	7.2%	9.0%	9.0%
	Executives	5.0%	7.0%	8.0%	9.5%	3.3%	8.5%	8.0%	15.0%	3.8%	6.0%	6.8%	9.0%
	Management	5.0%	7.5%	8.0%	9.5%	4.2%	8.8%	8.0%	15.0%	3.8%	6.0%	6.8%	9.0%
	Professional – Sales	5.6%	7.8%	8.0%	9.5%	5.5%	9.3%	9.2%	15.0%	-	9.1%	10.0%	-
	Professional – Non Sales	7.2%	8.1%	8.0%	9.5%	5.0%	9.0%	8.0%	15.0%	3.8%	6.7%	6.8%	10.5%
	Para-Professional – White collar	8.0%	8.9%	9.0%	10.0%	5.5%	9.3%	8.8%	15.0%	3.5%	6.0%	4.5%	9.0%
	Para-Professional – Blue collar	8.0%	8.9%	8.0%	10.0%	6.5%	8.4%	7.8%	9.8%	-	-	-	-
	Overall*	7.4%	8.4%	8.0%	10.0%	4.7%	8.9%	8.0%	15.0%	4.3%	8.1%	9.5%	11.3%

\* Analysis is based on companies that provided information on overall base salary increase and it is not based on the calculation from the different employee categories.

## Variable Pay – By Industry Specific Surveys

Table 131. Variable pay based on performance, as percentage of base salary – By industry specific surveys

		Automotive				Chemical				Consumer Goods			
		25thP	Average	Median	75thP	25thP	Average	Median	75thP	25thP	Average	Median	75thP
2008	Head of Organization	-	-	-	-	13.0%	22.2%	20.0%	27.5%	13.5%	27.0%	18.0%	38.7%
	Executives	13.8%	29.5%	17.0%	46.0%	13.1%	21.4%	20.5%	26.1%	16.1%	27.4%	23.0%	37.9%
	Management – Sales	9.3%	19.9%	11.9%	28.1%	12.8%	24.8%	17.6%	24.8%	15.0%	23.7%	21.2%	27.0%
	Management – Non Sales	15.4%	24.3%	17.0%	34.5%	12.0%	15.5%	15.1%	18.4%	13.0%	19.8%	17.5%	23.2%
	Professional – Sales	-	26.9%	26.9%	-	11.8%	28.6%	15.0%	24.6%	15.0%	26.1%	19.4%	30.1%
	Professional – Non Sales	9.4%	24.1%	18.4%	40.3%	11.0%	13.0%	13.0%	15.1%	9.9%	14.5%	15.0%	17.7%
	Para-Professional – White collar	25.5%	37.6%	39.4%	46.0%	9.4%	12.3%	12.0%	14.0%	11.0%	15.9%	15.0%	21.2%
	Para-Professional – Blue collar	23.0%	30.6%	32.9%	43.0%	8.6%	11.9%	12.0%	14.2%	7.9%	16.8%	13.6%	24.1%
	Overall*	18.1%	27.1%	21.0%	36.1%	12.5%	17.7%	15.4%	22.3%	13.9%	19.4%	18.0%	25.0%
2009	Head of Organization	-	-	-	-	14.0%	21.7%	20.0%	28.8%	15.0%	31.5%	20.0%	40.0%
	Executives	15.4%	20.6%	16.8%	19.2%	15.0%	19.6%	20.0%	22.0%	15.0%	24.6%	24.7%	30.0%
	Management – Sales	16.8%	26.8%	21.0%	21.4%	15.0%	20.0%	17.3%	20.0%	15.0%	22.4%	19.3%	28.4%
	Management – Non Sales	15.8%	22.0%	18.0%	32.5%	14.3%	15.5%	15.4%	18.0%	11.0%	16.5%	15.0%	21.4%
	Professional – Sales	-	44.4%	39.2%	-	11.4%	19.0%	15.0%	20.5%	11.1%	26.5%	19.2%	30.0%
	Professional – Non Sales	15.8%	19.3%	16.9%	21.4%	9.9%	12.7%	12.3%	15.1%	8.0%	13.3%	10.5%	15.3%
	Para-Professional – White collar	21.8%	38.8%	30.4%	47.5%	8.4%	11.6%	11.8%	15.0%	7.7%	16.9%	11.0%	21.4%
	Para-Professional – Blue collar	21.4%	29.4%	22.9%	38.0%	7.8%	11.2%	11.5%	15.0%	8.5%	14.9%	11.8%	20.8%
	Overall*	18.3%	24.5%	21.4%	31.4%	10.1%	15.9%	15.0%	18.5%	11.5%	19.3%	17.0%	21.4%
2010	Head of Organization	-	-	-	-	10.4%	19.4%	16.3%	27.8%	15.8%	29.4%	20.5%	40.0%
	Executives	-	27.6%	20.9%	-	11.5%	18.1%	20.0%	22.0%	18.5%	24.7%	23.9%	29.6%
	Management – Sales	-	17.2%	19.1%	-	14.5%	19.5%	18.0%	21.5%	15.0%	21.6%	18.6%	23.1%
	Management – Non Sales	16.8%	27.3%	25.0%	41.0%	10.8%	13.4%	15.0%	17.3%	11.3%	16.7%	15.0%	21.2%
	Professional – Sales	-	41.5%	-	-	10.5%	15.8%	14.0%	20.0%	10.3%	24.6%	17.0%	30.0%
	Professional – Non Sales	16.8%	22.7%	18.0%	25.0%	8.8%	11.0%	11.0%	14.1%	9.2%	14.2%	11.5%	15.8%
	Para-Professional – White collar	21.4%	40.2%	25.0%	46.0%	8.3%	10.8%	10.5%	13.1%	7.7%	15.9%	10.0%	15.8%
	Para-Professional – Blue collar	-	25.4%	23.2%	-	8.0%	10.3%	10.0%	13.1%	10.0%	15.0%	11.0%	15.0%
	Overall*	18.0%	27.2%	23.2%	37.8%	10.0%	14.0%	14.3%	15.2%	11.5%	18.8%	16.0%	20.4%

