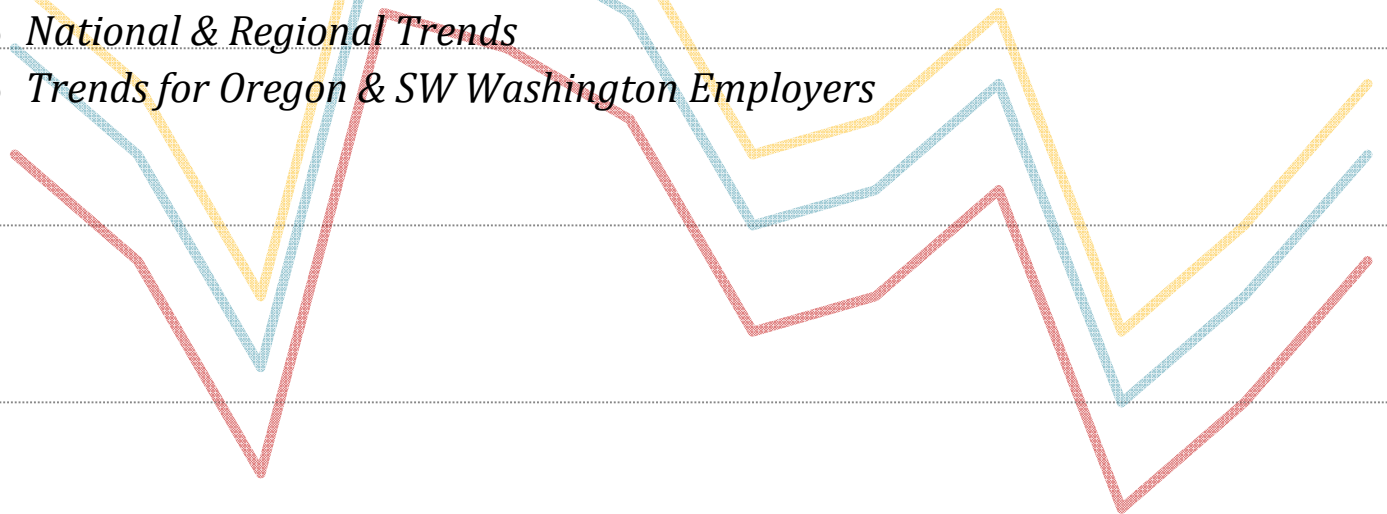


# 2014-2015 WAGE TRENDS REPORT

- *National & Regional Trends*
- *Trends for Oregon & SW Washington Employers*



## MBL Group 2014-2015 Wage Trends Report

### **INTRODUCTION**

MBL Group, LLC is pleased to provide a review of the salary and structure increase trends for 2014-2015.

Our wage trends data has been prepared with two sections:

- National & Regional Trends Update
- Oregon & SW Washington Wage Trends Survey Report

### *National & Regional Trends Update*

Every year, as a service to our clients, MBL Group collects compensation trend information and publishes our complimentary Wage Trends Report to assist in the budgeting, salary review and planning processes. Data summarized in this report section has been compiled from the following sources: Aon Hewitt, Mercer, Hay Group, Milliman, Inc., and WorldatWork.

### *Oregon & SW Washington Wage Trends Survey Report*

For the fourth year in a row, we invited organizations throughout Oregon and SW Washington to provide data on what compensation actions have been taken in 2014 and what is being planned in 2015.

MBL Group was delighted to partner this year with Boly:Welch HR Matters and The Partners Group to expand the participation reach of our survey.

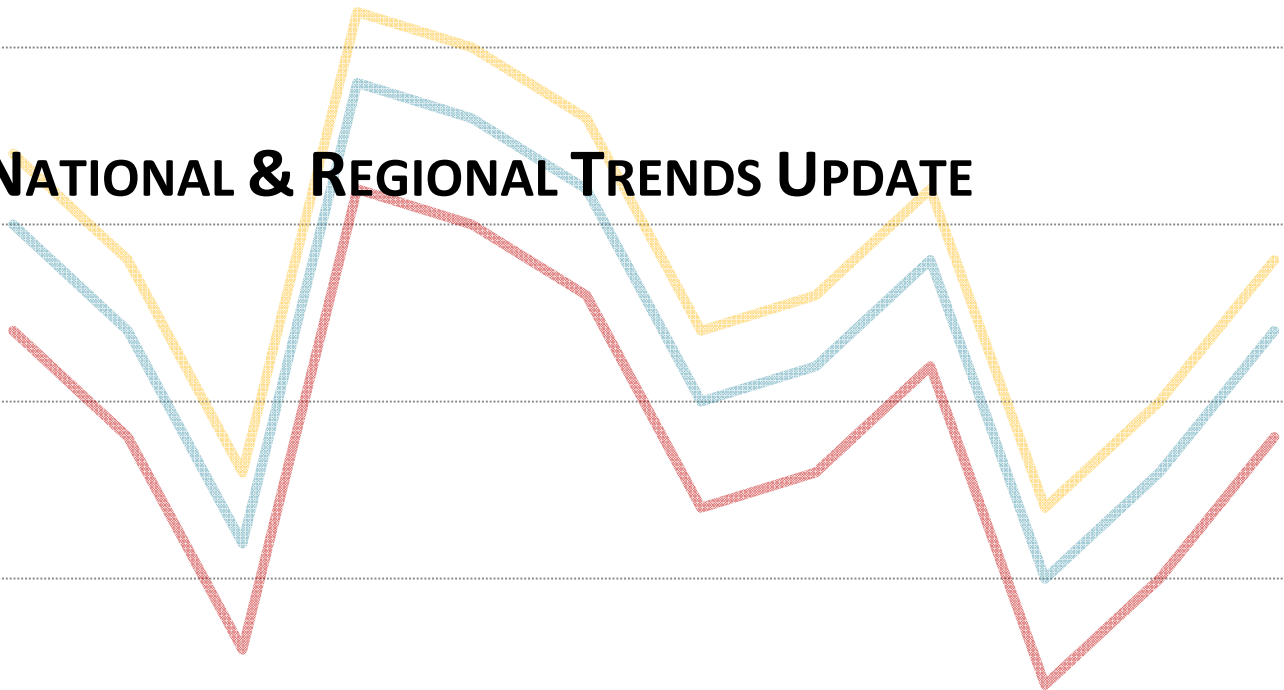
boly:welch



The 2014 - 2015 Survey was conducted in the Fall of 2014. Total this year was 339 participants - a 61% increase in participation over last year.

Survey participants were allowed to answer questions only as they applied to them and were able to skip questions, and as such, not all survey questions were answered by 100% of survey participants.

# NATIONAL & REGIONAL TRENDS UPDATE



## ***NATIONAL & REGIONAL TRENDS***

### ***METHODOLOGY***

According to all economic indicators, the recession is "over". Hip, Hip, Hooray! During these past 8 years, many organizations indicated that they were making conscious decisions to not increase merit budgets or trend salary ranges - said another way, 0% increases. Survey administrators began the reporting trends with both ways. Thus the practice of reporting "with zeros" and "without zeros" was born.

Over the past three years, however, fewer and fewer companies are consciously allocating "zeros". In past years, MBL has reported our trend results both ways. But this year, it is time to get back to the business of growing our businesses. Our trends report is inclusive of the fewer and fewer organizations that report "zeros".

The tables below demonstrates the declining number of organizations are reporting "0%" adjustments over the past 2 years and projections for 2015.

### ***REGIONAL SALARY INCREASES: MEDIAN PERCENT REPORTING 0% ADJUSTMENT***

<b>Salaries</b>	<b>Cross Industry</b>	<b>All Private Sector</b>	<b>All Public Sector</b>	<b>All For Profit</b>	<b>All Nonprofit</b>
<b>2013 PNW</b>	4.7%	3.9%	16.7%	3.0%	10.3%
<b>2014 PNW</b>	3.1%	4.2%	7.9%	3.2%	7.0%
<b>2015 PNW</b>	0.0%	0.0%	33.3%	0.0%	11.6%

### ***REGIONAL STRUCTURE MOVEMENT: MEDIAN PERCENT REPORTING 0% ADJUSTMENT***

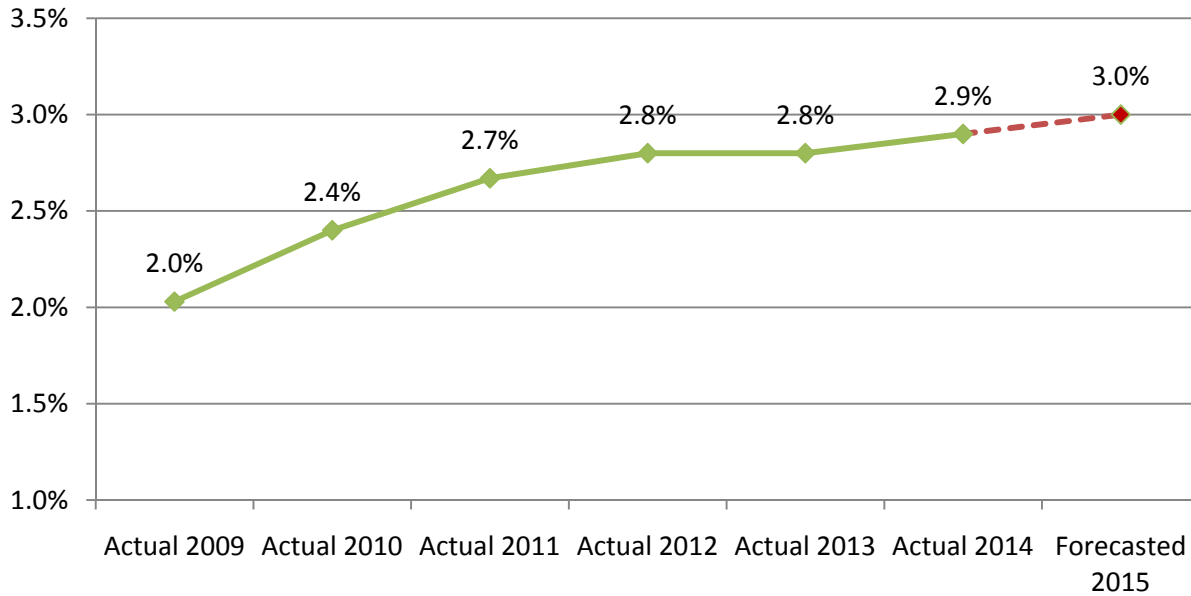
<b>Structure</b>	<b>Cross Industry</b>	<b>All Private Sector</b>	<b>All Public Sector</b>	<b>All For Profit</b>	<b>All Nonprofit</b>
<b>2013 PNW</b>	25.4%	23.8%	27.0%	19.0%	29.8%
<b>2014 PNW</b>	20.4%	19.0%	17.6%	14.5%	23.0%
<b>2015 PNW</b>	0.0%	9.5%	33.3%	7.0%	20.7%

## MBL Group 2014-2015 Wage Trends Report

### OVERALL SALARY INCREASES

#### 6 - YEAR NATIONAL TRENDS

##### All Organizations



#### REGIONAL SALARY INCREASES

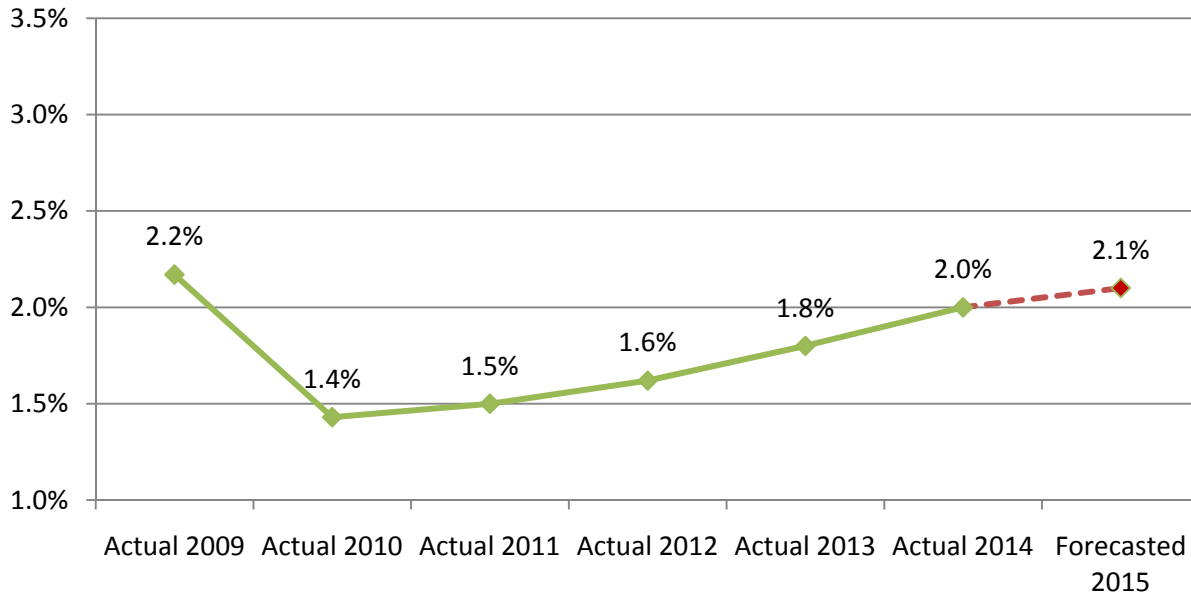
Actual	Oregon / SW Washington	Portland Metro
2010	2.3%	2.1%
2011	2.6%	2.4%
2012	2.7%	2.6%
2013	2.8%	2.8%
2014	2.9%	2.8%
Forecasted 2015	2.9%	3.0%

