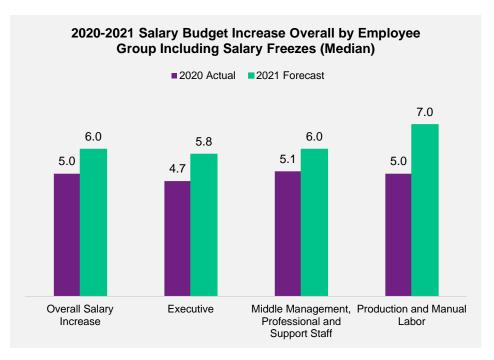


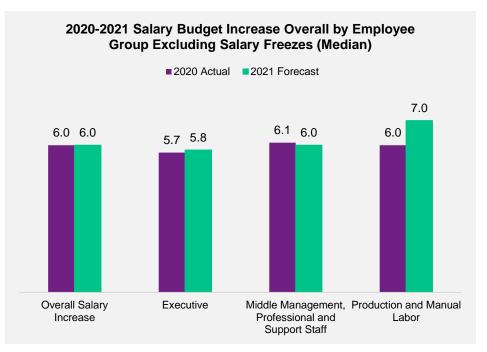
## Sample Country

**Industry X** 

Salary Budget Planning Data







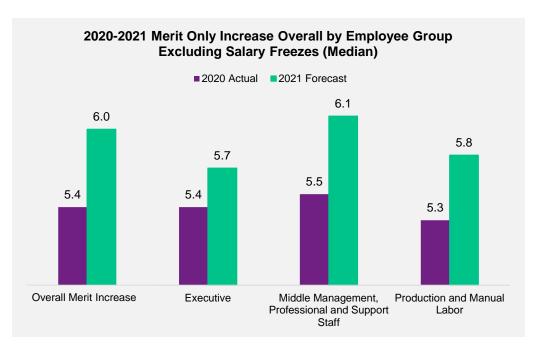
	2020 Actual			2021 Forecast			Difference
Employee Group	P25	P50	P75	P25	P50	P75	P50
Overall Salary Increase (including Salary Freezes)							
Overall Salary Increase (excluding Salary Freezes)							
Executive (including Salary Freezes)							
Executive (excluding Salary Freezes)							
Middle Management, Professional and Support Staff (including Salary Freezes)							
Middle Management, Professional and Support Staff (excluding Salary Freezes)							
Production and Manual Labor (including Salary Freezes)							
Production and Manual Labor (excluding Salary Freezes)							

### **Sample Country**

**Industry X** 

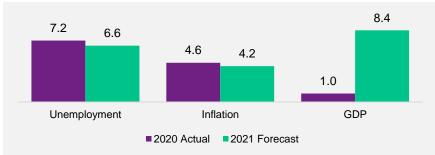
Salary Budget Planning Data



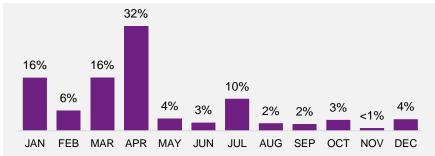


	20	2020 Actual			1 Fore	Difference	
Employee Group	P25	P50	P75	P25	P50	P75	P50
Overall Merit Increase							
Executive							
Middle Management, Professional and Support Staff							
Production and Manual Labor							

### **Key Economic Data**



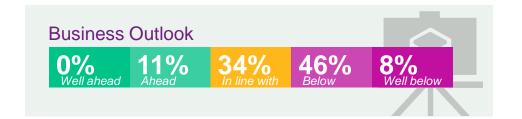
### Most Prevalent Salary Review Month



### Salary Review Status

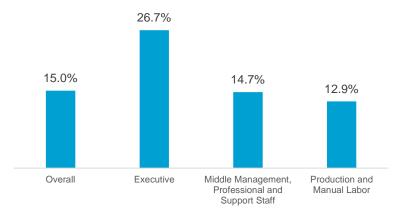


# Sample Country Industry X Salary Budget Planning Data

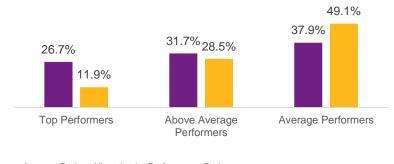


### Variable Pay

Projected 2021 Payout for 2020 Performance Year, median



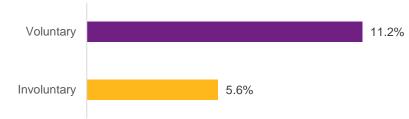
## Salary Increase Budget Allocation by Performance Rating



Average Budget Allocation by Performance RatingAverage Employees' Distribution by Performance Rating

#### **Attrition**

Average attrition in the past 12 months



### Recruitment

Recruitment plan in the next 12 months

13%	68%		20%		
Add	Maintain		Reduce		
Rate of headcount incre vs previous year expan		Reason for headcount	•		
30% Ahead	of	32%	Automation		
<b>47%</b> In line	with	3%	<ul><li>Use of contingent workforce</li></ul>		
23% Below		16%	Outsourcing		
		63%	Others		

Top three functions for recruitment in the next 12 months

- 1 Sales (64%)
- 2 Technical Skilled Trades (41%)
- 3 Information Technology (38%)
- 4. Engineering (33%)
- 5. Marketing (33%)
- 6. Finance (8%)