\* Analysis is based on companies that provided information on overall variable pay and it is not based on the calculation from the different employee categories.

		High-Tech				IPMG				Life Insurance			
		25thP	Average	Median	75thP	25thP	Average	Median	75thP	25thP	Average	Median	75thP
2008	Head of Organization	17.3%	31.1%	25.0%	40.8%	17.8%	21.9%	20.5%	27.3%	-	15.2%	-	-
	Executives	14.0%	36.9%	23.0%	40.4%	15.1%	20.0%	19.3%	23.1%	8.5%	19.8%	15.0%	22.0%
	Management – Sales	19.5%	45.0%	36.6%	65.7%	15.8%	28.9%	22.6%	30.6%	12.4%	19.1%	15.3%	24.2%
	Management – Non Sales	11.8%	25.1%	18.0%	25.0%	10.8%	17.0%	15.4%	23.0%	9.0%	12.8%	13.9%	15.4%
	Professional – Sales	20.3%	44.8%	39.3%	58.9%	29.2%	61.5%	55.0%	88.3%	20.5%	48.3%	37.5%	77.3%
	Professional – Non Sales	9.7%	21.8%	15.2%	22.7%	10.0%	15.1%	14.3%	21.0%	11.0%	12.8%	14.0%	15.3%
	Para-Professional – White collar	9.6%	23.3%	17.3%	23.1%	9.7%	13.5%	12.6%	18.2%	7.0%	11.2%	12.3%	15.3%
	Para-Professional – Blue collar	5.0%	7.6%	8.0%	8.2%	7.7%	12.6%	11.1%	14.6%	-	-	-	-
Overall*	10.8%	27.4%	19.0%	32.5%	15.0%	29.2%	23.1%	32.8%	11.0%	16.0%	15.0%	24.3%	
2009	Head of Organization	18.8%	32.2%	31.0%	40.8%	15.4%	24.3%	25.0%	30.0%	-	20.4%	-	-
	Executives	15.0%	30.9%	25.0%	37.3%	16.5%	21.7%	22.2%	25.0%	15.3%	19.1%	20.0%	28.0%
	Management – Sales	20.0%	39.7%	40.0%	42.7%	18.6%	35.1%	25.0%	40.5%	11.7%	17.4%	15.4%	25.4%
	Management – Non Sales	11.6%	22.8%	20.0%	25.0%	14.3%	18.6%	17.0%	21.0%	15.0%	15.1%	15.4%	17.0%
	Professional – Sales	20.0%	45.0%	40.0%	60.0%	41.0%	68.1%	61.0%	100.0%	17.5%	37.8%	22.5%	51.3%
	Professional – Non Sales	9.8%	20.6%	15.4%	22.3%	7.7%	14.0%	12.5%	19.0%	10.6%	14.3%	15.2%	15.7%
	Para-Professional – White collar	8.1%	20.4%	15.4%	22.7%	7.7%	12.8%	11.1%	17.2%	10.6%	13.8%	13.8%	15.3%
	Para-Professional – Blue collar	5.8%	7.7%	8.0%	8.1%	7.7%	12.0%	10.5%	14.6%	-	-	-	-
Overall*	10.0%	26.5%	21.4%	36.0%	19.3%	32.5%	25.3%	42.0%	15.3%	19.8%	20.0%	28.0%	
2010	Head of Organization	13.1%	28.5%	22.2%	38.7%	15.3%	24.3%	23.0%	30.0%	-	-	-	-
	Executives	15.0%	32.4%	25.7%	38.7%	15.4%	22.1%	22.4%	25.0%	22.0%	24.4%	29.0%	30.0%
	Management – Sales	20.5%	37.5%	25.0%	42.6%	19.4%	32.7%	24.0%	30.6%	-	21.6%	22.7%	-
	Management – Non Sales	12.8%	26.2%	20.0%	36.2%	14.8%	19.1%	18.0%	21.0%	15.1%	19.2%	16.2%	23.0%
	Professional – Sales	21.0%	41.1%	41.0%	55.0%	35.0%	62.4%	60.0%	92.5%	-	56.3%	57.5%	-
	Professional – Non Sales	11.8%	24.4%	19.5%	29.1%	7.7%	14.1%	12.5%	19.0%	11.5%	17.0%	15.4%	25.0%
	Para-Professional – White collar	11.9%	25.7%	20.0%	34.4%	7.7%	13.0%	11.1%	19.0%	8.9%	15.3%	13.4%	22.6%
	Para-Professional – Blue collar	-	7.3%	-	-	7.7%	12.3%	11.0%	14.8%	-	-	-	-
Overall*	10.0%	29.3%	22.2%	40.5%	19.9%	30.1%	25.0%	41.0%	21.3%	24.0%	26.5%	29.5%	

