



2025 Salary Increase and Turnover Study—Second Edition

Salary Increase and Turnover - Questionnaire

This study collects data on salary increase delivery practices globally; plus separately gathers increase data (i.e., budgets/actuals) for 134 countries and turnover information for 43 select countries.

This questionnaire covers:

Global Salary Increase Delivery Practice Topics

- Pay Planning Schedule & Workforce Planning
- Talent Identification
- Performance Management
- Pay Philosophy and Approach
- Promotional Practices
- Special Adjustments

Salary Budget/Increases for 134 countries

- General
- Merit
- Special Adjustment
- Promotions
- Overall

Turnover Headcounts for 43 select countries

- Headcount at the start and end of collection period
- Number of terminations during collection period

You will receive access to complimentary report(s) based upon the completeness of your submission in a timely manner. We encourage you to participate fully, reporting data for all countries with current operations.

SPECIAL NOTES:

1. Most effective browser experience: Use most recent version of **Chrome, Firefox, Safari, or Edge.**

2. Download:

- [Blank Survey Questionnaire](#)
- [Questionnaire Instructions and Other Tips](#)

3. Completing the Questionnaire: Complete the survey in one sitting, if possible. Answers will automatically be saved each time you advance to the next page or return to the previous page so you can step away and return to finish at a later time.

- **New participants only:** Should you need to complete in multiple sittings, be sure browser cookies are not set for auto-deletion. If cookies are deleted, all progress will be lost.
- **Prior year participants:** You have received a personalized link containing pre-populated responses, making the current year submission much easier. Review responses and make updates where practices have changed and where questions are blank. This link **can be shared** with others in your organization for completion, providing ability for others to review and contribute.

Once the final reviewer acknowledges **all responses** are completed, click the “Submit” button. This prompts a message to download a copy of your completed submission to keep for your reference. Do this before leaving the browser page. **Once submitted, your survey link will be closed.**

4. Download your responses: After completing the last question and clicking "Submit" you will be prompted to download a copy of your input. Be sure to save a copy of your responses prior to closing the browser window.

5. Question sequence: If certain questions do not apply based on your responses, you will automatically be moved to the next set of appropriate questions. As a result, question numbers may not appear in numerical order.

Send questions to: sits.marketstudies@aon.com

All data collected for this survey will be treated as strictly confidential. Only Aon will have access to data on an organization-identified basis.

Aon

[Aon plc](#) (NYSE: AON) exists to shape decisions for the better — to protect and enrich the lives of people around the world. Our colleagues provide our clients in over 120 countries and sovereignties with advice and solutions that give them the clarity and confidence to make better decisions to protect and grow their business.

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Contact Information

Organization Profile

Contact Information

Complete the following contact information for the individual primarily responsible for completing the study input. This person should be able to respond to questions about the information submitted.

Note: Enter the organization's name as you want it to appear in the participant list of the final report.

Organization Name	<input type="text"/>
Organization ID*	<input type="text"/>
Location ID*	<input type="text"/>
Contact Person Name	<input type="text"/>
Position Title	<input type="text"/>
Work Email Address	<input type="text"/>
Phone	<input type="text"/>
Location of Contact Person (Country)	<input type="text"/>

Organization Profile Information

Organization Profile Information

Complete the following information for the organization participating in the survey. For example, if the participating organization is an independent corporation, the information would pertain to the global operations of the organization. If the participating organization is a unit of a larger organization (e.g., reporting data as a subsidiary, group, division, etc.), answers would pertain to the operations of the particular unit.

Headquarters Country: The location where most, if not all, of the important functions of an organization are coordinated. May not be the country where organizations are legally incorporated.

- | | | |
|---------------------------------|--------------------------------|-----------------------------------|
| <input type="radio"/> Australia | <input type="radio"/> India | <input type="radio"/> Singapore |
| <input type="radio"/> Belgium | <input type="radio"/> Ireland | <input type="radio"/> Spain |
| <input type="radio"/> Brazil | <input type="radio"/> Israel | <input type="radio"/> Sweden |
| <input type="radio"/> Canada | <input type="radio"/> Japan | <input type="radio"/> Switzerland |
| <input type="radio"/> China | <input type="radio"/> Malaysia | <input type="radio"/> Thailand |
| <input type="radio"/> Denmark | <input type="radio"/> Mexico | <input type="radio"/> Turkey |

- | | | |
|---------------------------------|-----------------------------------|--|
| <input type="radio"/> Finland | <input type="radio"/> Netherlands | <input type="radio"/> United Arab Emirates |
| <input type="radio"/> France | <input type="radio"/> New Zealand | <input type="radio"/> United Kingdom |
| <input type="radio"/> Germany | <input type="radio"/> Norway | <input type="radio"/> United States |
| <input type="radio"/> Hong Kong | <input type="radio"/> Philippines | <input type="radio"/> Other (specify) |
| | | <input type="text"/> |

Select the ownership type of the organization:

- ☐ Public
- ☒ Private: Venture Backed
- ☐ Private: Private Equity - Growth
- ☐ Private: Private Equity - Buyout
- ☐ Private: Other
- ☐ Not-For-Profit
- ☐ Government/State-Owned Enterprise

Choose one of these alternative ownership options or Click “Save and Continue” to confirm:

Private: Venture Backed—Startups having received financing from Venture Capital investors (Seed, Series A, Series B, etc.)

Private: Private Equity – Growth—Companies having received minority financing from Private Equity investors (Growth Equity)

Private: Private Equity – Buyout—Companies having sold a controlling interest to a Private Equity firm

Revenue: Select the total global revenue range (all countries combined) for the last fiscal year.
(In USD)

Note: The participant profile will not list revenue for private organizations. The revenue category for all publicly held corporations will automatically be listed.

- | | |
|---|--|
| <input type="radio"/> No sales revenue | <input type="radio"/> \$1 billion - \$1.49 billion |
| <input type="radio"/> Under \$10 million | <input type="radio"/> \$1.5 billion - \$2.99 billion |
| <input type="radio"/> \$10 million - \$49.9 million | <input type="radio"/> \$3 billion - \$4.99 billion |
| <input type="radio"/> \$50 million - \$99.9 million | <input type="radio"/> \$5 billion - \$9.99 billion |
| <input type="radio"/> \$100 million - \$199.9 million | <input type="radio"/> \$10 billion - \$19.99 billion |
| <input type="radio"/> \$200 million - \$499.9 million | <input type="radio"/> \$20 billion and above |
| <input type="radio"/> \$500 million - \$999.9 million | <input type="radio"/> Unsure |

Global Headcount: Select the total global headcount range (all countries combined) for the last fiscal year.

