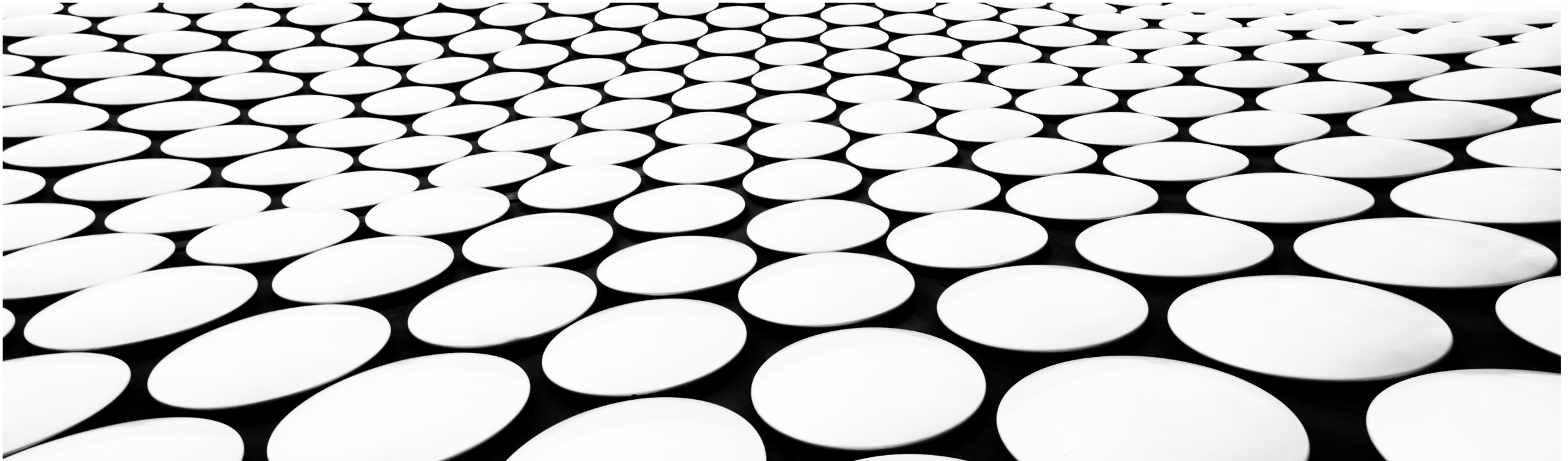




SURVEY *on* 2022 MERIT INCREASES

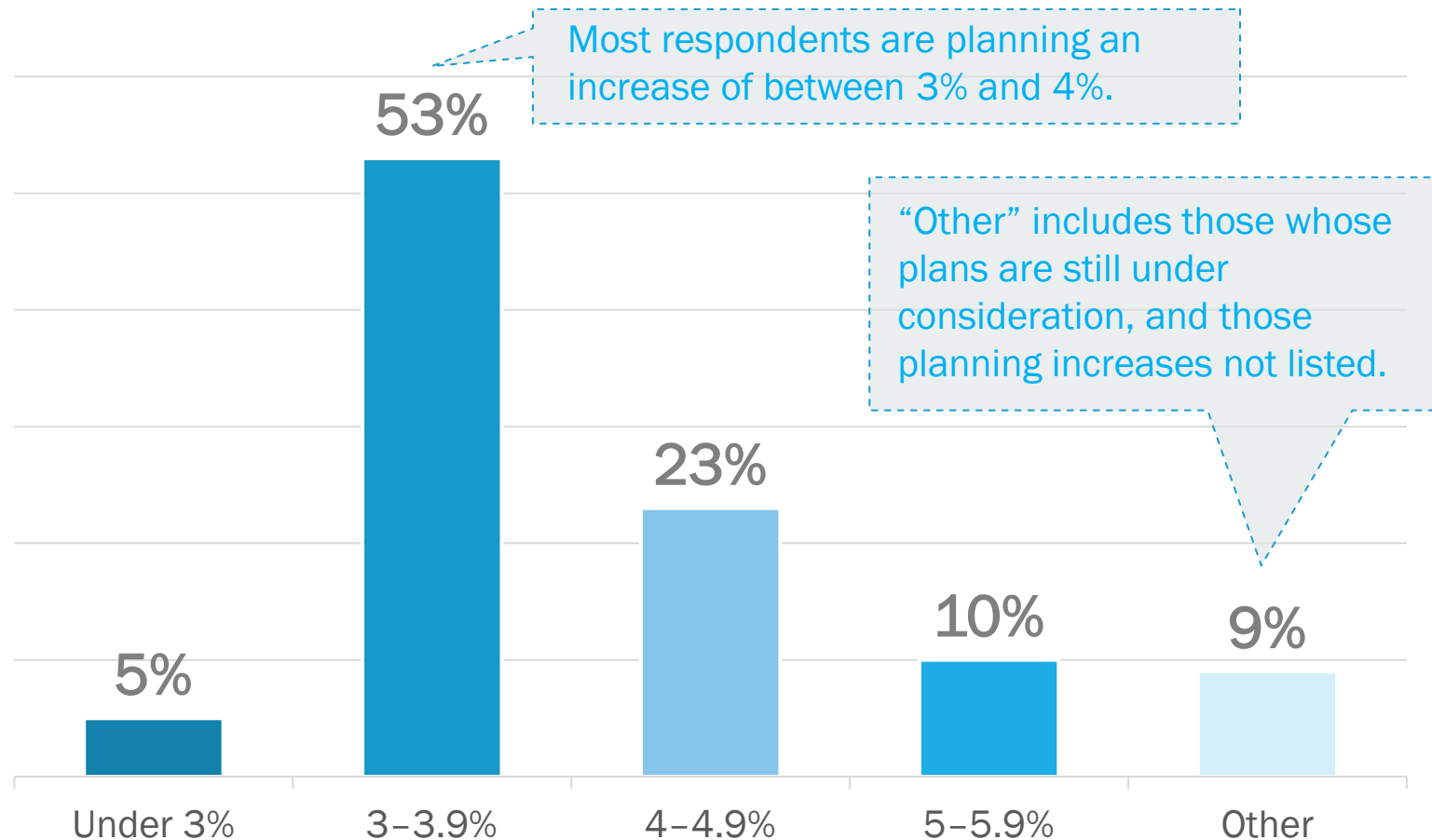
HR POLICY ASSOCIATION SURVEY | DECEMBER 2021

