

2023–2024

Salary Budget Survey

Your best resource for the 2023 budgeting season has arrived. Our Salary Budget Survey features insightful analysis sourced directly from compensation professionals broken out across key firmographic and geographic segments.

Inform how you build out your compensation budget in celebrated detail, with planned salary increase budgets, salary structure adjustments, and promotion increases laid out for each type of employee. A compensation strategy built on data driven decisions will ensure you don't fall behind in securing and retaining talent in a volatile economy. With trusted data and insights, PayScale is here to help you get pay right.



Compensation Trends and Insights on Pay Increase Budget Planning

In the 2023-2024 budgeting season, HR and compensation professionals must determine their pay increase strategy for the coming year. Payscale's 2023-2024 Salary Budget Survey provides unparalleled insights on projected salary budget submissions from 1,757 organizations collected between April and June in 2023.

Salary increase budgets are a particularly hot topic this year. Economic conditions in 2023 have been unpredictable, with dire predictions of an impending recession early in the year mellowing by the middle. Interest rate hikes have cooled inflation, down to 3 percent in June, while layoffs have increased unemployment from 3.4 percent in January to 3.6 percent in May — still a relatively tight labor market.

Collectively, these conditions suggest that wage growth will also cool. However, according to [Payscale Index](#), wage growth was 6.1 percent for Q2 of 2023, and many workers are still anticipating higher pay increases in 2024 to supplement lost value from high inflation in the previous year.

Last year, respondents planned on base salary increases of 3.8 percent on average in the United States for 2023, but salary increases for 2023 clocked-in at 4 percent according to this year's survey. Going into 2024, organizations again are planning on salary increases of 3.8 percent on average. This is higher in some industries (e.g. Energy & Utilities) as well as regions, states, and countries.

All Respondents	2024 Planned Increases	
	Total Increases	
	Count	Average
United States	970	3.8%
Canada	221	3.6%
United Kingdom	157	4.1%
Europe (combined)	176	4.2%

Given cooling market conditions and easing fears of a recession, this prediction may be closer to the truth in 2024 as organizations strive to achieve equilibrium. Unsurprisingly, a strong majority of organizations (78 percent in the United States and 81 percent in Canada) predict that their salary increase budget will be either higher than last year or the same as last year, with the top cited reason being competition for labor. In fact, pay raises slightly over 3 percent may become the new normal.

Payscale's Salary Budget Survey offers a detailed breakdown of the actual pay increases paid out in 2023 as well as projected pay increases for 2024 broken out by the following employee groups:

- Non-Exempt Employees
- Exempt Employees (Non-Management)
- Managers
- Officers & Executives

The report provides salary budget increases in these categories for the United States, Canada, and select other countries. For the United States and Canada, Payscale's Salary Budget Survey also provides pay increases by industry, revenue, company size, organization type, states, regions and provinces. There are also insights on trends to increase or decrease salary budgets, promotional increase budgets, and salary structure increases.

In 2023, Payscale's Salary Budget Survey will be complemented by an Enterprise Edition (FTEs over 2,000) and a Europe Edition scheduled for release as a quick follow later in the summer. These resources are provided free of charge to help employers get pay right.

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Participate in next year's Salary Budget Survey

For the past eight years, the Salary Budget Survey has collected data from the U.S., Canada, and 14 international locations. Payscale has continued this annual research initiative that Payfactors began to support customers and compensation professionals.

Each year we invite compensation professionals to participate in the online survey. By participating, you receive an early copy of the results, support peers, and help democratize data for all.

Sign up to participate next year!

Put me on the list for 2024



Salary Increase Budgets

United States

TOTAL SAMPLE

All Respondents	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	855	1.9%	1216	3.4%	906	1.0%	1080	4.1%	723	1.4%	1053	3.2%	788	0.7%	955	3.8%
Exempt (Non-management) Employees	839	1.8%	1225	3.4%	906	1.0%	1084	4.1%	716	1.3%	1061	3.2%	790	0.7%	959	3.9%
Managers	844	1.8%	1234	3.4%	909	1.0%	1089	4.1%	718	1.3%	1067	3.2%	790	0.7%	964	3.8%
Officers & Executives	833	1.5%	1169	3.1%	878	0.8%	1046	3.7%	710	1.2%	1018	3.0%	765	0.6%	928	3.7%

INDUSTRY GROUPS

Health Care and Social Assistance	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	98	1.9%	114	2.7%	94	1.2%	100	3.8%	85	1.3%	100	2.7%	77	0.8%	88	3.4%
Exempt (Non-management) Employees	98	1.9%	113	2.7%	93	1.1%	99	3.7%	85	1.3%	99	2.7%	77	0.7%	87	3.5%
Managers	96	1.8%	114	2.7%	93	1.1%	100	3.8%	85	1.4%	100	2.7%	76	0.7%	88	3.5%
Officers & Executives	94	1.6%	105	2.4%	85	0.8%	90	3.4%	83	1.3%	91	2.6%	73	0.5%	83	3.3%

Manufacturing	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	130	1.8%	186	3.5%	128	1.2%	167	4.2%	106	1.4%	162	3.2%	112	0.8%	143	3.6%
Exempt (Non-management) Employees	124	1.5%	187	3.6%	127	1.1%	166	4.0%	103	1.2%	163	3.2%	111	0.8%	143	3.5%
Managers	125	1.5%	189	3.6%	128	1.1%	166	4.0%	103	1.1%	163	3.1%	112	0.8%	143	3.5%
Officers & Executives	125	1.3%	181	3.3%	127	0.9%	160	3.7%	103	1.0%	158	3.0%	109	0.7%	139	3.4%

Nonprofit	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	72	3.0%	86	2.7%	64	0.7%	80	4.1%	58	2.4%	71	2.4%	55	0.8%	67	3.9%
Exempt (Non-management) Employees	70	3.0%	83	2.6%	62	0.7%	77	4.1%	58	2.4%	70	2.4%	55	0.8%	66	3.9%
Managers	69	3.0%	84	2.6%	62	0.8%	78	3.9%	58	2.3%	71	2.4%	55	0.5%	67	3.8%
Officers & Executives	70	3.0%	83	2.4%	63	0.5%	78	3.8%	57	2.4%	70	2.3%	55	0.4%	66	3.8%

Agencies & Consultancies	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	24	2.4%	33	3.5%	25	1.4%	31	4.0%	25	1.6%	28	3.0%	25	0.8%	29	3.6%
Exempt (Non-management) Employees	26	2.6%	35	3.6%	27	1.5%	33	4.1%	25	1.8%	30	3.1%	26	1.0%	30	3.8%
Managers	26	2.4%	33	3.5%	27	1.6%	32	4.2%	25	1.8%	29	3.0%	26	1.0%	29	3.9%
Officers & Executives	25	1.8%	32	2.9%	27	1.2%	31	3.6%	25	1.5%	29	2.6%	26	0.8%	29	3.6%

United States

Real Estate and Rental and Leasing	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	18	2.6%	23	2.7%	19	0.4%	20	4.1%	14	1.6%	16	2.7%	16	0.3%	16	4.0%
Exempt (Non-management) Employees	18	2.2%	22	2.9%	19	0.5%	19	4.1%	15	1.5%	16	2.7%	16	0.3%	16	4.0%
Managers	19	1.9%	23	2.7%	18	0.5%	20	3.9%	14	1.3%	15	2.7%	15	0.3%	15	3.8%
Officers & Executives	18	1.6%	23	2.3%	19	0.4%	20	3.2%	15	1.5%	16	2.3%	16	0.3%	16	3.7%

Arts, Entertainment & Recreation	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	5	2.4%	10	3.4%	7	2.1%	8	4.2%	3	--	6	3.8%	5	2.0%	5	6.0%
Exempt (Non-management) Employees	5	3.2%	10	3.5%	6	1.9%	8	4.5%	3	--	6	4.0%	5	2.0%	5	6.2%
Managers	5	3.0%	10	3.2%	7	1.8%	7	5.0%	3	--	6	3.5%	5	1.4%	5	5.6%
Officers & Executives	5	1.7%	10	2.8%	7	1.6%	8	3.3%	3	--	6	3.5%	5	1.4%	5	5.6%

Construction	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	21	2.8%	29	3.5%	25	1.5%	28	3.9%	18	1.7%	25	3.0%	21	0.5%	25	3.6%
Exempt (Non-management) Employees	21	2.7%	29	3.3%	25	1.6%	28	4.0%	18	1.9%	25	2.8%	21	0.6%	25	3.7%
Managers	21	2.6%	29	3.4%	25	1.5%	28	4.1%	18	1.9%	25	2.9%	21	0.6%	25	3.7%
Officers & Executives	20	2.2%	28	3.1%	25	1.0%	26	3.7%	17	1.7%	24	2.5%	21	0.6%	23	3.7%

Retail & Customer Service	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	32	1.7%	46	3.0%	33	0.6%	39	3.7%	29	1.2%	44	2.9%	31	0.5%	37	3.5%
Exempt (Non-management) Employees	31	1.3%	46	3.2%	33	0.6%	39	3.9%	29	1.1%	43	3.0%	31	0.5%	37	3.5%
Managers	32	1.2%	46	3.1%	33	0.6%	40	3.9%	30	1.2%	44	3.0%	31	0.5%	38	3.4%
Officers & Executives	31	0.9%	43	2.8%	33	0.5%	38	3.5%	29	0.9%	41	2.8%	31	0.3%	36	3.2%

Education	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	19	2.1%	26	2.7%	21	0.5%	22	3.7%	18	1.6%	25	2.5%	19	0.3%	20	3.5%
Exempt (Non-management) Employees	19	1.7%	27	2.9%	21	0.5%	23	3.6%	18	1.3%	26	2.7%	19	0.3%	21	3.4%
Managers	18	1.6%	27	2.8%	21	0.5%	23	3.6%	18	1.3%	26	2.7%	19	0.3%	21	3.4%
Officers & Executives	16	1.2%	26	2.8%	22	0.3%	23	3.4%	16	0.9%	25	2.8%	19	0.3%	21	3.4%

United States

Technology (including software)	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	79	1.2%	117	3.3%	92	0.8%	107	3.8%	72	0.9%	102	3.3%	82	0.8%	95	3.9%
Exempt (Non-management) Employees	81	1.3%	125	3.5%	96	0.9%	114	4.1%	73	1.0%	108	3.6%	86	0.9%	102	4.1%
Managers	81	1.3%	125	3.5%	96	0.9%	113	4.1%	73	1.0%	107	3.5%	86	0.9%	101	4.1%
Officers & Executives	81	1.0%	118	3.2%	93	0.7%	110	3.6%	73	0.9%	102	3.3%	83	0.7%	96	3.8%

