

WorldatWork®

51ST ANNUAL

SALARY BUDGET SURVEY 2024-2025

QUESTIONNAIRES

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Salary Budget Survey 2024-2025

Background Questions

The deadline to submit this survey is May 15, 2024.

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, May 15, 2024, even after you have submitted this survey, you may do so by following the link in your email and using your PIN to log back into your session.
- You can use the back button or the shortcut links at the bottom of the screen 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 3.25 and 3% are both invalid.



Please enter your first name (personal or given name)_____

Please enter your last name (family name or surname)_____

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.

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:

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: _____



Participant Benefits:

- WorldatWork members in good standing who **fully complete this survey** will receive a digital copy of the 2024-2025 Executive Report & Analysis and 18 months of access to the 2024-2025 U.S. and Canada data in the Online Reporting Tool that will allow you to customize your survey results. (Members who do not participate in the survey can purchase the report and tool for \$395.)
- Non-members who **fully complete the survey** are entitled to purchase access to the Executive Report and Online Reporting Tool at the member price of \$395. (Non-members who do not participate must pay \$1195)

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.

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.



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)



Please choose one category that best describes the industry in which your current organization operates.

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](#).

- | | |
|--|---|
| <ul style="list-style-type: none"> ○ Agriculture <i>(includes forestry, fishing and hunting)</i> ○ Arts, entertainment & recreation ○ Childcare ○ Construction <i>(includes commercial, residential & civil engineering)</i> ○ Consulting <i>(management, scientific, technical, engineering, design & architecture)</i> ○ Education <i>(K-12 and post-secondary, public & private & ed services)</i> ○ Extraction <i>(includes mining, quarrying, oil & gas)</i> ○ Finance & insurance - <i>Banks, credit unions, mortgage loans, credit cards & other lenders</i> ○ Finance & insurance - <i>Fund, trusts and other financial vehicles</i> ○ Finance & insurance - <i>Insurance carriers, agencies, brokerages and employee benefit funds</i> ○ Finance & insurance - <i>Securities and commodity contracts (includes brokerage, intermediation and funds)</i> ○ Finance & insurance - <i>all other</i> ○ Government <i>(federal, state, local & tribal EXCEPT public schools and universities)</i> ○ Health care - <i>Hospitals</i> ○ Health care - <i>Outpatient, home & diagnostic</i> ○ Holding companies ○ Hotels, restaurants & bars ○ Information - <i>Hosting, ISPs, web search & software publishing</i> ○ Information - <i>Media streaming, social networks and online content providers</i> ○ Information - <i>Motion picture, sound recording & broadcasting</i> ○ Information - <i>Print publishing</i> ○ Information - <i>Telecommunications</i> ○ Maintenance, repair, laundry & personal services ○ Management of companies and enterprises ○ Manufacturing - <i>aerospace products and parts</i> ○ Manufacturing - <i>chemicals</i> | <ul style="list-style-type: none"> ○ Manufacturing - <i>computer & electronic products</i> ○ Manufacturing - <i>electrical equipment, appliances & components</i> ○ Manufacturing - <i>food, beverages & tobacco products</i> ○ Manufacturing - <i>machinery</i> ○ Manufacturing - <i>metal</i> ○ Manufacturing - <i>paper, printing & related support</i> ○ Manufacturing - <i>pharmaceutical & biotech products</i> ○ Manufacturing - <i>plastics & rubber products</i> ○ Manufacturing - <i>textiles, apparel, leather & allied products</i> ○ Manufacturing - <i>transportation equipment except aerospace</i> ○ Manufacturing - <i>all other</i> ○ Non-profit associations <i>(includes professional, civic & grantmaking)</i> ○ Pharma and biotech R&D ○ Professional services <i>(includes legal, accounting, tax & advertising)</i> ○ R&D <i>(science and engineering EXCEPT pharma)</i> ○ Rental & real estate <i>(includes sales, mgmt & leasing of property and rental of equipment, cars, etc.)</i> ○ Retail ○ Senior care <i>(including services & residences)</i> ○ Social assistance <i>(includes individual & family services, relief services, etc.)</i> ○ Support services <i>(including administrative, travel, temp workers, security, janitorial)</i> ○ Transportation - <i>Air transport</i> ○ Transportation - <i>All other</i> ○ Utilities and energy production ○ Warehousing ○ Waste management ○ Wholesale ○ Other <i>(please describe)</i> |
|--|---|

What was the total operating income for your organization at the end of 2023?
(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

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

- ☐ January
- ☐ February
- ☐ March
- ☐ April
- ☐ May
- ☐ June
- ☐ July
- ☐ August
- ☐ September
- ☐ October
- ☐ November
- ☐ December



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 an answer: Jan...Dec, Answer varies by country, No annual merit for this group
Level 2: - Nonexempt Salaried (U.S.) - Junior management (India) - Non-management Salaried (All other countries)	Select an answer: Jan...Dec, Answer varies by country, No annual merit for this group
Level 3: - Exempt Salaried (U.S.) - Middle management (India) - Management Salaried (All other countries)	Select an answer: Jan...Dec, Answer varies by country, No annual merit for this group
Level 4: - Officers/executives (All countries except India) - Top and senior management (India)	Select an answer: Jan...Dec, Answer varies by country, No annual merit for this group

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
- ☐ New Zealand
- ☐ Nigeria
- ☐ 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)

Do your salary increase budgets vary by country?

- ☐ Yes
- ☐ No



Salary Budget Survey 2024-2025, U.S. Questionnaire

How many U.S. employees does your organization have? _____

How many U.S. employees do you have in each category?

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.

Please note: We'll only ask you to provide data for categories where you have at least ten employees.

Nonexempt hourly nonunion (NHN)	
Nonexempt salaried (NS)	
Exempt salaried (ES)	
Officers/ Executives (OE)	
Total	0



Please answer these questions for your U.S. operations. If your organization operates in multiple industries within the U.S., or if pay practices differ across divisions, U.S. regions, business units or subsidiaries, please contact us at surveypanel@worldatwork.org to get additional links allowing you to complete the survey multiple times for the U.S.

The **U.S.** organizational unit that I am reporting data for in this questionnaire is:

- ☐ Headquarters
- ☐ Subsidiary/group/division
- ☐ Regional headquarters
- ☐ Plant/branch
- ☐ Independent consultant
- ☐ Consulting firm
- ☐ Educational



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)

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

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 - Minneapolis
- ☐ 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



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

For which locations in the Western U.S. are you reporting data in this questionnaire? (Select "All Western 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
- ☐ Colorado - All other locales
- ☐ Hawaii
- ☐ Idaho
- ☐ Montana
- ☐ Nevada
- ☐ New Mexico
- ☐ Oregon - Portland
- ☐ Oregon - All other locales
- ☐ Utah
- ☐ Washington - Seattle
- ☐ Washington - All other locales
- ☐ Wyoming



TIME BETWEEN BASE PAY INCREASES

Please complete the table below for U.S. operations.

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

	How many months between base pay increases THIS year (in 2024)?	How many months are projected between base pay increases NEXT year (in 2025)?
Nonexempt hourly nonunion		
Nonexempt salaried		
Exempt salaried		
Officers/executives		

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

	Yes	No, and we didn't consider it	No, but we considered it before deciding not to
Nonexempt hourly nonunion	☐	☐	☐
Nonexempt salaried	☐	☐	☐
Exempt salaried	☐	☐	☐
Officers/executives	☐	☐	☐

BASE PAY INCREASES

Which employee groups will receive a base pay increase in the U.S. THIS year (2024)?

	Yes	No; this group usually does, but this year we budgeted \$0.	No, we don't budget for pay increases for this group.
Nonexempt hourly nonunion	☐	☐	☐
Nonexempt salaried	☐	☐	☐
Exempt salaried	☐	☐	☐

Officers/executives	○	○	○
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What is your budget for base pay increases in the U.S. THIS year (2024)?

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.
- Typical answers in the U.S. fall between 0 and 10 (%), they may differ by country.

