

Salary Budget Survey 2026-2027 Fall Update

Survey Questionnaire

This document lists the questions included in the Salary Budget Survey Fall Update so you can review them in advance and gather any information you may need. Please submit your responses through the online survey; answers cannot be accepted through this document.

Thank you for participating in WorldatWork's Salary Budget Survey Fall Update. The fall update refreshes the spring results with your organization's actual salary increase and structure increase budgets for 2026 and your projections for 2027. Your responses are confidential and will be reported only in aggregate.

The deadline to submit this survey is Friday, October 30, 2026.

Please keep the following in mind as you prepare:

- **Only U.S. and Canada data are collected.** If you are not providing data for the U.S. or Canada, you do not need to complete the survey.
- If you are a consultant completing the survey on behalf of a client, please answer for that client organization only, not your own organization.
- For items asking for a percentage, enter a number with no more than one decimal place and no symbols. For example, 3, 3.0 and 3.5 are valid; 3.26 and 3% are not.
- Questions about employee categories are only asked for categories where you have at least ten employees.
- WorldatWork members in good standing who fully complete the survey will receive access to the SBS 2026-2027 Fall Reporting Dashboard. To fully complete the survey, you must answer every question shown to you unless it is marked as optional.

Not every question is asked of every participant, so you may see fewer questions than appear here. Notes below some questions indicate who receives them.

The survey opens by confirming your contact information and asking for your email address, whether you are responding for yourself or for a colleague, and your organization's name.

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

About Your Organization

1. How many full-time equivalent (FTE) employees does your organization employ worldwide? Round up to the nearest whole number.

Please report your worldwide headcount, even if the budget data you report applies only to a specific country or business unit.

FTE employees worldwide:

2. The sector that best describes my organization is:

- ☐ For-profit, privately held
- ☐ For-profit, publicly traded (stock ticker)
- ☐ Not-for-profit or nonprofit
- ☐ Public sector (national, regional, state, provincial, municipal or tribal government)
- ☐ Other (please describe)

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

If you're unsure which category to choose, try looking up your organization's name in the Dun & Bradstreet Business Directory or exploring the categories on the U.S. Census NAICS Code Lookup.

- ☐ Agriculture (includes forestry, fishing and hunting)
- ☐ Arts, entertainment & recreation
- ☐ Childcare
- ☐ Construction (includes commercial, residential & civil engineering)
- ☐ Consulting (management, scientific, technical, engineering, design & architecture)
- ☐ Education (K-12 and post-secondary, public & private & ed services)
- ☐ Extraction (includes mining, quarrying, oil & gas)
- ☐ Finance & insurance - Banks, credit unions, mortgage loans, credit cards & other lenders
- ☐ Finance & insurance - Funds, trusts and other financial vehicles
- ☐ Finance & insurance - Insurance carriers, agencies, brokerages and employee benefit funds
- ☐ Finance & insurance - Securities and commodity contracts (includes brokerage, intermediation and funds)
- ☐ Finance & insurance - All other
- ☐ Government (federal, state, local & tribal EXCEPT public schools and universities)
- ☐ Health care - Hospitals
- ☐ Health care - Outpatient, home & diagnostic
- ☐ Holding companies
- ☐ Hotels, restaurants & bars
- ☐ Information - Hosting, ISPs, web search & software publishing
- ☐ Information - Media streaming, social networks and online content providers
- ☐ Information - Motion picture, sound recording & broadcasting
- ☐ Information - Print publishing
- ☐ Information - Telecommunications
- ☐ Maintenance, repair, laundry & personal services
- ☐ Management of companies and enterprises
- ☐ Manufacturing - Aerospace products and parts
- ☐ Manufacturing - Chemicals
- ☐ Manufacturing - Computer & electronic products
- ☐ Manufacturing - Electrical equipment, appliances & components
- ☐ Manufacturing - Food, beverages & tobacco products
- ☐ Manufacturing - Machinery
- ☐ Manufacturing - Metal
- ☐ Manufacturing - Paper, printing & related support
- ☐ Manufacturing - Pharmaceutical & biotech products
- ☐ Manufacturing - Plastics & rubber products
- ☐ Manufacturing - Textiles, apparel, leather & allied products
- ☐ Manufacturing - Transportation equipment except aerospace
- ☐ Manufacturing - All other
- ☐ Nonprofit associations (includes professional, civic & grantmaking)
- ☐ Pharma and biotech R&D
- ☐ Professional services (includes legal, accounting, tax & advertising)
- ☐ R&D (science and engineering EXCEPT pharma)
- ☐ Rental & real estate (includes sales, management & leasing of property and rental of equipment, cars, etc.)
- ☐ Retail
- ☐ Senior care (including services & residences)
- ☐ Social assistance (includes individual & family services, relief services, etc.)
- ☐ Support services (including administrative, travel, temp workers, security, janitorial)
- ☐ Transportation - Air transport
- ☐ Transportation - All other
- ☐ Utilities and energy production
- ☐ Warehousing
- ☐ Waste management
- ☐ Wholesale
- ☐ Other (please describe)