73 Responses | Survey open Nov. 18-24, 2021



MOST PLAN MERIT INCREASES BETWEEN 3% AND 4%

Q: What level of merit increase are you currently planning for 2022?



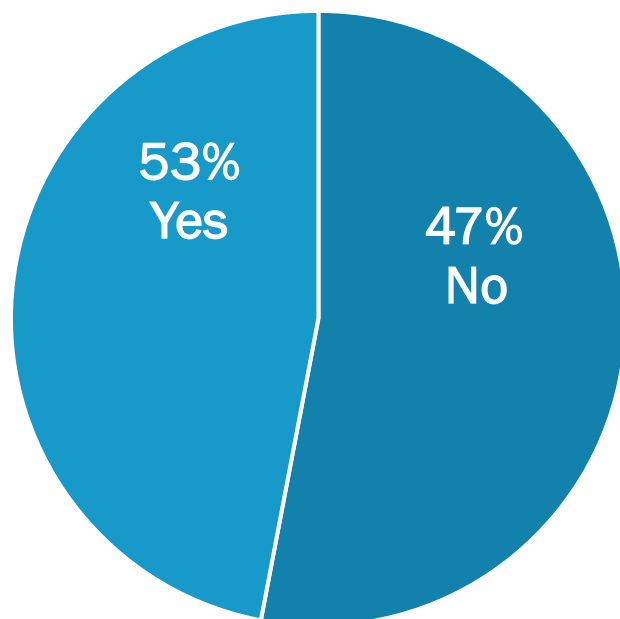
Most respondents are planning an increase of between 3% and 4%.

“Other” includes those whose plans are still under consideration, and those planning increases not listed.

Several companies noted they are keeping a 3% merit budget but earmarking additional percentages for targeted market adjustments (e.g., between 0.5% and 2%).

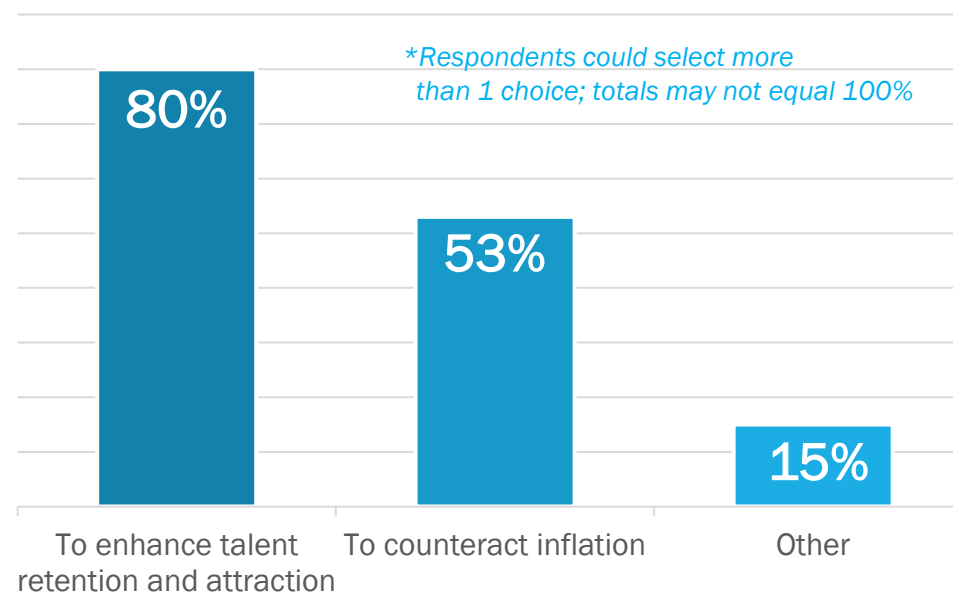
ORIGINAL PLANS ADJUSTED FOR TALENT RETENTION AND ATTRACTION, INFLATION

Q: Has the merit increase you specified in Question 1 changed from your original plans for 2022 merit increases?



A majority (53%) of respondents have changed their original merit increase plans for 2022.

Q: If yes, what are the reason(s) that this level has changed?



Most respondents (80%) changed their plans with the goal of talent retention and attraction, and over half (53%) did so to counteract inflation. Other reasons included to ensure market competitiveness.