

INDIA QUESTIONNAIRE

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.

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, 2026, 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.
- 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.
- 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 answer these questions for your India operations.

1. The Indian organizational unit that I am reporting data for in this questionnaire is:
 - o Headquarters
 - o Subsidiary/group/division
 - o Regional headquarters
 - o Plant/branch
 - o Independent consultant
 - o Consulting firm
 - o Educational
2. Please complete the table below for India operations.
Please enter a whole number; do not include symbols or text.

	How many months between base pay increases THIS year (in 2026)?	How many months are projected between base pay increases NEXT year (in 2027)?
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Technical/individual contributors/support roles		
Junior management		
Middle management		
Top & Senior Management		

3. In the past 12 months, has your organization implemented an additional or off-cycle base pay increase in India?

	Yes	No, and we didn't consider it	No, but we considered it before deciding not to
Technical/individual contributors/support roles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Junior management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Middle management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Top & Senior Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Which employee groups will receive a base pay increase in India THIS year (2026)?

	Yes	No; this group usually does, but this year we budgeted \$0.	No, we don't budget for pay increases for this group.
Technical/individual contributors/support roles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Junior management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Middle management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Top & Senior Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. What is your budget for base pay increases in India THIS year (2026)?

Answer Format: Please provide your answer as a percentage (e.g., if the budget is a 3% increase, simply enter "3")

Please Note:

- Even if the increase is less than 1%, provide the specific percentage planned, e.g. 0.5
- If your organization typically budgets for pay increases but has chosen not to this year, enter "0".
- If your organization does not have a increase type, please leave the answer field blank.
- Enter numeric values only. Do not include any symbols: For example, (%), letters, or other characters.
- Most responses in India fall between 0% - 6%.

	General increase/COLA	Merit increase	Other increase	
Technical/individual contributors/support roles				%
Junior management				%

Middle management				%
Top & Senior Management				%

6. What is the reason for the "Other increase" included in your Indian base pay budget for 2026?
(Select all that apply.)

Regulatory Compliance Adjustments

- Adjustment related to state or local minimum wage increase

Compensation Structure Adjustments

- Salary range adjustment
- Accelerated increase cycle to move employee closer to midpoint (salary progression)
- Compression
- Step rate

Talent Management and Retention Adjustments

- Market adjustment/competitive adjustment
- Retention/critical skill adjustment
- Internal equity

Transparency and Performance-based Adjustments

- Pay transparency
- Skill-based pay increase
- Other increase, please describe: _____

7. Which employee groups do you expect will receive a base pay increase in India NEXT year (2027)?

	Yes	No; this group usually does, but we expect to budget \$0 next year.	No, we don't budget for pay increases for this group.
Technical/individual contributors/support roles	○	○	○
Junior management	○	○	○
Middle management	○	○	○
Top & Senior Management	○	○	○

8. What is your organization's expected budget for base pay increases in India in 2027 (NEXT year)?

Answer Format: Please provide your answer as a percentage (e.g., if the budget is a 3% increase, simply enter "3")

Please Note:

- Even if the increase is less than 1%, provide the specific percentage planned, e.g. 0.5.
- If your organization typically budgets for pay increases but has chosen not to this year, enter "0".
- If your organization does not have an increase type, please leave the answer field blank.
- Enter numeric values only. Do not include any symbols: For example, (%), letters, or other characters.
- Most responses in India fall between 0% - 12%.

	General increase/COLA	Merit increase	Other increase	
Technical/individual contributors/support roles				%
Junior management				%
Middle management				%
Top & Senior Management				%

9. What is the reason for the "Other increase" included in your Indian base pay budget for 2027 (NEXT year)? Select all that apply.

Regulatory Compliance Adjustments

- Adjustment related to state or local minimum wage increase

Compensation Structure Adjustments

- Salary range adjustment
 Accelerated increase cycle to move employee closer to midpoint (salary progression)
 Compression
 Step rate

Talent Management and Retention Adjustments

- Market adjustment/competitive adjustment
 Retention/critical skill adjustment
 Internal equity

Transparency and Performance-based Adjustments

- Pay transparency
 Skill-based pay increase
 Other increase, please describe: _____

10. How certain is your organization about the projected 2027 budget for base pay increases in India that you reported?

- Not at all certain
 Slightly certain
 Moderately certain
 Very certain
 Extremely certain