4. What was the total revenue for your organization at the end of 2025? Please report in U.S. dollars.

For-profit organizations are asked about revenue (money generated from sales of goods or services on a worldwide basis). Depending on your sector, the question may instead ask about operating income or operating budget.

- ☐ 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

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

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

Countries and Locations

6. Select the countries for which you wish to provide data. Select all that apply.

You must have more than 10 employees in a country to provide data for that country. You will be asked to report data for each country you select.

- ☐ United States (U.S.)
- ☐ Canada

7. How many employees does your organization have in each country?

Asked for each country selected.

	Total employees in country
United States (U.S.)	
Canada	

8. How many employees do you have in each category in each country?

If your organization does not have an employee category, enter zero. If only zeros are entered, your survey response will be invalid.

	Number of employees
U.S.	
Nonexempt hourly nonunion	
Nonexempt salaried	
Exempt salaried	
Officers/executives	
Canada	
Nonmanagement hourly nonunion	
Nonmanagement salaried	
Management salaried	
Officers/executives	

9. For which U.S. region(s) are you reporting data in this questionnaire? Select all that apply.

Asked of those reporting U.S. data.

- ☐ **Eastern U.S.** (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.** (Illinois, Indiana, Iowa, Kansas, Kentucky, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota and Wisconsin)
- ☐ **Southern U.S.** (Alabama, Arkansas, Florida, Georgia, Louisiana, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee and Texas)
- ☐ **Western U.S.** (Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington and Wyoming)

10. 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.

Asked of those reporting data for the Eastern U.S.

- | | |
|--|---|
| ☐ All Eastern U.S. locations | ☐ New York - New York City |
| ☐ Connecticut | ☐ New York - All other locales |
| ☐ Delaware | ☐ Pennsylvania - Philadelphia |
| ☐ Maine | ☐ Pennsylvania - Pittsburgh |
| ☐ Maryland - Baltimore | ☐ Pennsylvania - All other locales |
| ☐ Maryland - All other locales | ☐ Rhode Island |
| ☐ Massachusetts - Boston | ☐ Vermont |
| ☐ Massachusetts - All other locales | ☐ Virginia |
| ☐ New Hampshire | ☐ Washington D.C. |
| ☐ New Jersey | ☐ West Virginia |

11. 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.*

Asked of those reporting data for the Central U.S.

- | | |
|---|--|
| ☐ All Central U.S. locations | ☐ Minnesota - All other locales |
| ☐ Illinois - Chicago | ☐ Missouri - St. Louis |
| ☐ Illinois - All other locales | ☐ Missouri - All other locales |
| ☐ Indiana | ☐ Nebraska |
| ☐ Iowa | ☐ North Dakota |
| ☐ Kansas | ☐ Ohio - Cincinnati |
| ☐ Kentucky | ☐ Ohio - Cleveland |
| ☐ Michigan - Detroit | ☐ Ohio - All other locales |
| ☐ Michigan - All other locales | ☐ South Dakota |
| ☐ Minnesota - Minneapolis | ☐ Wisconsin |

12. 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.*

Asked of those reporting data for the Southern U.S.