.	General increase/COLA	Merit increase	Other increase
2024:			
Nonexempt hourly nonunion			
Nonexempt salaried			
Exempt salaried			
Officers/executives			





What is the reason for the "Other increase" included in your U.S. base pay budget for 2024? (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

Which employee groups do you expect will receive a base pay increase the U.S. NEXT year (2025)?

	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.
Nonexempt hourly nonunion	☐	☐	☐
Nonexempt salaried	☐	☐	☐
Exempt salaried	☐	☐	☐
Officers/executives	☐	☐	☐

What is the reason for the "Other increase" included in your U.S. base pay budget for 2025 (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

How certain is your organization about the projected 2025 budget for base pay increases in the U.S. that you reported?

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



For those employees receiving a base salary increase, what changes occurred in the U.S. THIS year (2024) compared to LAST year (2023)?

	2024 percentage is larger than 2023	2024 percentage is similar to 2023	2024 percentage is smaller than 2023
Nonexempt hourly nonunion	☐	☐	☐
Nonexempt salaried	☐	☐	☐
Exempt salaried	☐	☐	☐
Officers/executive s	☐	☐	☐

MERIT INCREASES BY PERFORMANCE

What percentage of your U.S. workforce was rated in each performance category **LAST year (2023)**?

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.

	2023	
High Performance (exceeds expectations)		%
Middle Performance (generally meets expectations)		%
Low Performance (does not meet expectations)		%
	0	

Please complete based only on those employees **awarded** a merit increase **in the U.S in 2023**.

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 2023*, 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 and 15 (%)

What is the average merit increase awarded for this performance category **LAST year (2023)**?

	Average merit increase for 2023	
High Performance (exceeds expectations)		%
Middle Performance (generally meets expectations)		%
Low Performance (does not meet expectations)		%

What percentage of your U.S. workforce do you estimate will be rated in each performance category **THIS year (2024)**?

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.

	2024	
High Performance (exceeds expectations)		%
Middle Performance (generally meets expectations)		%
Low Performance (does not meet expectations)		%

Please complete based only on those employees **to be awarded** a merit increase **in the U.S in 2024**.

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 expects not to do so in 2024*, 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 and 15 (%)

What is the **estimated** average merit increase to be awarded for this performance category **THIS year (2024)**?

	Average merit increase for 2024	
High Performance (exceeds expectations)		%
Middle Performance (generally meets expectations)		%
Low Performance (does not meet expectations)		%

COMPENSATION STRATEGY

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

	10th percen tile	25th percen tile	50th percen tile (media n)	60th percen tile	75th percen tile	90th percen tile	Other percen tile	No formal compe nsatio n strate gy
Nonex empt hourly nonuni on	○	○	○	○	○	○	○	○
Nonex empt salarie d	○	○	○	○	○	○	○	○
Exemp t salarie d	○	○	○	○	○	○	○	○
Officer s/exec utives	○	○	○	○	○	○	○	○



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

	Increased	Stayed about the same	Decreased
Nonexempt hourly nonunion	☐	☐	☐
Nonexempt salaried	☐	☐	☐
Exempt salaried	☐	☐	☐
Officers/executives	☐	☐	☐

PAY EQUITY

How do adjustments made to address pay equity issues affect your U.S. salary budget for the current year **(2024)**?

- ☐ 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 2024, but we did not budget for them.
- ☐ Our organization is not anticipating pay adjustments to remediate pay equity issues in 2024.

Since your organization hasn't budgeted for pay equity adjustments in the U.S., 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).

How do adjustments made to address pay equity issues affect your U.S. salary budget for the NEXT year **(2025)**?

- 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 2025, but we did not budget for them.
- Our organization is not anticipating pay adjustments to remediate pay equity issues in 2025.

Since your organization hasn't budgeted for pay equity adjustments in the U.S., 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

COMPENSATION STRUCTURES (SALARY STRUCTURES)

What is the actual percent structure increase in the U.S. for THIS year (the 2024 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 2024 Structure Increase	
Nonexempt hourly nonunion		%
Nonexempt salaried		%
Exempt salaried		%
Officers/executives		%

What is your projected percent STRUCTURE increase for **NEXT year in the U.S.** (the 2025 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 2025 Structure Increase	
Nonexempt hourly nonunion		%
Nonexempt salaried		%
Exempt salaried		%
Officers/executives		%

Please indicate your organization’s level of certainty of the projected U.S. 2025 percentage increase for compensation/salary structure(s) you reported in the previous question.

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

If no compensation structure (salary structure) increase was made in the U.S. in 2024, 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
Nonexempt hourly nonunion	
Nonexempt salaried	
Exempt salaried	
Officers/executives	

LUMP SUM AWARDS

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

	Yes	No
Nonexempt hourly nonunion	☐	☐
Nonexempt salaried	☐	☐
Exempt salaried	☐	☐
Officers/executives	☐	☐

What percentage of U.S. employees in each category received a lump sum award **LAST year (2023)**?

Please Note:

- Even if the percentage is less than 1%, provide the specific percent of employees who received a lump sum award in 2023, e.g., 0.5
- If no employees in a category received a lump sum award in 2023, 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 2023	
Nonexempt hourly nonunion		%
Nonexempt salaried		%
Exempt salaried		%
Officers/executives		%

Is the percentage of U.S. employees expected to receive a lump sum award in 2024 larger, similar, or smaller compared to the percentage in 2023?

	Percentage of employees is anticipated to be larger than 2023	Percentage of employees is anticipated to be similar to 2023	Percentage of employees is anticipated to be smaller than 2023
Nonexempt hourly nonunion	☐	☐	☐
Nonexempt salaried	☐	☐	☐
Exempt salaried	☐	☐	☐
Officers/executives	☐	☐	☐

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

Does your organization currently use variable pay as defined above in the U.S.?

- ☐ Yes
- ☐ No



Which of the following variable pay plan types does your organization use in the U.S.? (Check 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

Which U.S. employee categories were eligible for variable pay for LAST year (the 2023 plan year)? (Select all that apply.)

- ☐ Nonexempt hourly nonunion
- ☐ Nonexempt salaried
- ☐ Exempt salaried
- ☐ Officers/executives

What percent of U.S. employees were eligible for variable pay for LAST year (the 2023 plan year)?

Please Note:

- Even if the increase is less than 1%, provide the specific percentage planned for pay increases e.g. 0.5
- If your organization typically budgets for variable pay but has chosen not to this year, enter "0".
- If your organization does not have a variable pay program or if it's not relevant, please leave the answer field blank.
- Enter numeric values (between 0 and 100) only. Do not include any symbols: For example, (%), letters, or other characters.

•	Percentage of employees eligible for variable pay for 2023	
Nonexempt hourly nonunion		%
Nonexempt salaried		%
Exempt salaried		%
Officers/executives		%

What percentage of eligible U.S. employees were actually paid variable pay for LAST year (the 2023 plan year)?

	Percentage of eligible employees actually paid variable pay for 2023	
Nonexempt Hourly Nonunion		%
Nonexempt Salaried		%
Exempt Salaried		%
Officers/executives		%

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

- ☐ Nonexempt hourly nonunion
- ☐ Nonexempt salaried
- ☐ Exempt salaried
- ☐ Officers/executives

Please indicate the average percentage of base pay **BUDGETED** for variable pay in each employee category in the U.S.

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. For example, if your organization budgeted 8% of base pay for variable pay for your nonexempt employees, you would have budgeted \$3,200 in variable pay for an employee making \$40,000 per year.

The average range for Nonexempt hourly nonunion and Nonexempt salaried is around 3% - 10%. **Please enter a numeric value; do not include symbols or text.**

	Average % BUDGETED for variable pay LAST year (2023 plan year)	Average % BUDGETED for variable pay THIS year (2024 plan year)	Projected average % to be BUDGETED for variable pay NEXT year (2025 plan year)
Nonexempt hourly nonunion			
Nonexempt salaried			
Exempt salaried			
Officers/executives			

Please indicate the average percentage of base pay your variable pay plans **ACTUALLY PAID** in each employee category in the U.S.