## MBL Group 2014-2015 Wage Trends Report

### STRUCTURE / RANGE MOVEMENT

#### 6 - YEAR NATIONAL TRENDS

##### All Organizations



#### REGIONAL STRUCTURE MOVEMENT

	Oregon / SW Washington	Portland Metro
Actual 2010	1.6%	1.2%
Actual 2011	1.4%	1.6%
Actual 2012	1.7%	1.8%
Actual 2013	1.7%	1.9%
Actual 2014	n/d	1.8%
Forecasted 2015	n/d	2.0%

## 2014 - 2015 SALARY INCREASES BY INDUSTRY

### NATIONAL

2014 Actual		2015 Projections	
Distribution / Wholesale / Retail	2.9%	<i>Distribution / Wholesale / Retail</i>	3.0%
Education	2.5%	<i>Education</i>	2.4%
Public Admin	2.8%	<i>Public Admin</i>	2.5%
Healthcare	n/d	<i>Healthcare</i>	n/d
Manufacturing	2.9%	<i>Manufacturing</i>	3.0%
Nonprofit	n/d	<i>Nonprofit</i>	n/d
Services	3.1%	<i>Services</i>	3.0%
Technology / Telecommunications	n/d	<i>Technology / Telecommunications</i>	3.0%
Utilities	3.0%	<i>Utilities</i>	3.3%

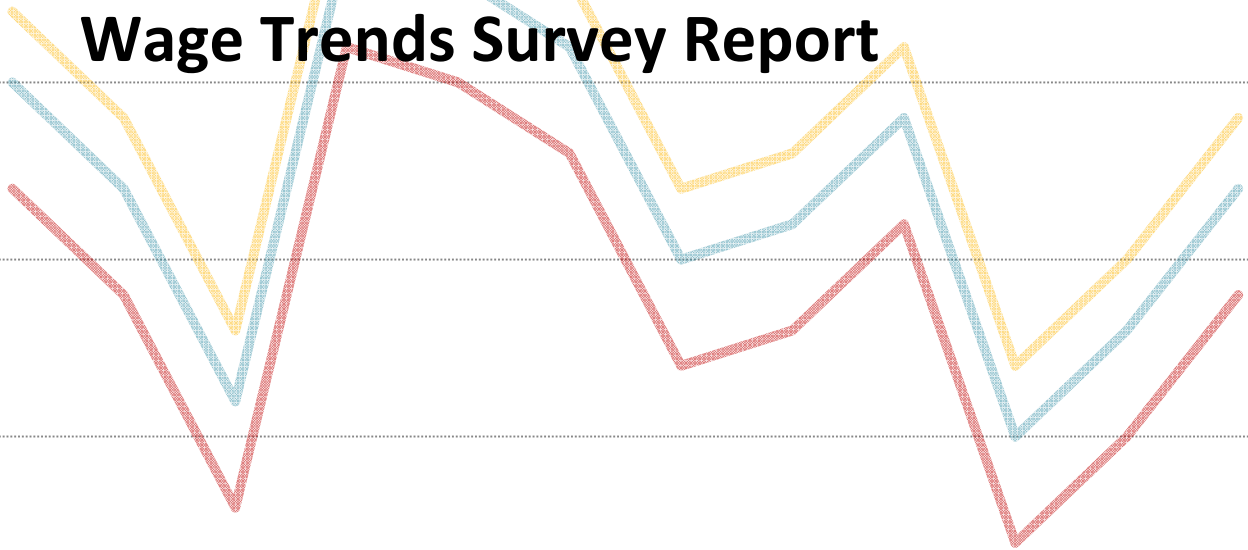
### REGIONAL: PACIFIC NORTHWEST, OREGON AND PORTLAND

2014 Actual		2015 Projections	
Distribution / Wholesale / Retail	2.8%	<i>Distribution / Wholesale / Retail</i>	3.0%
Education	2.3%	<i>Education</i>	2.4%
Public Admin	2.6%	<i>Public Admin</i>	2.4%
Healthcare	2.7%	<i>Healthcare</i>	2.9%
Manufacturing	3.0%	<i>Manufacturing</i>	3.1%
Nonprofit	2.9%	<i>Nonprofit</i>	2.9%
Services	2.9%	<i>Services</i>	3.1%
Technology / Telecommunications	3.1%	<i>Technology / Telecommunications</i>	3.1%
Utilities	2.8%	<i>Utilities</i>	2.8%

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# Oregon & SW Washington Wage Trends Survey Report



## ***WAGE TRENDS SURVEY FOR OREGON & SW WASHINGTON EMPLOYERS***

### ***SURVEY PARTICIPATION***

MBL Group invited organizations throughout Oregon and SW Washington to participate in a wage trends survey during the Fall of 2014. A total of 339 organizations participated in this special survey; this represents a 61% increase in participation over last year.

The following charts and data tables summarize the participating organizations answers to questions on compensation philosophy, increases to wage structures, and increases to employee's wages.

### ***CATEGORIES***

MBL has broken out survey results into the distinct categories of employers including industry, headcount, revenue and location. For-profit employer results are reported separately from nonprofit employer results.

These categories have been selected to provide you with the best options for benchmarking your practices while maintaining confidentiality of any individual participating employer.

### ***CALCULATIONS***

In the data tables that follow, MBL has reported the average increase. The average is a simple average of all responses for a category, including responses of zero (0). Data labeled "n/d" indicates no data was reported for this category. Data labeled "NA" indicates insufficient data due to a low number reporting in a specific category.

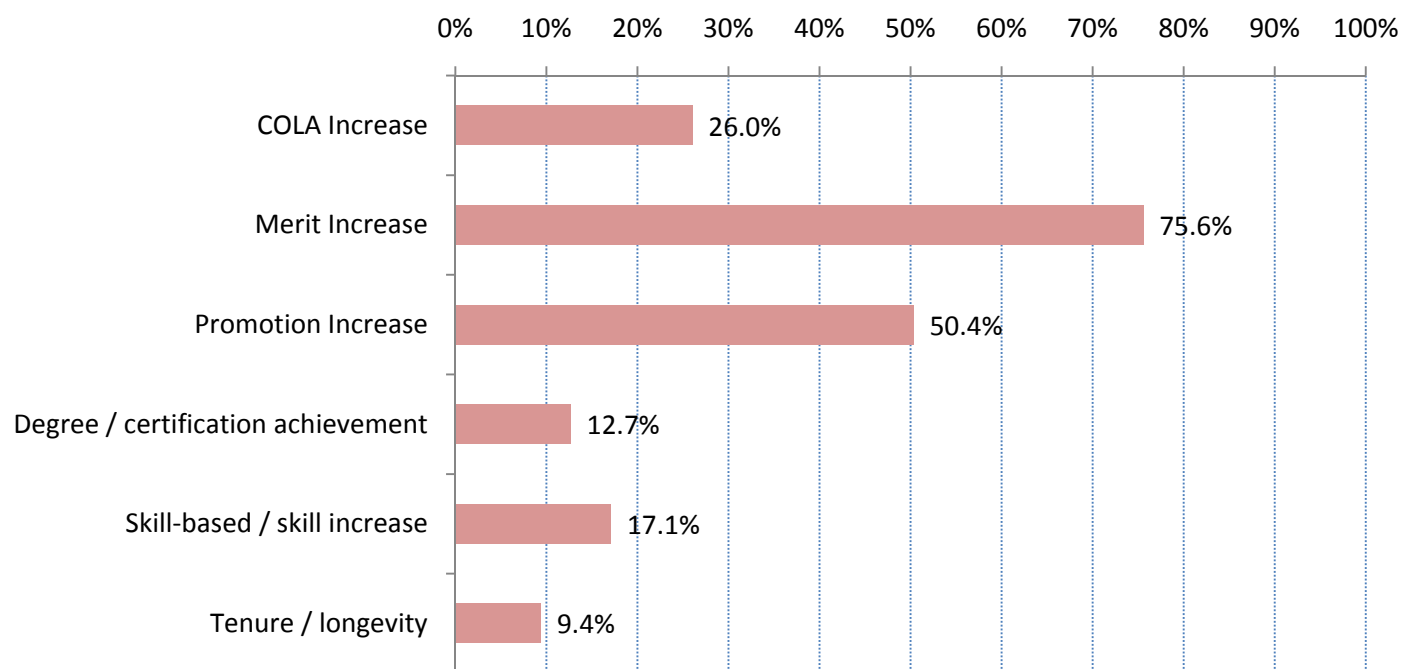
## MBL Group 2014-2015 Wage Trends Report

### SALARY INCREASES

#### Types of Salary Increases

What type of salary increases does your organization budget for?

#### All Participants\*



\* Note: the total may exceed 100% as participants may have chosen more than one of the salary increase options above.

#### Changes from Past Years

Comparing the types of budget increases reported since 2011, merit or performance-based increases continue to be favored over COLA increases in this marketplace. The table below demonstrates types of increases utilized in this region.

	2014	2013	2012	2011
COLA Increase	26%	21%	23%	32%
Merit Increase	76%	79%	80%	61%
Promotion Increase	50%	45%	52%	31%

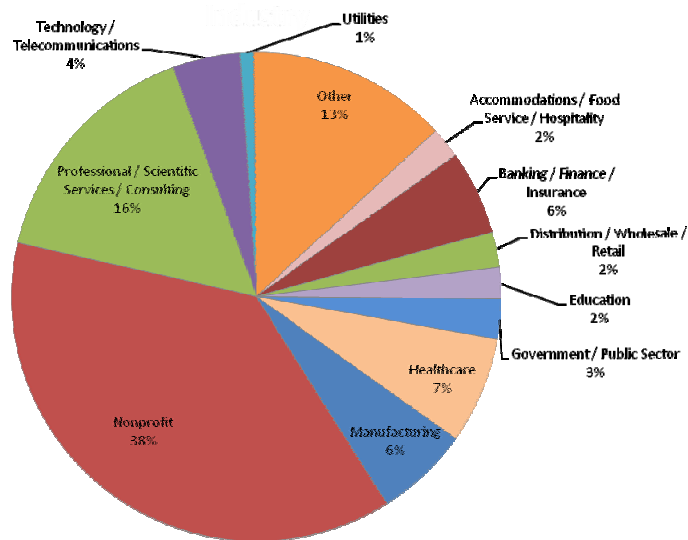
**MBL Group 2014-2015 Wage Trends Report**

**SURVEY PARTICIPATION**

*Industry*

Category that best describes the organization's industry

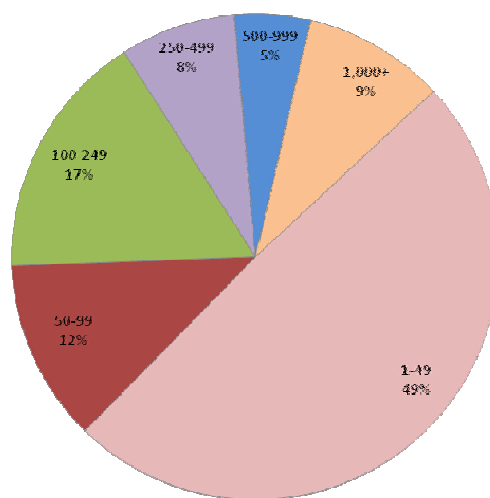
Industry	# Responses
Accommodations / Food Service / Hospitality	7
Banking / Finance / Insurance	19
Distribution / Wholesale / Retail	8
Education	7
Government / Public Sector	9
Healthcare	24
Manufacturing	21
Nonprofit	127
Professional / Scientific Services / Consulting	54
Technology / Telecommunications	15
Utilities	3
Other	45
<b>Total</b>	<b>339</b>



*FTE Budget*

Current full time equivalent (FTE) headcount for the organization

Headcount	# Responses
1-49	167
50-99	41
100-249	56
250-499	26
500-999	17
1,000+	32
<b>Total</b>	<b>339</b>



