

# U.K. 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 24, 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](mailto:surveypanel@worldatwork.org)

Please answer these questions for your U.K. operations.

1. The U.K. 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 U.K. 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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Nonmanagement hourly nonunion		
Nonmanagement salaried		
Management salaried		
Officers/executives		

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

	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"/>

4. Which employee groups will receive a base pay increase in the U.K. 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.
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"/>

5. What is your budget for base pay increases in the U.K. 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 the U.K. fall between 0% - 6%.

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

Officers/executives				%
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6. What is the reason for the "Other increase" included in your U.K. 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 the U.K. 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.
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"/>

8. What is your organization's expected budget for base pay increases in the U.K. 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 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.K. fall between 0% - 6%.

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

9. What is the reason for the "Other increase" included in your U.K. 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 the U.K. 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 the U.K. 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
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"/>

**Merit Increases**

14. What percentage of your **U.K. 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 the U.K. 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 U.K. 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 the U.K. 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 0% - 8%.

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 the U.K. 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 the U.K.?

	10th percent tile	25th percent tile	50th percent tile (median)	60th percent tile	75th percent tile	90th percent tile	Other percent tile	No formal compensation strategy
Nonmanagement hourly nonunion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nonmanagement salaried	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management salaried	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Officers/executives	<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 U.K. workers in comparison to the market?

	Increased	Stayed about the same	Decreased
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"/>

### Pay Equity

21. How do adjustments made to address pay equity issues affect your U.K. salary budget for the current year (2026)?
- We budgeted extra for pay equity adjustments, separate from our regular salary increase funds.

- o We budgeted an additional amount for these equity adjustments as part of our "merit" budget.
- o We budgeted an additional amount for these equity adjustments as part of our "general increase/COLA" budget.
- o We budgeted an additional amount for these equity adjustments as part of our "other increase" budget.
- o We expect to make adjustments to remediate pay equity issues in 2026, but we did not budget for them.
- o 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 the U.K., 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 U.K. salary budget for the NEXT year (2027)?
- o We plan to budget an additional amount for these equity adjustments as part of our salary budget but separate from other pay increase budgets.
  - o We plan to budget an additional amount for these equity adjustments as part of our merit budget.
  - o We plan to budget an additional amount for these equity adjustments as part of our general increase/COLA budget.
  - o We plan to budget an additional amount for these equity adjustments as part of our other increase budget.
  - o We expect to make adjustments to remediate pay equity issues in 2027, but we did not budget for them.
  - o 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 the U.K., 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 the U.K. 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	
Nonmanagement hourly nonunion		%
Nonmanagement salaried		%
Management salaried		%
Officers/executives		%

26. If your organization budgets for compensation structure increases, what is your projected percent STRUCTURE increase for NEXT year in the U.K. (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	
Nonmanagement hourly nonunion		%
Nonmanagement salaried		%
Management salaried		%
Officers/executives		%

27. Please indicate your organization's level of certainty of the projected U.K. 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 the U.K. 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
Nonmanagement hourly nonunion	
Nonmanagement salaried	
Management salaried	
Officers/executives	

**Lump-Sum Awards**

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

	Yes	No
Nonmanagement hourly nonunion	<input type="radio"/>	<input type="radio"/>
Nonmanagement salaried	<input type="radio"/>	<input type="radio"/>
Management salaried	<input type="radio"/>	<input type="radio"/>
Officers/executives	<input type="radio"/>	<input type="radio"/>

30. What percentage of U.K. 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 2026, e.g., 0.5
- If no employees in a category recieved a lump sum award in 2026, 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	
Nonmanagement hourly nonunion		%
Nonmanagement salaried		%
Management salaried		%
Officers/executives		%

31. Is the percentage of U.K. 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
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"/>

[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 U.K. employees receiving lump sum awards?

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### 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 the U.K.?

- 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 the U.K.? (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 U.K. employee categories were eligible for variable pay for LAST year (the 2026 plan year)? (Select all that apply.)

- Nonmanagement hourly nonunion
- Nonmanagement salaried
- Management salaried
- Officers/executives

36. What percent of U.K. 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	
Nonmanagement hourly nonunion		%
Nonmanagement salaried		%
Management salaried		%
Officers/executives		%

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

	Percentage of eligible employees actually paid variable pay for 2025	
Nonmanagement hourly nonunion		%
Nonmanagement salaried		%
Management salaried		%
Officers/executives		%

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

- Nonmanagement hourly nonunion
- Nonmanagement salaried
- Management salaried
- Officers/executives
- 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 the U.K.
- 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)
Nonmanagement hourly nonunion			
Nonmanagement salaried			
Management salaried			
Officers/executives			

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

40. You said you budgeted XX% of total salaries for Nonmanagement hourly nonunion/ Nonmanagement salaried/ Management salaried/ Officers/executives 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 Nonmanagement hourly nonunion/ Nonmanagement salaried/ Management salaried/ Officers/executives 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 the U.K.

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)	
Nonmanagement hourly nonunion			%
Nonmanagement salaried			%
Management salaried			%
Officers/executives			%

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

42. You said you paid out XX% of total salaries for Nonmanagement hourly nonunion/ Nonmanagement salaried/ Management salaried/ Officers/executives 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 Nonmanagement hourly nonunion 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 the U.K.?

	No impact	Some impact	Significant impact
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"/>

### Promotional Increases

44. What is the impact of promotional increases on your organization's U.K. 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 the U.K., 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 U.K. 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 the U.K. 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 the U.K. 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 U.K. 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 the U.K. who received a promotion? Please provide a numeric value only, without any symbols or text.

- \_\_\_% of base salary
- Data not available