Energy & Utilities	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	36	1.6%	55	4.0%	38	1.1%	48	4.3%	30	1.2%	52	3.9%	35	1.2%	42	4.3%
Exempt (Non-management) Employees	30	1.2%	55	4.0%	36	1.0%	46	4.2%	26	0.8%	52	3.9%	32	1.0%	40	4.5%
Managers	34	1.4%	59	4.0%	39	0.8%	49	4.2%	28	0.9%	55	3.9%	34	0.8%	43	4.5%
Officers & Executives	33	1.2%	50	3.8%	34	0.6%	44	4.0%	27	0.9%	50	3.8%	29	0.8%	39	4.2%

Engineering & Science	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	19	2.4%	30	3.8%	27	1.4%	26	4.7%	16	1.6%	27	3.6%	24	1.0%	25	4.4%
Exempt (Non-management) Employees	18	2.2%	30	3.7%	27	1.2%	26	4.7%	16	1.6%	27	3.6%	24	1.0%	25	4.4%
Managers	19	2.6%	30	3.7%	27	1.4%	26	4.6%	16	1.6%	27	3.5%	24	1.1%	25	4.3%
Officers & Executives	19	2.3%	29	3.5%	25	1.1%	25	4.4%	16	1.6%	26	3.5%	23	1.0%	24	4.4%

Finance & Insurance	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	93	1.3%	159	3.8%	111	0.8%	138	4.2%	76	0.7%	144	3.5%	104	0.6%	125	4.1%
Exempt (Non-management) Employees	90	1.2%	159	3.8%	111	0.8%	138	4.2%	76	0.7%	142	3.5%	104	0.5%	124	4.0%
Managers	91	1.2%	160	3.8%	111	0.8%	138	4.2%	76	0.7%	144	3.5%	104	0.5%	125	4.0%
Officers & Executives	91	1.2%	150	3.4%	105	0.6%	135	3.8%	77	0.8%	134	3.3%	98	0.5%	120	4.0%

Food, Beverage & Hospitality	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	27	1.6%	43	3.5%	29	0.8%	40	4.0%	22	1.5%	36	3.3%	22	0.4%	32	3.7%
Exempt (Non-management) Employees	27	1.8%	43	3.6%	28	0.8%	40	4.1%	22	1.4%	38	3.4%	22	0.4%	33	3.8%
Managers	27	1.8%	43	3.5%	28	0.9%	40	4.2%	22	1.1%	38	3.4%	22	0.4%	33	3.9%
Officers & Executives	27	1.5%	39	3.1%	27	1.0%	37	3.8%	22	1.0%	34	3.2%	21	0.3%	30	3.7%

United States

Government	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	25	3.3%	22	2.2%	18	0.5%	20	4.5%	21	2.2%	19	2.6%	18	0.6%	20	4.1%
Exempt (Non-management) Employees	24	3.9%	22	2.2%	18	0.5%	20	4.5%	20	2.3%	19	2.6%	18	0.7%	20	4.0%
Managers	24	3.8%	22	2.2%	18	0.5%	20	4.5%	20	2.3%	19	2.6%	18	0.7%	20	4.0%
Officers & Executives	23	3.3%	21	2.0%	18	0.3%	20	4.5%	19	2.3%	19	2.3%	18	0.6%	20	3.9%

Transportation & Warehousing	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	28	2.1%	39	3.4%	29	1.0%	34	4.1%	27	1.4%	34	3.3%	27	0.8%	31	3.7%
Exempt (Non-management) Employees	28	2.1%	41	3.4%	30	0.9%	35	4.1%	27	1.4%	36	3.3%	27	0.8%	31	3.7%
Managers	28	2.0%	41	3.5%	30	0.9%	35	3.9%	27	1.4%	36	3.3%	27	0.8%	31	3.7%
Officers & Executives	28	1.6%	41	3.2%	29	1.1%	35	3.7%	27	1.1%	36	3.1%	27	0.7%	31	3.7%

Other (please specify)	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	128	1.5%	197	3.7%	145	1.1%	172	4.2%	103	1.1%	161	3.4%	115	0.7%	155	3.9%
Exempt (Non-management) Employees	128	1.5%	197	3.7%	146	1.1%	173	4.2%	102	1.1%	160	3.5%	116	0.8%	154	4.0%
Managers	128	1.5%	198	3.7%	145	1.1%	174	4.2%	102	1.2%	161	3.5%	115	0.7%	155	4.0%
Officers & Executives	126	1.2%	189	3.5%	138	0.9%	166	3.9%	101	1.0%	156	3.4%	111	0.7%	150	3.8%

SECTORS

Public Company	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	171	0.9%	322	3.8%	229	1.0%	286	4.3%	154	0.6%	289	3.6%	209	0.8%	259	4.1%
Exempt (Non-management) Employees	169	0.8%	326	3.8%	233	1.0%	288	4.2%	153	0.6%	292	3.6%	210	0.8%	260	4.1%
Managers	170	0.7%	328	3.8%	234	1.0%	290	4.2%	153	0.6%	294	3.6%	211	0.8%	262	4.1%
Officers & Executives	169	0.7%	302	3.6%	216	0.8%	270	4.0%	152	0.6%	274	3.5%	197	0.7%	245	3.9%

Private Company	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	443	2.0%	595	3.3%	448	1.0%	530	4.0%	368	1.4%	505	3.1%	380	0.6%	466	3.7%
Exempt (Non-management) Employees	437	1.9%	605	3.4%	449	1.0%	538	4.0%	366	1.4%	515	3.2%	384	0.7%	474	3.8%
Managers	440	1.9%	607	3.4%	449	1.1%	539	4.0%	366	1.3%	514	3.2%	383	0.7%	473	3.7%
Officers & Executives	434	1.5%	583	3.0%	442	0.8%	522	3.5%	364	1.2%	498	2.9%	375	0.5%	460	3.5%

United States

Nonprofit Organization	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	144	2.4%	189	3.0%	136	1.1%	163	4.1%	119	1.9%	165	2.8%	121	0.9%	146	3.9%
Exempt (Non-management) Employees	140	2.3%	186	3.0%	134	1.0%	160	4.2%	119	1.8%	162	2.9%	121	0.8%	144	3.9%
Managers	140	2.3%	187	3.0%	133	1.0%	159	4.1%	119	1.8%	164	2.9%	120	0.7%	145	3.9%
Officers & Executives	138	2.2%	180	2.9%	130	0.7%	158	4.0%	117	1.8%	156	2.8%	118	0.6%	142	3.9%

Government	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	35	3.3%	33	2.7%	27	0.9%	32	4.6%	29	2.4%	29	2.9%	25	1.2%	28	4.5%
Exempt (Non-management) Employees	32	3.6%	33	2.6%	26	0.7%	31	4.5%	26	2.2%	29	2.9%	23	0.9%	27	4.3%
Managers	33	3.6%	34	2.7%	27	0.7%	32	4.6%	27	2.3%	30	2.9%	23	0.9%	28	4.4%
Officers & Executives	32	3.1%	33	2.5%	27	0.5%	32	4.5%	26	2.2%	30	2.7%	23	0.8%	28	4.3%

School / School District	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	1	--	1	--	1	--	1	--	1	--	1	--	1	--	1	--
Exempt (Non-management) Employees	1	--	1	--	1	--	1	--	1	--	1	--	1	--	1	--
Managers	1	--	1	--	1	--	1	--	1	--	1	--	1	--	1	--
Officers & Executives	1	--	1	--	1	--	1	--	1	--	1	--	1	--	1	--

College / University	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	14	1.5%	17	2.9%	13	0.1%	16	3.6%	13	0.9%	16	2.7%	11	0.1%	14	3.1%
Exempt (Non-management) Employees	14	1.1%	17	2.9%	13	0.1%	16	3.4%	13	0.8%	16	2.7%	11	0.1%	14	2.9%
Managers	13	1.0%	17	2.9%	13	0.1%	16	3.4%	13	0.8%	16	2.7%	11	0.1%	14	2.9%
Officers & Executives	12	0.6%	16	2.8%	14	0.2%	15	3.0%	12	0.5%	15	2.6%	12	0.2%	13	2.8%

Hospital	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	9	1.8%	16	2.7%	15	1.2%	15	3.5%	11	1.0%	13	2.3%	11	0.9%	12	3.5%
Exempt (Non-management) Employees	9	2.1%	15	2.5%	14	1.1%	14	3.3%	11	1.0%	12	2.2%	11	0.9%	11	3.2%
Managers	9	1.6%	16	2.6%	15	1.0%	15	3.3%	11	1.0%	13	2.4%	11	0.9%	12	3.3%
Officers & Executives	9	2.2%	12	2.4%	12	1.0%	11	3.4%	10	1.1%	10	2.6%	10	1.1%	10	3.4%

United States

Trade Association	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	3	--	1	--	1	--	3	--	3	--	1	--	1	--	1	--
Exempt (Non-management) Employees	3	--	1	--	1	--	3	--	3	--	1	--	1	--	1	--
Managers	3	--	1	--	1	--	3	--	3	--	1	--	1	--	1	--
Officers & Executives	3	--	1	--	1	--	3	--	3	--	1	--	1	--	1	--

Cooperative	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	10	2.0%	13	3.3%	11	1.0%	12	3.6%	9	0.8%	12	3.7%	9	1.2%	10	3.7%
Exempt (Non-management) Employees	10	2.0%	13	3.3%	11	1.0%	12	3.3%	9	0.8%	12	3.7%	9	1.2%	10	3.7%
Managers	10	1.9%	13	3.3%	11	0.5%	12	3.6%	9	0.8%	12	3.7%	9	0.7%	10	3.7%
Officers & Executives	10	1.2%	13	3.0%	11	0.4%	12	2.9%	9	0.5%	12	3.6%	9	0.6%	10	3.5%

Other (please specify)	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	19	2.4%	26	3.1%	23	0.6%	20	4.3%	14	1.7%	19	2.9%	19	0.3%	17	3.8%
Exempt (Non-management) Employees	18	2.6%	25	3.0%	22	0.6%	19	4.0%	13	1.8%	18	2.7%	18	0.4%	16	4.1%
Managers	19	2.3%	26	3.0%	23	0.6%	20	4.3%	14	1.7%	19	2.8%	19	0.4%	17	4.1%
Officers & Executives	19	2.4%	25	3.0%	22	0.8%	20	4.0%	14	1.7%	18	2.7%	18	0.3%	17	4.1%

FTE

<50	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	140	2.9%	138	2.5%	113	1.0%	126	3.9%	114	2.4%	119	2.5%	91	0.8%	113	3.7%
Exempt (Non-management) Employees	133	2.7%	135	2.4%	113	0.9%	123	3.7%	111	2.3%	115	2.5%	93	1.0%	109	3.7%
Managers	136	2.8%	140	2.5%	114	1.0%	126	3.7%	112	2.3%	118	2.5%	92	0.9%	112	3.6%
Officers & Executives	136	2.3%	138	2.2%	117	0.9%	128	3.3%	113	2.1%	117	2.3%	93	0.8%	111	3.4%