11. Which factors contribute most to the confidence/uncertainty of your 2027 projection? [Select all that apply]

- Shifting or unpredictable economic conditions
 Labor market volatility
 Uncertain revenue or demand outlook
 Budget constraints or financial pressures
 Organizational restructuring or leadership changes
 Inflation unpredictability
 Unpredictable market pay movements
 Competitive talent landscape or hiring challenges
 Turnover or retention risk
 Mergers, acquisitions, or strategic shifts

- Regulatory or compliance changes
- Technology, AI or systems transformation
- Geopolitical instability
- Supply chain disruptions
- Limited or unreliable forecasting data
- Cost-of-living pressures
- Other (please describe): _____

12. If your 2027 projection were to change due to uncertainty or volatility, by how much would it likely increase or decrease?

Please enter the approximate percentage point change to one decimal place. For example, if the projection was to decrease 0.53%, please enter 0.5

- Increase _____
- Decrease _____
- Not sure

13. For those employees receiving a base salary increase, what changes occurred in India THIS year (2026) compared to LAST year (2025)?

	2026 percentage is larger than 2025	2026 percentage is similar to 2025	2026 percentage is smaller than 2025
Technical/individual contributors/support roles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Junior management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Middle management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Top & Senior Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Merit Increases

14. What percentage of your **Indian workforce was rated in each performance category** LAST year (2025)?

Total must add up to 100%. You must enter a value in each box; enter 0 if you have no employees with performance in a category. Please enter a numeric value; do not include symbols or text.

	2025	
High Performance (exceeds expectations)		%
Middle Performance (generally meets expectations)		%
Low Performance (does not meet expectations)		%

15. Please complete based only on those employees awarded a merit increase in India in 2025.

Please Note:

- Even if the increase is less than 1%, provide the specific percentage, e.g. 0.5
- If your organization typically budgets for increases but chose not to do so in 2025, enter "0".
- If your organization does not typically provide merit increases, please leave the answer field blank.
- Enter numeric values only. Do not include any symbols: For example, (%), letters, or other characters.
- Most responses fall between 0% - 8%.

What is the **average merit increase awarded** for this performance category LAST year (2025)?

	2025	
High Performance (exceeds expectations)		%
Middle Performance (generally meets expectations)		%
Low Performance (does not meet expectations)		%

16. What percentage of your Indian workforce do you estimate will be rated in each performance category THIS year (2026)?

Total must add up to 100%. You must enter a value in each box; enter 0 if you have no employees with performance in a category. Please enter a numeric value; do not include symbols or text.

	2026	
High Performance (exceeds expectations)		%
Middle Performance (generally meets expectations)		%
Low Performance (does not meet expectations)		%

17. Please complete based only on those employees awarded a merit increase in India in 2026.

Please Note:

- Even if the increase is less than 1%, provide the specific percentage, e.g. 0.5
- If your organization typically budgets for increases but chose not to do so in 2025, enter "0".
- If your organization does not typically provide merit increases, please leave the answer field blank.
- Enter numeric values only. Do not include any symbols: For example, (%), letters, or other characters.
- Most responses fall between 2%-12%.

What is the **average merit increase awarded** for this performance category THIS year (2026)?

	2026	

High Performance (exceeds expectations)		%
Middle Performance (generally meets expectations)		%
Low Performance (does not meet expectations)		%

[Only shown to those who said they had a different percentile]

18. In the last question, you said that your organization targets the market in India at a percentile different than the provided options. What is your organization's target?

19. In the past 12 months, has your organization changed the targets for its base pay levels in India?

	10th percentile	25th percentile	50th percentile (median)	60th percentile	75th percentile	90th percentile	Other percentile	No formal compensation strategy
Technical/individual contributors/support roles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Junior management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Middle management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Top & Senior Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. Where does your organization target its base pay levels for Indian workers in comparison to the market?

	Increased	Stayed about the same	Decreased
Technical/individual contributors/support roles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Junior management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Middle management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Top & Senior Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Pay Equity

21. How do adjustments made to address pay equity issues affect your Indian salary budget for the current year (2026)?
- We budgeted extra for pay equity adjustments, separate from our regular salary increase funds.
 - We budgeted an additional amount for these equity adjustments as part of our "merit" budget.
 - We budgeted an additional amount for these equity adjustments as part of our "general increase/COLA" budget.
 - We budgeted an additional amount for these equity adjustments as part of our "other increase" budget.
 - We expect to make adjustments to remediate pay equity issues in 2026, but we did not budget for them.
 - Our organization is not anticipating pay adjustments to remediate pay equity issues in 2026.