- | | |
|-------------------------------------|--|
| <input type="radio"/> Under 50 | <input type="radio"/> 5,000 - 9,999 |
| <input type="radio"/> 50 - 199 | <input type="radio"/> 10,000 - 19,999 |
| <input type="radio"/> 200 - 499 | <input type="radio"/> 20,000 - 49,999 |
| <input type="radio"/> 500 - 999 | <input type="radio"/> 50,000 and above |
| <input type="radio"/> 1,000 - 2,499 | <input type="radio"/> Unsure |
| <input type="radio"/> 2,500 - 4,999 | |

Industry: From the drop-down, select the primary industry for the participating organization. If more than one industry can apply, select the one with the largest number of employees. Click [here](#) for industry definitions.

Region/Country Selection

Q1. Region/Country Selection

1. Check the regions where the organization has operations, which will then populate the country list.
2. Then check the countries within each region where the organization has operations.

- ☐ Americas
- ☐ Asia/Pacific
- ☐ Europe
- ☐ Middle East/Africa

Americas

- | | | |
|------------------------------------|---|---|
| <input type="checkbox"/> Antigua | <input type="checkbox"/> Colombia | <input type="checkbox"/> Mexico |
| <input type="checkbox"/> Argentina | <input type="checkbox"/> Costa Rica | <input type="checkbox"/> Netherlands Antilles |
| <input type="checkbox"/> Aruba | <input type="checkbox"/> Curacao | <input type="checkbox"/> Nicaragua |
| <input type="checkbox"/> Bahamas | <input type="checkbox"/> Dominican Republic | <input type="checkbox"/> Panama |
| <input type="checkbox"/> Barbados | <input type="checkbox"/> Ecuador | <input type="checkbox"/> Paraguay |
| <input type="checkbox"/> Belize | <input type="checkbox"/> El Salvador | <input type="checkbox"/> Peru |
| <input type="checkbox"/> Bermuda | <input type="checkbox"/> Guatemala | <input type="checkbox"/> Puerto Rico |
| <input type="checkbox"/> Bolivia | <input type="checkbox"/> Guyana | <input type="checkbox"/> Suriname |

- | | | |
|---|-----------------------------------|--|
| <input type="checkbox"/> Brazil | <input type="checkbox"/> Haiti | <input type="checkbox"/> Trinidad and Tobago |
| <input type="checkbox"/> Canada | <input type="checkbox"/> Honduras | <input type="checkbox"/> United States |
| <input type="checkbox"/> Cayman Islands | <input type="checkbox"/> Jamaica | <input type="checkbox"/> Uruguay |
| <input type="checkbox"/> Chile | | |
-

Asia/Pacific

- | | | | | |
|-------------------------------------|------------------------------------|--------------------------------------|---|--------------------------------------|
| <input type="checkbox"/> Australia | <input type="checkbox"/> Guam | <input type="checkbox"/> Kazakhstan | <input type="checkbox"/> Pakistan | <input type="checkbox"/> South Korea |
| <input type="checkbox"/> Bangladesh | <input type="checkbox"/> Hong Kong | <input type="checkbox"/> Macau | <input type="checkbox"/> Papua New Guinea | <input type="checkbox"/> Sri Lanka |
| <input type="checkbox"/> Cambodia | <input type="checkbox"/> India | <input type="checkbox"/> Malaysia | <input type="checkbox"/> Philippines | <input type="checkbox"/> Taiwan |
| <input type="checkbox"/> China | <input type="checkbox"/> Indonesia | <input type="checkbox"/> Maldives | <input type="checkbox"/> Saipan | <input type="checkbox"/> Thailand |
| <input type="checkbox"/> Fiji | <input type="checkbox"/> Japan | <input type="checkbox"/> New Zealand | <input type="checkbox"/> Singapore | <input type="checkbox"/> Vietnam |
-

Europe

- | | | | |
|---|------------------------------------|--------------------------------------|---|
| <input type="checkbox"/> Armenia | <input type="checkbox"/> Estonia | <input type="checkbox"/> Isle of Man | <input type="checkbox"/> Serbia |
| <input type="checkbox"/> Austria | <input type="checkbox"/> Finland | <input type="checkbox"/> Italy | <input type="checkbox"/> Romania |
| <input type="checkbox"/> Azerbaijan | <input type="checkbox"/> France | <input type="checkbox"/> Latvia | <input type="checkbox"/> Slovakia |
| <input type="checkbox"/> Belarus | <input type="checkbox"/> Georgia | <input type="checkbox"/> Lithuania | <input type="checkbox"/> Slovenia |
| <input type="checkbox"/> Belgium | <input type="checkbox"/> Germany | <input type="checkbox"/> Luxembourg | <input type="checkbox"/> Spain |
| <input type="checkbox"/> Bosnia and Herzegovina | <input type="checkbox"/> Gibraltar | <input type="checkbox"/> Malta | <input type="checkbox"/> Sweden |
| <input type="checkbox"/> Bulgaria | <input type="checkbox"/> Greece | <input type="checkbox"/> Netherlands | <input type="checkbox"/> Switzerland |
| <input type="checkbox"/> Croatia | <input type="checkbox"/> Guernsey | <input type="checkbox"/> Norway | <input type="checkbox"/> Turkey |
| <input type="checkbox"/> Cyprus | <input type="checkbox"/> Hungary | <input type="checkbox"/> Poland | <input type="checkbox"/> Ukraine |
| <input type="checkbox"/> Czech Republic | <input type="checkbox"/> Iceland | <input type="checkbox"/> Portugal | <input type="checkbox"/> United Kingdom |
| <input type="checkbox"/> Denmark | <input type="checkbox"/> Ireland | | |
-

Middle East/Africa

- | | | |
|-----------------------------------|-------------------------------------|---|
| <input type="checkbox"/> Algeria | <input type="checkbox"/> Kenya | <input type="checkbox"/> Saudi Arabia |
| <input type="checkbox"/> Angola | <input type="checkbox"/> Kuwait | <input type="checkbox"/> Senegal |
| <input type="checkbox"/> Bahrain | <input type="checkbox"/> Lebanon | <input type="checkbox"/> South Africa |
| <input type="checkbox"/> Botswana | <input type="checkbox"/> Lesotho | <input type="checkbox"/> Swaziland |
| <input type="checkbox"/> Cameroon | <input type="checkbox"/> Malawi | <input type="checkbox"/> Tanzania |
| <input type="checkbox"/> Egypt | <input type="checkbox"/> Mauritius | <input type="checkbox"/> Tunisia |
| <input type="checkbox"/> Gabon | <input type="checkbox"/> Morocco | <input type="checkbox"/> Uganda |
| <input type="checkbox"/> Ghana | <input type="checkbox"/> Mozambique | <input type="checkbox"/> United Arab Emirates |

☐ Israel

☐ Nigeria

☐ Yemen

☐ Ivory Coast

☐ Oman

☐ Zambia

☐ Jordan

☐ Qatar

☐ Zimbabwe

Location of Employees

Location of Employees

Q2a. Within the United States, in which state does the organization's largest employee population work?