\* Analysis is based on companies that provided information on overall variable pay and it is not based on the calculation from the different employee categories.

		Manufacturing				Mining				Mining & Mining Services			
		25thP	Average	Median	75thP	25thP	Average	Median	75thP	25thP	Average	Median	75thP
2008	Head of Organization	15.3%	20.4%	21.5%	24.8%	-	44.3%	-	-	15.0%	32.8%	21.2%	30.0%
	Executives	15.0%	17.7%	16.3%	22.3%	13.3%	35.5%	26.9%	48.3%	10.0%	27.5%	17.6%	28.8%
	Management – Sales	15.0%	22.6%	19.0%	28.4%	-	-	-	-	-	34.0%	-	-
	Management – Non Sales	7.7%	13.5%	13.1%	16.7%	11.7%	31.1%	28.8%	38.0%	8.7%	28.7%	18.6%	34.7%
	Professional – Sales	14.9%	27.3%	28.9%	31.3%	-	-	-	-	-	29.5%	-	-
	Professional – Non Sales	7.4%	12.5%	8.3%	16.0%	11.7%	30.8%	28.8%	39.2%	8.4%	26.5%	15.0%	37.1%
	Para-Professional – White collar	6.5%	13.7%	8.3%	16.7%	9.2%	30.7%	30.4%	43.1%	8.3%	26.0%	15.0%	40.0%
	Para-Professional – Blue collar	6.4%	11.6%	7.9%	15.4%	15.8%	39.0%	36.5%	58.8%	8.5%	31.0%	21.2%	51.0%
	Overall*	12.0%	17.9%	15.5%	25.3%	10.4%	30.3%	29.6%	36.9%	8.3%	27.1%	14.0%	33.0%
2009	Head of Organization	17.0%	22.1%	23.5%	25.0%	-	42.6%	30.0%	-	16.0%	31.7%	19.2%	30.0%
	Executives	15.0%	16.7%	16.0%	22.2%	15.0%	31.2%	30.0%	33.3%	15.1%	26.2%	18.0%	31.3%
	Management – Sales	14.8%	21.3%	17.7%	26.0%	-	-	-	-	-	23.3%	-	-
	Management – Non Sales	7.6%	10.9%	9.2%	15.3%	8.0%	26.7%	25.0%	31.7%	13.3%	26.0%	18.0%	31.0%
	Professional – Sales	14.9%	25.2%	20.2%	30.8%	-	-	-	-	-	18.3%	-	-
	Professional – Non Sales	7.2%	10.1%	8.2%	15.1%	7.7%	26.5%	20.0%	33.0%	9.4%	24.1%	16.0%	32.1%
	Para-Professional – White collar	6.4%	11.4%	8.2%	15.5%	7.7%	25.7%	15.0%	31.7%	7.7%	23.6%	15.0%	30.9%
	Para-Professional – Blue collar	6.3%	9.1%	7.7%	11.9%	9.4%	28.2%	20.0%	34.2%	8.3%	29.7%	15.2%	28.8%
	Overall*	11.0%	16.7%	15.0%	20.0%	7.7%	25.8%	20.0%	31.9%	10.6%	26.0%	16.3%	31.0%
2010	Head of Organization	17.0%	22.3%	23.5%	25.0%	-	50.3%	-	-	16.7%	39.7%	30.8%	40.0%
	Executives	15.0%	18.1%	18.4%	22.3%	30.4%	41.8%	32.5%	43.3%	17.5%	33.4%	30.4%	32.9%
	Management – Sales	15.0%	22.9%	18.0%	26.0%	-	-	-	-	-	23.3%	-	-
	Management – Non Sales	7.6%	12.4%	11.5%	16.5%	25.0%	34.4%	30.8%	36.0%	16.0%	32.0%	25.0%	33.9%
	Professional – Sales	14.9%	26.2%	25.0%	30.8%	-	-	-	-	-	18.3%	-	-
	Professional – Non Sales	7.2%	10.9%	8.2%	15.3%	20.0%	34.2%	31.7%	38.5%	15.2%	29.9%	25.0%	35.7%
	Para-Professional – White collar	6.4%	12.2%	8.2%	15.8%	15.0%	33.3%	30.0%	46.2%	11.3%	29.5%	27.5%	42.6%
	Para-Professional – Blue collar	6.3%	9.9%	7.7%	11.7%	13.8%	34.0%	27.5%	42.5%	10.0%	36.1%	25.0%	38.7%
	Overall*	11.8%	18.4%	17.5%	25.0%	20.0%	33.2%	30.8%	32.3%	15.2%	32.2%	25.0%	32.0%