[Shown only if answered "We expect to make adjustments to remediate pay equity issues in 2026, but we did not budget for them." in previous question]

22. Since your organization hasn't budgeted for pay equity adjustments in India, how do you plan to finance or fund these adjustments? Please select all that apply.
- Out of the merit budget, even though the merit budget is not inflated to cover these equity adjustments.
 - Out of the general increase/COLA budget, even though the general increase/COLA budget is not inflated to cover these equity adjustments.
 - Out of the other increase budget, even though the other increase budget is not inflated to cover these equity adjustments.
 - With savings (e.g., savings realized from vacant positions, hiring at a lower rate than the previous incumbent, downsizing).
 - Other, please describe: _____

23. How do adjustments made to address pay equity issues affect your Indian salary budget for the NEXT year (2027)?
- We plan to budget an additional amount for these equity adjustments as part of our salary budget but separate from other pay increase budgets.
 - We plan to budget an additional amount for these equity adjustments as part of our merit budget.
 - We plan to budget an additional amount for these equity adjustments as part of our general increase/COLA budget.
 - We plan to budget an additional amount for these equity adjustments as part of our other increase budget.
 - We expect to make adjustments to remediate pay equity issues in 2027, but we did not budget for them.
 - Our organization is not anticipating pay adjustments to remediate pay equity issues in 2027.

[Shown only if answered "We expect to make adjustments to remediate pay equity issues in 2027, but we did not budget for them." in previous question]

24. Since your organization hasn't budgeted for pay equity adjustments in India, how do you plan to finance or fund these adjustments? Please select all that apply.
- Out of the merit budget, even though the merit budget is not inflated to cover these equity adjustments.

- Out of the general increase/COLA budget, even though the general increase/COLA budget is not inflated to cover these equity adjustments.
- Out of the other increase budget, even though the other increase budget is not inflated to cover these equity adjustments.
- With savings (e.g., savings realized from vacant positions, hiring at a lower rate than the previous incumbent, downsizing).
- Other, please describe:_____

Pay Structures

25. If your organization budgets for compensation structure increases, what is the actual percent structure increase in India for THIS year (the 2026 plan year)?

Please Note:

- Even if the increase is less than 1%, provide the specific percentage planned for structure increases.
- If your organization typically budgets for structure increases but has chosen not to this year, enter "0".
- If your organization does not budget for structure increases, please leave the answer field blank.
- Enter numeric values only. Do not include any symbols: For example, (%), letters, or other characters.

	Actual 2026 Structure Increase	
Technical/individual contributors/support roles		%
Junior management		%
Middle management		%
Top & Senior Management		%

26. If your organization budgets for compensation structure increases, what is your projected percent STRUCTURE increase for NEXT year in India (the 2027 plan year)?

Please Note:

- Even if the increase is less than 1%, provide the specific percentage planned for structure increases.
- If your organization typically budgets for structure increases but has chosen not to this year, enter "0".
- If your organization does not budget for structure increases, please leave the answer field blank.
- Enter numeric values only. Do not include any symbols: For example, (%), letters, or other characters.

	Projected 2027 Structure Increase	
Technical/individual contributors/support roles		%
Junior management		%

Middle management		%
Top & Senior Management		%

27. Please indicate your organization's level of certainty of the projected Indian 2027 percentage increase for compensation/salary structure(s) you reported in the previous question.

- o Not at all certain
- o Slightly certain
- o Moderately certain
- o Very certain
- o Extremely certain

28. If no compensation structure (salary structure) increase was made in India in 2026, how many months has it been since the last structure increase?

- Please enter a numeric value; do not include symbols or text.

	Months since structure increase
Technical/individual contributors/support roles	
Junior management	
Middle management	
Top & Senior Management	

Lump-Sum Awards

29. Does your organization give lump sum awards to these groups of employees in India?

	Yes	No
Technical/individual contributors/support roles	<input type="radio"/>	<input type="radio"/>
Junior management	<input type="radio"/>	<input type="radio"/>
Middle management	<input type="radio"/>	<input type="radio"/>
Top & Senior Management	<input type="radio"/>	<input type="radio"/>

30. What percentage of Indian employees in each category received a lump sum award LAST year (2025)?

Please Note:

- Even if the percentage is less than 1%, provide the specific percent of employees who received a lump sum award in 2025, e.g., 0.5
- If no employees in a category received a lump sum award in 2025, enter "0"
- Enter numeric values (between 0 and 100) only. Do not include any symbols: For example, (%), letters, or other characters.