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. For example, if your organization paid out 8% of base pay for variable pay for your nonexempt employees, an employee making \$40,000 per year was paid \$3,200 in variable pay.

The average range for Nonexempt hourly nonunion and Nonexempt salaried is around 3% - 10%. **Please enter a numeric value; do not include symbols or text.**

	Average % PAID in variable pay LAST year (2023 plan year)	Projected % PAID to be paid in variable pay THIS year (2024 plan year)
Nonexempt hourly nonunion		
Nonexempt salaried		
Exempt salaried		
Officers/executives		

What impact does your variable pay program have on base salary budget recommendations in the U.S.?

	No impact	Some impact	Significant impact
Nonexempt hourly nonunion	☐	☐	☐
Nonexempt salaried	☐	☐	☐
Exempt salaried	☐	☐	☐
Officers/executives	☐	☐	☐

PROMOTIONAL INCREASES

What is the impact of promotional increases on your organization's U.S. 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.

If your organization does not budget for promotional increases in the U.S., 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

What percentage of total U.S. base salaries does your organization intend to spend on promotions in 2024? _____

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.)

For your organization, how do the planned promotional salary increases in the U.S. for this year (2024) compare with the amounts spent last year (2023)?

- ☐ 2024 is more than 2023
- ☐ 2024 is similar to 2023
- ☐ 2024 is less than 2023

For your organization, how do the planned promotional salary increases in the U.S. for next year (2025) compare with planned spending for this year (2024)?

- ☐ 2025 will be more than 2024
- ☐ 2025 will be similar to 2024
- ☐ 2025 will be less than 2024



Last year (2023), what percentage of **all U.S. 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

Last year (2023), what was the average percentage **increase in base salary** for employees in the U.S. who received a promotion? Please provide a numeric value only, without any symbols or text.

____% of base salary

---End of U.S. Items---



Salary Budget Survey 2024-2025, Canada Questionnaire

How many Canadian employees does your organization have? _____

How many Canadian employees do you have in each category?

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.

Please note: We'll only ask you to provide data for categories where you have at least ten employees.

Nonmanagement hourly nonunion	
Nonmanagement salaried	
Management salaried	
Officers/ Executives	
Total	0



Please answer these questions for your Canadian operations. If your organization operates in multiple industries within Canada, or if pay practices differ across divisions, Canadian regions, business units or subsidiaries, please contact us at surveypanel@worldatwork.org to get additional links allowing you to complete the survey multiple times for Canada.

The Canadian organizational unit that I am reporting data for in this questionnaire is:

- ☐ Headquarters
- ☐ Subsidiary/group/division
- ☐ Regional headquarters
- ☐ Plant/branch
- ☐ Independent consultant
- ☐ Consulting firm
- ☐ Educational

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
- ☐ Northwest Territories
- ☐ Nova Scotia
- ☐ Nunavut
- ☐ Ontario - Hamilton
- ☐ Ontario - Ottawa Ontario - Toronto
- ☐ Ontario - All other locales
- ☐ Prince Edward Island
- ☐ Quebec - Montreal Quebec - Quebec
- ☐ Quebec - All other locales
- ☐ Saskatchewan
- ☐ Yukon

TIME BETWEEN BASE PAY INCREASES

Please complete the table below for Canadian operations.

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

	How many months between base pay increases THIS year (in 2024)?	How many months are projected between base pay increases NEXT year (in 2025)?
Nonmanagement hourly nonunion		
Nonmanagement salaried		
Management salaried		
Officers/executives		



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

	Yes	No, and we didn't consider it	No, but we considered it before deciding not to
Nonmanagement hourly nonunion	☐	☐	☐
Nonmanagement salaried	☐	☐	☐
Management salaried	☐	☐	☐
Officers/executives	☐	☐	☐

BASE PAY INCREASES

Which employee groups will receive a base pay increase in Canada THIS year (2024)?

	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	☐	☐	☐
Nonmanagement salaried	☐	☐	☐
Management salaried	☐	☐	☐
Officers/executives	☐	☐	☐

What is your budget for base pay increases in Canada THIS year (2024)?

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.
- Typical answers in Canada fall between 0 and 10 (%), they may differ by country.

•	General increase/COLA	Merit increase	Other increase
2024:			
Nonmanagement hourly nonunion			
Nonmanagement salaried			
Management salaried			
Officers/executives			

What is the reason for the "Other increase" included in your Canadian base pay budget for 2024? (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

Which employee groups do you expect will receive a base pay increase
Canada NEXT year (2025)?

	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	☐	☐	☐
Nonmanagement salaried	☐	☐	☐
Management salaried	☐	☐	☐
Officers/executives	☐	☐	☐

What is the reason for the "Other increase" included in your Canadian base pay budget for 2025 (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

How certain is your organization about the projected 2025 budget for base pay increases in Canada that you reported?

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

For those employees receiving a base salary increase, what changes occurred in Canada THIS year (2024) compared to LAST year (2023)?

	2024 percentage is larger than 2023	2024 percentage is similar to 2023	2024 percentage is smaller than 2023
Nonmanagement hourly nonunion	☐	☐	☐
Nonmanagement salaried	☐	☐	☐
Management salaried	☐	☐	☐
Officers/executives	☐	☐	☐

MERIT INCREASES BY PERFORMANCE

What percentage of your Canadian workforce was rated in each performance category **LAST year (2023)**?

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.

	2023	
High Performance (exceeds expectations)		%
Middle Performance (generally meets expectations)		%
Low Performance (does not meet expectations)		%
	0	

Please complete based only on those employees **awarded** a merit increase **in Canada in 2023**.

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 2023*, 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 and 15 (%)

What is the average merit increase awarded for this performance category **LAST year (2023)**?

	Average merit increase for 2023	
High Performance (exceeds expectations)		%
Middle Performance (generally meets expectations)		%
Low Performance (does not meet expectations)		%

What percentage of your Canadian workforce do you estimate will be rated in each performance category **THIS year (2024)**?

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.

	2024	
High Performance (exceeds expectations)		%
Middle Performance (generally meets expectations)		%
Low Performance (does not meet expectations)		%

Please complete based only on those employees **to be awarded** a merit increase in **Canada in 2024**.

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 expects not to do so in 2024*, 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 and 15 (%)

What is the **estimated** average merit increase to be awarded for this performance category **THIS year (2024)**?

	Average merit increase for 2024	
High Performance (exceeds expectations)		%
Middle Performance (generally meets expectations)		%
Low Performance (does not meet expectations)		%

COMPENSATION STRATEGY

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

	10th percen tile	25th percen tile	50th percen tile (media n)	60th percen tile	75th percen tile	90th percen tile	Other percen tile	No formal compe nsatio n strate gy
Nonma nagem ent hourly nonuni on	○	○	○	○	○	○	○	○
Nonma nagem ent salarie d	○	○	○	○	○	○	○	○
Manag ement salarie d	○	○	○	○	○	○	○	○
Officer s/exec utives	○	○	○	○	○	○	○	○

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

	Increased	Stayed about the same	Decreased
Nonmanagement hourly nonunion	☐	☐	☐
Nonmanagement salaried	☐	☐	☐
Management salaried	☐	☐	☐
Officers/executives	☐	☐	☐

PAY EQUITY

How do adjustments made to address pay equity issues affect your Canadian salary budget for the current year **(2024)**?

- ☐ 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 2024, but we did not budget for them.
- ☐ Our organization is not anticipating pay adjustments to remediate pay equity issues in 2024.

Since your organization hasn't budgeted for pay equity adjustments in Canada, 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).

How do adjustments made to address pay equity issues affect your Canadian salary budget for the NEXT year **(2025)**?

- 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 2025, but we did not budget for them.
- Our organization is not anticipating pay adjustments to remediate pay equity issues in 2025.