50 - 99	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	91	2.6%	85	2.7%	74	0.9%	84	3.8%	64	2.1%	69	2.1%	64	0.3%	69	3.3%
Exempt (Non-management) Employees	93	2.6%	89	2.9%	72	0.7%	84	3.8%	64	2.1%	71	2.2%	62	0.2%	70	3.5%
Managers	92	2.6%	89	2.9%	71	0.9%	84	3.9%	64	2.1%	71	2.2%	61	0.3%	70	3.5%
Officers & Executives	89	2.1%	88	2.4%	66	0.6%	81	3.2%	61	1.8%	68	2.0%	59	0.2%	68	3.2%

United States

100 - 1,999	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	348	1.9%	489	3.4%	373	1.0%	441	4.1%	296	1.3%	420	3.2%	323	0.8%	388	3.9%
Exempt (Non-management) Employees	344	1.9%	490	3.4%	372	1.0%	444	4.2%	294	1.2%	424	3.3%	324	0.8%	392	3.9%
Managers	347	1.8%	493	3.5%	373	1.0%	445	4.2%	295	1.2%	426	3.3%	325	0.7%	393	3.9%
Officers & Executives	343	1.6%	472	3.2%	364	0.7%	435	3.8%	294	1.2%	412	3.0%	316	0.6%	384	3.7%

2,000 - 4,999	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	102	1.2%	175	3.6%	124	1.1%	151	4.3%	92	0.8%	152	3.5%	108	0.7%	133	4.1%
Exempt (Non-management) Employees	99	1.0%	177	3.7%	125	1.1%	151	4.3%	92	0.8%	154	3.5%	108	0.8%	134	4.1%
Managers	99	0.9%	177	3.7%	125	1.1%	151	4.2%	92	0.8%	154	3.5%	108	0.8%	134	4.1%
Officers & Executives	98	0.9%	166	3.5%	120	0.9%	145	4.0%	91	0.8%	148	3.3%	105	0.6%	129	3.9%

5,000 - 15,000	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	67	1.2%	114	3.7%	83	0.8%	98	4.2%	58	0.7%	99	3.5%	79	0.7%	87	4.1%
Exempt (Non-management) Employees	63	1.0%	117	3.8%	84	0.9%	99	4.2%	56	0.5%	100	3.6%	79	0.7%	87	4.1%
Managers	63	1.0%	116	3.8%	84	0.8%	98	4.1%	56	0.5%	99	3.5%	79	0.6%	86	4.1%
Officers & Executives	62	0.9%	110	3.6%	83	0.6%	94	4.1%	54	0.5%	94	3.5%	76	0.6%	82	4.2%

>15,000	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	105	0.9%	212	3.7%	136	1.1%	179	4.0%	98	0.8%	191	3.5%	121	0.7%	164	3.7%
Exempt (Non-management) Employees	105	0.9%	214	3.7%	137	1.1%	182	4.0%	98	0.8%	194	3.5%	122	0.7%	166	3.7%
Managers	105	0.9%	216	3.6%	139	1.0%	184	4.0%	98	0.8%	196	3.5%	123	0.7%	168	3.7%
Officers & Executives	103	0.8%	193	3.5%	126	0.9%	162	3.8%	96	0.8%	177	3.4%	115	0.6%	153	3.5%

REVENUE

<\$5M	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	93	3.1%	97	2.6%	84	0.9%	91	3.8%	77	2.4%	80	2.4%	67	0.8%	79	3.5%
Exempt (Non-management) Employees	87	2.9%	93	2.4%	80	0.8%	86	3.7%	74	2.2%	76	2.4%	66	0.8%	74	3.5%
Managers	88	2.9%	96	2.5%	81	0.9%	88	3.7%	76	2.2%	79	2.4%	65	0.7%	77	3.4%
Officers & Executives	91	2.3%	96	2.1%	82	0.9%	89	3.2%	76	2.0%	80	2.1%	66	0.7%	77	3.2%

United States

\$5M - \$50M	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	203	2.5%	215	2.8%	174	1.1%	198	3.8%	155	1.9%	178	2.5%	150	0.7%	169	3.5%
Exempt (Non-management) Employees	204	2.5%	217	2.9%	173	1.0%	200	3.9%	155	2.0%	183	2.6%	151	0.7%	173	3.7%
Managers	205	2.5%	219	2.9%	173	1.0%	202	3.9%	154	1.9%	183	2.5%	150	0.7%	173	3.6%
Officers & Executives	200	2.2%	214	2.5%	172	0.7%	202	3.3%	155	1.8%	181	2.3%	150	0.5%	173	3.3%

\$50M - \$500M	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	214	1.8%	288	3.2%	225	1.0%	253	4.2%	180	1.3%	241	3.1%	188	0.7%	224	3.8%
Exempt (Non-management) Employees	211	1.8%	290	3.3%	226	0.9%	255	4.2%	180	1.3%	242	3.1%	190	0.8%	225	3.8%
Managers	213	1.8%	292	3.3%	226	1.0%	255	4.2%	180	1.3%	243	3.2%	190	0.7%	226	3.9%
Officers & Executives	209	1.5%	280	3.0%	220	0.7%	246	3.7%	178	1.2%	235	3.0%	184	0.6%	217	3.7%

\$500M - \$1B	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	63	1.3%	101	3.7%	71	1.2%	93	4.0%	56	0.8%	92	3.6%	65	1.0%	80	4.1%
Exempt (Non-management) Employees	62	1.4%	101	3.7%	71	1.2%	93	4.0%	56	0.8%	92	3.6%	64	1.0%	80	4.1%
Managers	62	1.4%	101	3.7%	71	1.2%	93	4.1%	56	0.7%	92	3.6%	64	1.0%	80	4.1%
Officers & Executives	61	1.2%	97	3.4%	70	1.1%	91	3.8%	55	0.7%	88	3.4%	63	0.8%	78	4.0%

\$1B - \$5B	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	153	1.1%	274	3.8%	194	1.0%	236	4.3%	139	0.8%	246	3.6%	175	0.7%	216	4.1%
Exempt (Non-management) Employees	146	0.9%	278	3.8%	194	1.0%	235	4.3%	136	0.7%	249	3.6%	174	0.7%	216	4.1%
Managers	147	0.8%	278	3.8%	195	1.0%	235	4.3%	137	0.7%	249	3.6%	175	0.7%	216	4.0%
Officers & Executives	145	0.8%	256	3.7%	187	0.8%	220	4.2%	135	0.7%	231	3.5%	169	0.6%	204	4.0%

>\$5B	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	100	0.9%	198	3.8%	129	0.9%	174	4.1%	93	0.7%	181	3.6%	122	0.7%	157	3.9%
Exempt (Non-management) Employees	100	0.9%	202	3.8%	132	0.9%	179	4.1%	93	0.7%	185	3.6%	123	0.7%	160	3.9%
Managers	100	0.9%	203	3.8%	133	0.9%	180	4.1%	93	0.7%	186	3.6%	124	0.7%	161	3.8%
Officers & Executives	99	0.8%	182	3.6%	118	0.8%	163	3.9%	91	0.7%	169	3.5%	112	0.6%	148	3.7%

United States

REGIONS

Northeast	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	455	1.6%	677	3.5%	494	1.0%	591	4.1%	388	1.2%	591	3.3%	441	0.7%	522	3.8%
Exempt (Non-management) Employees	450	1.6%	688	3.5%	499	1.0%	601	4.1%	388	1.2%	601	3.3%	446	0.8%	532	3.8%
Managers	454	1.5%	690	3.5%	501	1.0%	603	4.1%	390	1.2%	603	3.3%	448	0.7%	534	3.8%
Officers & Executives	451	1.3%	652	3.2%	482	0.8%	577	3.7%	385	1.1%	572	3.1%	430	0.6%	512	3.6%

Middle Atlantic	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	421	1.4%	657	3.5%	468	0.9%	586	4.1%	362	1.0%	576	3.4%	412	0.7%	513	3.9%
Exempt (Non-management) Employees	416	1.4%	670	3.6%	472	1.0%	595	4.1%	360	0.9%	588	3.4%	416	0.7%	521	3.9%
Managers	417	1.3%	671	3.6%	474	1.0%	597	4.1%	361	0.9%	590	3.4%	417	0.7%	523	3.9%
Officers & Executives	416	1.1%	629	3.3%	453	0.7%	566	3.7%	360	0.8%	558	3.2%	401	0.5%	499	3.7%

Midwest	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	440	1.7%	654	3.4%	484	0.9%	574	4.1%	372	1.2%	569	3.3%	424	0.7%	511	3.9%
Exempt (Non-management) Employees	427	1.6%	662	3.5%	485	1.0%	579	4.1%	368	1.1%	575	3.3%	426	0.7%	515	4.0%
Managers	433	1.6%	668	3.5%	486	1.0%	582	4.1%	369	1.1%	578	3.3%	425	0.7%	518	3.9%
Officers & Executives	429	1.4%	634	3.1%	473	0.8%	559	3.8%	368	1.1%	552	3.1%	412	0.6%	495	3.8%

South	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	313	1.4%	497	3.6%	352	0.9%	430	4.1%	262	1.0%	433	3.3%	318	0.8%	385	3.9%
Exempt (Non-management) Employees	309	1.3%	506	3.7%	356	1.0%	439	4.2%	262	1.0%	440	3.4%	324	0.8%	393	4.0%
Managers	309	1.3%	507	3.6%	357	1.0%	441	4.2%	263	1.0%	443	3.4%	325	0.7%	395	3.9%
Officers & Executives	308	1.1%	476	3.3%	347	0.8%	422	3.8%	263	0.9%	418	3.2%	315	0.6%	379	3.7%

West	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	330	1.4%	524	3.5%	381	0.9%	458	4.1%	289	1.0%	465	3.3%	347	0.7%	414	3.9%
Exempt (Non-management) Employees	327	1.3%	535	3.6%	385	1.0%	464	4.2%	289	1.0%	474	3.4%	352	0.7%	422	3.9%
Managers	327	1.3%	535	3.6%	385	1.0%	464	4.2%	290	1.0%	474	3.4%	352	0.7%	422	3.9%
Officers & Executives	325	1.2%	507	3.3%	374	0.8%	444	3.8%	290	0.9%	450	3.1%	341	0.6%	406	3.8%

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Arkansas	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	120	0.9%	215	3.7%	142	0.9%	182	4.1%	104	0.7%	193	3.5%	135	0.6%	166	4.0%
Exempt (Non-management) Employees	118	0.9%	217	3.7%	140	1.0%	185	4.1%	103	0.7%	196	3.5%	135	0.6%	168	4.0%
Managers	119	0.9%	218	3.7%	141	0.9%	186	4.1%	104	0.7%	197	3.5%	136	0.6%	169	4.0%
Officers & Executives	119	0.8%	201	3.4%	136	0.8%	173	3.8%	104	0.6%	183	3.3%	131	0.5%	159	3.8%