Q2b. Within the United States, in which city does the organization's largest employee population work?

Pay Planning Schedule & Workforce Planning

Throughout this study, when questions do not address specific individual countries, the term “Global” or “Worldwide” may be used. These terms are meant to represent the whole organization or, if multiple practices exist in different places, the single practice which impacts most employees. The answer may therefore represent the Headquarters country, the single country with the majority of employees, or the generally common practice covering multiple countries and the majority of employees. For example: if employees in Argentina receive two base pay increases per year, and employees in every other country receive an increase once a year, the “Global” or “Worldwide” practice should be reported as once per year, even though every employee in the organization does not universally fall under that practice.

For the following section/questions, respond using the answer which best describes the practice that applies to the majority of employees, whether that is the Headquarters location, the country where most employees work, or a common practice across the countries where most employees work.

Pay Planning Schedule

Q3. During which month does the organization typically finalize salary budget decisions for the next pay increase

cycle?

▼

Q4. During which month are salary increases effective for the majority of employees?

▼

Workforce Planning

- Hiring Freeze:** No new employees being hired.
- Very Selective Hiring:** Replacements and critical hires closely scrutinized.
- Normal Hiring:** Both replacements and additional hires require typical approval.
- Aggressive Hiring:** Actively planning and recruiting for growing organization.

Q5. Current Hiring Environment - What best describes the full-time employees current hiring environment?

	Hiring Freeze	Very Selective Hiring	Normal Hiring	Aggressive Hiring	Unsure
Americas					
United States	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brazil	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Canada	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mexico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asia/Pacific					
Australia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
China	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
India	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Europe					
France	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Germany	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Spain	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sweden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
United Kingdom	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q6. Expected Workforce Change - How is the size of the organization's full-time employee workforce expected to change in the next 12 months?

Full-time employee workforce is expected to:

	Decrease by More Than 5%	Decrease by up to 5%	Stay About the Same	Increase by up to 5%	Increase by More Than 5% up to 10%	Increase by More Than 10%, up to 15%	Increase by More Than 15%	Unsure
Americas								
United States	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brazil	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Canada	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mexico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asia/Pacific								
Australia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
China	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
India	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Europe								
France	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Germany	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Spain	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sweden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
United Kingdom	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Talent Identification

Talent Identification

High Potentials: An elite group of employees who are seen as being capable of contributing to the organization in a role with greater complexity, impact, scope, and scale than their current role. They have the versatility to play a number of roles in the organization; demonstrate the ability to see things from new perspectives and to quickly adapt; would be difficult to replace due to the value that they bring to the organization; and consistently deliver strong results.

Top Performers: A group of employees who clearly and consistently demonstrate extraordinary and exceptional accomplishments in all major areas of responsibility. Performance of this caliber is rarely achieved by others who hold positions of comparable responsibility. A top performer is not automatically a high potential.

Critical Talent/Key Positions: Those positions that require specific knowledge, skills and specialization. These

employees are difficult to replace due to the value they bring to the organization. Without these employees, operations are at risk; with them, profitability and growth are achievable.

Q7. Does the organization identify employees with the designations defined above?

	Yes	No	Unsure
High Potentials	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Top Performers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Critical Talent/Key Positions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Talent Identification

Q8. Which methods are used to ensure the following populations receive differentiated salary increases?

	High Potentials	Top Performers	Critical Talent/Key Positions	General Population
Separate salary increase guidelines (i.e., instructions to managers giving larger increases to better performers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mid-year/more frequent salary reviews	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pay adjustments outside the merit process/budget	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use of specific merit matrix (e.g., increases linked to performance and position in pay range)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No actions taken to ensure differentiated increases are awarded	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If other, specify:

Q9. What types of increase to compensation effectively provide rewards to the following populations?

	High Potentials	Top Performers	Critical Talent/Key Positions	General Population
Merit increases to base pay	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Special increases to base pay	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	High Potentials	Top Performers	Critical Talent/Key Positions	General Population
Promotions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Variable pay (e.g., bonus/incentive)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Long-term incentives (e.g., stock)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Non-cash special recognition (e.g., training/development, special projects)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
One-time cash award (e.g., spot bonus, retention bonus)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If other, specify:

Talent Identification

Q10. What percentage of the full-time workforce is identified as **High Potential** employees?

(Enter as whole number, no decimal places)

Q11. Does the organization establish a separate merit budget for **High Potential** employees?

- ☐ Yes
- ☐ No
- ☐ Unsure

Q12. How is the separate merit budget for **High Potential** employees typically established?

- ☐ In addition to the overall merit budget for all employees (e.g., 3.0% overall merit budget for all employees plus this special budget)
- ☐ A carve out of the overall merit budget for all employees (e.g., 3.0% overall merit budget, 0.5% is carved out for high potentials leaving 2.5% for all others)
- ☐ Unsure

Q13. What is the typical relationship of merit increases for **High Potential** employees compared to merit increases for average performers?

(Select the relationship that comes closest)

- ☐ 1:1 (e.g., both groups receive about the same size increase)
 - ☐ 1.25:1
 - ☐ 1.5:1 (e.g., 4.5% for high potentials, 3% for average performers)
 - ☐ 1.75:1
 - ☐ 2:1 (e.g., 6% for high potentials, 3% for average performers)
 - ☐ 2.25:1
 - ☐ 2.5:1 (e.g., 7.5% for high potentials, 3% for average performers)
 - ☐ 2.75:1
 - ☐ 3:1 (e.g., 9% for high potentials, 3% for average performers)
 - ☐ Higher ratio (more than 3:1)
 - ☐ Not Tracked
 - ☐ Unsure
-

Talent Identification

Q14. What percentage of the full-time employee workforce is typically considered **Top Performers**?

(Enter as whole number, no decimal places)

Q15. Does the organization establish a separate merit budget for **Top Performer** employees?

