

Salary Budget Survey 2025–2026

Participation Open: **Mar. 3–Apr. 15**

ALL OTHER COUNTRIES 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 15, 2025.

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.
- 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.

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

This document includes space for 3 additional countries; feel free to duplicate as many times as needed for your situation.

COUNTRY #1: _____

1. Please complete the table below for [Country#1] operations.

Please enter a whole number; do not include symbols or text.

	How many months between base pay increases THIS year (in 2025)?	How many months are projected between base pay increases NEXT year (in 2026)?
Nonmanagement hourly nonunion		
Nonmanagement salaried		
Management salaried		
Officers/executives		

2. In the past 12 months, has your organization implemented an additional or off-cycle base pay increase in [Country#1]?

	Yes	No, and we didn't consider it	No, but we considered it before deciding not to
Nonmanagement hourly nonunion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nonmanagement salaried	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management salaried	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Officers/executives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Which employee groups will receive a base pay increase in [Country#1] **THIS year (2025)**?

2025	Yes	No; this group usually does, but this year we budgeted \$0.	No, we don't budget for pay increases for this group.
Nonmanagement hourly nonunion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nonmanagement salaried	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management salaried	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Officers/executives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. What is your budget for base pay increases in [Country#1] **THIS year (2025)?**

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 the U.S. fall between 0% - 6%.

2025	General increase/COLA	Merit increase	Other increase	
Nonmanagement hourly nonunion				%
Nonmanagement salaried				%
Management salaried				%
Officers/executives				%

FOR THOSE WHO SELECTED Other increase:

5b. What is the reason for the "Other increase" included in your [COUNTRY#1] base pay budget for 2025? (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) :

5. Which employee groups do you expect will receive a base pay increase [Country#1] **NEXT year (2026)**?

2026	Yes	No; this group usually does, but this year we budgeted \$0.	No, we don't budget for pay increases for this group.
Nonmanagement hourly nonunion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nonmanagement salaried	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management salaried	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Officers/executives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. What is your budget for base pay increases in [Country#1] **NEXT 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 the U.S. fall between 0% - 6%.

2025	General increase/COLA	Merit increase	Other increase	
Nonmanagement hourly nonunion				%
Nonmanagement salaried				%
Management salaried				%
Officers/executives				%

FOR THOSE WHO SELECTED Other increase:

7b. What is the reason for the "Other increase" included in your [COUNTRY#1] 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. How certain is your organization about the projected 2026 budget for base pay increases in [Country#1] that you reported?

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

8. For those employees receiving a base salary increase, what changes occurred in [Country#1] **THIS year (2025)** compared to **LAST year (2024)**?

	2025 percentage is larger than 2024	2025 percentage is similar to 2024	2025 percentage is smaller than 2024
Nonmanagement hourly nonunion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nonmanagement salaried	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management salaried	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Officers/executives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

COUNTRY #2: _____

1. Please complete the table below for [Country#2] operations.

Please enter a whole number; do not include symbols or text.

	How many months between base pay increases THIS year (in 2025)?	How many months are projected between base pay increases NEXT year (in 2026)?
Nonmanagement hourly nonunion		
Nonmanagement salaried		
Management salaried		
Officers/executives		

2. In the past 12 months, has your organization implemented an additional or off-cycle base pay increase in [Country#2]?

	Yes	No, and we didn't consider it	No, but we considered it before deciding not to
Nonmanagement hourly nonunion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nonmanagement salaried	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management salaried	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Officers/executives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Which employee groups will receive a base pay increase in [Country#2] THIS year (2025)?

2025	Yes	No; this group usually does, but this year we budgeted \$0.	No, we don't budget for pay increases for this group.
Nonmanagement hourly nonunion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nonmanagement salaried	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management salaried	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Officers/executives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. What is your budget for base pay increases in [Country#2] **THIS year (2025)?**

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 the U.S. fall between 0% - 6%.