California	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	310	1.4%	492	3.5%	354	0.9%	425	4.0%	265	1.0%	426	3.3%	315	0.7%	376	3.9%
Exempt (Non-management) Employees	304	1.3%	502	3.6%	355	1.0%	433	4.1%	263	0.9%	434	3.4%	318	0.8%	383	3.9%
Managers	306	1.3%	503	3.5%	356	1.0%	433	4.1%	264	0.9%	435	3.4%	318	0.7%	384	3.8%
Officers & Executives	306	1.2%	474	3.2%	346	0.8%	415	3.7%	264	0.9%	413	3.2%	308	0.6%	367	3.7%

Colorado	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	222	1.3%	355	3.5%	252	0.9%	311	4.2%	194	1.0%	322	3.4%	229	0.7%	281	4.0%
Exempt (Non-management) Employees	217	1.3%	361	3.6%	252	0.9%	315	4.2%	192	0.9%	325	3.5%	228	0.7%	283	4.0%
Managers	219	1.3%	363	3.6%	254	1.0%	317	4.2%	194	0.9%	327	3.5%	229	0.7%	285	4.0%
Officers & Executives	217	1.0%	340	3.2%	244	0.7%	299	3.7%	192	0.8%	307	3.2%	220	0.6%	268	3.8%

Connecticut	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	166	1.1%	295	3.7%	202	1.0%	250	4.2%	148	0.8%	260	3.5%	187	0.8%	226	4.1%
Exempt (Non-management) Employees	165	1.0%	299	3.8%	203	1.0%	254	4.2%	148	0.7%	262	3.5%	188	0.7%	229	4.0%
Managers	166	1.0%	299	3.7%	204	1.1%	255	4.3%	149	0.7%	263	3.5%	189	0.7%	230	4.0%
Officers & Executives	166	0.9%	275	3.4%	196	0.9%	238	3.8%	149	0.7%	243	3.3%	181	0.6%	217	3.9%

Delaware	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	113	1.2%	206	3.6%	139	1.0%	173	4.1%	103	0.9%	188	3.5%	134	0.7%	165	4.0%
Exempt (Non-management) Employees	112	1.1%	209	3.7%	140	0.9%	177	4.1%	103	0.8%	191	3.5%	135	0.6%	168	4.0%
Managers	112	1.1%	209	3.7%	140	1.0%	177	4.1%	103	0.8%	191	3.5%	135	0.6%	168	3.9%
Officers & Executives	112	0.9%	190	3.4%	133	0.9%	164	3.8%	103	0.7%	174	3.3%	128	0.6%	156	3.8%

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Florida	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	255	1.3%	409	3.7%	291	0.9%	351	4.2%	224	0.9%	364	3.4%	266	0.7%	319	3.9%
Exempt (Non-management) Employees	255	1.3%	419	3.7%	296	1.0%	359	4.2%	226	0.9%	371	3.4%	270	0.8%	326	3.9%
Managers	256	1.2%	419	3.7%	297	1.0%	360	4.2%	227	0.9%	372	3.4%	271	0.7%	327	3.9%
Officers & Executives	254	1.0%	392	3.3%	285	0.8%	343	3.8%	225	0.8%	350	3.2%	261	0.6%	312	3.7%

Georgia	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	214	1.2%	360	3.6%	246	1.0%	312	4.0%	193	0.8%	322	3.4%	235	0.7%	283	3.9%
Exempt (Non-management) Employees	211	1.2%	367	3.7%	250	1.0%	319	4.1%	192	0.9%	329	3.4%	239	0.7%	289	3.9%
Managers	212	1.1%	367	3.6%	251	1.0%	320	4.1%	193	0.8%	330	3.4%	240	0.7%	290	3.9%
Officers & Executives	212	1.0%	339	3.3%	241	0.8%	302	3.7%	193	0.8%	308	3.2%	231	0.5%	276	3.7%

Hawaii	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	78	1.0%	152	3.7%	99	1.0%	131	4.2%	69	0.7%	135	3.5%	93	0.7%	118	4.0%
Exempt (Non-management) Employees	76	1.0%	152	3.8%	99	1.0%	132	4.2%	69	0.8%	136	3.5%	93	0.7%	119	4.1%
Managers	77	1.0%	154	3.7%	100	1.0%	134	4.2%	70	0.8%	138	3.5%	94	0.7%	121	4.0%
Officers & Executives	78	0.9%	144	3.4%	96	0.8%	128	3.9%	70	0.8%	129	3.4%	89	0.6%	116	3.9%

Idaho	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	131	1.0%	222	3.6%	157	1.0%	187	4.2%	114	0.7%	202	3.4%	148	0.8%	175	4.1%
Exempt (Non-management) Employees	130	1.1%	226	3.7%	157	1.0%	193	4.1%	114	0.7%	206	3.5%	148	0.8%	179	4.1%
Managers	131	1.0%	227	3.7%	158	0.9%	194	4.1%	115	0.6%	207	3.4%	149	0.7%	180	4.0%
Officers & Executives	130	1.0%	209	3.3%	150	0.8%	181	3.8%	114	0.6%	192	3.2%	142	0.6%	170	3.8%

Alabama	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	150	0.9%	265	3.8%	180	1.1%	229	4.1%	136	0.7%	239	3.5%	173	0.8%	209	4.1%
Exempt (Non-management) Employees	146	0.9%	269	3.8%	181	1.1%	234	4.1%	136	0.7%	243	3.6%	174	0.8%	212	4.1%
Managers	147	0.8%	270	3.8%	182	1.1%	235	4.1%	137	0.7%	244	3.6%	175	0.8%	213	4.0%
Officers & Executives	147	0.7%	250	3.5%	173	0.8%	222	3.8%	137	0.6%	227	3.3%	167	0.6%	202	3.9%

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Alaska	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	56	1.0%	111	3.7%	73	0.9%	94	4.2%	52	0.8%	101	3.6%	71	0.7%	86	4.1%
Exempt (Non-management) Employees	56	1.0%	112	3.8%	73	0.9%	96	4.2%	52	0.8%	103	3.6%	71	0.7%	88	4.1%
Managers	56	0.9%	112	3.7%	73	0.9%	96	4.2%	52	0.8%	103	3.6%	71	0.6%	88	4.1%
Officers & Executives	56	0.9%	101	3.3%	70	0.8%	88	3.9%	52	0.8%	94	3.5%	68	0.6%	83	3.9%

Arizona	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	190	1.1%	314	3.6%	224	0.9%	279	4.2%	172	0.8%	282	3.5%	208	0.7%	255	4.1%
Exempt (Non-management) Employees	184	1.1%	323	3.7%	226	0.9%	286	4.2%	171	0.8%	290	3.5%	210	0.7%	260	4.1%
Managers	185	1.0%	324	3.7%	227	0.9%	287	4.2%	172	0.8%	291	3.5%	211	0.7%	261	4.1%
Officers & Executives	182	0.8%	298	3.3%	216	0.7%	269	3.7%	171	0.6%	271	3.3%	201	0.6%	245	3.9%

Illinois	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	232	1.3%	388	3.6%	262	0.9%	333	4.1%	201	0.9%	339	3.4%	241	0.7%	299	3.9%
Exempt (Non-management) Employees	227	1.2%	397	3.7%	265	1.0%	339	4.1%	200	0.8%	347	3.5%	242	0.8%	304	3.9%
Managers	229	1.2%	397	3.7%	266	1.0%	340	4.1%	201	0.8%	348	3.5%	243	0.7%	305	3.9%
Officers & Executives	228	1.0%	368	3.3%	257	0.8%	321	3.7%	202	0.7%	327	3.2%	237	0.6%	290	3.7%

Indiana	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	175	0.9%	307	3.7%	207	1.0%	264	4.1%	154	0.7%	276	3.5%	196	0.7%	239	4.0%
Exempt (Non-management) Employees	170	0.9%	311	3.7%	208	1.0%	268	4.0%	153	0.7%	279	3.6%	197	0.7%	242	4.0%
Managers	172	0.9%	312	3.7%	209	1.0%	269	4.1%	154	0.7%	280	3.6%	198	0.7%	243	3.9%
Officers & Executives	172	0.8%	290	3.4%	202	0.8%	253	3.7%	154	0.6%	260	3.4%	190	0.6%	229	3.8%

Iowa	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	144	0.8%	250	3.7%	176	0.9%	218	4.2%	128	0.6%	226	3.5%	168	0.7%	201	4.1%
Exempt (Non-management) Employees	142	0.8%	255	3.8%	177	1.0%	223	4.2%	128	0.6%	230	3.6%	169	0.7%	204	4.1%
Managers	143	0.8%	256	3.8%	178	1.0%	224	4.2%	129	0.6%	231	3.6%	170	0.7%	205	4.1%
Officers & Executives	143	0.8%	236	3.5%	170	0.8%	208	3.8%	129	0.6%	214	3.4%	162	0.6%	191	3.9%

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Kansas	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	144	0.8%	260	3.7%	178	0.9%	222	4.2%	130	0.7%	235	3.5%	169	0.7%	206	4.1%
Exempt (Non-management) Employees	142	0.8%	265	3.7%	179	0.9%	227	4.2%	129	0.6%	240	3.5%	170	0.7%	209	4.1%
Managers	143	0.8%	266	3.7%	180	0.9%	228	4.2%	130	0.6%	241	3.5%	171	0.7%	210	4.1%
Officers & Executives	143	0.7%	245	3.4%	172	0.8%	213	3.9%	130	0.6%	222	3.3%	164	0.6%	197	3.9%

Kentucky	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	156	1.0%	260	3.7%	179	1.0%	221	4.1%	145	0.9%	235	3.5%	173	0.7%	203	4.0%
Exempt (Non-management) Employees	153	1.1%	263	3.7%	180	1.0%	225	4.1%	144	1.0%	238	3.5%	174	0.7%	206	4.0%
Managers	154	1.0%	264	3.7%	181	1.0%	226	4.1%	145	0.9%	239	3.5%	175	0.7%	207	4.0%
Officers & Executives	154	1.0%	243	3.4%	175	0.8%	211	3.8%	145	0.9%	221	3.3%	167	0.6%	194	3.9%

Louisiana	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	139	0.9%	245	3.7%	161	1.0%	213	4.1%	127	0.8%	223	3.4%	158	0.7%	196	3.9%
Exempt (Non-management) Employees	138	0.9%	249	3.8%	161	0.9%	217	4.0%	127	0.7%	228	3.5%	159	0.7%	199	3.9%
Managers	138	0.9%	249	3.7%	161	0.9%	217	4.0%	127	0.7%	228	3.5%	159	0.7%	199	3.9%
Officers & Executives	138	0.8%	229	3.4%	152	0.8%	201	3.7%	127	0.6%	211	3.2%	152	0.6%	186	3.7%

