BACKGROUND INFORMATION

<mark>IMPORTANT NOTE: You CANNOT submit this PDF as your Salary Budget Survey submission. Only responses submitted in our online platform are considered complete and will entitle you to the benefits of participation.</mark>

The deadline to submit this survey is April 24, 2026.

Please note the following items:

- You can save a copy of your entries at any time by clicking the "View Responses" button in the upper right corner and saving and/or printing your transcript.

- If you want to return to your responses at any time prior to the close of the survey, April 15, 2025, even after you have submitted this survey, you may do so by following the link in your email and rejoining your session.

- You can use the back button to return to other sections of the survey if you wish to make a change.

- If you are a consultant completing this survey on behalf of a client, make sure to answer on behalf of your client and their organization only and not your own organization.

- Depending on your responses in this online questionnaire, you may not be asked to complete all items that appear in the PDFs.

- <mark>For items asking you to enter a percent, please enter a numeric value with no more than one decimal place. Round if necessary and do not enter any symbols. For instance, 3, 3.0 and 3.5 would all be valid responses, but 3.26 and 3% are both invalid.</mark>

- You can select only one industry for your organization.

If you need disability accommodations or other assistance completing the questionnaire, please contact the Research Team at surveypanel@worldatwork.org

Please click the NEXT button to begin the survey for all countries.

1. Please enter your first name (personal or given name) [   ]

2. Please enter your last name (family name or surname) [   ]

3. Please provide your email address so that we can record your participation in this survey. Enter the email address at which we may most reliably contact you if we need to confirm or clarify your response to a survey item(s). This need not be the email address at which you received your survey invitation.

   [   ]

4. We need your organization's name in order to resolve multiple submissions that we might receive from the same organization and to include your organization in the participant list.

   Please provide your company name and indicate whether we may include it in the participant list.

   ○ My organization's name is: [   ]
   ○ My organization does not permit us to be included in the participant list, but for data-cleaning purposes, its name is: [   ]

5. If your supervisor or another colleague at your organization has asked you to complete this survey on their behalf, please provide us with their contact information.

   Name: [   ]

   Title: [   ]

   Email Address: [   ]

6. WorldatWork members in good standing or purchasers of Salary Budget Survey Access + who **fully complete this survey** will receive a digital copy of the 2026-2027 Executive Report & Analysis and 18 months of access to the 2026-2027 Interactive Tool for U.S. and Canada. (Members And Access + purchasers who do not participate in the survey can purchase the report and tool for $395.)

   In order to "**fully complete the survey**" you must answer all questions displayed to you in this survey unless they are marked as Optional.

   ○ I agree that I must **fully complete this survey** in order to receive participant benefits.

7. How many full-time equivalent (FTE) employees does your organization employ worldwide?

   (Please report your worldwide headcount, even though the budget data you are reporting may only apply to a specific country or business unit.)?

   Round up to the nearest whole number. [   ]

Note: We do not gather data for organizations with less than ten employees. If you have attempted to complete this survey in order to gain access to the report and/or interactive tool, you'll be asked to tell us about why you need it. We'll evaluate submissions and may offer free or reduced-price options based on your response. Consultants, consider asking a client for permission to complete the survey on their behalf; as the participating member, this will entitle you to benefits of participation.

8. The sector that best describes my organization is:

○ For-profit, privately held
○ For-profit, publicly traded (stock ticker)
○ Not-for-profit or non-profit
○ Public sector (national, regional, state, provincial, municipal, or tribal government)
○ Other (please describe):

9. Please choose one category that best describes the industry in which your current organization operates. If you wish to report data for an additional industry, please use this form to contact us.
If you're unsure of which category to choose, you might want to try looking up your organization's name in the Dun & Bradstreet Business Directory or exploring the categories on the NAICS Association site U.S. Census NAICS Code Lookup.