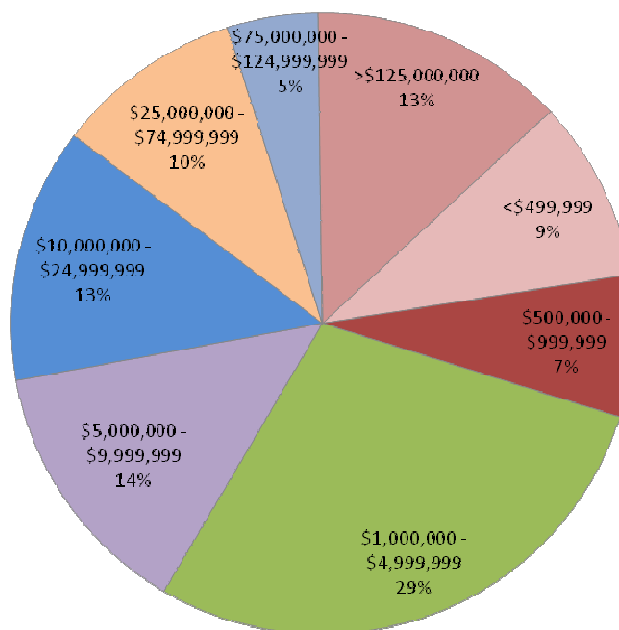
**MBL Group 2014-2015 Wage Trends Report**

**SURVEY PARTICIPATION**

*Revenue / Operating Budget*

Projected revenue or operating budget for the business year ending in 2014

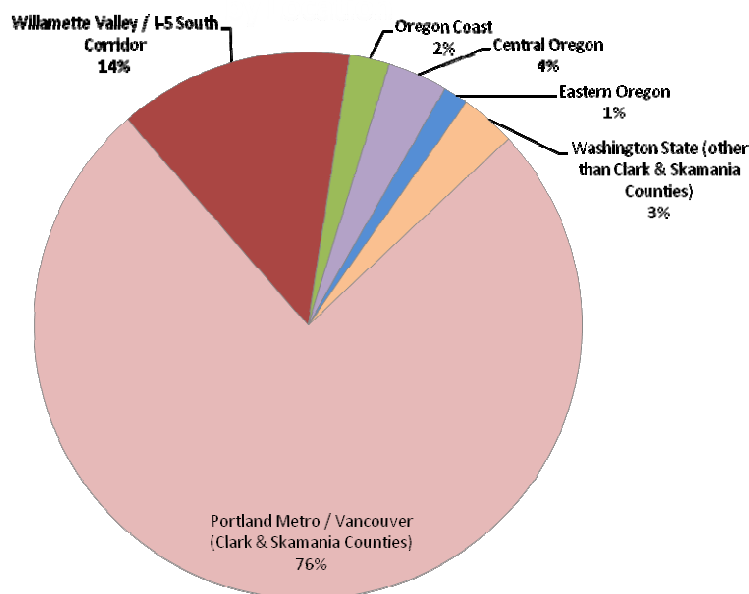
Revenue	# Responses
<\$499,999	32
\$500,000 - \$999,999	25
\$1,000,000 - \$4,999,999	97
\$5,000,000 - \$9,999,999	46
\$10,000,000 - \$24,999,999	45
\$25,000,000 - \$74,999,999	33
\$75,000,000 - \$124,999,999	16
>\$125,000,000	45
<b>Total</b>	<b>339</b>



*Geographic Location*

Location of the organization's primary office

Location	# Responses
Portland Metro / Vancouver (Clark & Skamania Counties)	256
Willamette Valley / I-5 South Corridor	47
Oregon Coast	8
Central Oregon	12
Eastern Oregon	5
Washington State (other than Clark & Skamania Counties)	11
<b>Total</b>	<b>339</b>

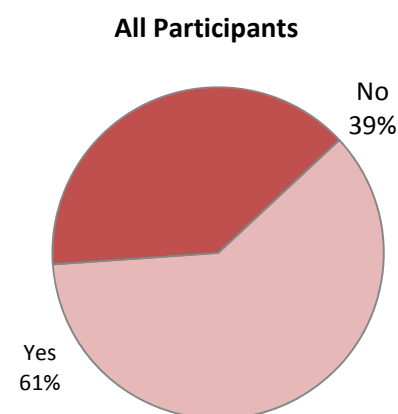


## MBL Group 2014-2015 Wage Trends Report

### COMPENSATION PHILOSOPHY - For Profit ONLY

Does your organization have a compensation philosophy?

by Industry	Yes	No
Accommodations / Food Service / Hospitality	71%	29%
Banking / Finance / Insurance	68%	32%
Distribution / Wholesale / Retail	38%	63%
Education	29%	71%
Government / Public Sector	33%	67%
Healthcare	71%	29%
Manufacturing	71%	29%
Professional / Scientific Services / Consulting	56%	44%
Technology / Telecommunications	60%	40%
Utilities	NA	NA
Other	64%	36%
by Headcount	Yes	No
1-49	48%	52%
50-99	50%	50%
100-249	66%	34%
250-499	68%	32%
500-999	88%	13%
1,000+	86%	14%
by Revenue	Yes	No
<\$499,999	38%	62%
\$500,000 - \$999,999	60%	40%
\$1,000,000 - \$4,999,999	43%	57%
\$5,000,000 - \$9,999,999	41%	59%
\$10,000,000 - \$24,999,999	58%	42%
\$25,000,000 - \$74,999,999	77%	23%
\$75,000,000 - \$124,999,999	81%	19%
>\$125,000,000	83%	17%
by Location	Yes	No
Portland Metro / Vancouver (Clark & Skamania Counties)	58%	42%
Willamette Valley / I-5 South Corridor	60%	40%
Oregon Coast	75%	25%
Central Oregon	100%	0%
Eastern Oregon	67%	33%
Washington State (other than Clark & Skamania Counties)	90%	10%

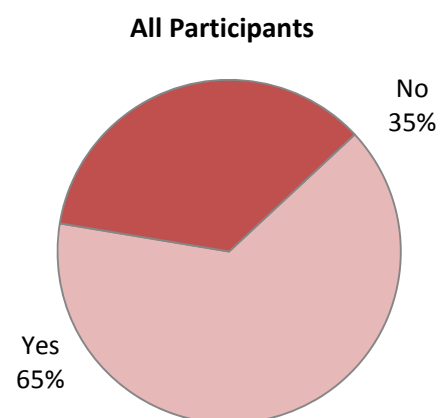


## MBL Group 2014-2015 Wage Trends Report

### COMPENSATION PHILOSOPHY - Nonprofit ONLY

Does your organization have a compensation philosophy?

by Industry	Yes	No
Nonprofit	65%	35%
by Headcount	Yes	No
1-49	57%	43%
50-99	73%	27%
100-249	86%	14%
250-499	86%	14%
500-999	100%	0%
1,000+	50%	50%
by Revenue	Yes	No
<\$499,999	37%	63%
\$500,000 - \$999,999	30%	70%
\$1,000,000 - \$4,999,999	63%	38%
\$5,000,000 - \$9,999,999	88%	13%
\$10,000,000 - \$24,999,999	84%	16%
\$25,000,000 - \$74,999,999	100%	0%
\$75,000,000 - \$124,999,999	n/d	n/d
>\$125,000,000	50%	50%
by Location	Yes	No
Portland Metro / Vancouver (Clark & Skamania Counties)	67%	33%
Willamette Valley / I-5 South Corridor	56%	44%
Oregon Coast	25%	75%
Central Oregon	100%	0%
Eastern Oregon	50%	50%
Washington State (other than Clark & Skamania Counties)	0%	100%

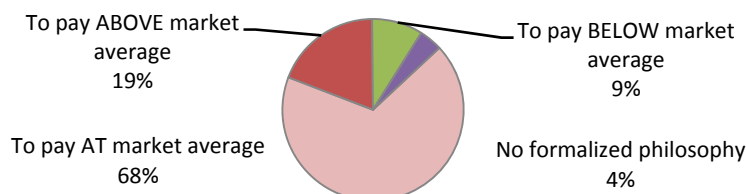


## MBL Group 2014-2015 Wage Trends Report

### COMPENSATION PHILOSOPHY: **BASE PAY** - For Profit ONLY

What is your organizations compensation philosophy regarding **base pay**?

#### All Participants



by Industry	To pay AT market average	To pay ABOVE market average	To pay BELOW market average	No formalized philosophy
Accommodations / Food Service / Hospitality	33%	67%	0%	0%
Banking / Finance / Insurance	42%	33%	8%	17%
Distribution / Wholesale / Retail	67%	33%	0%	0%
Education	100%	0%	0%	0%
Government / Public Sector	100%	0%	0%	0%
Healthcare	82%	12%	6%	0%
Manufacturing	73%	20%	0%	7%
Professional / Scientific Services / Consulting	54%	25%	21%	0%
Technology / Telecommunications	89%	11%	0%	0%
Utilities	NA	NA	NA	NA
Other	69%	12%	12%	8%

by Headcount	To pay AT market average	To pay ABOVE market average	To pay BELOW market average	No formalized philosophy
1-49	57%	32%	11%	0%
50-99	50%	43%	7%	0%
100-249	73%	9%	9%	9%
250-499	75%	17%	8%	0%
500-999	86%	7%	7%	0%
1,000+	77%	0%	9%	14%

by Revenue	To pay AT market average	To pay ABOVE market average	To pay BELOW market average	No formalized philosophy
<\$499,999	67%	0%	33%	0%
\$500,000 - \$999,999	50%	38%	13%	0%
\$1,000,000 - \$4,999,999	61%	28%	11%	0%
\$5,000,000 - \$9,999,999	44%	44%	11%	0%
\$10,000,000 - \$24,999,999	67%	27%	7%	0%
\$25,000,000 - \$74,999,999	65%	26%	4%	4%
\$75,000,000 - \$124,999,999	92%	8%	0%	0%
>\$125,000,000	76%	0%	12%	12%

by Location	To pay AT market average	To pay ABOVE market average	To pay BELOW market average	No formalized philosophy
Portland Metro / Vancouver (Clark & Skamania Counties)	66%	20%	9%	5%
Willamette Valley / I-5 South Corridor	55%	27%	18%	0%
Oregon Coast	100%	0%	0%	0%
Central Oregon	75%	25%	0%	0%
Eastern Oregon	50%	0%	50%	0%
Washington State (other than Clark & Skamania Counties)	100%	0%	0%	0%

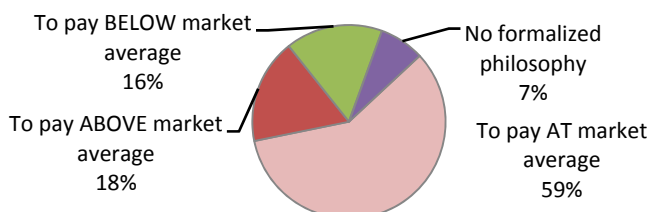


## MBL Group 2014-2015 Wage Trends Report

### COMPENSATION PHILOSOPHY: **BASE PAY** - Nonprofit ONLY

What is your organizations compensation philosophy regarding **base pay**?

#### All Participants



by Industry	To pay AT market average	To pay ABOVE market average	To pay BELOW market average	No formalized philosophy
Nonprofit	59%	18%	16%	8%

by Headcount	To pay AT market average	To pay ABOVE market average	To pay BELOW market average	No formalized philosophy
1-49	51%	26%	13%	11%
50-99	71%	0%	29%	0%
100-249	67%	11%	17%	6%
250-499	83%	0%	17%	0%
500-999	100%	0%	0%	0%
1,000+	0%	0%	100%	0%

by Revenue	To pay AT market average	To pay ABOVE market average	To pay BELOW market average	No formalized philosophy
<\$499,999	43%	29%	29%	0%
\$500,000 - \$999,999	33%	33%	0%	33%
\$1,000,000 - \$4,999,999	47%	30%	13%	10%
\$5,000,000 - \$9,999,999	70%	5%	15%	10%
\$10,000,000 - \$24,999,999	75%	6%	19%	0%
\$25,000,000 - \$74,999,999	100%	0%	0%	0%
\$75,000,000 - \$124,999,999	n/d	n/d	n/d	n/d
>\$125,000,000	50%	0%	50%	0%

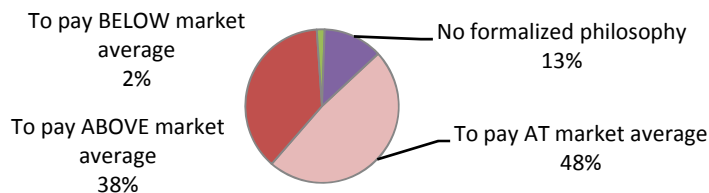
by Location	To pay AT market average	To pay ABOVE market average	To pay BELOW market average	No formalized philosophy
Portland Metro / Vancouver (Clark & Skamania Counties)	62%	15%	16%	7%
Willamette Valley / I-5 South Corridor	53%	27%	20%	0%
Oregon Coast	0%	0%	0%	100%
Central Oregon	50%	25%	13%	13%
Eastern Oregon	100%	0%	0%	0%
Washington State (other than Clark & Skamania Counties)	n/d	n/d	n/d	n/d

## MBL Group 2014-2015 Wage Trends Report

### COMPENSATION PHILOSOPHY: TOTAL COMPENSATION - For Profit ONLY

What is your organizations compensation philosophy regarding **total compensation**?