Maine	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	110	0.8%	194	3.8%	130	0.9%	163	4.1%	102	0.7%	174	3.5%	124	0.7%	151	4.1%
Exempt (Non-management) Employees	109	0.8%	199	3.8%	132	0.9%	168	4.1%	103	0.7%	178	3.5%	126	0.7%	155	4.1%
Managers	109	0.7%	199	3.7%	132	0.9%	168	4.1%	103	0.6%	178	3.5%	126	0.6%	155	4.0%
Officers & Executives	109	0.7%	182	3.4%	127	0.8%	157	3.8%	103	0.6%	164	3.4%	121	0.5%	146	3.9%

Maryland	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	175	1.2%	308	3.7%	215	0.9%	264	4.1%	157	0.7%	279	3.4%	204	0.7%	243	3.9%
Exempt (Non-management) Employees	175	1.2%	314	3.7%	218	1.0%	269	4.2%	158	0.7%	283	3.4%	206	0.7%	247	4.0%
Managers	176	1.1%	314	3.7%	219	1.0%	269	4.2%	159	0.7%	283	3.4%	207	0.7%	247	3.9%
Officers & Executives	175	0.9%	293	3.3%	209	0.8%	254	3.8%	158	0.7%	265	3.2%	198	0.6%	235	3.8%

United States

Massachusetts	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	193	1.2%	329	3.7%	230	1.0%	281	4.1%	168	0.9%	293	3.4%	216	0.8%	256	4.0%
Exempt (Non-management) Employees	191	1.1%	335	3.8%	232	1.1%	288	4.2%	168	0.9%	297	3.5%	219	0.8%	262	4.1%
Managers	191	1.1%	336	3.8%	232	1.1%	289	4.2%	169	0.9%	299	3.5%	219	0.8%	263	4.0%
Officers & Executives	191	1.0%	313	3.5%	224	0.9%	274	3.8%	169	0.8%	281	3.3%	212	0.7%	251	3.9%

Michigan	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	199	1.2%	326	3.6%	232	0.9%	279	4.1%	172	0.9%	287	3.5%	211	0.7%	250	4.0%
Exempt (Non-management) Employees	196	1.1%	334	3.8%	234	1.0%	287	4.2%	171	0.9%	295	3.5%	214	0.8%	256	4.1%
Managers	197	1.1%	336	3.7%	236	1.0%	289	4.2%	172	0.8%	297	3.5%	215	0.7%	258	4.0%
Officers & Executives	197	1.0%	312	3.4%	226	0.7%	272	3.8%	171	0.8%	277	3.3%	206	0.6%	243	3.9%

Minnesota	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	174	0.9%	310	3.7%	215	0.9%	274	4.1%	161	0.7%	287	3.5%	204	0.7%	254	4.0%
Exempt (Non-management) Employees	170	0.9%	314	3.7%	215	0.9%	279	4.1%	160	0.7%	291	3.5%	204	0.6%	257	4.0%
Managers	171	0.9%	315	3.7%	216	0.9%	280	4.1%	161	0.6%	292	3.5%	205	0.6%	258	4.0%
Officers & Executives	171	0.8%	292	3.4%	203	0.7%	263	3.8%	160	0.6%	271	3.3%	194	0.5%	242	3.8%

Mississippi	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	108	0.9%	211	3.7%	142	1.0%	181	4.1%	101	0.8%	189	3.5%	137	0.7%	167	4.0%
Exempt (Non-management) Employees	107	0.9%	214	3.7%	142	1.0%	185	4.1%	101	0.7%	193	3.5%	138	0.7%	170	4.0%
Managers	107	0.9%	214	3.7%	142	0.9%	185	4.1%	101	0.7%	193	3.5%	138	0.7%	170	4.0%
Officers & Executives	107	0.8%	197	3.4%	134	0.8%	172	3.8%	101	0.6%	178	3.4%	130	0.6%	160	3.9%

Missouri	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	168	1.1%	297	3.7%	201	0.9%	246	4.2%	145	0.7%	267	3.5%	184	0.7%	224	4.1%
Exempt (Non-management) Employees	163	1.0%	301	3.7%	202	0.9%	251	4.1%	143	0.6%	271	3.5%	185	0.7%	227	4.0%
Managers	163	0.9%	302	3.8%	203	0.8%	252	4.1%	144	0.6%	272	3.5%	186	0.7%	228	4.0%
Officers & Executives	162	0.8%	281	3.4%	193	0.7%	236	3.8%	143	0.6%	252	3.3%	176	0.5%	214	3.8%

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Montana	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	104	1.0%	185	3.8%	130	0.9%	163	4.3%	92	0.6%	167	3.6%	122	0.8%	147	4.2%
Exempt (Non-management) Employees	102	0.9%	187	3.9%	129	0.9%	167	4.3%	92	0.6%	170	3.6%	122	0.8%	150	4.2%
Managers	104	0.9%	188	3.9%	130	1.0%	168	4.3%	93	0.6%	171	3.6%	123	0.8%	151	4.2%
Officers & Executives	103	0.8%	170	3.5%	124	0.8%	155	4.0%	92	0.6%	156	3.4%	116	0.6%	140	3.9%

Nebraska	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	123	0.9%	220	3.8%	145	1.1%	185	4.2%	111	0.7%	197	3.6%	139	0.8%	168	4.1%
Exempt (Non-management) Employees	119	0.8%	225	3.8%	146	1.1%	190	4.2%	109	0.6%	202	3.6%	141	0.8%	172	4.1%
Managers	120	0.8%	226	3.8%	147	1.1%	191	4.2%	110	0.6%	203	3.6%	142	0.7%	173	4.0%
Officers & Executives	121	0.8%	207	3.5%	140	0.9%	179	3.8%	110	0.6%	186	3.4%	134	0.6%	161	3.9%

Nevada	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	148	1.1%	266	3.7%	178	0.9%	231	4.1%	134	0.9%	237	3.4%	170	0.7%	211	4.0%
Exempt (Non-management) Employees	145	1.1%	269	3.7%	178	0.9%	235	4.2%	133	0.9%	241	3.5%	171	0.7%	215	4.0%
Managers	147	1.1%	270	3.7%	179	0.9%	236	4.2%	134	0.8%	242	3.5%	172	0.7%	216	4.0%
Officers & Executives	145	1.0%	250	3.3%	172	0.8%	221	3.8%	133	0.8%	225	3.2%	165	0.6%	203	3.8%

New Hampshire	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	114	1.1%	208	3.7%	144	1.0%	175	4.1%	106	0.8%	188	3.5%	139	0.7%	165	4.1%
Exempt (Non-management) Employees	112	1.0%	211	3.8%	145	1.0%	179	4.2%	105	0.8%	191	3.6%	140	0.7%	168	4.1%
Managers	113	1.0%	212	3.8%	146	1.0%	180	4.2%	106	0.8%	192	3.6%	141	0.7%	169	4.1%
Officers & Executives	112	1.0%	190	3.4%	138	0.8%	165	3.8%	105	0.7%	174	3.4%	135	0.6%	156	4.0%

New Jersey	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	197	1.1%	335	3.5%	229	0.9%	281	4.1%	176	0.9%	295	3.3%	213	0.7%	253	3.9%
Exempt (Non-management) Employees	193	1.0%	341	3.6%	232	0.9%	285	4.1%	175	0.8%	297	3.4%	215	0.7%	256	3.9%
Managers	194	1.0%	342	3.6%	233	1.0%	286	4.1%	176	0.8%	298	3.4%	216	0.7%	257	3.9%
Officers & Executives	194	0.9%	316	3.2%	224	0.8%	269	3.7%	177	0.8%	277	3.1%	208	0.5%	242	3.7%

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New Mexico	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	113	0.8%	201	3.7%	137	1.0%	170	4.1%	106	0.7%	181	3.5%	131	0.7%	157	4.1%
Exempt (Non-management) Employees	111	0.8%	203	3.7%	136	0.9%	173	4.2%	105	0.7%	184	3.5%	131	0.7%	159	4.1%
Managers	112	0.8%	204	3.8%	137	0.9%	174	4.2%	106	0.6%	185	3.5%	132	0.7%	160	4.1%
Officers & Executives	112	0.7%	186	3.4%	132	0.8%	160	3.8%	105	0.6%	169	3.3%	126	0.6%	148	3.9%

New York	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	231	1.3%	386	3.6%	272	1.0%	333	4.2%	192	1.0%	333	3.4%	244	0.8%	297	4.0%
Exempt (Non-management) Employees	228	1.3%	395	3.7%	277	1.0%	341	4.2%	192	0.9%	339	3.4%	249	0.8%	303	4.0%
Managers	229	1.2%	397	3.7%	278	1.1%	343	4.3%	193	0.9%	341	3.4%	250	0.8%	305	4.0%
Officers & Executives	228	1.1%	368	3.3%	267	0.8%	325	3.8%	194	0.8%	318	3.2%	240	0.6%	290	3.8%

North Carolina	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	229	1.3%	353	3.7%	255	0.9%	309	4.1%	188	0.9%	312	3.5%	231	0.6%	275	4.0%
Exempt (Non-management) Employees	225	1.3%	354	3.8%	255	1.0%	312	4.2%	188	0.9%	315	3.5%	232	0.6%	278	4.0%
Managers	227	1.3%	356	3.7%	256	1.0%	313	4.2%	189	0.8%	316	3.5%	233	0.6%	279	3.9%
Officers & Executives	227	1.2%	331	3.4%	246	0.8%	295	3.8%	188	0.8%	294	3.3%	225	0.5%	263	3.8%

North Dakota	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	74	0.9%	150	3.8%	99	1.1%	124	4.3%	67	0.7%	139	3.6%	97	0.8%	115	4.2%
Exempt (Non-management) Employees	73	0.9%	152	3.8%	98	1.0%	127	4.2%	66	0.7%	142	3.6%	97	0.8%	117	4.1%
Managers	74	0.9%	153	3.8%	99	1.0%	128	4.2%	67	0.7%	143	3.5%	98	0.7%	118	4.1%
Officers & Executives	74	0.9%	139	3.4%	93	0.9%	119	3.9%	66	0.7%	131	3.3%	91	0.7%	111	3.9%

Ohio	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	206	1.0%	359	3.6%	248	1.0%	311	4.0%	188	0.8%	323	3.4%	233	0.7%	285	3.9%
Exempt (Non-management) Employees	202	1.0%	364	3.7%	248	1.0%	316	4.1%	187	0.8%	328	3.5%	235	0.7%	290	3.9%
Managers	203	1.0%	365	3.7%	249	1.0%	317	4.1%	188	0.8%	329	3.5%	236	0.7%	291	3.9%
Officers & Executives	205	0.9%	339	3.4%	239	0.7%	300	3.7%	189	0.7%	308	3.3%	227	0.6%	276	3.7%