2025	General increase/COLA	Merit increase	Other increase	
Nonmanagement hourly nonunion				%
Nonmanagement salaried				%
Management salaried				%
Officers/executives				%

FOR THOSE WHO SELECTED Other increase:

5b. What is the reason for the "Other increase" included in your [COUNTRY#2] base pay budget for 2025? (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) :

5. Which employee groups do you expect will receive a base pay increase [Country#2] **NEXT year (2026)**?

2026	Yes	No; this group usually does, but this year we budgeted \$0.	No, we don't budget for pay increases for this group.
Nonmanagement hourly nonunion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nonmanagement salaried	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management salaried	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Officers/executives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. What is your budget for base pay increases in [Country#2] **NEXT 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 the U.S. fall between 0% - 6%.

2025	General increase/COLA	Merit increase	Other increase	
Nonmanagement hourly nonunion				%
Nonmanagement salaried				%
Management salaried				%
Officers/executives				%

FOR THOSE WHO SELECTED Other increase:

7b. What is the reason for the "Other increase" included in your [COUNTRY#1] 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. How certain is your organization about the projected 2026 budget for base pay increases in [Country#1] that you reported?

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

8. For those employees receiving a base salary increase, what changes occurred in [Country#1] **THIS year (2025)** compared to **LAST year (2024)**?

	2025 percentage is larger than 2024	2025 percentage is similar to 2024	2025 percentage is smaller than 2024
Nonmanagement hourly nonunion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nonmanagement salaried	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management salaried	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Officers/executives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

COUNTRY #3: _____

9. Please complete the table below for [Country#3] operations.

Please enter a whole number; do not include symbols or text.

	How many months between base pay increases THIS year (in 2025)?	How many months are projected between base pay increases NEXT year (in 2026)?
Nonmanagement hourly nonunion		
Nonmanagement salaried		
Management salaried		
Officers/executives		

10. In the past 12 months, has your organization implemented an additional or off-cycle base pay increase in [Country#3]?

	Yes	No, and we didn't consider it	No, but we considered it before deciding not to
Nonmanagement hourly nonunion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nonmanagement salaried	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management salaried	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Officers/executives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. Which employee groups will receive a base pay increase in [Country#3] THIS year (2025)?

2025	Yes	No; this group usually does, but this year we budgeted \$0.	No, we don't budget for pay increases for this group.
Nonmanagement hourly nonunion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nonmanagement salaried	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management salaried	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Officers/executives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. What is your budget for base pay increases in [Country#3] **THIS year (2025)?**

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 the U.S. fall between 0% - 6%.

2025	General increase/COLA	Merit increase	Other increase	
Nonmanagement hourly nonunion				%
Nonmanagement salaried				%
Management salaried				%
Officers/executives				%

FOR THOSE WHO SELECTED Other increase:

5b. What is the reason for the "Other increase" included in your [COUNTRY#3] base pay budget for 2025? (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) :

13. Which employee groups do you expect will receive a base pay increase [Country#3] **NEXT year (2026)**?

2026	Yes	No; this group usually does, but this year we budgeted \$0.	No, we don't budget for pay increases for this group.
Nonmanagement hourly nonunion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nonmanagement salaried	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management salaried	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Officers/executives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. What is your budget for base pay increases in [Country#3] **NEXT 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 the U.S. fall between 0% - 6%.

2025	General increase/COLA	Merit increase	Other increase	
Nonmanagement hourly nonunion				%
Nonmanagement salaried				%
Management salaried				%
Officers/executives				%

FOR THOSE WHO SELECTED Other increase:

7b. What is the reason for the "Other increase" included in your [COUNTRY#1] 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) :

15. How certain is your organization about the projected 2026 budget for base pay increases in [Country#1] that you reported?

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

16. For those employees receiving a base salary increase, what changes occurred in [Country#1] **THIS year (2025)** compared to **LAST year (2024)**?

	2025 percentage is larger than 2024	2025 percentage is similar to 2024	2025 percentage is smaller than 2024
Nonmanagement hourly nonunion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nonmanagement salaried	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management salaried	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Officers/executives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>