○ Agriculture *(includes forestry, fishing and hunting)*
○ Manufacturing - *electrical equipment, appliances & components*
○ Arts, entertainment & recreation
○ Manufacturing - *food, beverages & tobacco products*
○ Childcare
○ Manufacturing - *machinery*
○ Construction *(includes commercial, residential & civil engineering)*
○ Manufacturing - *metal*
○ Consulting *(management, scientific, technical, engineering, design & architecture)*
○ Manufacturing - *paper, printing & related support*
○ Education *(K-12 and post-secondary, public & private & ed services)*
○ Manufacturing - *pharmaceutical & biotech products*
○ Extraction *(includes mining, quarrying, oil & gas)*
○ Manufacturing - *plastics & rubber products*
○ Finance & insurance - *Banks, credit unions, mortgage loans, credit cards & other lenders*
○ Manufacturing - *textiles, apparel, leather & allied products*
○ Finance & insurance - *Fund, trusts and other financial vehicles*
○ Manufacturing - *transportation equipment except aerospace*
○ Finance & insurance - *Insurance carriers, agencies, brokerages and employee benefit funds*
○ Manufacturing - *all other*
○ Finance & insurance - *Securities and commodity contracts (includes brokerage, intermediation and funds)*
○ Non-profit associations *(includes professional, civic & grantmaking)*
○ Finance & insurance - *all other*
○ Pharma and biotech R&D
○ Government *(federal, state, local & tribal EXCEPT public schools and universities)*
○ Professional services *(includes legal, accounting, tax & advertising)*

○ Health care - *Hospitals*
○ R&D *(science and engineering EXCEPT pharma)*
○ Health care - *Outpatient, home & diagnostic*
○ Rental & real estate *(includes sales, mgmt & leasing of property and rental of equipment, cars, etc.)*
○ Holding companies
○ Retail
○ Hotels, restaurants & bars
○ Senior care *(including services & residences)*
○ Information - *Hosting, ISPs, web search & software publishing*
○ Social assistance *(includes individual & family services, relief services, etc.)*
○ Information - *Media streaming, social networks and online content providers*
○ Support services *(including administrative, travel, temp workers, security, janitorial)*
○ Information - *Motion picture, sound recording & broadcasting*
○ Transportation - *Air transport*
○ Information - *Print publishing*
○ Transportation - *All other*
○ Information - *Telecommunications*
○ Utilities and energy production
○ Maintenance, repair, laundry & personal services
○ Warehousing
○ Management of companies and enterprises
○ Waste management
○ Manufacturing - *aerospace products and parts*
○ Wholesale
○ Manufacturing - *chemicals*
○ Other *(please describe)*
○ Manufacturing - *computer & electronic products*

10. What was the total revenue for your organization at the end of 2025? (Please report in U.S. dollars.)

○ Up to $10 million
○ Between $10 million and $30 million
○ Between $30 million and $100 million
○ Between $100 million and $500 million
○ Between $500 million and $1 billion
○ Between $1 billion and $5 billion
○ Between $5 billion and $10 billion
○ $10 billion or more

Note: Non-profit organizations will be asked for operating income and government organizations for operating budget

11. How would you rate your organization's overall financial performance in 2026?
    ○ We're struggling.
    ○ We're just getting by.
    ○ We're doing pretty well.
    ○ We're doing very well.
    ○ We're doing excelling, significantly outpacing our competitors, and/ or our expectations.
    ○ I really don't know, it's not transparent to me.

12. Which option best describes your organization's business objective for 2027?

    ○ **Balanced Transformation** – We plan to adopt a strategy that balances growth and innovation with a careful evaluation of risk and resource allocation to ensure long-term sustainability.
    ○ **Aggressive Growth** – Our organization aims for significant expansion in 2025, focusing on aggressive growth targets and stretching our capabilities to capture new market opportunities.
    ○ **Steady State Optimization** – Our focus will be on stabilizing our operations, improving efficiency, and maximizing existing resources without significant changes to our growth trajectory.
    ○ **Accelerated Innovation** – We plan to prioritize speed and innovation, rapidly adapting our products and services to meet evolving customer needs and enhance our competitive edge.

13. In which month does your organization's fiscal year begin?

    ○ January
    ○ July
    ○ February
    ○ August
    ○ March
    ○ September

    ○ April
    ○ October
    ○ May
    ○ November
    ○ June
    ○ December

14. In which month does your organization award merit increases for each of the following employee groups?

	Merit Increase Month
Level 1: • Nonexempt Hourly Nonunion (U.S.) • Technical/individual contributors/support roles (India) • Nonmanagement Hourly Nonunion (All other countries)	Select month or "Varies by country" or "We do not have an annual merit increase program for this group " or "On anniversary date of employee"
Level 2: • Nonexempt Salaried (U.S.) • Junior management (India) • Non-management Salaried (All other countries)	Select month or "Varies by country" or "We do not have an annual merit increase program for this group " or "On anniversary date of employee"
Level 3: • Exempt Salaried (U.S.) • Middle management (India) • Management Salaried (All other countries)	Select month or "Varies by country" or "We do not have an annual merit increase program for this group " or "On anniversary date of employee"
Level 4: • Officers/executives (All countries except India) • Top and senior management (India)	Select month or "Varies by country" or "We do not have an annual merit increase program for this group " or "On anniversary date/month of employee"

15. From the list below, select the countries for which you wish to provide data. You must have more than 10 employees in a country to provide data for that country.

