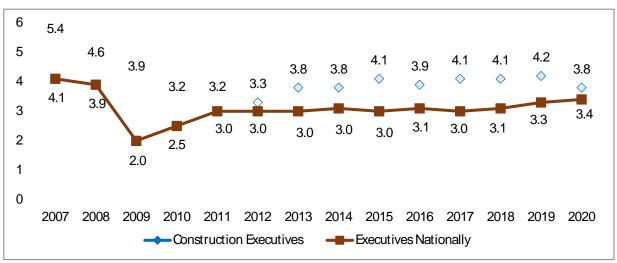


2020 Actual and 2021 Executive Pay Forecast

The 2020 Executive actual increase came in at 3.8% (more on this on page 4). The projected 2021 executive increase is 3.4%. Historically predictions are about .5% low, but] \S [• \S } CE o Ç \S } I v } Á \S n/(uchÁ \S] o o • escalation in 2021. We will have some sense late in the second quarter on how 2021 will play out. For comparison,620.5 T5aa8q0.00000912 0 612 792 reW*nBT/F1 11.04 Tf1 0 0 0 G[ex)7(ecuti)11(v)-4(e)]TETQ0.00000912 0 612



			\$467,530	\$520,000
President	\$225,500	\$292,510	\$312,532	\$368,100
Executive Vice President	\$178,465	\$226,950	\$235,916	\$275,000
Senior Vice President	\$176,500	\$214,160	\$217,687	\$247,750
Vice President of Operations	\$152,075	\$175,776	\$181,765	\$200,000
Vice President of Estimating	\$143,020	\$164,120	\$170,885	\$193,790
VP of Business Development	\$155,000	\$169,417	\$178,613	\$191,004
VP of Preconstruction	\$152,000	\$168,200	\$177,735	\$197,500
VP/Chief Financial Officer	\$149,750	\$184,500	\$202,429	\$240,250
VP of Human Resources	\$129,200	\$153,830	\$165,057	\$188,000
General Counsel	\$183,130	\$220,571	\$234,350	\$273,481
Operations Manager	\$124,563	\$148,000	\$146,609	\$168,623
IT/ MISDirector	\$110,358	\$144,500	\$144,325	\$167,750
Divisional Manager	\$124,869			

So, should you focus on the 3.8% or the 3.1% in 2020 (similarly the 3.4% or 2.9% in 2021)? Both numbers are meaningful and how you use them depends on your pay strategy and resources. Ann Bares at Altura Consulting is one our favorite compensation gurus and offers this explanation from an older posting (https://www.compensationforce.com/2009/08/on-the-question-of-the-zeros.html).

For those of us seeking high level guidance on where to set next year's salary budget ... what to do? Do we use the figures with zeros or the figures without zeros?

The answer is ... Yes

(You knew I wasn't going to make this easy, didn't you?)

... because both numbers tell you something important about what's happening in the labor market.

The "with zeros" data gives you a snapshot of the market in its entirety, the speed at which salaries are moving on average, considering all employers, those who are/have awarded increases as well as those who are not/have not.

The "without zeros" data tells you what is happening at those employers who have remained financially strong enough to commit to salary increases and

So where do you want to be this year?

The Final Word

We just finished the 3.2% increase for middle managers and professionals in 2021 with only 4% indicating a pay freeze this year. There is a frequent correlation and spread between staff and executive increases, so we expect the executive projected increase to grow as the year progresses and the number of firms freezing executive pay to reduce considerably.

And finally, this is our annual C = u v C š Z š š Z u i š j Å Å Ç š j ‰ C j Å within the "normal" parameters of the industry is to use industry surveys. These surveys help define the industry standards which is precisely why participation is so important. These standards are just one step in establishing a sound pay program with structure and guidelines on how your employees are compensated.

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