#### All Participants



by Industry	To pay AT market average	To pay ABOVE market average	To pay BELOW market average	No formalized philosophy
Accommodations / Food Service / Hospitality	0%	100%	0%	0%
Banking / Finance / Insurance	0%	58%	8%	33%
Distribution / Wholesale / Retail	67%	33%	0%	0%
Education	100%	0%	0%	0%
Government / Public Sector	67%	0%	0%	33%
Healthcare	59%	29%	0%	12%
Manufacturing	27%	60%	0%	13%
Professional / Scientific Services / Consulting	63%	33%	0%	4%
Technology / Telecommunications	67%	22%	0%	11%
Utilities	NA	NA	NA	NA
Other	46%	35%	4%	15%

by Headcount	To pay AT market average	To pay ABOVE market average	To pay BELOW market average	No formalized philosophy
1-49	38%	57%	0%	5%
50-99	50%	43%	0%	7%
100-249	41%	36%	5%	18%
250-499	50%	33%	0%	17%
500-999	50%	29%	7%	14%
1,000+	71%	10%	0%	19%

by Revenue	To pay AT market average	To pay ABOVE market average	To pay BELOW market average	No formalized philosophy
<\$499,999	100%	0%	0%	0%
\$500,000 - \$999,999	25%	63%	0%	13%
\$1,000,000 - \$4,999,999	39%	56%	0%	6%
\$5,000,000 - \$9,999,999	33%	56%	0%	11%
\$10,000,000 - \$24,999,999	53%	40%	0%	7%
\$25,000,000 - \$74,999,999	48%	43%	0%	9%
\$75,000,000 - \$124,999,999	42%	17%	8%	33%
>\$125,000,000	59%	22%	3%	16%

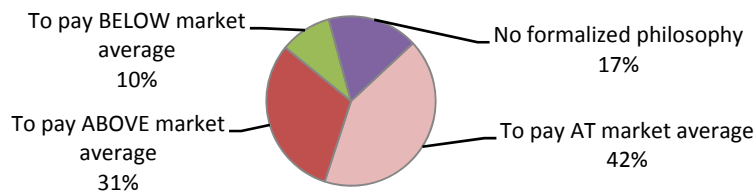
by Location	To pay AT market average	To pay ABOVE market average	To pay BELOW market average	No formalized philosophy
Portland Metro / Vancouver (Clark & Skamania Counties)	47%	39%	1%	13%
Willamette Valley / I-5 South Corridor	36%	27%	9%	27%
Oregon Coast	33%	67%	0%	0%
Central Oregon	25%	75%	0%	0%
Eastern Oregon	100%	0%	0%	0%
Washington State (other than Clark & Skamania Counties)	86%	14%	0%	0%

## MBL Group 2014-2015 Wage Trends Report

### COMPENSATION PHILOSOPHY: TOTAL COMPENSATION - Nonprofit ONLY

What is your organizations compensation philosophy regarding **total compensation**?

#### All Participants



by Industry	To pay AT market average	To pay ABOVE market average	To pay BELOW market average	No formalized philosophy
Nonprofit	42%	31%	10%	17%

by Headcount	To pay AT market average	To pay ABOVE market average	To pay BELOW market average	No formalized philosophy
1-49	30%	34%	15%	21%
50-99	75%	25%	0%	0%
100-249	50%	33%	6%	11%
250-499	67%	17%	0%	17%
500-999	0%	0%	0%	100%
1,000+	100%	0%	0%	0%

by Revenue	To pay AT market average	To pay ABOVE market average	To pay BELOW market average	No formalized philosophy
<\$499,999	14%	0%	43%	43%
\$500,000 - \$999,999	33%	33%	0%	33%
\$1,000,000 - \$4,999,999	23%	50%	10%	17%
\$5,000,000 - \$9,999,999	67%	14%	10%	10%
\$10,000,000 - \$24,999,999	50%	38%	0%	13%
\$25,000,000 - \$74,999,999	50%	0%	0%	50%
\$75,000,000 - \$124,999,999	n/d	n/d	n/d	n/d
>\$125,000,000	100%	0%	0%	0%

by Location	To pay AT market average	To pay ABOVE market average	To pay BELOW market average	No formalized philosophy
Portland Metro / Vancouver (Clark & Skamania Counties)	46%	32%	9%	13%
Willamette Valley / I-5 South Corridor	40%	27%	13%	20%
Oregon Coast	0%	0%	0%	100%
Central Oregon	13%	38%	13%	38%
Eastern Oregon	100%	0%	0%	0%
Washington State (other than Clark & Skamania Counties)	n/d	n/d	n/d	n/d

## MBL Group 2014-2015 Wage Trends Report

### **MERIT - For Profit ONLY**

Does your organization provide a **merit** salary increase (increase based on performance)?

<b>by Industry</b>	<b>Yes</b>	<b>No</b>
Accommodations / Food Service / Hospitality	83%	17%
Banking / Finance / Insurance	94%	6%
Distribution / Wholesale / Retail	100%	0%
Education	40%	60%
Government / Public Sector	75%	25%
Healthcare	91%	9%
Manufacturing	95%	5%
Professional / Scientific Services / Consulting	80%	20%
Technology / Telecommunications	85%	15%
Utilities	NA	NA
Other	72%	28%

<b>by Headcount</b>	<b>Yes</b>	<b>No</b>
1-49	78%	22%
50-99	73%	27%
100-249	85%	15%
250-499	87%	13%
500-999	94%	6%
1,000+	95%	5%

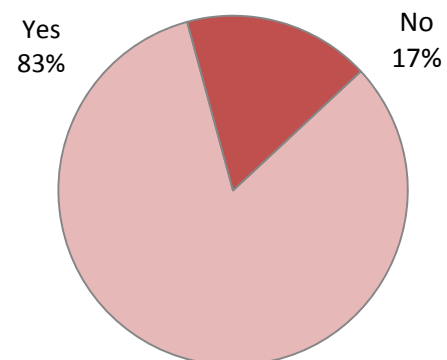
  

<b>by Revenue</b>	<b>Yes</b>	<b>No</b>
<\$499,999	50%	50%
\$500,000 - \$999,999	79%	21%
\$1,000,000 - \$4,999,999	84%	16%
\$5,000,000 - \$9,999,999	86%	14%
\$10,000,000 - \$24,999,999	70%	30%
\$25,000,000 - \$74,999,999	93%	7%
\$75,000,000 - \$124,999,999	92%	8%
>\$125,000,000	89%	11%

<b>by Location</b>	<b>Yes</b>	<b>No</b>
Portland Metro / Vancouver (Clark & Skamania Counties)	82%	18%
Willamette Valley / I-5 South Corridor	89%	11%
Oregon Coast	50%	50%
Central Oregon	100%	0%
Eastern Oregon	67%	33%
Washington State (other than Clark & Skamania Counties)	100%	0%

**All Participants**



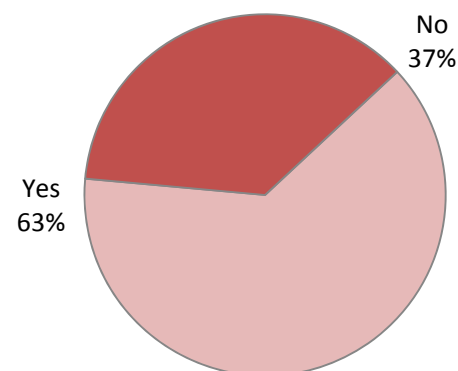
## MBL Group 2014-2015 Wage Trends Report

### **MERIT - Nonprofit ONLY**

Does your organization provide a **merit** salary increase (increase based on performance)?

<b>by Industry</b>	<b>Yes</b>	<b>No</b>
Nonprofit	63%	37%
<b>by Headcount</b>	<b>Yes</b>	<b>No</b>
1-49	66%	34%
50-99	50%	50%
100-249	67%	33%
250-499	50%	50%
500-999	0%	100%
1,000+	100%	0%
<b>by Revenue</b>	<b>Yes</b>	<b>No</b>
<\$499,999	33%	67%
\$500,000 - \$999,999	67%	33%
\$1,000,000 - \$4,999,999	73%	27%
\$5,000,000 - \$9,999,999	65%	35%
\$10,000,000 - \$24,999,999	65%	35%
\$25,000,000 - \$74,999,999	0%	100%
\$75,000,000 - \$124,999,999	n/d	n/d
>\$125,000,000	100%	0%
<b>by Location</b>	<b>Yes</b>	<b>No</b>
Portland Metro / Vancouver (Clark & Skamania Counties)	65%	35%
Willamette Valley / I-5 South Corridor	61%	39%
Oregon Coast	75%	25%
Central Oregon	63%	38%
Eastern Oregon	50%	50%
Washington State (other than Clark & Skamania Counties)	0%	100%

**All Participants**



## MBL Group 2014-2015 Wage Trends Report

### MERIT: AVERAGE ACTUAL INCREASES 2014 - For Profit ONLY

For those organizations who provide Merit increases, what was the **actual** average increase made in 2014?

	Executive	Management	Exempt	Non-exempt	Union
<b>All Participants</b>	2.3%	3.1%	3.5%	2.8%	0.6%
<b>by Industry</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
Accommodations / Food Service / Hospitality	3.0%	3.8%	4.0%	3.8%	1.5%
Banking / Finance / Insurance	3.7%	4.0%	4.7%	3.7%	1.5%
Distribution / Wholesale / Retail	3.7%	3.6%	3.4%	3.6%	2.3%
Education	1.5%	1.5%	1.5%	1.5%	0.0%
Government / Public Sector	2.7%	2.6%	3.1%	3.0%	2.1%
Healthcare	2.4%	2.6%	2.8%	2.8%	0.0%
Manufacturing	2.9%	4.2%	3.8%	2.5%	1.0%
Professional / Scientific Services / Consulting	2.0%	2.5%	4.0%	2.0%	0.0%
Technology / Telecommunications	2.2%	2.1%	2.6%	2.4%	0.7%
Utilities	NA	NA	NA	NA	NA
Other	1.4%	3.6%	3.4%	3.6%	0.2%
<b>by Headcount</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
1-49	1.7%	2.6%	3.7%	2.2%	0.2%
50-99	2.6%	5.1%	4.9%	3.3%	1.0%
100-249	3.2%	3.5%	3.5%	3.5%	0.9%
250-499	2.3%	2.8%	2.9%	3.0%	0.7%
500-999	2.6%	3.2%	3.4%	3.2%	0.0%
1,000+	2.0%	2.3%	2.3%	2.3%	1.1%
<b>by Revenue</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
<\$499,999	1.0%	1.0%	3.0%	3.0%	n/d
\$500,000 - \$999,999	0.0%	2.6%	5.5%	2.5%	0.0%
\$1,000,000 - \$4,999,999	1.9%	2.7%	3.1%	2.2%	0.9%
\$5,000,000 - \$9,999,999	3.8%	4.4%	4.5%	3.4%	0.6%
\$10,000,000 - \$24,999,999	2.6%	4.1%	4.2%	3.5%	0.0%
\$25,000,000 - \$74,999,999	2.2%	3.3%	3.6%	2.7%	0.4%
\$75,000,000 - \$124,999,999	2.7%	2.8%	2.9%	2.9%	0.7%
>\$125,000,000	2.4%	2.7%	2.7%	2.7%	1.1%
<b>by Location</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
Portland Metro / Vancouver (Clark & Skamania Counties)	2.4%	3.2%	3.7%	2.9%	0.7%
Willamette Valley / I-5 South Corridor	2.0%	2.3%	2.1%	1.8%	0.0%
Oregon Coast	2.5%	2.5%	2.5%	2.5%	n/d
Central Oregon	2.7%	3.2%	3.2%	3.2%	n/d
Eastern Oregon	2.0%	2.5%	4.5%	3.0%	0.0%
Washington State (other than Clark & Skamania Counties)	1.7%	2.7%	2.6%	2.6%	0.0%

## MBL Group 2014-2015 Wage Trends Report

### MERIT: AVERAGE ACTUAL INCREASES 2014 - Nonprofit ONLY

For those organizations who provide Merit increases, what was the **actual** average increase made in 2014?