United States

Oklahoma	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	135	0.9%	242	3.8%	165	1.0%	206	4.1%	121	0.7%	219	3.5%	153	0.8%	189	4.0%
Exempt (Non-management) Employees	134	1.0%	246	3.8%	166	1.1%	211	4.1%	120	0.6%	223	3.6%	154	0.8%	192	4.0%
Managers	135	0.9%	247	3.8%	167	1.0%	212	4.1%	121	0.6%	224	3.6%	155	0.8%	193	4.0%
Officers & Executives	135	0.8%	225	3.4%	157	0.8%	196	3.7%	120	0.6%	205	3.3%	146	0.6%	179	3.8%

Oregon	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	160	1.4%	276	3.6%	192	0.9%	241	4.1%	148	1.0%	250	3.5%	181	0.7%	221	4.0%
Exempt (Non-management) Employees	159	1.3%	281	3.7%	193	1.0%	248	4.2%	148	1.0%	255	3.5%	182	0.7%	226	4.0%
Managers	160	1.2%	282	3.7%	194	1.0%	249	4.2%	149	0.9%	256	3.5%	183	0.7%	227	4.0%
Officers & Executives	159	1.2%	261	3.3%	186	0.8%	233	3.8%	148	0.9%	238	3.3%	175	0.6%	214	3.8%

Pennsylvania	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	218	1.2%	363	3.6%	257	0.9%	315	4.1%	198	1.0%	324	3.5%	240	0.7%	285	4.0%
Exempt (Non-management) Employees	213	1.2%	367	3.7%	257	1.0%	318	4.1%	197	1.0%	328	3.5%	241	0.7%	288	4.0%
Managers	214	1.2%	368	3.7%	257	1.0%	319	4.2%	198	1.0%	329	3.5%	241	0.7%	289	3.9%
Officers & Executives	213	1.0%	346	3.3%	247	0.8%	302	3.8%	198	0.9%	309	3.2%	232	0.6%	275	3.8%

Rhode Island	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	107	1.0%	188	3.8%	127	1.1%	159	4.2%	101	0.8%	170	3.5%	124	0.8%	147	4.1%
Exempt (Non-management) Employees	106	0.9%	192	3.8%	129	1.1%	164	4.2%	101	0.7%	174	3.6%	127	0.8%	152	4.1%
Managers	106	0.8%	192	3.8%	129	1.1%	164	4.2%	101	0.7%	174	3.6%	127	0.7%	152	4.1%
Officers & Executives	107	0.8%	173	3.5%	122	0.9%	151	3.9%	101	0.7%	158	3.5%	119	0.6%	141	4.0%

South Carolina	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	172	1.2%	293	3.7%	200	0.9%	248	4.2%	148	0.8%	259	3.5%	188	0.7%	226	4.1%
Exempt (Non-management) Employees	168	1.1%	296	3.8%	201	0.9%	253	4.2%	148	0.7%	264	3.5%	190	0.7%	231	4.1%
Managers	168	1.1%	296	3.7%	201	1.0%	253	4.2%	148	0.7%	264	3.5%	190	0.7%	231	4.0%
Officers & Executives	168	0.9%	274	3.4%	192	0.8%	238	3.9%	147	0.7%	244	3.3%	181	0.6%	217	3.9%

United States

South Dakota	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	88	0.9%	167	3.7%	112	1.0%	140	4.1%	78	0.7%	152	3.6%	109	0.7%	130	4.0%
Exempt (Non-management) Employees	88	0.8%	170	3.8%	112	0.9%	144	4.1%	78	0.7%	156	3.6%	110	0.7%	133	4.0%
Managers	88	0.8%	170	3.8%	112	0.9%	144	4.1%	78	0.6%	156	3.6%	110	0.6%	133	4.0%
Officers & Executives	88	0.7%	155	3.3%	105	0.8%	134	3.7%	77	0.6%	143	3.3%	102	0.6%	124	3.9%

Tennessee	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	189	1.2%	315	3.7%	215	0.9%	268	4.2%	174	0.9%	280	3.5%	204	0.7%	245	4.1%
Exempt (Non-management) Employees	186	1.1%	323	3.8%	219	1.0%	277	4.3%	175	0.9%	289	3.5%	209	0.8%	252	4.1%
Managers	187	1.1%	322	3.7%	219	1.0%	277	4.3%	175	0.9%	289	3.5%	209	0.7%	252	4.0%
Officers & Executives	188	1.1%	299	3.4%	210	0.7%	262	3.8%	176	0.9%	269	3.3%	200	0.6%	238	3.9%

Texas	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	288	1.3%	457	3.6%	319	1.0%	395	4.1%	243	0.9%	399	3.4%	293	0.8%	354	3.9%
Exempt (Non-management) Employees	283	1.2%	465	3.6%	321	1.0%	402	4.1%	242	0.9%	406	3.4%	294	0.8%	360	3.9%
Managers	286	1.2%	466	3.6%	323	1.0%	404	4.1%	244	0.9%	408	3.4%	296	0.8%	362	3.9%
Officers & Executives	283	1.0%	434	3.3%	309	0.8%	381	3.7%	242	0.8%	382	3.2%	283	0.6%	343	3.7%

Utah	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	153	1.1%	267	3.7%	183	1.0%	230	4.2%	139	0.8%	243	3.5%	174	0.8%	215	4.1%
Exempt (Non-management) Employees	149	1.1%	269	3.7%	184	1.0%	235	4.2%	138	0.8%	246	3.5%	175	0.8%	219	4.1%
Managers	150	1.0%	271	3.7%	185	1.0%	236	4.1%	139	0.8%	247	3.5%	176	0.8%	220	4.0%
Officers & Executives	149	0.9%	249	3.4%	179	0.7%	221	3.8%	138	0.7%	229	3.3%	168	0.6%	206	3.8%

Vermont	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	98	0.8%	165	3.7%	118	1.0%	145	4.2%	92	0.8%	147	3.6%	117	0.8%	133	4.1%
Exempt (Non-management) Employees	97	0.9%	168	3.8%	119	1.0%	149	4.1%	92	0.8%	150	3.6%	118	0.8%	136	4.1%
Managers	98	0.8%	169	3.7%	120	1.0%	150	4.1%	93	0.8%	151	3.6%	119	0.7%	137	4.1%
Officers & Executives	98	0.8%	154	3.3%	116	0.9%	140	3.8%	93	0.8%	140	3.3%	114	0.7%	128	4.0%

United States

Virginia	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	192	1.1%	328	3.7%	234	0.9%	287	4.1%	170	0.7%	296	3.5%	221	0.7%	265	4.0%
Exempt (Non-management) Employees	192	1.1%	335	3.8%	238	1.0%	293	4.2%	171	0.7%	303	3.6%	224	0.7%	272	4.1%
Managers	192	1.0%	336	3.8%	239	1.0%	294	4.2%	172	0.7%	304	3.6%	225	0.7%	273	4.0%
Officers & Executives	192	0.9%	313	3.5%	230	0.7%	278	3.8%	171	0.6%	283	3.4%	215	0.6%	258	3.8%

Washington	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	192	1.3%	334	3.6%	231	1.0%	290	4.1%	167	0.8%	297	3.5%	214	0.7%	262	4.0%
Exempt (Non-management) Employees	187	1.2%	336	3.7%	232	1.0%	295	4.2%	168	0.8%	301	3.5%	216	0.7%	266	4.1%
Managers	191	1.2%	339	3.6%	232	1.0%	297	4.2%	168	0.8%	302	3.5%	216	0.7%	267	4.0%
Officers & Executives	188	1.0%	316	3.3%	224	0.8%	282	3.8%	168	0.7%	283	3.3%	207	0.6%	252	3.9%

Washington D.C.	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	118	1.2%	225	3.8%	152	1.0%	189	4.2%	108	1.0%	198	3.5%	145	0.7%	170	4.1%
Exempt (Non-management) Employees	118	1.2%	229	3.9%	152	1.1%	193	4.3%	109	1.0%	202	3.5%	146	0.8%	173	4.1%
Managers	119	1.2%	230	3.9%	153	1.1%	194	4.3%	110	0.9%	203	3.5%	147	0.8%	174	4.1%
Officers & Executives	118	1.1%	212	3.5%	147	0.8%	181	4.0%	110	0.9%	188	3.3%	141	0.7%	164	4.0%

West Virginia	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	100	1.1%	186	3.7%	125	1.0%	156	4.2%	94	0.8%	169	3.5%	123	0.8%	146	4.0%
Exempt (Non-management) Employees	100	1.0%	189	3.7%	126	1.0%	160	4.1%	94	0.7%	172	3.5%	124	0.8%	149	4.0%
Managers	101	0.9%	190	3.7%	127	1.0%	161	4.1%	95	0.7%	173	3.5%	125	0.7%	150	3.9%
Officers & Executives	101	0.9%	174	3.4%	121	0.8%	150	3.8%	95	0.6%	159	3.4%	120	0.6%	141	3.8%

Wisconsin	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	165	1.1%	295	3.7%	201	1.0%	253	4.2%	149	0.9%	266	3.5%	188	0.7%	229	4.0%
Exempt (Non-management) Employees	160	1.0%	299	3.8%	201	1.0%	258	4.2%	147	0.8%	270	3.5%	189	0.7%	232	4.0%
Managers	161	1.0%	300	3.8%	202	1.0%	259	4.2%	148	0.7%	271	3.5%	190	0.7%	233	4.0%
Officers & Executives	161	0.9%	275	3.4%	192	0.8%	242	3.8%	147	0.7%	250	3.3%	179	0.5%	217	3.8%

United States

Wyoming	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	78	1.0%	150	3.8%	99	1.1%	128	4.3%	73	0.8%	133	3.6%	94	0.8%	114	4.2%
Exempt (Non-management) Employees	77	1.0%	152	3.9%	98	1.1%	131	4.3%	72	0.7%	136	3.6%	94	0.8%	116	4.2%
Managers	78	1.0%	153	3.9%	99	1.0%	132	4.3%	73	0.7%	137	3.6%	95	0.7%	117	4.1%
Officers & Executives	78	1.0%	139	3.4%	93	0.9%	123	4.0%	73	0.6%	126	3.4%	89	0.7%	109	4.0%

Canada

TOTAL SAMPLE

All Respondents	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	164	1.3%	260	3.4%	180	0.8%	239	3.8%	149	0.9%	228	3.2%	159	0.8%	210	3.7%
Exempt (Non-management) Employees	164	1.3%	273	3.5%	184	0.8%	250	3.9%	149	0.9%	238	3.3%	160	0.8%	218	3.8%
Managers	165	1.3%	272	3.4%	183	0.8%	246	3.8%	150	0.8%	237	3.3%	160	0.8%	217	3.7%
Officers & Executives	160	1.1%	240	3.1%	164	0.6%	219	3.4%	141	0.7%	211	3.0%	144	0.5%	195	3.4%