- ☐ Yes
 - ☐ No
 - ☐ Unsure
-

Q16. How is the separate merit budget for **Top Performers** typically established?

- ☐ In addition to the overall merit budget for all employees (e.g., 3.0% overall merit budget for all employees plus this special budget)
 - ☐ A carve out of the overall merit budget for all employees (e.g., 3.0% overall merit budget, 0.5% is carved out for top performers leaving 2.5% for all others)
 - ☐ Unsure
-

Q17. What is the typical relationship of merit increases for **Top Performers** compared to merit increases for average performers?

(Select the relationship that comes closest)

- ☐ 1:1 (e.g., both groups receive about the same size increase)
 - ☐ 1.25:1
 - ☐ 1.5:1 (e.g., 4.5% for top performers, 3% for average performers)
 - ☐ 1.75:1
 - ☐ 2:1 (e.g., 6% for top performers, 3% for average performers)
 - ☐ 2.25:1
 - ☐ 2.5:1 (e.g., 7.5% for top performers, 3% for average performers)
 - ☐ 2.75:1
 - ☐ 3:1 (e.g., 9% for top performers, 3% for average performers)
 - ☐ Higher ratio (more than 3:1)
 - ☐ Not Tracked
 - ☐ Unsure
-

Talent Identification

Q18. What percentage of the full-time employee workforce is typically considered **Critical Talent/Key Positions**?
(Enter as whole number, no decimal places)

Q19. Does the organization establish a separate merit **budget** for **Critical Talent/Key Position** employees?

- ☐ Yes
 - ☐ No
 - ☐ Unsure
-

Q20. How is the separate merit budget for **Critical Talent/Key Positions** typically established?

- ☐ In addition to the overall merit budget for all employees (e.g., 3.0% overall merit budget for all employees plus this special budget)
- ☐ A carve out of the overall merit budget for all employees (e.g., 3.0% overall merit budget, 0.5% is carved out for critical/key positions leaving 2.5% for all others)
- ☐ Unsure

Q21. What is the typical relationship of merit increases for **Critical Talent/Key Positions** compared to merit increases for average performers?

(Select the relationship that comes closest)

- ☐ 1:1 (e.g., both groups receive about the same size increase)
- ☐ 1.25:1
- ☐ 1.5:1 (e.g., 4.5% for critical/key positions, 3% for average performers)
- ☐ 1.75:1
- ☐ 2:1 (e.g., 6% for critical/key positions, 3% for average performers)
- ☐ 2.25:1
- ☐ 2.5:1 (e.g., 7.5% for critical/key positions, 3% for average performers)
- ☐ 2.75:1
- ☐ 3:1 (e.g., 9% for critical/key positions, 3% for average performers)
- ☐ Higher ratio (more than 3:1)
- ☐ Not Tracked
- ☐ Unsure

Any additional comments specific to Talent Identification you would like to share?

Performance Management

Performance Management

Q22. Does the organization use a formal performance management system to evaluate employees using predetermined objectives and periodic assessments?

- ☐ Yes
- ☐ No
- ☐ Unsure

Performance Management

Q23. What information about the employee's performance rating is shared with the employee?

- ☐ A performance rating is assigned and rating is communicated to the employee
- ☒ A performance rating is assigned (e.g., to help administer pay decisions) but the rating is not communicated to the employee
- ☐ A performance rating is not assigned (i.e., there is no rating to communicate to the employee)
- ☐ Other
- ☐ Unsure

If other, specify:

Performance Management

Q24. Describe the performance management approach used prior to the current no-rating approach.

- ☐ Used a rating system before changing to the no-rating system in use today
- ☒ Changed from one no-rating system (like informal feedback) to a different no-rating system (like a 9-box talent assessment tool)
- ☐ Always used the no-ratings approach in use today
- ☐ Unsure

Q25. When did the organization move to a no-rating system?

- ☐ Made/will make the change this year
- ☒ Made the change last year
- ☐ Made the change 2 years ago
- ☐ Made the change more than 2 years ago
- ☐ Unsure

Q26. Would the organization make the same move to a no-rating approach given the opportunity to make the decision again?

- ☐ Yes

- ☐ No
 - ☐ Unsure
-

Performance Management

Q27. How is the performance rating distribution determined?

- ☐ Forced ranking
 - ☐ Limit top rating to specific percentage of employees
 - ☐ Requires specific distribution (target) across employee ratings
 - ☐ Loose **guidelines** provided for distribution requirements
 - ☐ No target or guideline rating distribution requirements in use
 - ☐ Unsure
-

Q28. What performance rating scale is used by the organization?

- ☐ 2 point (pass/fail)
 - ☐ 3 point
 - ☐ 4 point
 - ☐ 5 point
 - ☐ 6 point
 - ☐ 7 point
 - ☐ Other
 - ☐ Unsure
-

If other, specify:

Q29. Can managers formally assign a +/- to the numerical rating?

- ☐ Yes
 - ☐ No
 - ☐ Unsure
-

Performance Management

Q30. In the United States, what is the average merit award and percent of population receiving by rating for employees (e.g., rating 1 equals Top Rating)?

Note: If the value is less than 1.0% report with leading 0 (e.g., 0.4)

	Average Merit Increase (as a % of base salary)	Percentage of Population Receiving (total should add to 100%)
Rating 1 (Top)	<input type="text"/>	<input type="text"/>
Rating 2	<input type="text"/>	<input type="text"/>
Rating 3	<input type="text"/>	<input type="text"/>
Rating 4	<input type="text"/>	<input type="text"/>
Rating 5	<input type="text"/>	<input type="text"/>
Rating 6	<input type="text"/>	<input type="text"/>
Rating 7	<input type="text"/>	<input type="text"/>

Performance Management

Q31. Is the organization considering eliminating formal performance ratings?

- ☐ No plans to eliminate formal performance ratings
- ☒ No, we returned to ratings, after using a **no rating** approach
- ☐ Yes, we are considering eliminating performance ratings
- ☐ Unsure

Performance Management

Q32. Does the organization use an alternative rating system (e.g., 9 box)?

- ☐ Yes
- ☒ No
- ☐ Unsure

Any additional comments specific to Performance Management you would like to share?

Pay Increase Philosophy and Approach

Pay Increase Philosophy and Approach

Q33. How often are employee pay levels typically reviewed for potential salary adjustment?