- | | |
|--|--|
| ☐ All Southern U.S. locations | ☐ Mississippi |
| ☐ Alabama | ☐ North Carolina |
| ☐ Arkansas | ☐ Oklahoma |
| ☐ Florida - Miami | ☐ South Carolina |
| ☐ Florida - Tampa | ☐ Tennessee |
| ☐ Florida - All other locales | ☐ Texas - Austin |
| ☐ Georgia - Atlanta | ☐ Texas - Dallas |
| ☐ Georgia - All other locales | ☐ Texas - Houston |
| ☐ Louisiana | ☐ Texas - All other locales |

13. 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.*

Asked of those reporting data for the Western U.S.

- | | |
|---|---|
| ☐ All Western U.S. locations | ☐ Hawaii |
| ☐ Alaska | ☐ Idaho |
| ☐ Arizona - Phoenix | ☐ Montana |
| ☐ Arizona - All other locales | ☐ Nevada |
| ☐ California - Los Angeles | ☐ New Mexico |
| ☐ California - San Diego | ☐ Oregon - Portland |
| ☐ California - San Francisco | ☐ Oregon - All other locales |
| ☐ California - San Jose | ☐ Utah |
| ☐ California - All other locales | ☐ Washington - Seattle |
| ☐ Colorado - Denver | ☐ Washington - All other locales |
| ☐ Colorado - All other locales | ☐ Wyoming |

14. For which Canadian location(s) are you reporting data in this questionnaire? *Select all that apply.*

Asked of those reporting Canadian data.

- | | |
|---|--|
| ☐ Alberta - Calgary | ☐ Nunavut |
| ☐ Alberta - Edmonton | ☐ Ontario - Hamilton |
| ☐ Alberta - All other locales | ☐ Ontario - Ottawa |
| ☐ British Columbia - Vancouver | ☐ Ontario - Toronto |
| ☐ British Columbia - All other locales | ☐ Ontario - All other locales |
| ☐ Manitoba - Winnipeg | ☐ Prince Edward Island |
| ☐ Manitoba - All other locales | ☐ Quebec - Quebec City |
| ☐ New Brunswick | ☐ Quebec - Montreal |
| ☐ Newfoundland & Labrador | ☐ Quebec - All other locales |
| ☐ Northwest Territories | ☐ Saskatchewan |
| ☐ Nova Scotia | ☐ Yukon |

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

Asked of those reporting U.S. data.

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

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

Asked of those reporting Canadian data.

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

Salary Increase Budgets

Questions in this section are asked for each country you selected and for each employee category with at least ten employees.

17. How many months are there between base pay increases? Enter a whole number; do not include symbols or text.

Months	Months between increases THIS year (2026)	Months projected between increases NEXT year (2027)
U.S.		
Nonexempt hourly nonunion		
Nonexempt salaried		
Exempt salaried		
Officers/executives		
Canada		
Nonmanagement hourly nonunion		
Nonmanagement salaried		
Management salaried		
Officers/executives		

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

	Yes	No; this group usually does, but this year we budgeted \$0	No; we don't budget for pay increases for this group
U.S.			
Nonexempt hourly nonunion	☐	☐	☐
Nonexempt salaried	☐	☐	☐
Exempt salaried	☐	☐	☐
Officers/executives	☐	☐	☐
Canada			
Nonmanagement hourly nonunion	☐	☐	☐
Nonmanagement salaried	☐	☐	☐
Management salaried	☐	☐	☐
Officers/executives	☐	☐	☐

19. What is your budget for base pay increases **THIS** year (2026)?

Asked for employee groups receiving a pay increase this year, or budgeted at \$0.