Since your organization hasn't budgeted for pay equity adjustments in Canada, 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

COMPENSATION STRUCTURES (SALARY STRUCTURES)

What is the actual percent structure increase in Canada for THIS year (the 2024 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 2024 Structure Increase	
Nonmanagement hourly nonunion		%
Nonmanagement salaried		%
Management salaried		%
Officers/executives		%



What is your projected percent STRUCTURE increase for **NEXT year in Canada (the 2025 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 2025 Structure Increase	
Nonmanagement hourly nonunion		%
Nonmanagement salaried		%
Management salaried		%
Officers/executives		%

Please indicate your organization’s level of certainty of the projected Canadian 2025 percentage increase for compensation/salary structure(s) you reported in the previous question.

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



If no compensation structure (salary structure) increase was made in Canada in 2024, 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

Does your organization give lump sum awards to these groups of employees in Canada?

	Yes	No
Nonmanagement hourly nonunion	☐	☐
Nonmanagement salaried	☐	☐
Management salaried	☐	☐
Officers/executives	☐	☐

What percentage of Canadian employees in each category received a lump sum award **LAST year (2023)**?

Please Note:

- Even if the percentage is less than 1%, provide the specific percent of employees who received a lump sum award in 2023, e.g., 0.5
- If no employees in a category received a lump sum award in 2023, 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 2023	
Nonmanagement hourly nonunion		%
Nonmanagement salaried		%
Management salaried		%
Officers/executives		%

Is the percentage of Canadian employees expected to receive a lump sum award in 2024 larger, similar, or smaller compared to the percentage in 2023?

	Percentage of employees is anticipated to be larger than 2023	Percentage of employees is anticipated to be similar to 2023	Percentage of employees is anticipated to be smaller than 2023
Nonmanagement hourly nonunion	☐	☐	☐
Nonmanagement salaried	☐	☐	☐
Management salaried	☐	☐	☐
Officers/executives	☐	☐	☐

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

Does your organization currently use variable pay as defined above in Canada?

- ☐ Yes
- ☐ No

Which of the following variable pay plan types does your organization use in Canada? (Check 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

Which Canadian employee categories were eligible for variable pay for LAST year (the 2023 plan year)? (Select all that apply.)

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

What percent of Canadian employees were eligible for variable pay for LAST year (the 2023 plan year)?

Please Note:

- Even if the increase is less than 1%, provide the specific percentage planned for pay increases e.g. 0.5
- If your organization typically budgets for variable pay but has chosen not to this year, enter "0".
- If your organization does not have a variable pay program or if it's not relevant, please leave the answer field blank.
- Enter numeric values (between 0 and 100) only. Do not include any symbols: For example, (%), letters, or other characters.

•	Percentage of employees eligible for variable pay for 2023	
Nonmanagement hourly nonunion		%
Nonmanagement salaried		%
Management salaried		%
Officers/executives		%

What percentage of eligible Canadian employees were actually paid variable pay for LAST year (the 2023 plan year)?

	Percentage of eligible employees actually paid variable pay for 2023	
Nonmanagement hourly nonunion		%
Nonmanagement salaried		%
Management salaried		%
Officers/executives		%

For which Canadian 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

Please indicate the average percentage of base pay **BUDGETED** for variable pay in each employee category in Canada

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. For example, if your organization budgeted 8% of base pay for variable pay for your nonexempt employees, you would have budgeted \$3,200 in variable pay for an employee making \$40,000 per year.

The average range for Nonmanagement hourly nonunion and Nonmanagement salaried is around 3% - 10%. **Please enter a numeric value; do not include symbols or text.**

	Average % BUDGETED for variable pay LAST year (2023 plan year)	Average % BUDGETED for variable pay THIS year (2024 plan year)	Projected average % to be BUDGETED for variable pay NEXT year (2025 plan year)
Nonmanagement hourly nonunion			
Nonmanagement salaried			
Management salaried			
Officers/executives			

Please indicate the average percentage of base pay your variable pay plans **ACTUALLY PAID** in each employee category in Canada

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. For example, if your organization paid out 8% of base pay for variable pay for your nonexempt employees, an employee making \$40,000 per year was paid \$3,200 in variable pay.

The average range for Nonmanagement hourly nonunion and Nonmanagement salaried is around 3% - 10%. **Please enter a numeric value; do not include symbols or text.**

	Average % PAID in variable pay LAST year (2023 plan year)	Projected % PAID to be paid in variable pay THIS year (2024 plan year)
Nonmanagement hourly nonunion		
Nonmanagement salaried		
Management salaried		
Officers/executives		



What impact does your variable pay program have on base salary budget recommendations in Canada?

	No impact	Some impact	Significant impact
Nonmanagement hourly nonunion	☐	☐	☐
Nonmanagement salaried	☐	☐	☐
Management salaried	☐	☐	☐
Officers/executives	☐	☐	☐

PROMOTIONAL INCREASES

What is the impact of promotional increases on your organization's Canadian 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.

If your organization does not budget for promotional increases in Canada, 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

What percentage of total Canadian base salaries does your organization intend to spend on promotions in 2024? _____

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.)

For your organization, how do the planned promotional salary increases in Canada for this year (2024) compare with the amounts spent last year (2023)?

- ☐ 2024 is more than 2023
- ☐ 2024 is similar to 2023
- ☐ 2024 is less than 2023

For your organization, how do the planned promotional salary increases in Canada for next year (2025) compare with planned spending for this year (2024)?

- ☐ 2025 will be more than 2024
- ☐ 2025 will be similar to 2024
- ☐ 2025 will be less than 2024

Last year (2023), what percentage of **all Canadian 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

Last year (2023), what was the average percentage **increase in base salary** for employees in Canada who received a promotion? Please provide a numeric value only, without any symbols or text.

____% of base salary

---End of Canadian Items---



Salary Budget Survey 2024-2025, India Questionnaire

How many Indian employees does your organization have? _____

How many Indian employees do you have in each category?

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.

Please note: We'll only ask you to provide data for categories where you have at least ten employees.

Technical/individual contributors/support roles	
Junior management	
Middle management	
Officers/ Executives	
Total	0



Please answer these questions for your Indian operations. If your organization operates in multiple industries within India, or if pay practices differ across divisions, Indian regions, business units or subsidiaries, please contact us at surveypanel@worldatwork.org to get additional links allowing you to complete the survey multiple times for India.

The Indian organizational unit that I am reporting data for in this questionnaire is:

- ☐ Headquarters
- ☐ Subsidiary/group/division
- ☐ Regional headquarters
- ☐ Plant/branch
- ☐ Independent consultant
- ☐ Consulting firm
- ☐ Educational

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 - Bangalore
- ☐ South - Chennai
- ☐ South - Hyderabad
- ☐ South - All other locales
- ☐ West - Mumbai
- ☐ West - All other locales

TIME BETWEEN BASE PAY INCREASES

Please complete the table below for Indian operations.

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

	How many months between base pay increases THIS year (in 2024)?	How many months are projected between base pay increases NEXT year (in 2025)?
Technical/individual contributors/support roles		
Junior management		
Middle management		
Top and senior management		

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	☐	☐	☐
Junior management	☐	☐	☐
Middle management	☐	☐	☐
Top and senior management	☐	☐	☐

BASE PAY INCREASES

Which employee groups will receive a base pay increase in India THIS year (2024)?

	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	☐	☐	☐
Junior management	☐	☐	☐
Middle management	☐	☐	☐
Top and senior management	☐	☐	☐

What is your budget for base pay increases in India THIS year (2024)?

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.
- Typical answers in India fall between 0 and 10 (%), they may differ by country.

	General increase/COLA	Merit increase	Other increase
2024:			
Technical/individual contributors/support roles			
Junior management			
Middle management			
Top and senior management			

What is the reason for the "Other increase" included in your Indian base pay budget for 2024? (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

Which employee groups do you expect will receive a base pay increase India NEXT year (2025)?

	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 and senior management	☐	☐	☐

What is the reason for the "Other increase" included in your Indian base pay budget for 2025 (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

How certain is your organization about the projected 2025 budget for base pay increases in India that you reported?