	Annually	Semi-Annually	Quarterly	As Needed/Informal	Unsure
Americas					
United States	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Argentina	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brazil	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Canada	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mexico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asia/Pacific					
Australia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
China	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hong Kong	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
India	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Indonesia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Japan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Malaysia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New Zealand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Philippines	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Singapore	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
South Korea	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Taiwan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Thailand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vietnam	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Europe					
Austria	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Belgium	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Annually	Semi-Annually	Quarterly	As Needed/Informal	Unsure
Czech Republic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Denmark	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Finland	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
France	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Germany	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hungary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ireland	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Italy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Netherlands	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Norway	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Poland	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Portugal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Romania	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Spain	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sweden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Switzerland	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Turkey	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
United Kingdom	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Middle East/Africa					
Israel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Saudi Arabia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
South Africa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
United Arab Emirates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q34. Do salary increases above a certain amount require special approval?

- ☐ Yes
- ☐ No
- ☐ Unsure

Pay Increase Philosophy and Approach

Q35. Who approves individual salary increases above a certain amount?

- ☐ Department Management
- ☐ Functional Area Executives

- ☐ Corporate Executives (e.g., CFO, Board)
- ☐ CEO
- ☐ Compensation Department
- ☐ Human Resources
- ☐ Other

If other, specify:

Pay Increase Philosophy and Approach

Q36. Which statement best describes the typical approach to determining an employee's base salary increase?

- ☐ Managers decide individual pay rates with some budget guidelines without compensation department oversight
- ☐ The compensation department reviews manager recommendations and seeks clarification where needed
- ☐ Executive management reviews manager recommendations before increases are approved
- ☐ The compensation department recommends an actual increase award for each employee, but the manager ultimately determines the amount
- ☐ The compensation department recommends an actual increase award for employee. Managers can seek a different increase amount as an exception
- ☐ Someone other than the department manager (e.g., compensation, executive, an algorithm) decides the increase and the manager has no discretion
- ☐ Unsure

Q37. What factors influence salary increase **budget** recommendations?

- ☐ Salary surveys of competitive salary increase budgets
- ☐ Organization's ability to pay (financial performance vs plan)
- ☐ Organization's employee position to market
- ☐ Organization's movement of salary ranges
- ☐ Senior management discretion
- ☐ Economic conditions (e.g., inflation, unemployment)
- ☐ Union/work council agreement
- ☐ Organization's current salary increase budget
- ☐ No salary increase budget used
- ☐ Other

If other, specify:

Q38. What factors are typically used to determine the pay increase award for individual employees?

- ☐ Individual performance
- ☐ Position in salary range
- ☐ Pay to market (external equity)
- ☐ Pay to peers (internal equity)
- ☐ Manager discretion within budget
- ☐ Retention risk
- ☐ Cost-of-living adjustment
- ☐ Other

If other, specify:

Q39. Which statement best describes the factors influencing **individual** salary increase decisions?

- ☐ Salary changes are more heavily influenced by employee performance than by position in the salary range (or position to market)
- ☐ Salary changes are equally influenced by employee performance and position in salary range (or position to market).
- ☐ Salary changes are more heavily influenced by position in salary range (or position to market) than by employee performance
- ☐ Unsure

Q40. Has the organization evaluated gender/ethnicity pay equity?

- ☐ Pay equity analyzed as separate periodic process
- ☐ Pay equity analyzed within pay increase approval process
- ☐ Completed a one-time evaluation
- ☐ Evaluation currently in process

- ☐ Planning to do an evaluation
- ☐ Increasing awareness through education
- ☐ Doing what is legally required
- ☐ Not applicable (no plans)
- ☐ Other

If other, specify:

Q41. What typical action does the organization take to address gender/ethnicity pay equity?

- ☐ Separate budget used to address gender/ethnicity pay equity issues
- ☐ Regular salary increase budget used to address gender/ethnicity pay equity issues
- ☐ Case-by-case
- ☐ No actions
- ☐ Unsure

Any additional comments specific to Pay Increase Philosophy and Approach you would like to share?

Salary Increase

Salary Increase

Q42. In the United States, what percentage of full-time employees working for at least one full year, actually received a salary increase during the **last 12 months**?

(Enter as whole number, no decimal places)

Q43. In the United States, what percentage of full-time employees working for at least one full year are expected to receive a salary increase in the **next 12 months**?
(Enter as whole number, no decimal places)

Promotions

Promotions

Promotion: Job change to a higher salary grade, or with a higher salary midpoint/market reference point.

Promotional Budget: The amount of an increase granted to an employee as the result of a promotion.

Q44. Which statement best describes how promotional increases are typically managed?

- ☐ Manage/control promotions to a percentage of current headcount (i.e., only a certain percentage of employees can receive a promotion each year).
- ☐ Fund promotions using the merit/overall salary increase budget. Promotion spending is not managed separately from other increases (i.e., one source funds all actions).
- ☐ Fund promotions using a separate budget, distinct from merit increase and other adjustments (i.e., merit money has a source, promotion money has a source).
- ☐ Promotions are not managed/tracked as part of the pay increase budget/spend process.
- ☐ Unsure

Q45. When do promotions typically occur?

	One Formal Cycle per Year	Two Formal Cycles per Year	Primarily Limited to Pay Administration Season but Exceptions can Happen	Promotions can Happen at any Time	Unsure
In-Family Promotions (e.g., Accountant 1 to Accountant 2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	One Formal Cycle per Year	Two Formal Cycles per Year	Primarily Limited to Pay Administration Season but Exceptions can Happen	Promotions can Happen at any Time	Unsure
Out-of-Family Promotions (e.g., Individual Contributor to Management role)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q46. In the United States, what percentage of full-time employees received a promotion in the **last 12 months**?
(Enter as whole number, no decimal places)

Q47. In the United States, of those receiving a promotion in the **last 12 months**, what was the typical increase granted, above and beyond other increases, as a percentage of prior salary?
(enter as whole number, no decimal places)

Q48. Can an employee receive a salary increase when moving laterally (e.g., change between jobs leveled equally within the organization, such as from Accountant 3 to Financial Analyst 3)?

- ☐ Results in a salary increase of a similar size to a promotional increase
- ☐ Results in a salary increase smaller than a typical promotional increase
- ☐ Lateral job change would typically NOT result in a salary increase
- ☐ Unsure

Any additional comments specific to Promotions you would like to share?

Across-the-Board Increase/General Increase

Across-the-Board Increase/General Increase

Q49. In the United States, during the **last 12 months**, did the organization provide a group/all employees in one work location an increase in pay of the same amount (either a lump-sum or percent of salary)?

- ☐ Yes
 - ☐ No
 - ☐ Unsure
-

Across-the-Board Increase/General Increase

Q50. In the United States, if not required by law, under what circumstances would the organization provide a group of employees the same size pay adjustment?