	% of employees receiving lump sum in 2025	
Technical/individual contributors/support roles		%
Junior management		%

Middle management		%
Top & Senior Management		%

31. Is the percentage of Indian employees expected to receive a lump sum award in 2026 larger, similar, or smaller compared to the percentage in 2025?

	Percentage of employees is anticipated to be larger than 2025	Percentage of employees is anticipated to be similar to 2025	Percentage of employees is anticipated to be smaller than 2025
Technical/individual contributors/support roles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Junior management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Middle management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Top & Senior Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[Only shown to respondents who anticipate a change in their percentage of employees receiving a lump-sum award]

32. Why do you anticipate this change in the percentage of Indian employees receiving lump sum awards?

Variable Pay

For the purposes of this survey, variable pay is defined as short-term cash awards that are contingent upon performance, discretion or results achieved. Variable pay types include:

- Profit-sharing
- Performance sharing (e.g., gain-sharing or goal-sharing)
- Individual incentives
- Bonuses

The following pay types should NOT be included:

- Sales commission plans
- Long-term incentives, such as stock plans or multiyear cash performance plans
- Noncash-based awards such as merchandise, trips, plaques or trophies
- Plans that require cash awards to be placed in accounts that are not readily accessible to employees (e.g., 401(k) accounts, pension plans, deferred compensation plans)
- Cash awards for recognition

33. Does your organization currently use variable pay as defined above in India?

- Yes
- No

[Section only shown if respondent answered "Yes" to Variable Pay usage in previous question]

34. Which of the following variable pay plan types does your organization use in India? (Select all that apply.)

- Organization-wide awards: Based solely on the success of the entire organization (e.g., cash profit-sharing)

- Unit/strategic business unit awards: Based solely on the success of the unit/strategic business unit (e.g., department incentive programs, manufacturing goal sharing, call-center incentives)
- Individual incentive awards: Based on employees' performance in designated jobs (other than sales)
- Combination awards based on both organization-wide/unit/strategic business unit success and individual performance

35. Which Indian employee categories were eligible for variable pay for LAST year (the 2026 plan year)? (Select all that apply.)

- Technical/individual contributors/support roles
- Junior management
- Middle management
- Top & Senior Management

36. What percent of Indian employees were eligible for variable pay for LAST year (the 2025 plan year)?

Please Note:

- If no employees in a category were ELIGIBLE for variable pay LAST year, please use the BACK button to return to the previous item and untick the box next to that category.
- Enter numeric values (between 0.1 and 100) only. Do not include any symbols: For example, (%), letters, or other characters.

	Percentage of employees eligible for variable pay for 2025	
Technical/individual contributors/support roles		%
Junior management		%
Middle management		%
Top & Senior Management		%

37. What percentage of eligible Indian employees were actually paid variable pay for LAST year (the 2025 plan year)?

	Percentage of eligible employees actually paid variable pay for 2025	
Technical/individual contributors/support roles		%
Junior management		%
Middle management		%
Top & Senior Management		%

38. For which Indian employee categories does your organization have a formal budget process for variable pay? (Select all that apply.)

- Technical/individual contributors/support roles
- Junior management

- Middle management
- Top & Senior Management
- We don't have a formal budget process for variable pay.

39. Please indicate the average percentage of base pay BUDGETED for variable pay in each employee category in India

- Please do not report target (or maximum) variable pay percentage, unless you budget for the target or maximum. Instead, report the amount you budget as a percentage of the total base pay for all employees at that level. For instance, if the total pay for your hourly non-union workers is \$4,000,000 and you budgeted \$320,000 for variable pay for hourly non-union workers, your budget for this group is 8% and you would enter “8” or “8.0” below.
- Fill in “0” (zero) only if your organization typically budgets for variable pay for that employee group, but has not budgeted or will not budget for the program in the respective year.
- Please enter a numeric value; do not include symbols or text.