INDUSTRY GROUPS

Manufacturing	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	26	1.4%	51	3.5%	27	0.7%	47	4.0%	23	0.7%	48	3.4%	27	0.7%	42	3.7%
Exempt (Non-management) Employees	25	1.1%	54	3.6%	27	0.5%	48	3.9%	22	0.5%	50	3.5%	26	0.5%	43	3.7%
Managers	25	1.0%	54	3.6%	28	0.5%	48	3.8%	22	0.5%	50	3.4%	27	0.6%	43	3.6%
Officers & Executives	23	0.7%	46	3.4%	26	0.3%	43	3.6%	20	0.4%	43	3.2%	25	0.2%	38	3.3%

Nonprofit	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	7	1.4%	6	2.2%	6	0.3%	5	1.3%	6	1.0%	5	2.4%	5	0.5%	4	--
Exempt (Non-management) Employees	7	1.8%	7	2.4%	6	0.3%	6	2.5%	5	0.5%	5	2.4%	5	0.5%	4	--
Managers	7	1.8%	7	2.4%	6	0.3%	6	2.5%	5	0.5%	5	2.4%	5	0.5%	4	--
Officers & Executives	8	2.4%	7	2.9%	6	0.8%	5	1.8%	5	0.5%	5	2.4%	5	0.5%	4	--

Agencies & Consultancies	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	1	--	4	--	2	--	3	--	2	--	2	--	3	--	3	--
Exempt (Non-management) Employees	1	--	4	--	2	--	3	--	2	--	2	--	3	--	3	--
Managers	1	--	4	--	2	--	3	--	2	--	2	--	3	--	3	--
Officers & Executives	1	--	4	--	2	--	3	--	2	--	2	--	3	--	3	--

Construction	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	2	--	4	--	2	--	4	--	2	--	3	--	1	--	3	--
Exempt (Non-management) Employees	2	--	4	--	2	--	4	--	2	--	3	--	1	--	3	--
Managers	2	--	4	--	2	--	4	--	2	--	3	--	1	--	3	--
Officers & Executives	2	--	3	--	2	--	3	--	2	--	2	--	1	--	2	--

Canada

Retail & Customer Service	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	11	1.8%	14	3.5%	9	0.8%	11	3.5%	9	1.8%	12	3.6%	8	1.0%	10	4.3%
Exempt (Non-management) Employees	10	1.6%	16	3.4%	9	0.8%	12	3.5%	8	1.5%	14	3.6%	8	1.0%	11	4.2%
Managers	10	1.6%	16	3.4%	9	0.8%	12	3.5%	8	1.5%	14	3.6%	8	1.0%	11	4.2%
Officers & Executives	10	1.3%	14	3.3%	9	0.4%	11	3.5%	8	0.8%	12	3.3%	8	0.4%	10	4.0%

Technology (including software)	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	32	0.3%	47	3.1%	39	0.7%	45	3.4%	30	0.2%	42	3.1%	34	1.0%	39	3.4%
Exempt (Non-management) Employees	33	0.4%	51	3.3%	40	1.1%	49	3.8%	31	0.2%	45	3.4%	35	1.1%	42	3.8%
Managers	34	0.5%	50	3.3%	39	1.0%	47	3.7%	32	0.3%	45	3.4%	35	1.1%	42	3.7%
Officers & Executives	33	0.3%	47	3.0%	37	0.8%	45	3.2%	31	0.2%	43	3.1%	33	0.9%	40	3.5%

Energy & Utilities	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	4	--	7	4.4%	5	1.6%	7	3.7%	4	--	6	3.5%	5	0.6%	6	4.6%
Exempt (Non-management) Employees	4	--	7	4.6%	5	1.6%	7	4.0%	4	--	6	3.8%	5	0.6%	6	4.8%
Managers	4	--	7	4.6%	5	1.6%	7	4.0%	4	--	6	4.1%	5	0.6%	6	4.5%
Officers & Executives	4	--	5	3.3%	3	--	5	3.3%	3	--	4	--	3	--	4	--

Engineering & Science	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	7	1.2%	15	3.7%	12	0.8%	13	4.5%	7	0.9%	12	3.1%	9	0.9%	12	4.1%
Exempt (Non-management) Employees	7	1.2%	15	3.7%	12	0.8%	13	4.5%	7	0.9%	12	3.1%	9	0.9%	12	4.1%
Managers	7	1.2%	15	3.8%	12	0.8%	13	4.6%	7	0.9%	12	3.2%	9	0.9%	12	4.1%
Officers & Executives	7	1.2%	13	3.7%	10	0.7%	11	4.5%	7	0.9%	10	3.2%	7	0.9%	10	4.2%

Finance & Insurance	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	10	1.3%	18	3.6%	13	1.0%	16	3.8%	10	0.6%	17	3.1%	11	0.5%	15	3.3%
Exempt (Non-management) Employees	10	1.3%	18	3.7%	13	0.9%	17	3.9%	10	0.6%	17	3.2%	11	0.5%	15	3.4%
Managers	10	1.3%	18	3.6%	13	0.9%	17	3.9%	10	0.6%	17	3.1%	11	0.4%	15	3.3%
Officers & Executives	9	1.4%	16	3.5%	11	1.0%	15	3.9%	9	0.7%	15	3.2%	9	0.4%	14	3.3%

Canada

Food, Beverage & Hospitality	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	7	0.9%	13	4.1%	8	0.3%	13	4.4%	7	0.6%	12	3.9%	7	0.2%	12	4.0%
Exempt (Non-management) Employees	7	0.9%	13	4.1%	8	0.3%	13	4.4%	7	0.6%	12	3.9%	7	0.2%	12	4.0%
Managers	7	0.9%	13	4.1%	8	0.3%	13	4.4%	7	0.6%	12	3.9%	7	0.2%	12	4.0%
Officers & Executives	7	0.9%	11	4.1%	7	0.1%	11	4.3%	7	0.6%	10	3.9%	6	0.0%	10	3.9%

Real Estate and Rental and Leasing	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	5	3.4%	4	--	4	--	6	5.1%	4	--	4	--	4	--	5	4.1%
Exempt (Non-management) Employees	5	3.4%	4	--	4	--	6	5.1%	4	--	4	--	4	--	5	4.1%
Managers	5	3.4%	4	--	4	--	6	5.1%	4	--	4	--	4	--	5	4.1%
Officers & Executives	5	1.8%	4	--	4	--	6	3.8%	5	1.6%	4	--	4	--	6	3.4%

Education	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--
Exempt (Non-management) Employees	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--
Managers	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--
Officers & Executives	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--

Transportation & Warehousing	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	10	2.8%	11	2.3%	9	2.3%	11	4.0%	9	2.2%	8	2.3%	6	1.7%	9	3.7%
Exempt (Non-management) Employees	10	2.5%	12	1.6%	10	1.2%	11	3.6%	9	2.2%	9	2.4%	6	1.7%	10	3.7%
Managers	10	2.5%	12	1.6%	10	1.2%	11	3.6%	9	2.2%	9	2.4%	6	1.7%	10	3.7%
Officers & Executives	10	2.8%	12	2.0%	9	1.5%	11	3.6%	9	2.2%	9	2.3%	6	1.5%	10	3.7%

Government	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	2	--	2	--	1	--	1	--	2	--	1	--	1	--	1	--
Exempt (Non-management) Employees	2	--	2	--	1	--	1	--	2	--	1	--	1	--	1	--
Managers	2	--	2	--	1	--	1	--	2	--	1	--	1	--	1	--
Officers & Executives	2	--	2	--	1	--	1	--	2	--	1	--	1	--	1	--

Canada

Health Care and Social Assistance	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	6	0.5%	7	2.3%	6	0.2%	5	3.5%	5	0.0%	6	3.0%	5	0.2%	5	3.2%
Exempt (Non-management) Employees	6	0.5%	6	2.7%	6	0.2%	6	2.9%	5	0.0%	6	3.0%	5	0.2%	5	3.2%
Managers	6	0.5%	7	2.3%	6	0.2%	5	3.5%	5	0.0%	6	3.0%	5	0.2%	5	3.2%
Officers & Executives	6	0.5%	5	1.3%	5	0.3%	5	2.2%	4	--	5	1.7%	4	--	4	--

Arts, Entertainment & Recreation	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	1	--	1	--	1	--	1	--	1	--	1	--	1	--	1	--
Exempt (Non-management) Employees	1	--	1	--	1	--	1	--	1	--	1	--	1	--	1	--
Managers	1	--	1	--	1	--	1	--	1	--	1	--	1	--	1	--
Officers & Executives	1	--	1	--	1	--	1	--	1	--	1	--	1	--	1	--

Other (please specify)	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	33	1.5%	55	3.7%	36	0.9%	51	3.8%	28	1.1%	48	3.3%	32	0.7%	43	3.7%
Exempt (Non-management) Employees	34	1.8%	58	3.6%	38	0.8%	53	3.9%	30	1.3%	50	3.4%	33	0.6%	45	3.8%
Managers	34	1.6%	57	3.5%	37	0.8%	52	3.8%	30	1.1%	49	3.3%	32	0.6%	44	3.7%
Officers & Executives	32	1.3%	49	3.0%	31	0.5%	43	3.2%	26	0.6%	44	2.9%	28	0.3%	38	3.1%

SECTORS

Public Company	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	64	0.6%	116	3.6%	74	0.8%	103	3.8%	60	0.4%	105	3.4%	70	0.7%	94	3.8%
Exempt (Non-management) Employees	64	0.6%	123	3.6%	78	0.8%	108	3.9%	60	0.4%	110	3.5%	71	0.7%	98	3.8%
Managers	64	0.6%	122	3.6%	78	0.8%	107	3.9%	60	0.4%	109	3.5%	71	0.7%	97	3.8%
Officers & Executives	62	0.6%	105	3.3%	66	0.6%	92	3.5%	56	0.4%	95	3.1%	63	0.6%	85	3.5%

Private Company	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	84	1.7%	123	3.3%	91	0.9%	118	3.9%	77	1.2%	108	3.1%	80	0.8%	105	3.7%
Exempt (Non-management) Employees	84	1.6%	127	3.4%	91	0.8%	123	3.9%	77	1.1%	112	3.3%	80	0.8%	108	3.8%
Managers	85	1.5%	127	3.3%	90	0.7%	120	3.9%	78	1.0%	112	3.2%	80	0.9%	108	3.6%
Officers & Executives	83	1.3%	114	3.0%	83	0.5%	111	3.4%	75	0.7%	102	3.0%	72	0.4%	100	3.4%

Canada

Nonprofit Organization	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	8	1.4%	9	1.9%	9	1.0%	8	1.9%	6	0.4%	7	2.1%	6	0.4%	5	2.3%
Exempt (Non-management) Employees	9	2.0%	10	2.1%	9	1.0%	9	2.7%	6	0.4%	7	2.1%	6	0.4%	5	2.3%
Managers	9	2.0%	10	2.1%	9	1.0%	9	2.6%	6	0.4%	7	2.1%	6	0.4%	5	2.3%
Officers & Executives	9	2.1%	10	2.5%	9	1.1%	8	2.0%	6	0.4%	7	2.1%	6	0.4%	5	1.9%