- ☐ Change in minimum wage
 - ☐ Negotiated contract provision (impacting unionized employees)
 - ☐ Cost-of-living adjustment (typically due to high inflation)
 - ☐ Organization only gives general increase, no individual performance is considered
 - ☐ General labor market conditions
 - ☐ Other
-

If other, specify:

Special Adjustments

Special Adjustments

Special Adjustments and/or Miscellaneous: The amount of any salary adjustment granted to an employee for a special or unique situation typically not covered by a merit, promotion or an across-the-board increase. This includes market, equity, or "hot skills" adjustments.

Q51. How is special salary adjustment spending managed?

- ☐ Separate special adjustment budget
 - ☒ Combined special adjustment and promotional budget
 - ☐ Overall budget
 - ☐ Not budgeted
 - ☐ Unsure
-

Special Adjustments

Q52. What are the typical reasons for awarding special adjustments to salaries?

- ☐ Market adjustments (i.e., external equity)
 - ☒ Internal equity
 - ☐ Hot skills
 - ☐ Gender/ethnicity equity parity adjustment
 - ☐ Retention/counteroffers
 - ☐ Promotions
 - ☐ Other
-

If other, specify:

Q53. What percentage of the employee population received a special pay adjustment (not merit or promotion) in the **last 12 months**?

(Enter as a whole number, no decimal places)

Please comment/explain why this value is so high.

Turnover

Turnover

Q54. **Overall Employee Population:** Worldwide population includes all countries in which the organization has operations. Report country-specific information where requested.

Sales Population: Includes all employees responsible for the sale of the organization’s products/services and those employees supporting the sales process. Taken together, these groups comprise the entire sales function within the organization.

From June 1, 2024 to June 1, 2025 report:

Total Terminations Between the Dates Provided: The total number of employees whose employment ended during the period for any reason.

Involuntary Terminations Between the Dates Provided: The total number of employees whose employment ended during the period at the organization’s initiative (e.g., performance-related termination, layoff, redundancy, etc.)

If no terminations occurred during the time period, enter zero in the appropriate box.

Note: If a "Scroll Bar" is visible, slide it to the right to view all the other options for response.

If the organization has more than 10 countries to submit, click [here](#) to request Excel template.

	Overall Population (Including Sales)			
	Full-Time Employee Headcount - June 1, 2024	Full-Time Employee Headcount - June 1, 2025	Total Terminations Between Dates Provided	Involuntary Terminations Between Dates Provided
Worldwide	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Q55. Americas

	Overall Population (Including Sales)			
	Full-Time Employee Headcount - June 1, 2024	Full-Time Employee Headcount - June 1, 2025	Total Terminations Between Dates Provided	Involuntary Terminations Between Dates Provided
United States	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Argentina	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

	Overall Population (Including Sales)			
	Full-Time Employee Headcount - June 1, 2024	Full-Time Employee Headcount - June 1, 2025	Total Terminations Between Dates Provided	Involuntary Terminations Between Dates Provided
Canada				
Mexico				

Q56. Asia/Pacific

	Overall Population (Including Sales)			
	Full-Time Employee Headcount - June 1, 2024	Full-Time Employee Headcount - June 1, 2025	Total Terminations Between Dates Provided	Involuntary Terminations Between Dates Provided
Australia				
China				
Hong Kong				
India				
Indonesia				
Japan				
Malaysia				
New Zealand				
Philippines				
Singapore				
South Korea				
Taiwan				
Thailand				
Vietnam				



Q57. Europe

	Overall Population (Including Sales)			
	Full-Time Employee Headcount - June 1, 2024	Full-Time Employee Headcount - June 1, 2025	Total Terminations Between Dates Provided	Involuntary Terminations Between Dates Provided
Austria				
Belgium				
Czech Republic				
Denmark				
Finland				
France				
Germany				
Hungary				
Ireland				
Italy				
Netherlands				
Norway				
Poland				
Portugal				
Romania				
Spain				
Sweden				
Switzerland				
Turkey				
United Kingdom				

Q58. **Middle East/Africa**

	Overall Population (Including Sales)			
	Full-Time Employee Headcount - June 1, 2024	Full-Time Employee Headcount - June 1, 2025	Total Terminations Between Dates Provided	Involuntary Terminations Dates Prc
Israel				

	Overall Population (Including Sales)			
	Full-Time Employee Headcount - June 1, 2024	Full-Time Employee Headcount - June 1, 2025	Total Terminations Between Dates Provided	Involunt Terminations Dates Prc
Saudi Arabia	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
South Africa	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
United Arab Emirates	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Regrettable Turnover: An employee who leaves the organization that the manager wishes did not. The employee's positive impact will be missed by the organization.

Q59. Does the organization track regrettable turnover?

	Yes	No	Unsure
Americas			
United States	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brazil	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Canada	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mexico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asia/Pacific			
Australia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
China	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
India	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Europe			
France	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Germany	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Spain	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sweden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
United Kingdom	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Turnover

Q60. In the United States, what percentage of voluntary turnover was considered "regrettable" in the **last 12 months**? (enter as whole number, no decimal places)

Example:

Imagine the organization had an average headcount of 100 employees last year and that 20 people quit during the year. So the overall voluntary turnover rate is: 20% (20/100)

Of those 20 people, 15 of them have been considered **regrettable departures**.

In this scenario, the regrettable turnover figure to report is 75% (15/20).

United States

Actual Budgets – United States (U.S.)

Salary Increase Actuals and Budgets-United States (U.S.)

This section is gathering data specific to the U.S.

General Salary Increase: The amount of any across-the-board increases given to all employees in a classification, without consideration of performance. This would include general lump-sum payments and cost-of-living allowances (COLA) mandated by Union negotiations.

Merit Increase: An increase in pay typically based on the employee's work performance and contribution to the organization.

Promotional Budget: The amount of an increase granted to an employee as the result of a promotion.

When established, the promotion budget is generally a fraction of the merit or overall increase budget. It is NOT the average size of a promotional increase. If the data is not easily available, the percent of payroll spent on promotions can be computed as the “average promotion size” multiplied by the “percent of population receiving” a promotion. For example, if 10% of employees receive a promotion and the average increase is 15% of base salary, then 1.5% of payroll is spent on promotional increases.

Special Adjustments: The amount of any salary adjustment granted to an employee for a special or unique situation that is not typically covered by merit or a promotion. This would include market, equity, or “hot skills” adjustments.