	Executive	Management	Exempt	Non-exempt	Union
<b>All Participants</b>	3.3%	3.3%	2.8%	3.1%	0.1%
<b>by Industry</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
Nonprofit	3.3%	3.3%	2.8%	3.1%	0.1%
<b>by Headcount</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
1-49	3.6%	3.7%	3.0%	3.4%	0.2%
50-99	2.0%	2.0%	2.0%	2.4%	0.0%
100-249	2.6%	3.1%	3.1%	2.5%	0.0%
250-499	2.7%	1.7%	1.7%	1.0%	0.0%
500-999	n/d	n/d	n/d	n/d	n/d
1,000+	n/d	n/d	n/d	n/d	n/d
<b>by Revenue</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
<\$499,999	5.3%	2.0%	0.0%	3.5%	0.0%
\$500,000 - \$999,999	4.4%	8.8%	3.9%	4.3%	n/d
\$1,000,000 - \$4,999,999	3.1%	3.0%	2.8%	3.1%	0.3%
\$5,000,000 - \$9,999,999	2.5%	2.7%	2.8%	2.7%	0.0%
\$10,000,000 - \$24,999,999	3.2%	3.2%	3.0%	2.7%	0.0%
\$25,000,000 - \$74,999,999	n/d	n/d	n/d	n/d	n/d
\$75,000,000 - \$124,999,999	n/d	n/d	n/d	n/d	n/d
>\$125,000,000	4.0%	3.5%	3.5%	3.0%	n/d
<b>by Location</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
Portland Metro / Vancouver (Clark & Skamania Counties)	3.3%	3.8%	3.3%	3.3%	0.2%
Willamette Valley / I-5 South Corridor	2.8%	2.7%	2.0%	2.9%	0.0%
Oregon Coast	4.7%	0.7%	0.7%	0.7%	0.0%
Central Oregon	3.1%	1.7%	1.7%	2.7%	0.0%
Eastern Oregon	4.0%	4.0%	4.0%	4.0%	n/d
Washington State (other than Clark & Skamania Counties)	n/d	n/d	n/d	n/d	n/d

## MBL Group 2014-2015 Wage Trends Report

### **MERIT: AVERAGE PROJECTED INCREASES 2015 - For Profit ONLY**

For those organizations who provide Merit increases, what is the **projected** average increase to be made in 2015?

	Executive	Management	Exempt	Non-exempt	Union
<b>All Participants</b>	2.4%	2.8%	2.8%	2.7%	0.4%
<b>by Industry</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
Accommodations / Food Service / Hospitality	2.3%	3.0%	2.3%	2.3%	1.3%
Banking / Finance / Insurance	3.1%	3.5%	4.0%	3.7%	1.5%
Distribution / Wholesale / Retail	3.6%	3.4%	2.9%	3.4%	1.0%
Education	1.5%	1.5%	1.5%	1.5%	0.0%
Government / Public Sector	1.8%	1.8%	0.0%	0.0%	3.5%
Healthcare	2.2%	2.6%	2.4%	2.6%	0.0%
Manufacturing	2.4%	2.9%	3.0%	2.6%	1.0%
Professional / Scientific Services / Consulting	1.9%	2.3%	2.6%	1.9%	0.0%
Technology / Telecommunications	2.4%	2.3%	2.3%	2.1%	0.0%
Utilities	NA	NA	NA	NA	NA
Other	2.5%	3.3%	3.1%	3.7%	0.0%
<b>by Headcount</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
1-49	1.8%	2.3%	2.5%	2.0%	0.0%
50-99	3.0%	3.4%	3.5%	3.1%	1.1%
100-249	2.4%	3.1%	2.9%	3.2%	0.5%
250-499	2.4%	2.8%	2.5%	2.6%	0.0%
500-999	3.6%	3.7%	3.7%	3.8%	0.5%
1,000+	1.9%	2.1%	2.0%	1.9%	1.2%
<b>by Revenue</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
<\$499,999	1.0%	2.0%	2.3%	2.0%	0.0%
\$500,000 - \$999,999	0.3%	2.7%	2.0%	2.1%	0.0%
\$1,000,000 - \$4,999,999	2.3%	2.0%	2.5%	1.8%	0.4%
\$5,000,000 - \$9,999,999	2.7%	3.2%	2.8%	2.7%	0.4%
\$10,000,000 - \$24,999,999	3.0%	3.9%	3.9%	4.6%	0.0%
\$25,000,000 - \$74,999,999	1.4%	2.5%	2.5%	2.4%	0.3%
\$75,000,000 - \$124,999,999	3.9%	3.8%	3.8%	3.8%	n/d
>\$125,000,000	2.7%	2.8%	2.7%	2.7%	1.2%
<b>by Location</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
Portland Metro / Vancouver (Clark & Skamania Counties)	2.3%	2.8%	2.8%	2.7%	0.4%
Willamette Valley / I-5 South Corridor	2.9%	2.8%	2.5%	2.4%	0.0%
Oregon Coast	2.5%	2.5%	2.5%	2.5%	2.0%
Central Oregon	3.0%	3.3%	3.3%	4.0%	n/d
Eastern Oregon	3.0%	3.0%	3.0%	3.0%	0.0%
Washington State (other than Clark & Skamania Counties)	1.8%	2.8%	2.8%	2.8%	0.0%



## MBL Group 2014-2015 Wage Trends Report

### MERIT: AVERAGE PROJECTED INCREASES 2015 - Nonprofit ONLY

For those organizations who provide Merit increases, what is the **projected** average increase to be made in 2015?

	Executive	Management	Exempt	Non-exempt	Union
<b>All Participants</b>	2.9%	2.7%	2.5%	2.7%	0.2%
<b>by Industry</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
Nonprofit	2.9%	2.7%	2.5%	2.7%	0.2%
<b>by Headcount</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
1-49	3.1%	2.9%	2.6%	2.8%	0.2%
50-99	1.5%	1.5%	1.5%	2.0%	0.0%
100-249	3.0%	3.2%	3.2%	3.1%	0.0%
250-499	1.7%	1.0%	1.0%	1.0%	0.0%
500-999	n/d	n/d	n/d	n/d	n/d
1,000+	n/d	n/d	n/d	n/d	n/d
<b>by Revenue</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
<\$499,999	3.8%	1.8%	0.0%	2.0%	0.0%
\$500,000 - \$999,999	4.0%	4.0%	3.8%	4.3%	4.0%
\$1,000,000 - \$4,999,999	2.6%	2.6%	2.5%	2.5%	0.0%
\$5,000,000 - \$9,999,999	2.5%	2.5%	2.5%	2.7%	0.0%
\$10,000,000 - \$24,999,999	3.2%	3.2%	3.2%	3.2%	0.0%
\$25,000,000 - \$74,999,999	n/d	n/d	n/d	n/d	n/d
\$75,000,000 - \$124,999,999	n/d	n/d	n/d	n/d	n/d
>\$125,000,000	4.0%	3.5%	3.5%	3.0%	n/d
<b>by Location</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
Portland Metro / Vancouver (Clark & Skamania Counties)	2.9%	2.9%	2.9%	2.8%	0.2%
Willamette Valley / I-5 South Corridor	2.8%	2.5%	1.8%	2.6%	0.0%
Oregon Coast	4.3%	1.7%	1.7%	2.7%	0.0%
Central Oregon	1.7%	1.7%	1.7%	1.7%	0.0%
Eastern Oregon	n/d	n/d	n/d	n/d	n/d
Washington State (other than Clark & Skamania Counties)	n/d	n/d	n/d	n/d	n/d

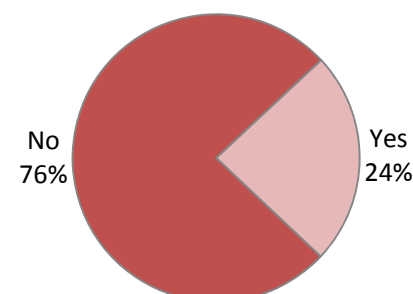
## MBL Group 2014-2015 Wage Trends Report

### COLA - For Profit ONLY

Does your organization provide a **cost-of-living (COLA)** salary increase (a flat, consistent % applied to employee group)?

<b>by Industry</b>	<b>Yes</b>	<b>No</b>
Accommodations / Food Service / Hospitality	33%	67%
Banking / Finance / Insurance	17%	83%
Distribution / Wholesale / Retail	13%	88%
Education	57%	43%
Government / Public Sector	56%	44%
Healthcare	36%	64%
Manufacturing	19%	81%
Professional / Scientific Services / Consulting	18%	82%
Technology / Telecommunications	8%	92%
Utilities	NA	NA
Other	23%	78%
<b>by Headcount</b>	<b>Yes</b>	<b>No</b>
1-49	22%	78%
50-99	36%	64%
100-249	12%	88%
250-499	27%	73%
500-999	19%	81%
1,000+	35%	65%
<b>by Revenue</b>	<b>Yes</b>	<b>No</b>
<\$499,999	25%	75%
\$500,000 - \$999,999	21%	79%
\$1,000,000 - \$4,999,999	27%	73%
\$5,000,000 - \$9,999,999	19%	81%
\$10,000,000 - \$24,999,999	20%	80%
\$25,000,000 - \$74,999,999	21%	79%
\$75,000,000 - \$124,999,999	7%	93%
>\$125,000,000	35%	65%
<b>by Location</b>	<b>Yes</b>	<b>No</b>
Portland Metro / Vancouver (Clark & Skamania Counties)	27%	73%
Willamette Valley / I-5 South Corridor	11%	89%
Oregon Coast	50%	50%
Central Oregon	0%	100%
Eastern Oregon	0%	100%
Washington State (other than Clark & Skamania Counties)	0%	100%

All Participants



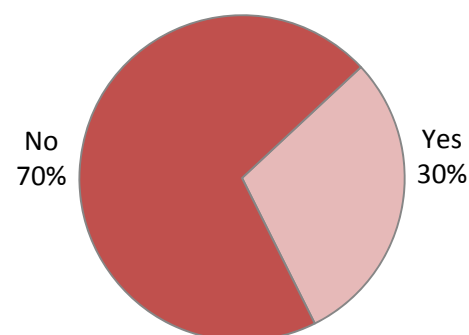
## MBL Group 2014-2015 Wage Trends Report

### COLA - Nonprofit ONLY

Does your organization provide a **cost-of-living (COLA)** salary increase (a flat, consistent % applied to employee group)?

<b>by Industry</b>	<b>Yes</b>	<b>No</b>
Nonprofit	30%	70%
<b>by Headcount</b>	<b>Yes</b>	<b>No</b>
1-49	29%	71%
50-99	27%	73%
100-249	32%	68%
250-499	33%	67%
500-999	100%	0%
1,000+	0%	100%
<b>by Revenue</b>	<b>Yes</b>	<b>No</b>
<\$499,999	11%	89%
\$500,000 - \$999,999	22%	78%
\$1,000,000 - \$4,999,999	33%	67%
\$5,000,000 - \$9,999,999	32%	68%
\$10,000,000 - \$24,999,999	35%	65%
\$25,000,000 - \$74,999,999	100%	0%
\$75,000,000 - \$124,999,999	n/d	n/d
>\$125,000,000	0%	100%
<b>by Location</b>	<b>Yes</b>	<b>No</b>
Portland Metro / Vancouver (Clark & Skamania Counties)	27%	73%
Willamette Valley / I-5 South Corridor	35%	65%
Oregon Coast	0%	100%
Central Oregon	63%	38%
Eastern Oregon	0%	100%
Washington State (other than Clark & Skamania Counties)	0%	100%

All Participants



## MBL Group 2014-2015 Wage Trends Report

### COLA: AVERAGE ACTUAL INCREASES 2014 - For Profit ONLY

For those organizations who provide COLA increases, what was the **actual** average increase made in 2014?

	Executive	Management	Exempt	Non-exempt	Union
<b>All Participants</b>	1.6%	2.0%	2.0%	2.2%	1.4%
<b>by Industry</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
Accommodations / Food Service / Hospitality	3.0%	3.0%	3.0%	3.0%	0.0%
Banking / Finance / Insurance	3.0%	2.5%	2.3%	2.5%	3.0%
Distribution / Wholesale / Retail	3.0%	3.0%	3.0%	3.0%	n/d
Education	0.0%	0.0%	0.0%	1.5%	n/d
Government / Public Sector	2.4%	2.4%	2.4%	2.1%	2.2%
Healthcare	1.6%	1.6%	1.3%	2.1%	1.0%
Manufacturing	0.8%	1.6%	1.6%	1.6%	3.0%
Professional / Scientific Services / Consulting	1.8%	2.3%	2.8%	2.4%	0.7%
Technology / Telecommunications	n/d	n/d	n/d	2.0%	n/d
Utilities	NA	NA	NA	NA	NA
Other	1.8%	2.4%	2.4%	2.9%	0.5%
<b>by Headcount</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
1-49	1.8%	1.9%	1.9%	2.4%	1.1%
50-99	1.8%	1.8%	2.1%	2.0%	1.5%
100-249	0.0%	2.3%	2.3%	2.5%	1.5%
250-499	2.3%	2.2%	2.1%	2.2%	2.0%
500-999	3.0%	3.0%	3.0%	3.0%	1.3%
1,000+	1.1%	1.7%	1.4%	1.5%	1.8%
<b>by Revenue</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
<\$499,999	2.4%	2.4%	2.4%	1.7%	1.7%
\$500,000 - \$999,999	2.5%	2.5%	2.3%	2.5%	2.0%
\$1,000,000 - \$4,999,999	1.1%	1.9%	1.9%	2.4%	0.6%
\$5,000,000 - \$9,999,999	2.0%	2.0%	2.7%	2.6%	0.7%
\$10,000,000 - \$24,999,999	1.2%	1.2%	1.2%	2.2%	0.0%
\$25,000,000 - \$74,999,999	1.3%	1.8%	1.8%	1.8%	3.0%
\$75,000,000 - \$124,999,999	3.0%	3.0%	3.0%	3.0%	3.0%
>\$125,000,000	1.8%	2.2%	2.1%	2.1%	1.7%
<b>by Location</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
Portland Metro / Vancouver (Clark & Skamania Counties)	1.5%	1.9%	1.9%	2.2%	1.4%
Willamette Valley / I-5 South Corridor	2.8%	2.8%	2.8%	2.8%	n/d
Oregon Coast	2.5%	2.5%	2.5%	2.5%	1.8%
Central Oregon	n/d	n/d	n/d	n/d	n/d
Eastern Oregon	n/d	n/d	n/d	n/d	n/d
Washington State (other than Clark & Skamania Counties)	n/d	n/d	n/d	n/d	n/d

## MBL Group 2014-2015 Wage Trends Report

### COLA: AVERAGE ACTUAL INCREASES 2014 - Nonprofit ONLY

For those organizations who provide COLA increases, what was the **actual** average increase made in 2014?