	Average % BUDGETED for variable pay LAST year (2025 plan year)	Average % BUDGETED for variable pay THIS year (2026 plan year)	Projected average % to be BUDGETED for variable pay NEXT year (2027 plan year)
Technical/individual contributors/support roles			
Junior management			
Middle management			
Top & Senior Management			

[Asked only if Variable Pay Budgets are out of bounds]

40. You said you budgeted XX% of total salaries for Technical/individual contributors/support roles/ Junior management/ Middle management/ Top & Senior Management LAST year, XX% THIS year and plan XXX% for NEXT year.

This is an unusually high percentage.

If this is correct, please explain why your variable pay budget for Technical/individual contributors/support roles/ Junior management/ Middle management/ Top & Senior Management is so large.

If you made an error, please review the instructions above and edit your responses.

41. Please indicate the average percentage of base pay your variable pay plans ACTUALLY PAID in each employee category in India

Fill in “0” (zero) only if your organization typically budgets for variable pay for that employee group but has not budgeted or will not budget for the program in the respective plan year.

Please report as an actual percentage of base pay; we are not looking for “target” percent. Instead, report the amount you paid out as a percentage of the total base pay for all employees at that level.

For instance, if the total pay for your hourly non-union workers is \$4,000,000 and you paid out

\$240,000 for variable pay for hourly non-union workers, your payout for this group is 6% and you would enter “6” or “6.0” below.

Please enter a numeric value; do not include symbols or text.

	Average % PAID in variable pay LAST year (2025 plan year)	Projected % PAID to be paid in variable pay THIS year (2026 plan year)	
Technical/individual contributors/support roles			%
Junior management			%
Middle management			%
Top & Senior Management			%

[Asked only if Variable Pay Payouts are out of bounds]

42. You said you paid out XX% of total salaries for Technical/individual contributors/support roles/ Junior management/ Middle management/ Top & Senior Management LAST year, and plan to pay out XX% THIS year.

This is an unusually high percentage.

If this is correct, please explain why your variable pay budget for Technical/individual contributors/support roles workers is so large.

If you made an error, please review the instructions above and edit your responses.

43. What impact does your variable pay program have on base salary budget recommendations in India?

	No impact	Some impact	Significant impact
Technical/individual contributors/support roles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Junior management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Middle management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Top & Senior Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Promotional Increases

44. What is the impact of promotional increases on your organization’s Indian salary budget?
- We budget an additional amount for promotional increases as part of our budget but separate from other pay increase budgets.
 - We budget an additional amount for promotional increases as part of our merit budget.
 - We budget an additional amount for promotional increases as part of our general increase/COLA budget.
 - We budget an additional amount for promotional increases as part of our other increase budget.
 - We do not budget for promotional increases.

[Asked only if answered "We do not budget for promotional increases." in previous question]

45. If your organization does not budget for promotional increases in India, how are they paid for/funded? (Select all that apply.)

- Out of the merit budget, even though the merit budget is not inflated to cover promotional increases.
- Out of the general increase/COLA budget, even though the general increase/COLA budget is not inflated to cover promotional increases.
- Out of the other increase budget, even though the other increase budget is not inflated to cover promotional increases.
- With savings (e.g., savings realized from vacant positions, hiring at a lower rate than the previous incumbent, downsizing).
- Other, please describe: _____

46. What percentage of total Indian base salaries does your organization intend to spend on promotions in 2027?

If you don't have an exact number, please estimate how much your organization will SPEND, even if this isn't budgeted.

Please enter a numeric value and limit your answer to one decimal; do not include symbols or text. (For instance, 3 or 3.4 are both valid responses.)

- _____
- Data not available

47. For your organization, how do the planned promotional salary increases in India for this year (2026) compare with the amounts spent last year (2025)?

- 2026 is more than 2025
- 2026 is similar to 2025
- 2026 is less than 2025

48. For your organization, how do the planned promotional salary increases in India for next year (2027) compare with planned spending for this year (2026)?

- 2027 will be more than 2026
- 2027 will be similar to 2026
- 2027 will be less than 2026

49. Last year (2025), what percentage of all Indian employees received a raise due to promotion? Please enter only a numeric value.

Please enter a numeric value; do not include symbols or text. If no employees received a promotional increase, enter 0.

- ___% of employees
- Data not available

50. Last year (2025), what was the average percentage increase in base salary for employees in India who received a promotion? Please provide a numeric value only, without any symbols or text.

- ___% of base salary

- o Data not available

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