Overall Increase: The sum of general, merit, promotions, and special adjustments.

Q61. Salary Increase Actuals and Budgets-United States

If the budget is done separately by type, report each category in the table below.

If the budget is not done separately by type, provide only the overall budget.

0% should be entered only if there is a salary freeze in place.

Budget: Budget as a percent of total payroll (base salary only).

Complete the table below by providing the percentage of base salary increase, NOT the percentage of employees receiving increases.

Note: If a "Scroll Bar" is visible, slide it to the right to view all the other options for response.

	General			Merit			Promotions		
	2025 Budget (%)	2025 Actual (%)	2026 Projected Budget (%)	2025 Budget (%)	2025 Actual (%)	2026 Projected Budget (%)	2025 Budget (%)	2025 Actual (%)	2026 Projected Budget (%)
Example	0.8	1.5	1.2	2.8	3.0	2.5	3.0	2.5	1.2
Executive									
Management									
Professional									
Support									
Hourly									
All Employees									



Actual Budgets – Global (all countries outside of the U.S.)

Salary Increase Actuals and Budgets–Global (All Countries Outside of the U.S.)

General Salary Increase: The amount of any across-the-board increases given to all employees in a classification, without consideration of performance. This would include general lump-sum payments and cost-of-living allowances (COLA) and mandated by either a government or by a union.

Merit Increase: An increase in pay typically based on the employee's work performance and contribution to the organization.

Promotional Budget: The amount of an increase granted to an employee as the result of a promotion.

When established, the promotion budget is generally a fraction of the merit or overall increase budget. It is NOT the average size of a promotional increase. If the data is not easily available, the percent of payroll spent on promotions can be computed as the “average promotion size” multiplied by the “percent of population receiving” a promotion. For example, if 10% of employees receive a promotion and the average increase is 15% of base salary, then 1.5% of payroll is spent on promotional increases.

Special Adjustments: The amount of any salary adjustment granted to an employee for a special or unique situation that is not typically covered by merit or a promotion. This includes market, equity, or “hot skills” adjustments.

Overall Increase: The sum of general, merit, promotions, and special adjustments.

Q62. Salary Increase Actuals and Budgets-Americas

Note: If the organization has more than 10 countries to submit, click [here](#) to request Excel template.

If the budget is done separately by type, report each category in the table below.
If the budget is not done separately by type, provide only the overall budget.
0% should be entered only if there is a salary freeze in place.

Budget: Budget as a percent of total payroll (base salary only).

Complete the table below by providing the percentage of base salary increase, NOT the percentage of employees receiving increases.

Note: If a "Scroll Bar" is visible, slide it to the right to view all the other options for response.

	2025 Budget					2025 Actual				
	General (%)	Merit (%)	Promotions (%)	Special Adjustments (%)	Overall (%)	General (%)	Merit (%)	Promotions (%)	Special Adjustments (%)	Overall (%)
Antigua										
Argentina										
Aruba										
Bahamas										
Barbados										
Belize										
Bermuda										
Bolivia										
Brazil										
Canada										
Cayman Islands										
Chile										
Colombia										
Costa Rica										
Curacao										
Dominican Republic										
Ecuador										

	2025 Budget					2025 Actual				
	General (%)	Merit (%)	Promotions (%)	Special Adjustments (%)	Overall (%)	General (%)	Merit (%)	Promotions (%)	Special Adjustments (%)	
El Salvador										
Guatemala										
Guyana										
Haiti										
Honduras										
Jamaica										
Mexico										
Netherlands Antilles										
Nicaragua										
Panama										
Paraguay										
Peru										
Puerto Rico										
Suriname										
Trinidad and Tobago										
Uruguay										

Q63. Salary Increase Actuals and Budgets-Asia/Pacific

Note: If the organization has more than 10 countries to submit, click [here](#) to request Excel template.

If the budget is done separately by type, report each category in the table below.

If the budget is not done separately by type, provide only the overall budget.

0% should be entered only if there is a salary freeze in place.

Budget: Budget as a percent of total payroll (base salary only).

Complete the table below for the employees providing the percentage of base salary increase **NOT** the percentage of employees receiving the increase.

Note: If a "Scroll Bar" is visible, slide it to the right to view all the other options for response.

	2025 Budget					2025 Actual					
	General (%)	Merit (%)	Promotions (%)	Special Adjustments (%)	Overall (%)	General (%)	Merit (%)	Promotions (%)	Special Adjustments (%)		
Australia											
Bangladesh											
Cambodia											
China											
Fiji											
Guam											
Hong Kong											
India											
Indonesia											
Japan											
Kazakhstan											
Macau											
Malaysia											
Maldives											
New Zealand											
Pakistan											
Papua New Guinea											
Philippines											
Saipan											
Singapore											
South Korea											
Sri Lanka											
Taiwan											
Thailand											
Vietnam											

Q64. Salary Increase Actuals and Budgets-Europe

Note: If the organization has more than 10 countries to submit, click [here](#) to request Excel template.

If the budget is done separately by type, report each category in the table below.
If the budget is not done separately by type, provide only the overall budget.
0% should be entered only if there is a salary freeze in place.

Budget: Budget as a percent of total payroll (base salary only).

Complete the table below for the employees providing the percentage of base salary increase **NOT** the percentage of employees receiving the increase.

Note: If a "Scroll Bar" is visible, slide it to the right to view all the other options for response.

	2025 Budget					2025 Actual				
	General (%)	Merit (%)	Promotions (%)	Special Adjustments (%)	Overall (%)	General (%)	Merit (%)	Promotions (%)	Special Adjustments (%)	Over (%)
Armenia										
Austria										
Azerbaijan										
Belarus										
Belgium										
Bosnia and Herzegovina										
Bulgaria										
Croatia										
Cyprus										
Czech Republic										
Denmark										
Estonia										
Finland										
France										
Georgia										
Germany										
Gibraltar										
Greece										
Guernsey										
Hungary										
Iceland										

	2025 Budget					2025 Actual				
	General (%)	Merit (%)	Promotions (%)	Special Adjustments (%)	Overall (%)	General (%)	Merit (%)	Promotions (%)	Special Adjustments (%)	Over (%)
Ireland										
Isle of Man										
Italy										
Latvia										
Lithuania										
Luxembourg										
Malta										
Netherlands										
Norway										
Poland										
Portugal										
Romania										
Serbia										
Slovakia										
Slovenia										
Spain										
Sweden										
Switzerland										
Turkey										
Ukraine										
United Kingdom										

Q65. Salary Increase Actuals and Budgets-Middle East/Africa

Note: If the organization has more than 10 countries to submit, click [here](#) to request Excel template.