==Check all that apply. You will be asked to report data for each country you select.==

- ☐ United States (U.S.)
- ☐ Australia
- ☐ Belgium
- ☐ Brazil
- ☐ Canada
- ☐ China
- ☐ France
- ☐ Germany
- ☐ India
- ☐ Italy
- ☐ Japan
- ☐ Mexico
- ☐ Netherlands
- ☐ Russia
- ☐ Singapore
- ☐ South Africa
- ☐ South Korea
- ☐ Spain
- ☐ Sweden
- ☐ Switzerland
- ☐ United Kingdom
- ☐ Vietnam
- ☐ GCC Countries (Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, and/or the United Arab Emirates)

16. How many employees does your organization have in each country?

	Total employees in country
United States (U.S.)	
Australia	
Belgium	
Brazil	
Canada	
China	
France	
Germany	
India	
Ireland	
Italy	
Japan	
Mexico	
Netherlands	
Poland	
Russia	
Singapore	
South Africa	
South Korea	
Spain	
Sweden	
Switzerland	
United Kingdom	
Vietnam	
GCC Countries (Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, and/or the United Arab Emirates)	

17. **How many employees do you have in each category in each country?**
    Please note: For subsequent questions in the survey asking about employee categories, we'll only ask you to provide data for categories where you have at least ten employees.
    <mark>If your organization does not have an employee category or you are not reporting data for a given category, please enter zero for number of employees.</mark>

	Level 1: Nonexempt hourly nonunion (US) Technical, individual contributors & support (India) Nonmanagment hourly nonunion (All other locations)	Level 2: Nonexempt salaried (US) Junior management (India) Nonmanagement salaried (All other locations)	Level 3: Exempt salaried (US) Middle management (India) Management salaried (All other locations)	Level 4: Top & senior managment (India) Officers/ Executives (US & all other locations)
United States (U.S.)				
Australia				
Belgium				
Brazil				
Canada				
China				
France				
Germany				
India				
Ireland				
Italy				
Japan				
Mexico				
Netherlands				
Poland				
Russia				
Singapore				
South Africa				
South Korea				
Spain				
Sweden				
Switzerland				
United Kingdom				
Vietnam				

	Level 1: Nonexempt hourly nonunion (US) Technical, individual contributors & support (India) Nonmanagment hourly nonunion (All other locations)	Level 2: Nonexempt salaried (US) Junior management (India) Nonmanagement salaried (All other locations)	Level 3: Exempt salaried (US) Middle management (India) Management salaried (All other locations)	Level 4: Top & senior managment (India) Officers/ Executives (US & all other locations)
GCC Countries (Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, and/or the United Arab Emirates)				

18. OPTIONAL: If there are countries not on this list for which you'd like to provide data in future year's Salary Budget Surveys, please tell us about them here:

FOR THOSE WHO SELECTED US:

19. For which U.S. region(s) are you reporting data in this questionnaire? (Select all regions that apply)
- ☐ **Eastern U.S.** (Includes Connecticut, Delaware, Maine, Maryland , Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont, Virginia, Washington D.C., and West Virginia)
- ☐ **Central U.S.** (Includes Illinois, Indiana, Iowa, Kansas, Kentucky, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, and Wisconsin)
- ☐ **Southern U.S.** (Includes Alabama, Arkansas, Florida, Georgia, Louisiana, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, and Texas)
- ☐ **Western U.S.** (includes Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming)

20. For which locations in the Eastern U.S. are you reporting data in this questionnaire? (Select "All Eastern U.S. locations" or select *every* location that applies)
- ☐ *All Eastern U.S. locations*
- ☐ Connecticut
- ☐ Delaware
- ☐ Maine
- ☐ Maryland - Baltimore
- ☐ Maryland - All other locales
- ☑ Massachusetts - Boston
- ☑ Massachusetts - All other locales
- ☐ New Hampshire
- ☐ New Jersey
- ☐ New York - New York City
- ☐ New York - All other locales
- ☐ Pennsylvania - Philadelphia
- ☐ Pennsylvania - Pittsburgh
- ☐ Pennsylvania - All other locales
- ☐ Rhode Island
- ☐ Vermont
- ☐ Virginia
- ☐ Washington D.C.
- ☐ West Virginia