	Executive	Management	Exempt	Non-exempt	Union
<b>All Participants</b>	1.7%	1.8%	2.0%	2.0%	0.5%
<b>by Industry</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
Nonprofit	1.7%	1.8%	2.0%	2.0%	0.5%
<b>by Headcount</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
1-49	1.7%	1.8%	2.0%	2.0%	0.0%
50-99	2.0%	2.3%	2.3%	2.3%	2.0%
100-249	1.4%	1.7%	1.9%	1.9%	1.2%
250-499	1.5%	1.5%	1.5%	1.5%	0.0%
500-999	3.0%	3.0%	3.0%	3.0%	3.0%
1,000+	n/d	n/d	n/d	n/d	n/d
<b>by Revenue</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
<\$499,999	1.5%	1.5%	1.5%	1.5%	n/d
\$500,000 - \$999,999	2.5%	2.5%	2.5%	2.5%	0.0%
\$1,000,000 - \$4,999,999	1.7%	1.8%	2.2%	2.2%	0.0%
\$5,000,000 - \$9,999,999	1.4%	1.6%	1.6%	1.6%	1.0%
\$10,000,000 - \$24,999,999	1.4%	1.7%	1.9%	1.9%	0.8%
\$25,000,000 - \$74,999,999	3.0%	3.0%	3.0%	3.0%	3.0%
\$75,000,000 - \$124,999,999	n/d	n/d	n/d	n/d	n/d
>\$125,000,000	n/d	n/d	n/d	n/d	n/d
<b>by Location</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
Portland Metro / Vancouver (Clark & Skamania Counties)	1.7%	1.6%	1.9%	1.9%	0.6%
Willamette Valley / I-5 South Corridor	1.2%	1.9%	1.9%	1.9%	0.0%
Oregon Coast	n/d	n/d	n/d	n/d	n/d
Central Oregon	2.6%	2.6%	2.6%	2.6%	0.8%
Eastern Oregon	n/d	n/d	n/d	n/d	n/d
Washington State (other than Clark & Skamania Counties)	n/d	n/d	n/d	n/d	n/d

## MBL Group 2014-2015 Wage Trends Report

### COLA: AVERAGE PROJECTED INCREASES 2015 - For Profit ONLY

For those organizations who provide COLA increases, what is the **projected** average increase to be made in 2015?

	Executive	Management	Exempt	Non-exempt	Union
<b>All Participants</b>	1.8%	1.8%	1.9%	2.2%	1.3%
<b>by Industry</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
Accommodations / Food Service / Hospitality	0.0%	0.0%	0.0%	0.0%	0.0%
Banking / Finance / Insurance	n/d	2.0%	2.0%	2.0%	n/d
Distribution / Wholesale / Retail	3.0%	3.0%	3.0%	3.0%	n/d
Education	0.0%	0.0%	0.0%	1.5%	2.5%
Government / Public Sector	2.0%	2.0%	2.0%	2.0%	2.0%
Healthcare	1.6%	1.6%	1.5%	2.2%	0.4%
Manufacturing	2.0%	2.0%	2.7%	2.7%	2.7%
Professional / Scientific Services / Consulting	1.8%	1.8%	1.9%	2.1%	0.7%
Technology / Telecommunications	n/d	n/d	n/d	2.0%	n/d
Utilities	NA	NA	NA	NA	NA
Other	2.7%	2.7%	2.7%	3.1%	0.5%
<b>by Headcount</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
1-49	1.7%	1.7%	1.8%	2.4%	1.0%
50-99	2.8%	2.8%	2.8%	2.8%	1.6%
100-249	0.0%	0.5%	1.0%	1.8%	1.0%
250-499	2.5%	2.3%	2.3%	2.3%	2.0%
500-999	2.5%	2.5%	2.5%	2.5%	0.8%
1,000+	1.0%	1.0%	1.0%	1.3%	1.7%
<b>by Revenue</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
<\$499,999	2.0%	2.0%	2.0%	2.5%	2.0%
\$500,000 - \$999,999	2.0%	2.0%	2.3%	2.0%	2.0%
\$1,000,000 - \$4,999,999	1.6%	1.6%	1.6%	2.4%	0.8%
\$5,000,000 - \$9,999,999	1.7%	1.7%	1.7%	2.0%	0.7%
\$10,000,000 - \$24,999,999	1.7%	1.7%	1.7%	2.7%	0.0%
\$25,000,000 - \$74,999,999	2.0%	2.0%	2.4%	2.4%	2.7%
\$75,000,000 - \$124,999,999	n/d	n/d	n/d	n/d	n/d
>\$125,000,000	1.8%	1.8%	1.8%	1.9%	1.4%
<b>by Location</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
Portland Metro / Vancouver (Clark & Skamania Counties)	1.6%	1.7%	1.8%	2.2%	1.3%
Willamette Valley / I-5 South Corridor	3.0%	3.0%	3.0%	3.0%	n/d
Oregon Coast	2.0%	2.0%	2.0%	2.0%	1.0%
Central Oregon	n/d	n/d	n/d	n/d	n/d
Eastern Oregon	n/d	n/d	n/d	n/d	n/d
Washington State (other than Clark & Skamania Counties)	n/d	n/d	n/d	n/d	n/d

## MBL Group 2014-2015 Wage Trends Report

### COLA: AVERAGE PROJECTED INCREASES 2015 - Nonprofit ONLY

For those organizations who provide COLA increases, what is the **projected** average increase to be made in 2015?

	Executive	Management	Exempt	Non-exempt	Union
<b>All Participants</b>	1.6%	1.8%	1.9%	1.9%	0.1%
<b>by Industry</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
Nonprofit	1.6%	1.8%	1.9%	1.9%	0.1%
<b>by Headcount</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
1-49	1.7%	1.8%	1.9%	2.0%	0.0%
50-99	2.0%	2.3%	2.3%	2.3%	2.0%
100-249	1.3%	1.3%	1.3%	1.3%	0.0%
250-499	2.0%	2.5%	2.5%	3.0%	0.0%
500-999	0.0%	0.0%	0.0%	0.0%	0.0%
1,000+	n/d	n/d	n/d	n/d	n/d
<b>by Revenue</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
<\$499,999	1.5%	1.5%	1.5%	n/d	n/d
\$500,000 - \$999,999	2.5%	2.5%	2.5%	2.5%	0.0%
\$1,000,000 - \$4,999,999	1.7%	1.8%	2.0%	2.0%	0.0%
\$5,000,000 - \$9,999,999	1.0%	1.3%	1.3%	1.3%	1.0%
\$10,000,000 - \$24,999,999	2.0%	2.3%	2.3%	2.5%	0.0%
\$25,000,000 - \$74,999,999	0.0%	0.0%	0.0%	0.0%	0.0%
\$75,000,000 - \$124,999,999	n/d	n/d	n/d	n/d	n/d
>\$125,000,000	n/d	n/d	n/d	n/d	n/d
<b>by Location</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
Portland Metro / Vancouver (Clark & Skamania Counties)	1.6%	1.8%	1.9%	2.1%	0.2%
Willamette Valley / I-5 South Corridor	1.7%	1.7%	1.7%	1.7%	0.0%
Oregon Coast	n/d	n/d	n/d	n/d	n/d
Central Oregon	1.8%	1.8%	1.8%	1.8%	0.0%
Eastern Oregon	n/d	n/d	n/d	n/d	n/d
Washington State (other than Clark & Skamania Counties)	n/d	n/d	n/d	n/d	n/d

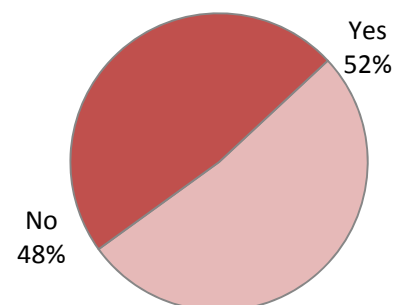
## MBL Group 2014-2015 Wage Trends Report

### PROMOTION - For Profit ONLY

Does your organization budget for **promotional** increases (salary increases given with a promotion)?

by Industry	Yes	No
Accommodations / Food Service / Hospitality	83%	17%
Banking / Finance / Insurance	36%	64%
Distribution / Wholesale / Retail	75%	25%
Education	80%	20%
Government / Public Sector	33%	67%
Healthcare	43%	57%
Manufacturing	52%	48%
Professional / Scientific Services / Consulting	54%	46%
Technology / Telecommunications	50%	50%
Utilities	NA	NA
Other	49%	51%
by Headcount	Yes	No
1-49	52%	48%
50-99	54%	46%
100-249	50%	50%
250-499	40%	60%
500-999	50%	50%
1,000+	63%	37%
by Revenue	Yes	No
<\$499,999	33%	67%
\$500,000 - \$999,999	33%	67%
\$1,000,000 - \$4,999,999	58%	43%
\$5,000,000 - \$9,999,999	60%	40%
\$10,000,000 - \$24,999,999	50%	50%
\$25,000,000 - \$74,999,999	61%	39%
\$75,000,000 - \$124,999,999	25%	75%
>\$125,000,000	58%	42%
by Location	Yes	No
Portland Metro / Vancouver (Clark & Skamania Counties)	52%	48%
Willamette Valley / I-5 South Corridor	47%	53%
Oregon Coast	25%	75%
Central Oregon	50%	50%
Eastern Oregon	100%	0%
Washington State (other than Clark & Skamania Counties)	50%	50%

All Participants



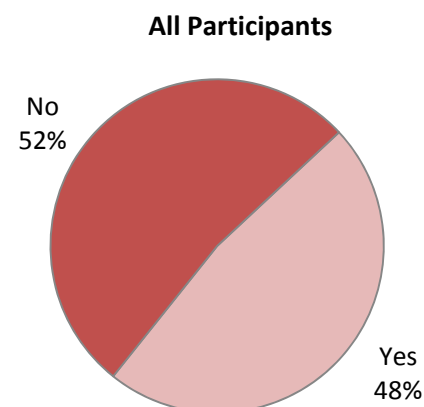


## MBL Group 2014-2015 Wage Trends Report

### PROMOTION - Nonprofit ONLY

Does your organization budget for **promotional** increases (salary increases given with a promotion)?

by Industry	Yes	No
Nonprofit	48%	52%
by Headcount	Yes	No
1-49	51%	49%
50-99	30%	70%
100-249	44%	56%
250-499	33%	67%
500-999	100%	0%
1,000+	100%	0%
by Revenue	Yes	No
<\$499,999	25%	75%
\$500,000 - \$999,999	56%	44%
\$1,000,000 - \$4,999,999	60%	40%
\$5,000,000 - \$9,999,999	37%	63%
\$10,000,000 - \$24,999,999	35%	65%
\$25,000,000 - \$74,999,999	100%	0%
\$75,000,000 - \$124,999,999	n/d	n/d
>\$125,000,000	100%	0%
by Location	Yes	No
Portland Metro / Vancouver (Clark & Skamania Counties)	49%	51%
Willamette Valley / I-5 South Corridor	62%	38%
Oregon Coast	25%	75%
Central Oregon	29%	71%
Eastern Oregon	0%	100%
Washington State (other than Clark & Skamania Counties)	0%	100%



## MBL Group 2014-2015 Wage Trends Report

### PROMOTION: AVERAGE ACTUAL INCREASES 2014 - For Profit ONLY

For those organizations who provide promotional increases, what was the **actual** average increase made in 2014?