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



For those employees receiving a base salary increase, what changes occurred in India THIS year (2024) compared to LAST year (2023)?

	2024 percentage is larger than 2023	2024 percentage is similar to 2023	2024 percentage is smaller than 2023
Technical/individual contributors/support roles	○	○	○
Junior management	○	○	○
Middle management	○	○	○
Top and senior management	○	○	○

MERIT INCREASES BY PERFORMANCE

What percentage of your Indian workforce was rated in each performance category **LAST year (2023)**?

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.

	2023	
High Performance (exceeds expectations)		%
Middle Performance (generally meets expectations)		%
Low Performance (does not meet expectations)		%
	0	

Please complete based only on those employees **awarded** a merit increase **in India in 2023**.

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 2023*, 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 and 15 (%)

What is the average merit increase awarded for this performance category **LAST year (2023)**?

	Average merit increase for 2023	
High Performance (exceeds expectations)		%
Middle Performance (generally meets expectations)		%
Low Performance (does not meet expectations)		%

What percentage of your Indian workforce do you estimate will be rated in each performance category **THIS year (2024)**?

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.

	2024	
High Performance (exceeds expectations)		%
Middle Performance (generally meets expectations)		%
Low Performance (does not meet expectations)		%

Please complete based only on those employees **to be awarded** a merit increase **in India in 2024**.

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 expects not to do so in 2024*, 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 and 15 (%)

What is the **estimated** average merit increase to be awarded for this performance category **THIS year (2024)**?

	Average merit increase for 2024	
High Performance (exceeds expectations)		%
Middle Performance (generally meets expectations)		%
Low Performance (does not meet expectations)		%

COMPENSATION STRATEGY

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

	10th percen tile	25th percen tile	50th percen tile (media n)	60th percen tile	75th percen tile	90th percen tile	Other percen tile	No formal compe nsatio n strate gy
Techni cal/indi vidual contrib utors/s upport roles	○	○	○	○	○	○	○	○
Junior manag ement	○	○	○	○	○	○	○	○
Middle manag ement	○	○	○	○	○	○	○	○
Top and senior manag ement	○	○	○	○	○	○	○	○

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

	Increased	Stayed about the same	Decreased
Technical/individual contributors/support roles	☐	☐	☐
Junior management	☐	☐	☐
Middle management	☐	☐	☐
Top and senior management	☐	☐	☐

PAY EQUITY

How do adjustments made to address pay equity issues affect your Indian salary budget for the current year **(2024)**?

- ☐ 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 2024, but we did not budget for them.
- ☐ Our organization is not anticipating pay adjustments to remediate pay equity issues in 2024.

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).

How do adjustments made to address pay equity issues affect your Indian salary budget for the NEXT year **(2025)**?

- 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 2025, but we did not budget for them.
- Our organization is not anticipating pay adjustments to remediate pay equity issues in 2025.

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

COMPENSATION STRUCTURES (SALARY STRUCTURES)

What is the actual percent structure increase in India for THIS year (the 2024 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 2024 Structure Increase	
Technical/individual contributors/support roles		%
Junior management		%
Middle management		%
Top and senior management		%

What is your projected percent STRUCTURE increase for **NEXT year in India** (the 2025 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 2025 Structure Increase	
Technical/individual contributors/support roles		%
Junior management		%
Middle management		%
Top and senior management		%

Please indicate your organization’s level of certainty of the projected Indian 2025 percentage increase for compensation/salary structure(s) you reported in the previous question.

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

If no compensation structure (salary structure) increase was made in India in 2024, 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 and senior management	

LUMP SUM AWARDS

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

	Yes	No
Technical/individual contributors/support roles	☐	☐
Junior management	☐	☐
Middle management	☐	☐
Top and senior management	☐	☐

What percentage of Indian employees in each category received a lump sum award **LAST year (2023)**?

Please Note:

- Even if the percentage is less than 1%, provide the specific percent of employees who received a lump sum award in 2023, e.g., 0.5
- If no employees in a category recieved a lump sum award in 2023, 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 2023	
Technical/individual contributors/support roles		%
Junior management		%
Middle management		%
Top and senior management		%

Is the percentage of Indian employees expected to receive a lump sum award in 2024 larger, similar, or smaller compared to the percentage in 2023?

	Percentage of employees is anticipated to be larger than 2023	Percentage of employees is anticipated to be similar to 2023	Percentage of employees is anticipated to be smaller than 2023
Technical/individual contributors/support roles	☐	☐	☐
Junior management	☐	☐	☐
Middle management	☐	☐	☐
Top and senior management	☐	☐	☐

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

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

- ☐ Yes
- ☐ No

Which of the following variable pay plan types does your organization use in India?
(Check 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

Which Indian employee categories were eligible for variable pay for LAST year (the 2023 plan year)? (Select all that apply.)

- ☐ Technical/individual contributors/support roles
- ☐ Junior management
- ☐ Middle management
- ☐ Top and senior management

What percent of Indian employees were eligible for variable pay for LAST year (the 2023 plan year)?

Please Note:

- Even if the increase is less than 1%, provide the specific percentage planned for pay increases e.g. 0.5
- If your organization typically budgets for variable pay but has chosen not to this year, enter "0".
- If your organization does not have a variable pay program or if it's not relevant, please leave the answer field blank.
- Enter numeric values (between 0 and 100) only. Do not include any symbols: For example, (%), letters, or other characters.

•	Percentage of employees eligible for variable pay for 2023	
Technical/individual contributors/support roles		%
Junior management		%
Middle management		%
Top and senior management		%

What percentage of eligible Indian employees were actually paid variable pay for LAST year (the 2023 plan year)?

	Percentage of eligible employees actually paid variable pay for 2023	
Technical/individual contributors/support roles		%
Junior management		%
Middle management		%
Top and senior management		%

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 and senior management

Please indicate the average percentage of base pay **BUDGETED** for variable pay 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. For example, if your organization budgeted 8% of base pay for variable pay for your nonexempt employees, you would have budgeted \$3,200 in variable pay for an employee making \$40,000 per year.

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

	Average % BUDGETED for variable pay LAST year (2023 plan year)	Average % BUDGETED for variable pay THIS year (2024 plan year)	Projected average % to be BUDGETED for variable pay NEXT year (2025 plan year)
Technical/individual contributors/support roles			
Junior management			
Middle management			
Top and senior management			

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. For example, if your organization paid out 8% of base pay for variable pay for your nonexempt employees, an employee making \$40,000 per year was paid \$3,200 in variable pay.

The average range for Technical/individual contributors/support roles and Junior management is around 3% - 10%. **Please enter a numeric value; do not include symbols or text.**

	Average % PAID in variable pay LAST year (2023 plan year)	Projected % PAID to be paid in variable pay THIS year (2024 plan year)
Technical/individual contributors/support roles		
Junior management		
Middle management		
Top and senior management		

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	☐	☐	☐
Junior management	☐	☐	☐
Middle management	☐	☐	☐
Top and senior management	☐	☐	☐

PROMOTIONAL INCREASES

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.

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

What percentage of total Indian base salaries does your organization intend to spend on promotions in 2024? _____

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.)

For your organization, how do the planned promotional salary increases in India for this year (2024) compare with the amounts spent last year (2023)?

- ☐ 2024 is more than 2023
- ☐ 2024 is similar to 2023
- ☐ 2024 is less than 2023

For your organization, how do the planned promotional salary increases in India for next year (2025) compare with planned spending for this year (2024)?

- ☐ 2025 will be more than 2024
- ☐ 2025 will be similar to 2024
- ☐ 2025 will be less than 2024



Last year (2023), 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

Last year (2023), 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

---End of India Items---

Salary Budget Survey 2024-2025, U.K. Questionnaire

How many UK employees does your organization have? _____

How many UK employees do you have in each category?

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.

Please note: We'll only ask you to provide data for categories where you have at least ten employees.