21. For which locations in the Central U.S. are you reporting data in this questionnaire? (Select "All Central U.S. locations" or select *every* location that applies)
- ☐ *All Central U.S. locations*
- ☐ Illinois - Chicago
- ☐ Illinois - All other locales
- ☐ Indiana
- ☐ Iowa
- ☐ Kansas
- ☐ Kentucky
- ☐ Michigan - Detroit
- ☐ Michigan - All other locales
- ☐ Minnesota - All other locales

- ☐ Missouri - St. Louis
- ☐ Missouri - All other locales
- ☐ Nebraska
- ☐ North Dakota
- ☐ Ohio - Cincinnati

- ☐ Ohio - Cleveland
- ☐ Ohio - All other locales
- ☐ South Dakota
- ☐ Wisconsin

22. For which locations in the Southern U.S. are you reporting data in this questionnaire? (Select "All Southern U.S. locations" or select *every* location that applies)

- ☐ *All Southern U.S. locations*
- ☐ Alabama
- ☐ Arkansas
- ☐ Florida - Miami
- ☐ Florida - Tampa
- ☐ Florida - All other locales
- ☐ Georgia - Atlanta
- ☐ Georgia - All other locales
- ☐ Mississippi

- ☐ North Carolina
- ☐ Oklahoma
- ☐ South Carolina
- ☐ Tennessee
- ☐ Texas - Austin
- ☐ Texas - Dallas
- ☐ Texas - Houston
- ☐ Texas - All other locales

23. For which locations in the Western U.S. are you reporting data in this questionnaire? (Select "All Westen U.S. locations" or select *every* location that applies)

- ☐ *All*
- ☐ *Western U.S. locations*
- ☐ Alaska
- ☐ Arizona - Phoenix
- ☐ Arizona - All other locales
- ☐ California - Los Angeles
- ☐ California - San Diego
- ☐ California - San Francisco
- ☐ California - San Jose
- ☐ California - All other locales
- ☐ Colorado - Denver
- ☐ Hawaii

- ☐
- ☐ Idaho
- ☐ Montana
- ☐ Nevada
- ☐ New Mexico
- ☐ Oregon - Portland
- ☐ Oregon - All other locales
- ☐ Utah
- ☐ Washington - Seattle
- ☐ Washington - All other locales
- ☐ Wyoming

FOR THOSE WHO SELECTED CANADA:

24. For which Canadian location(s) are you reporting data in this questionnaire? (Select all regions that apply)

- ☐ Alberta - Calgary
- ☐ Alberta - Edmonton
- ☐ Alberta - All other locales
- ☐ British Columbia - Vancouver
- ☐ British Columbia - All other locales
- ☐ Manitoba - Winnipeg
- ☐ Manitoba - All other locales
- ☐ New Brunswick
- ☐ Newfoundland & Labrador
- ☐ Northwest Territories
- ☐ Nunavut

- ☐ Ontario - Hamilton
- ☐ Ontario - Ottawa
- ☐ Ontario - Toronto
- ☐ Ontario - All other locales
- ☐ Prince Edward Island
- ☐ Quebec - Quebec
- ☐ Quebec - Montreal
- ☐ Quebec - All other locales
- ☐ Saskatchewan
- ☐ Yukon

25. For which India locations(s) are you reporting data in this questionnaire? (Select all regions that apply)

- ☐ Central
- ☐ East - Kolkata
- ☐ East - All other locales
- ☐ North - Delhi
- ☐ North - All other locales
- ☐ Northeast
- ☐ South - Chennai
- ☐ South - Hyderabad
- ☐ South - All other locales
- ☐ West - Mumbai
- ☐ West - Pune
- ☐ West - All other locales

26. For which U.K. locations(s) are you reporting data in this questionnaire? (Select all regions that apply)

- ☐ East
- ☐ Midlands
- ☐ East of England
- ☐ Greater London
- ☐ North East
- ☐ North West
- ☐ Scotland
- ☐ South East
- ☐ South West
- ☐ Wales
- ☐ West Midlands
- ☐ Yorkshire and the Humber

27. Please select **all** countries in the GCC area in which your organization has employees

- ☐ Bahrain
- ☐ Kuwait
- ☐ Oman
- ☐ Qatar
- ☐ Saudi Arabia
- ☐ United Arab Emirates

28. Do your salary increase budgets, structure increase percents and/or other budget-related practices vary by country?

- ○ Yes
- ○ No