	Executive	Management	Exempt	Non-exempt	Union
<b>All Participants</b>	4.2%	5.2%	5.3%	4.7%	0.7%
<b>by Industry</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
Accommodations / Food Service / Hospitality	2.5%	4.5%	3.8%	3.8%	2.0%
Banking / Finance / Insurance	5.0%	5.0%	4.3%	2.5%	0.0%
Distribution / Wholesale / Retail	6.0%	6.0%	6.5%	6.0%	5.0%
Education	0.0%	1.5%	1.5%	1.5%	0.0%
Government / Public Sector	5.5%	5.5%	5.5%	5.5%	5.0%
Healthcare	2.5%	4.2%	3.8%	4.4%	0.0%
Manufacturing	2.5%	3.1%	2.8%	4.9%	0.0%
Professional / Scientific Services / Consulting	3.8%	4.7%	6.3%	1.4%	0.0%
Technology / Telecommunications	6.0%	7.6%	7.6%	8.1%	0.0%
Utilities	NA	NA	NA	NA	NA
Other	6.8%	8.3%	7.2%	8.8%	1.0%
<b>by Headcount</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
1-49	3.3%	4.4%	4.5%	2.7%	0.0%
50-99	6.1%	6.3%	6.6%	8.8%	1.0%
100-249	5.7%	6.7%	6.4%	5.2%	1.0%
250-499	1.7%	2.7%	2.5%	4.6%	2.5%
500-999	3.2%	5.2%	5.3%	4.1%	0.0%
1,000+	3.8%	5.1%	5.2%	4.7%	2.5%
<b>by Revenue</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
<\$499,999	3.5%	2.0%	2.0%	3.0%	0.0%
\$500,000 - \$999,999	0.0%	5.0%	25.0%	5.0%	0.0%
\$1,000,000 - \$4,999,999	6.7%	7.9%	5.2%	5.7%	1.4%
\$5,000,000 - \$9,999,999	1.4%	2.6%	1.9%	2.1%	0.0%
\$10,000,000 - \$24,999,999	4.7%	5.0%	9.7%	3.4%	0.0%
\$25,000,000 - \$74,999,999	3.9%	4.8%	5.2%	6.6%	0.0%
\$75,000,000 - \$124,999,999	2.3%	3.3%	3.3%	3.3%	5.0%
>\$125,000,000	4.4%	5.3%	5.1%	5.1%	2.5%
<b>by Location</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
Portland Metro / Vancouver (Clark & Skamania Counties)	4.4%	5.3%	5.5%	4.9%	0.6%
Willamette Valley / I-5 South Corridor	2.3%	3.4%	3.2%	3.3%	0.0%
Oregon Coast	n/d	n/d	n/d	n/d	n/d
Central Oregon	5.0%	5.0%	5.0%	5.0%	n/d
Eastern Oregon	3.0%	3.5%	5.5%	4.0%	2.5%
Washington State (other than Clark & Skamania Counties)	0.0%	8.0%	5.0%	0.0%	0.0%

## MBL Group 2014-2015 Wage Trends Report

### PROMOTION: AVERAGE ACTUAL INCREASES 2014 - Nonprofit ONLY

For those organizations who provide promotional increases, what was the **actual** average increase made in 2014?

	Executive	Management	Exempt	Non-exempt	Union
<b>All Participants</b>	1.7%	2.7%	2.9%	2.8%	0.2%
<b>by Industry</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
Nonprofit	1.7%	2.7%	2.9%	2.8%	0.2%
<b>by Headcount</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
1-49	1.3%	2.5%	2.8%	2.7%	0.0%
50-99	0.0%	2.0%	3.0%	3.0%	0.0%
100-249	3.0%	3.5%	3.5%	3.0%	1.7%
250-499	3.5%	3.5%	3.5%	3.5%	0.0%
500-999	n/d	n/d	n/d	n/d	n/d
1,000+	n/d	n/d	n/d	n/d	n/d
<b>by Revenue</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
<\$499,999	3.0%	3.0%	1.5%	5.5%	0.0%
\$500,000 - \$999,999	0.0%	0.0%	1.3%	1.7%	0.0%
\$1,000,000 - \$4,999,999	1.0%	2.6%	3.0%	2.1%	0.0%
\$5,000,000 - \$9,999,999	1.5%	2.3%	2.8%	2.2%	0.0%
\$10,000,000 - \$24,999,999	3.0%	3.0%	3.0%	3.0%	1.7%
\$25,000,000 - \$74,999,999	n/d	n/d	n/d	n/d	n/d
\$75,000,000 - \$124,999,999	n/d	n/d	n/d	n/d	n/d
>\$125,000,000	10.0%	10.0%	10.0%	10.0%	n/d
<b>by Location</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
Portland Metro / Vancouver (Clark & Skamania Counties)	1.9%	2.9%	3.4%	2.8%	0.0%
Willamette Valley / I-5 South Corridor	1.2%	2.5%	2.5%	2.7%	0.0%
Oregon Coast	5.0%	5.0%	5.0%	5.0%	5.0%
Central Oregon	0.0%	1.5%	0.0%	1.6%	0.0%
Eastern Oregon	n/d	n/d	n/d	n/d	n/d
Washington State (other than Clark & Skamania Counties)	n/d	n/d	n/d	n/d	n/d

## MBL Group 2014-2015 Wage Trends Report

### PROMOTION: AVERAGE PROJECTED INCREASES 2015 - For Profit ONLY

For those organizations who provide promotional increases, what is the **projected** average increase to be made in 2015?

	Executive	Management	Exempt	Non-exempt	Union
<b>All Participants</b>	3.7%	4.4%	3.7%	3.5%	0.5%
<b>by Industry</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
Accommodations / Food Service / Hospitality	1.5%	3.0%	2.8%	3.5%	1.5%
Banking / Finance / Insurance	5.0%	5.0%	4.3%	2.5%	0.0%
Distribution / Wholesale / Retail	3.6%	3.6%	3.3%	3.6%	0.0%
Education	0.0%	1.5%	1.5%	1.5%	0.0%
Government / Public Sector	2.5%	2.5%	2.5%	2.5%	5.0%
Healthcare	2.3%	3.8%	2.3%	4.4%	0.0%
Manufacturing	2.6%	3.2%	2.6%	2.6%	0.4%
Professional / Scientific Services / Consulting	3.4%	3.8%	3.1%	1.3%	0.0%
Technology / Telecommunications	1.5%	3.0%	3.0%	3.0%	n/d
Utilities	NA	NA	NA	NA	NA
Other	7.8%	8.5%	7.2%	7.6%	0.8%
<b>by Headcount</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
1-49	2.9%	3.7%	2.8%	2.6%	0.0%
50-99	4.9%	5.1%	4.1%	3.5%	0.7%
100-249	5.0%	4.5%	4.5%	4.0%	0.0%
250-499	2.5%	3.0%	2.5%	4.7%	2.5%
500-999	3.4%	5.6%	4.8%	4.8%	1.0%
1,000+	3.6%	4.8%	4.8%	4.0%	1.7%
<b>by Revenue</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
<\$499,999	3.5%	2.0%	2.0%	1.5%	0.0%
\$500,000 - \$999,999	0.5%	3.7%	1.5%	3.3%	0.0%
\$1,000,000 - \$4,999,999	5.8%	5.3%	3.9%	3.9%	0.8%
\$5,000,000 - \$9,999,999	1.2%	2.5%	1.9%	1.7%	0.0%
\$10,000,000 - \$24,999,999	4.9%	5.5%	5.4%	3.8%	0.0%
\$25,000,000 - \$74,999,999	2.5%	3.8%	3.1%	3.7%	0.0%
\$75,000,000 - \$124,999,999	2.3%	3.3%	3.3%	3.3%	5.0%
>\$125,000,000	4.8%	5.5%	5.5%	4.9%	1.8%
<b>by Location</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
Portland Metro / Vancouver (Clark & Skamania Counties)	3.9%	4.4%	3.8%	3.5%	0.3%
Willamette Valley / I-5 South Corridor	1.0%	2.0%	2.3%	2.7%	0.0%
Oregon Coast	2.5%	2.5%	2.5%	2.5%	2.0%
Central Oregon	5.0%	5.0%	5.0%	5.0%	n/d
Eastern Oregon	5.0%	5.0%	5.0%	5.0%	5.0%
Washington State (other than Clark & Skamania Counties)	0.0%	10.0%	5.0%	5.0%	0.0%

## MBL Group 2014-2015 Wage Trends Report

### PROMOTION: AVERAGE PROJECTED INCREASES 2015 - Nonprofit ONLY

For those organizations who provide promotional increases, what is the **projected** average increase to be made in 2015?

	Executive	Management	Exempt	Non-exempt	Union
<b>All Participants</b>	2.0%	2.5%	2.5%	2.7%	0.0%
<b>by Industry</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
Nonprofit	2.0%	2.5%	2.5%	2.7%	0.0%
<b>by Headcount</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
1-49	1.7%	2.2%	2.1%	2.5%	0.1%
50-99	0.0%	1.5%	2.7%	2.7%	0.0%
100-249	3.5%	4.0%	4.0%	3.5%	0.0%
250-499	3.5%	3.5%	3.5%	3.5%	0.0%
500-999	n/d	n/d	n/d	n/d	n/d
1,000+	n/d	n/d	n/d	n/d	n/d
<b>by Revenue</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
<\$499,999	0.8%	0.8%	0.8%	3.0%	0.0%
\$500,000 - \$999,999	2.0%	2.0%	2.0%	2.5%	0.0%
\$1,000,000 - \$4,999,999	1.6%	2.4%	2.2%	2.2%	0.1%
\$5,000,000 - \$9,999,999	2.3%	3.0%	3.4%	2.8%	0.0%
\$10,000,000 - \$24,999,999	3.0%	3.0%	3.0%	3.0%	0.0%
\$25,000,000 - \$74,999,999	n/d	n/d	n/d	n/d	n/d
\$75,000,000 - \$124,999,999	n/d	n/d	n/d	n/d	n/d
>\$125,000,000	10.0%	10.0%	10.0%	10.0%	n/d
<b>by Location</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
Portland Metro / Vancouver (Clark & Skamania Counties)	1.8%	2.3%	2.3%	2.6%	0.1%
Willamette Valley / I-5 South Corridor	2.5%	2.8%	3.1%	3.1%	0.0%
Oregon Coast	5.0%	5.0%	5.0%	5.0%	n/d
Central Oregon	0.0%	3.0%	0.0%	0.0%	n/d
Eastern Oregon	n/d	n/d	n/d	n/d	n/d
Washington State (other than Clark & Skamania Counties)	n/d	n/d	n/d	n/d	n/d

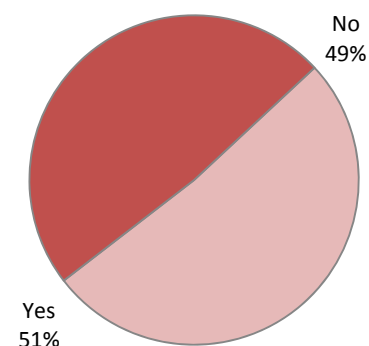
## MBL Group 2014-2015 Wage Trends Report

### FORMAL BASE PAY STRUCTURE - For Profit ONLY

Does your organization have a formalized **base pay structure** (grades/ranges; step system; market index)?

by Industry	Yes	No
Accommodations / Food Service / Hospitality	50%	50%
Banking / Finance / Insurance	50%	50%
Distribution / Wholesale / Retail	38%	63%
Education	71%	29%
Government / Public Sector	89%	11%
Healthcare	63%	38%
Manufacturing	62%	38%
Professional / Scientific Services / Consulting	30%	70%
Technology / Telecommunications	50%	50%
Utilities	NA	NA
Other	55%	45%
by Headcount	Yes	No
1-49	23%	77%
50-99	55%	45%
100-249	64%	36%
250-499	78%	22%
500-999	69%	31%
1,000+	96%	4%
by Revenue	Yes	No
<\$499,999	25%	75%
\$500,000 - \$999,999	21%	79%
\$1,000,000 - \$4,999,999	35%	65%
\$5,000,000 - \$9,999,999	41%	59%
\$10,000,000 - \$24,999,999	48%	52%
\$25,000,000 - \$74,999,999	53%	47%
\$75,000,000 - \$124,999,999	73%	27%
>\$125,000,000	89%	11%
by Location	Yes	No
Portland Metro / Vancouver (Clark & Skamania Counties)	49%	51%
Willamette Valley / I-5 South Corridor	47%	53%
Oregon Coast	75%	25%
Central Oregon	100%	0%
Eastern Oregon	67%	33%
Washington State (other than Clark & Skamania Counties)	71%	29%

All Participants



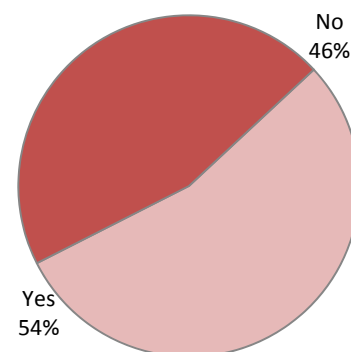
## MBL Group 2014-2015 Wage Trends Report

### FORMAL BASE PAY STRUCTURE - Nonprofit ONLY

Does your organization have a formalized **base pay structure** (grades/ranges; step system; market index)?