Nonmanagement hourly nonunion (NHN)	
Nonmanagement salaried (NS)	
Management salaried (ES)	
Officers/ Executives (OE)	
Total	0



Please answer these questions for your UK operations. If your organization operates in multiple industries within the UK, or if pay practices differ across divisions, UK regions, business units or subsidiaries, please contact us at surveypanel@worldatwork.org to get additional links allowing you to complete the survey multiple times for the UK

The **UK** organizational unit that I am reporting data for in this questionnaire is:

- ☐ Headquarters
- ☐ Subsidiary/group/division
- ☐ Regional headquarters
- ☐ Plant/branch
- ☐ Independent consultant
- ☐ Consulting firm
- ☐ Educational

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
- ☐ Northern Ireland
- ☐ Scotland
- ☐ South East
- ☐ South West
- ☐ Wales
- ☐ West Midlands
- ☐ Yorkshire and the Humber

TIME BETWEEN BASE PAY INCREASES

Please complete the table below for UK operations.

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

	How many months between base pay increases THIS year (in 2024)?	How many months are projected between base pay increases NEXT year (in 2025)?
Nonmanagement hourly nonunion		
Nonmanagement salaried		
Management salaried		
Officers/executives		

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

	Yes	No, and we didn't consider it	No, but we considered it before deciding not to
Nonmanagement hourly nonunion	☐	☐	☐
Nonmanagement salaried	☐	☐	☐
Management salaried	☐	☐	☐
Officers/executives	☐	☐	☐

BASE PAY INCREASES

Which employee groups will receive a base pay increase in the UK THIS year (2024)?

	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	☐	☐	☐
Nonmanagement salaried	☐	☐	☐
Management salaried	☐	☐	☐



Officers/executives	○	○	○
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What is your budget for base pay increases in the UK THIS year (2024)?

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.
- Typical answers in the UK fall between 0 and 10 (%), they may differ by country.

.	General increase/COLA	Merit increase	Other increase
2024:			
Nonmanagement hourly nonunion			
Nonmanagement salaried			
Management salaried			
Officers/executives			



What is the reason for the "Other increase" included in your UK base pay budget for 2024? (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

Which employee groups do you expect will receive a base pay increase the UK NEXT year (2025)?

	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	☐	☐	☐
Nonmanagement salaried	☐	☐	☐
Management salaried	☐	☐	☐
Officers/executives	☐	☐	☐

What is the reason for the "Other increase" included in your UK base pay budget for 2025 (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

How certain is your organization about the projected 2025 budget for base pay increases in the UK that you reported?

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

For those employees receiving a base salary increase, what changes occurred in the UK THIS year (2024) compared to LAST year (2023)?

	2024 percentage is larger than 2023	2024 percentage is similar to 2023	2024 percentage is smaller than 2023
Nonmanagement hourly nonunion	☐	☐	☐
Nonmanagement salaried	☐	☐	☐
Management salaried	☐	☐	☐
Officers/executives	☐	☐	☐

MERIT INCREASES BY PERFORMANCE

What percentage of your UK workforce was rated in each performance category **LAST year (2023)**?

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.

	2023	
High Performance (exceeds expectations)		%
Middle Performance (generally meets expectations)		%
Low Performance (does not meet expectations)		%
	0	

Please complete based only on those employees **awarded** a merit increase **in the UK in 2023**.

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 2023*, 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 and 15 (%)

What is the average merit increase awarded for this performance category **LAST year (2023)**?

	Average merit increase for 2023	
High Performance (exceeds expectations)		%
Middle Performance (generally meets expectations)		%
Low Performance (does not meet expectations)		%

What percentage of your UK workforce do you estimate will be rated in each performance category **THIS year (2024)**?

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.

	2024	
High Performance (exceeds expectations)		%
Middle Performance (generally meets expectations)		%
Low Performance (does not meet expectations)		%

Please complete based only on those employees **to be awarded** a merit increase **in the UK in 2024**.

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 expects not to do so in 2024*, 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 and 15 (%)

What is the **estimated** average merit increase to be awarded for this performance category **THIS year (2024)**?

	Average merit increase for 2024	
High Performance (exceeds expectations)		%
Middle Performance (generally meets expectations)		%
Low Performance (does not meet expectations)		%

COMPENSATION STRATEGY

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

	10th percen tile	25th percen tile	50th percen tile (media n)	60th percen tile	75th percen tile	90th percen tile	Other percen tile	No formal compe nsatio n strate gy
Nonma nagem ent hourly nonuni on	○	○	○	○	○	○	○	○
Nonma nagem ent salarie d	○	○	○	○	○	○	○	○
Manag ement salarie d	○	○	○	○	○	○	○	○
Officer s/exec utives	○	○	○	○	○	○	○	○

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

	Increased	Stayed about the same	Decreased
Nonmanagement hourly nonunion	☐	☐	☐
Nonmanagement salaried	☐	☐	☐
Management salaried	☐	☐	☐
Officers/executives	☐	☐	☐

PAY EQUITY

How do adjustments made to address pay equity issues affect your UK salary budget for the current year **(2024)**?

- ☐ 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 2024, but we did not budget for them.
- ☐ Our organization is not anticipating pay adjustments to remediate pay equity issues in 2024.

Since your organization hasn't budgeted for pay equity adjustments in the UK, 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).

How do adjustments made to address pay equity issues affect your UK salary budget for the NEXT year **(2025)**?

- 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 2025, but we did not budget for them.
- Our organization is not anticipating pay adjustments to remediate pay equity issues in 2025.

Since your organization hasn't budgeted for pay equity adjustments in the UK, 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

COMPENSATION STRUCTURES (SALARY STRUCTURES)

What is the actual percent structure increase in the UK for THIS year (the 2024 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 2024 Structure Increase	
Nonmanagement hourly nonunion		%
Nonmanagement salaried		%
Management salaried		%
Officers/executives		%



What is your projected percent STRUCTURE increase for **NEXT year in the UK (the 2025 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 2025 Structure Increase	
Nonmanagement hourly nonunion		%
Nonmanagement salaried		%
Management salaried		%
Officers/executives		%

Please indicate your organization’s level of certainty of the projected UK 2025 percentage increase for compensation/salary structure(s) you reported in the previous question.

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



If no compensation structure (salary structure) increase was made in the UK in 2024, 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

Does your organization give lump sum awards to these groups of employees in the UK?

	Yes	No
Nonmanagement hourly nonunion	☐	☐
Nonmanagement salaried	☐	☐
Management salaried	☐	☐
Officers/executives	☐	☐



What percentage of UK employees in each category received a lump sum award **LAST year (2023)**?

Please Note:

- Even if the percentage is less than 1%, provide the specific percent of employees who received a lump sum award in 2023, e.g., 0.5
- If no employees in a category received a lump sum award in 2023, 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 2023	
Nonmanagement hourly nonunion		%
Nonmanagement salaried		%
Management salaried		%
Officers/executives		%

Is the percentage of UK employees expected to receive a lump sum award in 2024 larger, similar, or smaller compared to the percentage in 2023?

	Percentage of employees is anticipated to be larger than 2023	Percentage of employees is anticipated to be similar to 2023	Percentage of employees is anticipated to be smaller than 2023
Nonmanagement hourly nonunion	☐	☐	☐
Nonmanagement salaried	☐	☐	☐
Management salaried	☐	☐	☐
Officers/executives	☐	☐	☐

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

Does your organization currently use variable pay as defined above in the UK?

- ☐ Yes
- ☐ No

Which of the following variable pay plan types does your organization use in the UK? (Check 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

Which UK employee categories were eligible for variable pay for LAST year (the 2023 plan year)? (Select all that apply.)

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

What percent of UK employees were eligible for variable pay for LAST year (the 2023 plan year)?

Please Note:

- Even if the increase is less than 1%, provide the specific percentage planned for pay increases e.g. 0.5
- If your organization typically budgets for variable pay but has chosen not to this year, enter "0".
- If your organization does not have a variable pay program or if it's not relevant, please leave the answer field blank.
- Enter numeric values (between 0 and 100) only. Do not include any symbols: For example, (%), letters, or other characters.