If the budget is done separately by type, report each category in the table below.

If the budget is not done separately by type, provide only the overall budget.

0% should be entered only if there is a salary freeze in place.

Budget: Budget as a percent of total payroll (base salary only).

Complete the table below for the employees providing the percentage of base salary increase **NOT** the percentage of

Complete the table below for the employees providing the percentage of base salary increase **NOT** the percentage of employees receiving the increase.

Note: If a "Scroll Bar" is visible, slide it to the right to view all the other options for response.

	2025 Budget					2025 Actual				
	General (%)	Merit (%)	Promotions (%)	Special Adjustments (%)	Overall (%)	General (%)	Merit (%)	Promotions (%)	Special Adjustments (%)	Overall (%)
Algeria										
Angola										
Bahrain										
Botswana										
Cameroon										
Egypt										
Gabon										
Ghana										
Israel										
Ivory Coast										
Jordan										
Kenya										
Kuwait										
Lebanon										
Lesotho										
Malawi										
Mauritius										
Morocco										
Mozambique										
Nigeria										
Oman										
Qatar										
Saudi Arabia										
Senegal										
South Africa										
Swaziland										
Tanzania										

	2025 Budget					2025 Actual				
	General (%)	Merit (%)	Promotions (%)	Special Adjustments (%)	Overall (%)	General (%)	Merit (%)	Promotions (%)	Special Adjustments (%)	Overall (%)
Tunisia										
Uganda										
United Arab Emirates										
Yemen										
Zambia										
Zimbabwe										

Structure Movement

Structure Movement

Structure Movement: This refers to the amount by which the established midpoints of a formal salary range/band (or wage rate) are adjusted to reflect movements in the marketplace.

Q66. How frequently does the organization typically make adjustments to salary ranges/bands to reflect movements in the market place?

- ☐ Annually
☒ Every other year
☐ As needed
☐ Not applicable
☐ Unsure

Q67. Structure Movement-Americas

Report the formal salary range/band (or wage rate) adjustment percentage for the time periods indicated.

	Last Fiscal Year	Current Fiscal Year	Next Fiscal Year
	Actual %	Actual %	Projected %
United States			
Argentina			
Brazil			
Canada			

	Last Fiscal Year	Current Fiscal Year	Next Fiscal Year
	Actual %	Actual %	Projected %
Mexico	<input type="text"/>	<input type="text"/>	<input type="text"/>

Q68. Structure Movement-Asia/Pacific

Report the formal salary range/band (or wage rate) adjustment percentage for the time periods indicated.

	Last Fiscal Year	Current Fiscal Year	Next Fiscal Year
	Actual %	Actual %	Projected %
Australia	<input type="text"/>	<input type="text"/>	<input type="text"/>
China	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hong Kong	<input type="text"/>	<input type="text"/>	<input type="text"/>
India	<input type="text"/>	<input type="text"/>	<input type="text"/>
Indonesia	<input type="text"/>	<input type="text"/>	<input type="text"/>
Japan	<input type="text"/>	<input type="text"/>	<input type="text"/>
Malaysia	<input type="text"/>	<input type="text"/>	<input type="text"/>
New Zealand	<input type="text"/>	<input type="text"/>	<input type="text"/>
Philippines	<input type="text"/>	<input type="text"/>	<input type="text"/>
Singapore	<input type="text"/>	<input type="text"/>	<input type="text"/>
South Korea	<input type="text"/>	<input type="text"/>	<input type="text"/>
Taiwan	<input type="text"/>	<input type="text"/>	<input type="text"/>
Thailand	<input type="text"/>	<input type="text"/>	<input type="text"/>
Vietnam	<input type="text"/>	<input type="text"/>	<input type="text"/>

Q69. Structure Movement-Europe

Report the formal salary range/band (or wage rate) adjustment percentage for the time periods indicated.

	Last Fiscal Year	Current Fiscal Year	Next Fiscal Year
	Actual %	Actual %	Projected %
Austria	<input type="text"/>	<input type="text"/>	<input type="text"/>
Belgium	<input type="text"/>	<input type="text"/>	<input type="text"/>

	Last Fiscal Year	Current Fiscal Year	Next Fiscal Year
	Actual %	Actual %	Projected %
Czech Republic	<input type="text"/>	<input type="text"/>	<input type="text"/>
Denmark	<input type="text"/>	<input type="text"/>	<input type="text"/>
Finland	<input type="text"/>	<input type="text"/>	<input type="text"/>
France	<input type="text"/>	<input type="text"/>	<input type="text"/>
Germany	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hungary	<input type="text"/>	<input type="text"/>	<input type="text"/>
Ireland	<input type="text"/>	<input type="text"/>	<input type="text"/>
Italy	<input type="text"/>	<input type="text"/>	<input type="text"/>
Netherlands	<input type="text"/>	<input type="text"/>	<input type="text"/>
Norway	<input type="text"/>	<input type="text"/>	<input type="text"/>
Poland	<input type="text"/>	<input type="text"/>	<input type="text"/>
Portugal	<input type="text"/>	<input type="text"/>	<input type="text"/>
Romania	<input type="text"/>	<input type="text"/>	<input type="text"/>
Spain	<input type="text"/>	<input type="text"/>	<input type="text"/>
Sweden	<input type="text"/>	<input type="text"/>	<input type="text"/>
Switzerland	<input type="text"/>	<input type="text"/>	<input type="text"/>
Turkey	<input type="text"/>	<input type="text"/>	<input type="text"/>
United Kingdom	<input type="text"/>	<input type="text"/>	<input type="text"/>

Q70. Structure Movement-Middle East/Africa

Report the formal salary range/band (or wage rate) adjustment percentage for the time periods indicated.

	Last Fiscal Year	Current Fiscal Year	Next Fiscal Year
	Actual %	Actual %	Projected %
Israel	<input type="text"/>	<input type="text"/>	<input type="text"/>
Saudi Arabia	<input type="text"/>	<input type="text"/>	<input type="text"/>
South Africa	<input type="text"/>	<input type="text"/>	<input type="text"/>

	Last Fiscal Year Actual %	Current Fiscal Year Actual %	Next Fiscal Year Projected %
United Arab Emirates	<input type="text"/>	<input type="text"/>	<input type="text"/>

Feedback/Comments

Overall Feedback

Q71. Please let us know how we can improve this questionnaire, including other topics you would like to see covered.

Click "Submit" at the bottom of the page to complete your submission.