<b>by Industry</b>	<b>Yes</b>	<b>No</b>
Nonprofit	54%	46%
<b>by Headcount</b>	<b>Yes</b>	<b>No</b>
1-49	42%	58%
50-99	73%	27%
100-249	81%	19%
250-499	83%	17%
500-999	0%	100%
1,000+	100%	0%
<b>by Revenue</b>	<b>Yes</b>	<b>No</b>
<\$499,999	11%	89%
\$500,000 - \$999,999	10%	90%
\$1,000,000 - \$4,999,999	53%	47%
\$5,000,000 - \$9,999,999	75%	25%
\$10,000,000 - \$24,999,999	89%	11%
\$25,000,000 - \$74,999,999	50%	50%
\$75,000,000 - \$124,999,999	n/d	n/d
>\$125,000,000	100%	0%
<b>by Location</b>	<b>Yes</b>	<b>No</b>
Portland Metro / Vancouver (Clark & Skamania Counties)	58%	42%
Willamette Valley / I-5 South Corridor	44%	56%
Oregon Coast	25%	75%
Central Oregon	75%	25%
Eastern Oregon	50%	50%
Washington State (other than Clark & Skamania Counties)	0%	100%

All Participants



## MBL Group 2014-2015 Wage Trends Report

### FORMAL BASE PAY STRUCTURE: AVERAGE ACTUAL INCREASES 2014 - For Profit ONLY

For those organizations with a formalized pay structure, what was the **actual** average increase made in 2014?

	Executive	Management	Exempt	Non-exempt	Union
<b>All Participants</b>	2.1%	2.9%	2.5%	2.5%	1.1%
<b>by Industry</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
Accommodations / Food Service / Hospitality	3.7%	3.7%	3.7%	3.7%	5.0%
Banking / Finance / Insurance	2.9%	2.9%	2.9%	2.9%	3.0%
Distribution / Wholesale / Retail	3.0%	2.4%	2.4%	2.4%	5.0%
Education	0.6%	0.6%	1.1%	1.8%	2.3%
Government / Public Sector	2.1%	2.7%	2.4%	2.1%	1.9%
Healthcare	2.3%	2.8%	2.5%	2.5%	1.2%
Manufacturing	2.0%	2.6%	2.7%	2.9%	1.0%
Professional / Scientific Services / Consulting	1.8%	2.8%	1.8%	1.7%	0.0%
Technology / Telecommunications	2.5%	2.9%	2.5%	2.3%	0.0%
Utilities	NA	NA	NA	NA	NA
Other	1.7%	3.8%	2.9%	2.9%	0.4%
<b>by Headcount</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
1-49	2.6%	3.6%	2.7%	2.9%	0.7%
50-99	1.8%	3.9%	3.5%	3.1%	0.7%
100-249	2.1%	3.3%	2.5%	2.6%	1.1%
250-499	2.3%	2.3%	2.3%	2.3%	1.6%
500-999	1.7%	1.8%	1.8%	2.0%	1.3%
1,000+	1.9%	2.3%	2.3%	2.3%	1.5%
<b>by Revenue</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
<\$499,999	2.3%	4.0%	3.2%	2.4%	1.2%
\$500,000 - \$999,999	0.7%	2.0%	2.0%	2.3%	2.0%
\$1,000,000 - \$4,999,999	3.5%	5.4%	4.1%	3.9%	1.9%
\$5,000,000 - \$9,999,999	2.2%	2.6%	2.4%	2.3%	0.0%
\$10,000,000 - \$24,999,999	1.4%	3.6%	2.1%	2.3%	0.0%
\$25,000,000 - \$74,999,999	1.7%	2.5%	2.4%	2.4%	0.3%
\$75,000,000 - \$124,999,999	2.1%	2.1%	2.2%	2.2%	1.4%
>\$125,000,000	1.9%	2.3%	2.3%	2.3%	1.6%
<b>by Location</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
Portland Metro / Vancouver (Clark & Skamania Counties)	2.0%	3.0%	2.5%	2.6%	1.1%
Willamette Valley / I-5 South Corridor	2.3%	2.6%	2.4%	2.3%	n/d
Oregon Coast	2.2%	2.2%	2.2%	2.2%	1.9%
Central Oregon	3.5%	3.5%	3.5%	3.5%	0.0%
Eastern Oregon	3.0%	3.0%	3.0%	3.0%	2.0%
Washington State (other than Clark & Skamania Counties)	1.0%	1.9%	1.9%	1.9%	0.0%



## MBL Group 2014-2015 Wage Trends Report

### FORMAL BASE PAY STRUCTURE: AVERAGE ACTUAL INCREASES 2014 - Nonprofit ONLY

For those organizations with a formalized pay structure, what was the **actual** average increase made in 2014?

	Executive	Management	Exempt	Non-exempt	Union
<b>All Participants</b>	2.0%	2.2%	2.1%	2.2%	0.3%
<b>by Industry</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
Nonprofit	2.0%	2.2%	2.1%	2.2%	0.3%
<b>by Headcount</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
1-49	2.4%	2.3%	2.3%	2.5%	0.0%
50-99	1.6%	1.9%	1.9%	1.9%	1.3%
100-249	1.7%	2.5%	2.0%	1.8%	0.6%
250-499	1.4%	1.4%	1.4%	2.0%	0.0%
500-999	n/d	n/d	n/d	n/d	n/d
1,000+	n/d	n/d	n/d	n/d	n/d
<b>by Revenue</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
<\$499,999	3.0%	2.0%	0.0%	0.0%	0.0%
\$500,000 - \$999,999	n/d	n/d	n/d	n/d	n/d
\$1,000,000 - \$4,999,999	2.4%	2.2%	2.4%	2.6%	0.0%
\$5,000,000 - \$9,999,999	1.4%	1.8%	1.9%	1.8%	0.4%
\$10,000,000 - \$24,999,999	1.9%	2.5%	1.9%	2.1%	0.5%
\$25,000,000 - \$74,999,999	3.0%	3.0%	3.0%	3.0%	n/d
\$75,000,000 - \$124,999,999	n/d	n/d	n/d	n/d	n/d
>\$125,000,000	2.0%	2.0%	2.0%	2.0%	n/d
<b>by Location</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
Portland Metro / Vancouver (Clark & Skamania Counties)	2.3%	2.4%	2.4%	2.4%	0.2%
Willamette Valley / I-5 South Corridor	2.0%	2.3%	2.0%	2.6%	0.0%
Oregon Coast	0.0%	0.0%	0.0%	0.0%	n/d
Central Oregon	1.1%	1.1%	1.1%	1.1%	0.5%
Eastern Oregon	0.0%	0.0%	0.0%	0.0%	n/d
Washington State (other than Clark & Skamania Counties)	n/d	n/d	n/d	n/d	n/d

## MBL Group 2014-2015 Wage Trends Report

### FORMAL BASE PAY STRUCTURE: AVERAGE PROJECTED INCREASES 2015 - For Profit ONLY

For those organizations with a formalized pay structure, what is the **projected** average increase to be made in 2015?

	Executive	Management	Exempt	Non-exempt	Union
<b>All Participants</b>	2.3%	2.5%	2.3%	2.5%	0.9%
<b>by Industry</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
Accommodations / Food Service / Hospitality	3.2%	3.2%	3.2%	3.2%	5.0%
Banking / Finance / Insurance	2.1%	2.7%	2.5%	2.4%	3.0%
Distribution / Wholesale / Retail	1.5%	1.3%	1.3%	1.3%	0.0%
Education	1.0%	1.0%	1.4%	2.0%	2.3%
Government / Public Sector	1.0%	1.0%	1.0%	1.0%	1.1%
Healthcare	2.3%	2.4%	2.4%	2.6%	0.7%
Manufacturing	3.7%	3.2%	3.2%	3.2%	1.0%
Professional / Scientific Services / Consulting	1.8%	2.8%	1.8%	1.5%	0.3%
Technology / Telecommunications	4.0%	3.6%	2.8%	3.6%	2.0%
Utilities	NA	NA	NA	NA	NA
Other	2.0%	2.4%	2.3%	2.6%	0.2%
<b>by Headcount</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
1-49	3.1%	3.1%	2.5%	2.9%	0.7%
50-99	1.8%	2.5%	2.6%	2.6%	0.5%
100-249	2.0%	2.6%	2.5%	2.7%	0.6%
250-499	2.6%	2.2%	2.2%	2.1%	3.0%
500-999	2.3%	2.1%	2.1%	2.1%	1.6%
1,000+	2.1%	1.9%	1.8%	2.1%	1.0%
<b>by Revenue</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
<\$499,999	1.0%	1.0%	1.3%	1.3%	0.0%
\$500,000 - \$999,999	0.7%	2.3%	2.3%	2.3%	2.0%
\$1,000,000 - \$4,999,999	4.2%	3.4%	2.6%	3.1%	1.1%
\$5,000,000 - \$9,999,999	1.0%	1.8%	1.7%	1.6%	0.0%
\$10,000,000 - \$24,999,999	2.0%	2.7%	2.8%	3.0%	0.0%
\$25,000,000 - \$74,999,999	1.6%	2.7%	2.5%	2.6%	0.6%
\$75,000,000 - \$124,999,999	2.4%	2.0%	2.0%	2.0%	n/d
>\$125,000,000	2.5%	2.3%	2.2%	2.4%	1.5%
<b>by Location</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
Portland Metro / Vancouver (Clark & Skamania Counties)	2.4%	2.6%	2.3%	2.6%	0.8%
Willamette Valley / I-5 South Corridor	1.8%	1.8%	2.1%	2.1%	n/d
Oregon Coast	2.2%	2.2%	2.2%	2.2%	1.3%
Central Oregon	2.3%	2.3%	2.3%	2.0%	n/d
Eastern Oregon	3.0%	3.0%	3.0%	3.0%	3.0%
Washington State (other than Clark & Skamania Counties)	0.5%	0.5%	1.0%	1.0%	0.0%

## MBL Group 2014-2015 Wage Trends Report

### FORMAL BASE PAY STRUCTURE: AVERAGE PROJECTED INCREASES 2015 - Nonprofit ONLY

For those organizations with a formalized pay structure, what is the **projected** average increase to be made in 2015?

	Executive	Management	Exempt	Non-exempt	Union
<b>All Participants</b>	1.9%	2.2%	2.1%	2.1%	0.2%
<b>by Industry</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
Nonprofit	1.9%	2.2%	2.1%	2.1%	0.2%
<b>by Headcount</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
1-49	2.3%	2.6%	2.5%	2.4%	0.0%
50-99	1.8%	1.9%	2.2%	2.5%	0.7%
100-249	2.1%	2.1%	2.1%	2.1%	0.3%
250-499	0.4%	0.4%	0.4%	0.4%	0.7%
500-999	n/d	n/d	n/d	n/d	n/d
1,000+	0.0%	3.0%	2.0%	1.6%	0.0%
<b>by Revenue</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
<\$499,999	2.0%	2.0%	0.0%	0.0%	0.0%
\$500,000 - \$999,999	n/d	n/d	n/d	n/d	n/d
\$1,000,000 - \$4,999,999	2.1%	2.5%	2.5%	2.3%	0.0%
\$5,000,000 - \$9,999,999	1.9%	1.9%	2.0%	2.2%	0.2%
\$10,000,000 - \$24,999,999	1.8%	1.9%	1.9%	1.9%	0.7%
\$25,000,000 - \$74,999,999	3.0%	3.0%	3.0%	3.0%	n/d
\$75,000,000 - \$124,999,999	n/d	n/d	n/d	n/d	n/d
>\$125,000,000	1.0%	2.5%	2.0%	1.8%	0.0%
<b>by Location</b>	<b>Executive</b>	<b>Management</b>	<b>Exempt</b>	<b>Non-exempt</b>	<b>Union</b>
Portland Metro / Vancouver (Clark & Skamania Counties)	2.0%	2.4%	2.4%	2.3%	0.3%
Willamette Valley / I-5 South Corridor	2.1%	2.1%	1.6%	2.1%	0.0%
Oregon Coast	0.0%	0.0%	0.0%	0.0%	n/d
Central Oregon	1.3%	1.3%	1.3%	1.3%	0.0%
Eastern Oregon	n/d	n/d	n/d	n/d	n/d
Washington State (other than Clark & Skamania Counties)	n/d	n/d	n/d	n/d	n/d

## MBL Group, LLC

### *STRATEGIC HUMAN RESOURCES SOLUTIONS*

MBL Group designs human resources solutions targeted to meet your business goals. Over 80% of MBL's consulting work is in the compensation arena, including the design and delivery of base pay and performance management programs, custom survey development, total compensation assessments, as well as creation and implementation of profit sharing plans, management incentive plans, and commissioned sales plans. For over 21 years, MBL has been a trusted partner to clients across all sectors and industries, including healthcare, technology, retail, manufacturing and services companies, as well as nonprofit organizations.

MBL works with you as a partner. We work to understand your business, mission and values and produce results that meet your goals and budget. Regardless of size or scope of the project, our focus is on adding value for your organization, whether that is working with you to design compensation systems, help you find the right fit in an executive search or providing coaching to a key employee. We earn trust by delivering results and being a responsible steward to all of our clients.



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