•	Percentage of employees eligible for variable pay for 2023	
Nonmanagement hourly nonunion		%
Nonmanagement salaried		%
Management salaried		%
Officers/executives		%

What percentage of eligible UK employees were actually paid variable pay for LAST year (the 2023 plan year)?

	Percentage of eligible employees actually paid variable pay for 2023	
Nonmanagement hourly nonunion		%
Nonmanagement salaried		%
Management salaried		%
Officers/executives		%

For which UK 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

Please indicate the average percentage of base pay **BUDGETED** for variable pay in each employee category in the UK

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. For example, if your organization budgeted 8% of base pay for variable pay for your nonexempt employees, you would have budgeted \$3,200 in variable pay for an employee making \$40,000 per year.

The average range for Nonmanagement hourly nonunion and Nonmanagement salaried is around 3% - 10%. **Please enter a numeric value; do not include symbols or text.**

	Average % BUDGETED for variable pay LAST year (2023 plan year)	Average % BUDGETED for variable pay THIS year (2024 plan year)	Projected average % to be BUDGETED for variable pay NEXT year (2025 plan year)
Nonmanagement hourly nonunion			
Nonmanagement salaried			
Management salaried			
Officers/executives			



Please indicate the average percentage of base pay your variable pay plans **ACTUALLY PAID** in each employee category in the UK

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. For example, if your organization paid out 8% of base pay for variable pay for your nonexempt employees, an employee making \$40,000 per year was paid \$3,200 in variable pay.

The average range for Nonmanagement hourly nonunion and Nonmanagement salaried is around 3% - 10%. **Please enter a numeric value; do not include symbols or text.**

	Average % PAID in variable pay LAST year (2023 plan year)	Projected % PAID to be paid in variable pay THIS year (2024 plan year)
Nonmanagement hourly nonunion		
Nonmanagement salaried		
Management salaried		
Officers/executives		

What impact does your variable pay program have on base salary budget recommendations in the UK?

	No impact	Some impact	Significant impact
Nonmanagement hourly nonunion	☐	☐	☐
Nonmanagement salaried	☐	☐	☐
Management salaried	☐	☐	☐
Officers/executives	☐	☐	☐

PROMOTIONAL INCREASES

What is the impact of promotional increases on your organization's UK 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.

If your organization does not budget for promotional increases in the UK, 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

What percentage of total UK base salaries does your organization intend to spend on promotions in 2024? _____

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.)

For your organization, how do the planned promotional salary increases in the UK for this year (2024) compare with the amounts spent last year (2023)?

- ☐ 2024 is more than 2023
- ☐ 2024 is similar to 2023
- ☐ 2024 is less than 2023

For your organization, how do the planned promotional salary increases in the UK for next year (2025) compare with planned spending for this year (2024)?

- ☐ 2025 will be more than 2024
- ☐ 2025 will be similar to 2024
- ☐ 2025 will be less than 2024

Last year (2023), what percentage of **all UK 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

Last year (2023), what was the average percentage **increase in base salary** for employees in the UK who received a promotion? Please provide a numeric value only, without any symbols or text.

____% of base salary

---End of UK Items---

Salary Budget Survey 2024-2025, GCC Questionnaire

The deadline to submit this survey is July 1, 2024.

Your data is confidential. We only report results in aggregate, and we will not report findings for subgroups (e.g., industries, organization sizes, etc.) which contain fewer than five participating organizations. Your responses will **never** be identified with your organization name, but you **may** choose to permit your organization's name to appear on the list of organizations that participated in the survey. We will use the email address that you provide us in this survey to deliver information about this survey to you.

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.
- 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 PDF.
- 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 3.25 and 3% are both invalid.
- You can select only one industry for your organization. If you wish to report data for additional industries (or wish to report data that differs by business unit), please email us at surveypanel@worldatwork.org.

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.



Please enter your first name (personal or given name)_____

Please enter your last name (family name or surname)_____

Please enter your job title_____

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.

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: _____

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: _____



Participant Benefits:

- WorldatWork members in good standing who **fully complete this survey** will receive (a) a free GCC data summary, (b) a free digital copy of the 2024-2025 All-Countries Executive Report & Analysis and (c) 18 months of access to the interactive online reporting tool for U.S. and The GCC data. (Members who do not participate in the survey can purchase the report and tool for \$395.) Participant
- Participants in the Salary Budget survey who are not Worldatwork members but **fully complete the survey** will receive (a) a free GCC data summary, and (b) are entitled to purchase access to the Executive Report and Online Reporting Tool at the member price of \$395. (Non-members who do not participate must pay \$1195).

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.

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.



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)
-



Please choose one category that best describes the industry in which your current organization operates.

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](#).

- | | |
|---|---|
| <ul style="list-style-type: none">○ Agriculture (<i>includes forestry, fishing and hunting</i>)○ Arts, entertainment & recreation○ Childcare○ Construction (<i>includes commercial, residential & civil engineering</i>)○ Consulting (<i>management, scientific, technical, engineering, design & architecture</i>)○ Education (<i>K-12 and post-secondary, public & private & ed services</i>)○ Extraction (<i>includes mining, quarrying, oil & gas</i>)○ Finance & insurance - <i>Banks, credit unions, mortgage loans, credit cards & other lenders</i>○ Finance & insurance - <i>Fund, trusts and other financial vehicles</i>○ Finance & insurance - <i>Insurance carriers, agencies, brokerages and employee benefit funds</i>○ Finance & insurance - <i>Securities and commodity contracts (includes brokerage, intermediation and funds)</i>○ Finance & insurance - <i>all other</i>○ Government (<i>federal, state, local & tribal EXCEPT public schools and universities</i>)○ Health care - <i>Hospitals</i>○ Health care - <i>Outpatient, home & diagnostic</i>○ Holding companies○ Hotels, restaurants & bars○ Information - <i>Hosting, ISPs, web search & software publishing</i>○ Information - <i>Media streaming, social networks and online content providers</i>○ Information - <i>Motion picture, sound recording & broadcasting</i>○ Information - <i>Print publishing</i>○ Information - <i>Telecommunications</i>○ Maintenance, repair, laundry & personal services○ Management of companies and enterprises○ Manufacturing - <i>aerospace products and parts</i>○ Manufacturing - <i>chemicals</i> | <ul style="list-style-type: none">○ Manufacturing - <i>computer & electronic products</i>○ Manufacturing - <i>electrical equipment, appliances & components</i>○ Manufacturing - <i>food, beverages & tobacco products</i>○ Manufacturing - <i>machinery</i>○ Manufacturing - <i>metal</i>○ Manufacturing - <i>paper, printing & related support</i>○ Manufacturing - <i>pharmaceutical & biotech products</i>○ Manufacturing - <i>plastics & rubber products</i>○ Manufacturing - <i>textiles, apparel, leather & allied products</i>○ Manufacturing - <i>transportation equipment except aerospace</i>○ Manufacturing - <i>all other</i>○ Non-profit associations (<i>includes professional, civic & grantmaking</i>)○ Pharma and biotech R&D○ Professional services (<i>includes legal, accounting, tax & advertising</i>)○ R&D (<i>science and engineering EXCEPT pharma</i>)○ Rental & real estate (<i>includes sales, mgmt & leasing of property and rental of equipment, cars, etc.</i>)○ Retail○ Senior care (<i>including services & residences</i>)○ Social assistance (<i>includes individual & family services, relief services, etc.</i>)○ Support services (<i>including administrative, travel, temp workers, security, janitorial</i>)○ Transportation - <i>Air transport</i>○ Transportation - <i>All other</i>○ Utilities and energy production○ Warehousing○ Waste management○ Wholesale○ Other (<i>please describe</i>) |
|---|---|

What was the total operating income for your organization at the end of 2023?
(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

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

- ☐ January
- ☐ February
- ☐ March
- ☐ April
- ☐ May
- ☐ June
- ☐ July
- ☐ August
- ☐ September
- ☐ October
- ☐ November
- ☐ December



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

	Merit Increase Month
Level 1: Nonmanagement hourly workers, not members of labor unions	Select an answer: Jan...Dec, Answer varies by country, No annual merit for this group
Level 2: Non-management salaried workers	Select an answer: Jan...Dec, Answer varies by country, No annual merit for this group
Level 3: Management salaried workers	Select an answer: Jan...Dec, Answer varies by country, No annual merit for this group
Level 4: Corporate officers and executives	Select an answer: Jan...Dec, Answer varies by country, No annual merit for this group

Please list all countries in which your organization has 10 or more employees. (Include both GCC and non-GCC countries if applicable)

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

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

How many employees does your organization have in all GCC countries in which you do business? _____



Do your organization's salary increase budgets vary between GCC countries?