\* Analysis is based on companies that provided information on overall variable pay and it is not based on the calculation from the different employee categories.

		Shipping & Logistics				Telecommunication			
		25thP	Average	Median	75thP	25thP	Average	Median	75thP
2008	Head of Organization	-	31.9%	-	-	-	29.5%	23.7%	-
	Executives	17.1%	22.6%	23.5%	30.0%	17.9%	27.3%	22.2%	30.6%
	Management – Sales	15.1%	32.6%	20.0%	33.6%	20.9%	34.5%	28.4%	44.9%
	Management – Non Sales	11.1%	15.9%	13.0%	16.0%	17.9%	25.9%	22.2%	30.4%
	Professional – Sales	15.8%	34.0%	16.9%	43.6%	20.9%	37.1%	31.1%	51.6%
	Professional – Non Sales	10.0%	15.7%	14.3%	16.5%	17.9%	27.3%	22.2%	31.0%
	Para-Professional – White collar	10.9%	17.7%	15.1%	19.8%	20.7%	29.1%	23.1%	34.4%
	Para-Professional – Blue collar	8.1%	19.1%	13.1%	29.9%	-	-	-	-
Overall*	12.0%	20.0%	14.3%	26.3%	19.2%	32.2%	26.0%	43.8%	
2009	Head of Organization	-	22.0%	18.6%	-	-	23.2%	23.7%	-
	Executives	14.3%	19.7%	23.0%	24.0%	17.9%	28.1%	23.7%	36.3%
	Management – Sales	14.3%	26.3%	19.2%	23.0%	20.9%	48.1%	29.5%	57.4%
	Management – Non Sales	10.7%	13.9%	13.8%	15.8%	17.9%	28.0%	23.7%	36.3%
	Professional – Sales	12.4%	27.3%	16.9%	22.3%	20.9%	53.1%	29.5%	58.6%
	Professional – Non Sales	8.4%	13.7%	14.6%	15.9%	17.9%	28.0%	23.7%	36.3%
	Para-Professional – White collar	7.7%	15.1%	15.0%	16.9%	20.7%	30.0%	26.0%	39.6%
	Para-Professional – Blue collar	7.7%	14.2%	9.2%	15.3%	-	-	-	-
Overall*	10.7%	15.3%	14.3%	23.0%	19.2%	36.9%	26.0%	50.2%	
2010	Head of Organization	-	-	-	-	-	23.2%	23.7%	-
	Executives	20.8%	22.6%	23.0%	23.8%	16.5%	24.6%	21.4%	29.5%
	Management – Sales	17.0%	33.1%	21.5%	24.1%	20.3%	47.6%	26.0%	54.0%
	Management – Non Sales	12.8%	15.4%	15.3%	18.0%	16.5%	24.6%	21.4%	29.5%
	Professional – Sales	15.7%	34.4%	20.0%	37.3%	20.3%	53.1%	26.0%	54.0%
	Professional – Non Sales	15.2%	16.0%	16.0%	17.6%	19.8%	26.4%	23.7%	31.3%
	Para-Professional – White collar	15.3%	17.7%	16.5%	21.5%	21.4%	29.3%	26.0%	33.0%
	Para-Professional – Blue collar	-	18.8%	16.1%	-	-	-	-	-
Overall*	15.5%	19.1%	19.5%	23.1%	17.9%	35.2%	23.7%	43.5%	

\* Analysis is based on companies that provided information on overall variable pay and it is not based on the calculation from the different employee categories.