- Provide your answer as a percentage. For example, if the budget is a 3% increase, enter "3".
- Even if the increase is less than 1%, provide the specific percentage planned (e.g., 0.5).
- If your organization typically budgets for pay increases but has chosen not to this year, enter "0".
- If your organization does not have an increase type, leave that field blank.
- Enter numeric values only, with no symbols (such as %), letters or other characters.
- Most responses in the U.S. and Canada fall between 0% and 6%.

2026	General increase / COLA	Merit increase	Other increase
U.S.			
Nonexempt hourly nonunion	%	%	%
Nonexempt salaried	%	%	%
Exempt salaried	%	%	%
Officers/executives	%	%	%
Canada			
Nonmanagement hourly nonunion	%	%	%
Nonmanagement salaried	%	%	%
Management salaried	%	%	%
Officers/executives	%	%	%

20. Which employee groups do you expect will receive a base pay increase **NEXT** year (2027)?

	Yes	No; this group usually does, but we expect to budget \$0 next year	No; we don't budget for pay increases for this group
U.S.			
Nonexempt hourly nonunion	☐	☐	☐
Nonexempt salaried	☐	☐	☐
Exempt salaried	☐	☐	☐
Officers/executives	☐	☐	☐
Canada			
Nonmanagement hourly nonunion	☐	☐	☐
Nonmanagement salaried	☐	☐	☐
Management salaried	☐	☐	☐
Officers/executives	☐	☐	☐

21. What is your organization's expected budget for base pay increases **NEXT year (2027)**?

Asked for employee groups expected to receive a pay increase next year, or budgeted at \$0.

- Provide your answer as a percentage. For example, if the budget is a 3% increase, enter "3".
- 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 next year, enter "0".
- If your organization does not have an increase type, leave that field blank.
- Enter numeric values only, with no symbols (such as %), letters or other characters.
- Most responses in the U.S. and Canada fall between 0% and 6%.

2027	General increase / COLA	Merit increase	Other increase
U.S.			
Nonexempt hourly nonunion	%	%	%
Nonexempt salaried	%	%	%
Exempt salaried	%	%	%
Officers/executives	%	%	%
Canada			
Nonmanagement hourly nonunion	%	%	%
Nonmanagement salaried	%	%	%
Management salaried	%	%	%
Officers/executives	%	%	%

Salary Structure Increases

22. Does your organization maintain compensation structures in the U.S. and Canada?

- ☐ Yes, in both the U.S. and Canada
- ☐ Only in the U.S.
- ☐ Only in Canada
- ☐ We don't maintain compensation structures in either the U.S. or Canada

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

Asked of organizations that maintain compensation structures, for the countries where they do.

- 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, leave the field blank.
- Enter numeric values only, with no symbols (such as %), letters or other characters.

	Actual 2026 structure increase
U.S.	
Nonexempt hourly nonunion	%
Nonexempt salaried	%
Exempt salaried	%
Officers/executives	%
Canada	
Nonmanagement hourly nonunion	%
Nonmanagement salaried	%
Management salaried	%
Officers/executives	%

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

Asked of organizations that maintain compensation structures, for the countries where they do.

- 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 next year, enter "0".
- If your organization does not budget for structure increases, leave the field blank.
- Enter numeric values only, with no symbols (such as %), letters or other characters.

	Projected 2027 structure increase
U.S.	
Nonexempt hourly nonunion	%
Nonexempt salaried	%
Exempt salaried	%
Officers/executives	%
Canada	
Nonmanagement hourly nonunion	%
Nonmanagement salaried	%
Management salaried	%
Officers/executives	%

Closing

25. OPTIONAL: Would you like more information about joining WorldatWork's Insights Panel?

Panel members take part in shorter, more frequent studies, earn rewards they can redeem on membership renewal, education, events and more, and can become eligible for focus groups, interviews and case studies.

- ☐ Yes, I'd like more information about joining WorldatWork's Insights Panel.
- ☐ I'm not interested at this time.

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

Thank you for your participation. Please submit your responses through the online survey by **Friday, October 30, 2026**.