Yes

No

We only have employees in a single country.

How many GCC employees do you have in each category?

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.

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.

If you report less than ten employees for **all** employee categories in the GCC countries you will be directed to the end of the survey.

Nonmanagement hourly nonunion	
Nonmanagement salaried	
Management salaried	
Officers/ Executives	
Total	0

TIME BETWEEN BASE PAY INCREASES

Please complete the table below for GCC operations.

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

	How many months between base pay increases THIS year (in 2024)?	How many months are projected between base pay increases NEXT year (in 2025)?
Nonmanagement hourly nonunion		
Nonmanagement salaried		
Management salaried		
Officers/executives		

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

	Yes	No, and we didn't consider it	No, but we considered it before deciding not to
Nonmanagement hourly nonunion	☐	☐	☐
Nonmanagement salaried	☐	☐	☐
Management salaried	☐	☐	☐
Officers/executives	☐	☐	☐

BASE PAY INCREASES

Which employee groups will receive a base pay increase in the GCC THIS year (2024)?

	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	☐	☐	☐
Nonmanagement salaried	☐	☐	☐
Management salaried	☐	☐	☐
Officers/executives	☐	☐	☐

What is your budget for base pay increases in the GCC THIS year (2024)?

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.
- Typical answers in The U.S. fall between 0 and 10 (%), they may differ by country.

•	General increase/COLA	Merit increase	Other increase
2024:			
Nonmanagement hourly nonunion			
Nonmanagement salaried			
Management salaried			
Officers/executives			

What is the reason for the "Other increase" included in your GCC base pay budget for 2024? (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

Which employee groups do you expect will receive a base pay increase in the GCC NEXT year (2025)?

	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	☐	☐	☐
Nonmanagement salaried	☐	☐	☐
Management salaried	☐	☐	☐
Officers/executives	☐	☐	☐

What is your budget for base pay increases in the GCC NEXT 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.
- Typical answers in The U.S. fall between 0 and 10 (%), they may differ by country.

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

What is the reason for the "Other increase" included in your GCC base pay budget for 2025 (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

How certain is your organization about the projected 2025 budget for base pay increases in the GCC that you reported?

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



For those employees receiving a base salary increase, what changes occurred in the GCC THIS year (2024) compared to LAST year (2023)?

	2024 percentage is larger than 2023	2024 percentage is similar to 2023	2024 percentage is smaller than 2023
Nonmanagement hourly nonunion	☐	☐	☐
Nonmanagement salaried	☐	☐	☐
Management salaried	☐	☐	☐
Officers/executives	☐	☐	☐

OPTIONAL: Is there anything you would like to tell us about this survey?

You have reached the end of this survey. Thank you for your participation. You can save a copy of entries by clicking the "View Responses" button in the upper right corner and saving and/or printing your transcript. You can use the back button to return to other sections of the survey if you wish to make a change.

If you need assistance, you can reach us at surveypanel@worldatwork.org

Thank you again!

Salary Budget Survey 2024-2025, Other Countries Questionnaire

This edition is for of WorldatWork's Salary Budget Survey for Australia, Belgium, Brazil, China, France, Germany Italy, Japan, Mexico, Netherlands, New Zealand, Nigeria, Russia, Singapore, South Africa, South Korea, Spain, Sweden, Switzerland & Vietnam.

The deadline to submit this survey is May 15, 2024.

Your data is confidential. We only report results in aggregate, and we will not report findings for subgroups (e.g., industries, organization sizes, etc.) which contain fewer than five participating organizations. Your responses will **never** be identified with your organization name, but you **may** choose to permit your organization's name to appear on the list of organizations that participated in the survey. We will use the email address that you provide us in this survey to deliver information about this survey to you.

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.
- 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 PDF.
- 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 3.25 and 3% are both invalid.
- You can select only one industry for your organization. If you wish to report data for additional industries (or wish to report data that differs by business unit), please email us at surveypanel@worldatwork.org.

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.



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

	Merit Increase Month
Level 1: Nonmanagement hourly workers, not members of labor unions	Select an answer: Jan...Dec, Answer varies by country, No annual merit for this group
Level 2: Non-management salaried workers	Select an answer: Jan...Dec, Answer varies by country, No annual merit for this group
Level 3: Management salaried workers	Select an answer: Jan...Dec, Answer varies by country, No annual merit for this group
Level 4: Corporate officers and executives	Select an answer: Jan...Dec, Answer varies by country, No annual merit for this group

Please list all countries in which your organization has 10 or more employees. (Include both COUNTRY and non-COUNTRY countries if applicable)

How many employees does your organization have in COUNTRY in which you do business? _____

How many employees do you have in each category?

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.

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.



If you report less than ten employees for **all** employee categories in the Country you will be directed to the end of the survey.

Nonmanagement hourly nonunion	
Nonmanagement salaried	
Management salaried	
Officers/ Executives	
Total	0



TIME BETWEEN BASE PAY INCREASES

Please complete the table below for COUNTRY operations.

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

	How many months between base pay increases THIS year (in 2024)?	How many months are projected between base pay increases NEXT year (in 2025)?
Nonmanagement hourly nonunion		
Nonmanagement salaried		
Management salaried		
Officers/executives		

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

	Yes	No, and we didn't consider it	No, but we considered it before deciding not to
Nonmanagement hourly nonunion	☐	☐	☐
Nonmanagement salaried	☐	☐	☐
Management salaried	☐	☐	☐
Officers/executives	☐	☐	☐

BASE PAY INCREASES

Which employee groups will receive a base pay increase in the COUNTRY THIS year (2024)?

	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	☐	☐	☐
Nonmanagement salaried	☐	☐	☐
Management salaried	☐	☐	☐
Officers/executives	☐	☐	☐

What is your budget for base pay increases in the COUNTRY THIS year (2024)?

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.
- Typical answers in The U.S. fall between 0 and 10 (%), they may differ by country.

•	General increase/COLA	Merit increase	Other increase
2024:			
Nonmanagement hourly nonunion			
Nonmanagement salaried			
Management salaried			
Officers/executives			



What is the reason for the "Other increase" included in your COUNTRY base pay budget for 2024? (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

Which employee groups do you expect will receive a base pay increase in the COUNTRY NEXT year (2025)?

	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	☐	☐	☐
Nonmanagement salaried	☐	☐	☐
Management salaried	☐	☐	☐
Officers/executives	☐	☐	☐

What is your budget for base pay increases in the COUNTRY NEXT 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.
- Typical answers in The U.S. fall between 0 and 10 (%), they may differ by country.

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

What is the reason for the "Other increase" included in your COUNTRY base pay budget for 2025 (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

How certain is your organization about the projected 2025 budget for base pay increases in the COUNTRY that you reported?

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

For those employees receiving a base salary increase, what changes occurred in the COUNTRY THIS year (2024) compared to LAST year (2023)?

	2024 percentage is larger than 2023	2024 percentage is similar to 2023	2024 percentage is smaller than 2023
Nonmanagement hourly nonunion	☐	☐	☐
Nonmanagement salaried	☐	☐	☐
Management salaried	☐	☐	☐
Officers/executives	☐	☐	☐

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Thank you again!