Government	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	2	--	2	--	1	--	2	--	1	--	1	--	1	--	1	--
Exempt (Non-management) Employees	2	--	2	--	1	--	2	--	1	--	1	--	1	--	1	--
Managers	2	--	2	--	1	--	2	--	1	--	1	--	1	--	1	--
Officers & Executives	2	--	2	--	1	--	2	--	1	--	1	--	1	--	1	--

School / School District	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--
Exempt (Non-management) Employees	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--
Managers	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--
Officers & Executives	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--

College / University	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--
Exempt (Non-management) Employees	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--
Managers	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--
Officers & Executives	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--

Hospital	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--
Exempt (Non-management) Employees	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--
Managers	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--
Officers & Executives	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--

Canada

Trade Association	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	1	--	1	--	1	--	1	--	1	--	1	--	0	--	1	--
Exempt (Non-management) Employees	0	--	1	--	1	--	1	--	0	--	1	--	0	--	1	--
Managers	0	--	1	--	1	--	1	--	0	--	1	--	0	--	1	--
Officers & Executives	1	--	1	--	1	--	1	--	0	--	1	--	0	--	1	--

Cooperative	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	3	--	2	--	1	--	3	--	2	--	2	--	0	--	2	--
Exempt (Non-management) Employees	3	--	3	--	1	--	3	--	3	--	3	--	0	--	3	--
Managers	3	--	3	--	1	--	3	--	3	--	3	--	0	--	3	--
Officers & Executives	1	--	1	--	1	--	1	--	1	--	1	--	0	--	1	--

Other (please specify)	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	1	--	5	4.3%	2	--	3	--	1	--	3	--	2	--	2	--
Exempt (Non-management) Employees	1	--	5	4.3%	2	--	3	--	1	--	3	--	2	--	2	--
Managers	1	--	5	4.3%	2	--	3	--	1	--	3	--	2	--	2	--
Officers & Executives	1	--	5	4.3%	2	--	3	--	1	--	3	--	2	--	2	--

FTE

<50	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	17	1.9%	16	1.8%	15	0.4%	15	2.5%	16	1.5%	14	2.7%	11	0.5%	12	3.4%
Exempt (Non-management) Employees	15	1.6%	14	1.7%	14	0.8%	15	2.6%	14	1.6%	13	2.3%	10	0.5%	11	3.2%
Managers	15	1.8%	15	1.6%	14	0.4%	14	2.0%	14	0.9%	13	2.2%	10	0.5%	11	2.9%
Officers & Executives	15	1.4%	13	2.0%	14	0.5%	14	1.4%	13	0.3%	12	2.3%	10	0.5%	10	2.2%

50 - 99	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	11	3.2%	12	3.2%	11	1.1%	11	3.3%	10	1.8%	10	2.9%	10	1.3%	10	3.2%
Exempt (Non-management) Employees	11	3.3%	12	3.2%	10	0.8%	11	3.7%	10	1.9%	10	3.2%	9	1.0%	10	3.6%
Managers	11	2.8%	12	3.3%	11	1.2%	11	3.7%	10	1.9%	10	3.4%	10	1.4%	10	3.1%
Officers & Executives	11	2.0%	12	1.7%	10	0.4%	11	2.0%	11	1.3%	10	2.1%	9	0.0%	11	2.0%

Canada

100 - 1,999	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	48	1.7%	68	3.3%	51	1.1%	64	3.6%	43	0.8%	57	2.9%	43	0.8%	57	3.3%
Exempt (Non-management) Employees	50	1.7%	72	3.3%	52	1.0%	68	3.6%	44	0.8%	61	3.1%	45	0.9%	61	3.4%
Managers	51	1.7%	72	3.2%	51	0.9%	67	3.6%	45	0.8%	61	3.0%	44	0.8%	61	3.4%
Officers & Executives	49	1.6%	65	2.9%	47	0.7%	61	3.2%	43	0.7%	54	2.7%	40	0.5%	55	3.1%

2,000 - 4,999	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	34	0.7%	46	3.6%	32	0.6%	45	4.3%	29	0.6%	40	3.4%	28	0.6%	38	4.1%
Exempt (Non-management) Employees	34	0.8%	53	3.6%	33	0.6%	50	4.4%	30	0.6%	45	3.4%	28	0.6%	41	4.1%
Managers	34	0.8%	51	3.6%	32	0.5%	48	4.3%	30	0.6%	44	3.4%	28	0.6%	40	4.1%
Officers & Executives	32	0.7%	43	3.4%	26	0.4%	39	3.9%	25	0.6%	37	3.2%	22	0.4%	33	3.8%

5,000 - 15,000	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	18	0.7%	37	3.5%	24	0.6%	34	3.9%	18	0.8%	34	3.3%	25	0.6%	30	3.9%
Exempt (Non-management) Employees	18	0.4%	39	3.8%	26	0.6%	35	4.0%	18	0.7%	34	3.6%	25	0.6%	30	4.1%
Managers	18	0.4%	39	3.6%	26	0.6%	35	4.0%	18	0.7%	34	3.6%	25	0.6%	30	4.0%
Officers & Executives	18	0.4%	35	3.6%	25	0.5%	32	3.9%	17	0.4%	32	3.5%	25	0.5%	28	4.0%

>15,000	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	36	0.9%	80	3.8%	47	0.9%	70	4.0%	33	0.9%	72	3.5%	42	0.9%	63	3.8%
Exempt (Non-management) Employees	36	0.9%	82	3.7%	49	0.9%	71	4.0%	33	0.9%	74	3.5%	43	0.9%	65	3.8%
Managers	36	0.9%	82	3.7%	49	0.9%	71	4.0%	33	0.9%	74	3.5%	43	0.9%	65	3.8%
Officers & Executives	35	0.9%	71	3.4%	42	0.7%	62	3.7%	32	0.7%	65	3.2%	38	0.6%	58	3.6%

REVENUE

<\$5M	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	8	0.6%	9	1.6%	8	0.4%	9	1.9%	8	0.6%	9	1.9%	8	0.5%	8	1.9%
Exempt (Non-management) Employees	7	0.3%	8	2.1%	7	0.4%	8	2.4%	7	0.9%	8	1.7%	7	0.5%	7	2.0%
Managers	7	1.2%	8	2.1%	7	0.4%	8	2.4%	7	0.9%	8	1.7%	7	0.5%	7	2.0%
Officers & Executives	7	0.6%	8	2.1%	7	0.4%	8	2.0%	7	0.4%	8	1.7%	7	0.4%	7	1.1%

Canada

\$5M - \$50M	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	28	2.9%	28	2.9%	27	0.8%	26	3.6%	24	2.0%	22	3.0%	18	0.9%	20	3.7%
Exempt (Non-management) Employees	29	3.0%	28	2.6%	26	0.8%	28	3.4%	24	1.9%	23	3.0%	18	0.9%	21	3.7%
Managers	29	2.6%	29	2.4%	27	0.8%	27	3.1%	24	1.4%	23	2.9%	19	1.1%	21	3.4%
Officers & Executives	29	2.2%	27	2.1%	26	0.6%	27	2.1%	24	1.0%	22	2.3%	18	0.1%	21	2.6%

\$50M - \$500M	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	37	1.3%	49	3.3%	38	1.1%	44	3.3%	33	0.6%	40	2.8%	33	0.9%	40	3.0%
Exempt (Non-management) Employees	38	1.4%	53	3.4%	40	1.1%	48	3.6%	33	0.6%	42	3.0%	34	0.9%	42	3.2%
Managers	39	1.4%	52	3.5%	38	1.1%	46	3.6%	34	0.7%	42	3.1%	33	0.9%	42	3.2%
Officers & Executives	37	1.4%	48	3.1%	35	0.8%	42	3.1%	32	0.6%	38	2.8%	30	0.6%	39	3.0%

\$500M - \$1B	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	17	1.8%	23	3.6%	19	0.9%	24	4.4%	16	0.8%	21	3.5%	16	0.9%	22	4.2%
Exempt (Non-management) Employees	17	1.8%	23	3.6%	19	0.9%	24	4.4%	16	0.8%	21	3.5%	16	0.9%	22	4.2%
Managers	17	1.6%	23	3.6%	19	0.7%	24	4.3%	16	0.8%	21	3.3%	16	0.8%	22	4.0%
Officers & Executives	17	1.2%	20	3.1%	16	0.4%	21	3.9%	14	0.6%	19	3.0%	13	0.5%	19	3.7%

\$1B - \$5B	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	38	0.6%	73	3.6%	44	0.6%	66	4.1%	36	0.8%	67	3.4%	44	0.6%	61	4.1%
Exempt (Non-management) Employees	37	0.4%	79	3.7%	45	0.6%	69	4.1%	36	0.7%	72	3.5%	44	0.6%	64	4.1%
Managers	37	0.4%	78	3.6%	45	0.6%	68	4.1%	36	0.7%	71	3.5%	44	0.6%	63	4.1%
Officers & Executives	36	0.4%	69	3.5%	43	0.5%	62	4.0%	34	0.5%	64	3.3%	43	0.4%	58	4.0%

>\$5B	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	32	0.8%	65	3.7%	38	0.8%	58	3.8%	30	0.8%	58	3.5%	36	0.8%	49	3.8%
Exempt (Non-management) Employees	32	0.8%	69	3.7%	41	0.8%	61	4.0%	31	0.8%	61	3.6%	37	0.8%	52	3.9%
Managers	32	0.8%	69	3.7%	41	0.8%	61	4.0%	31	0.8%	61	3.6%	37	0.8%	52	3.9%
Officers & Executives	30	0.7%	56	3.3%	31	0.6%	48	3.6%	28	0.8%	50	3.3%	29	0.6%	42	3.6%

Canada

REGIONS

Atlantic	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	41	1.4%	69	3.6%	44	0.8%	59	4.2%	37	0.8%	63	3.3%	39	0.6%	56	3.8%
Exempt (Non-management) Employees	42	1.3%	74	3.6%	45	0.7%	64	4.2%	38	0.7%	66	3.4%	40	0.7%	58	3.9%
Managers	43	1.2%	74	3.5%	45	0.6%	63	4.1%	39	0.7%	66	3.4%	40	0.6%	58	3.8%
Officers & Executives	39	1.1%	66	3.2%	42	0.6%	57	3.8%	35	0.5%	58	3.1%	37	0.3%	54	3.6%

Central	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	110	1.1%	180	3.5%	122	0.8%	166	3.8%	101	0.8%	159	3.2%	112	0.7%	148	3.6%
Exempt (Non-management) Employees	110	1.1%	190	3.5%	127	0.8%	175	3.9%	101	0.7%	166	3.3%	114	0.7%	153	3.7%
Managers	111	1.1%	191	3.4%	126	0.7%	173	3.8%	102	0.7%	167	3.3%	114	0.7%	154	3.7%
Officers & Executives	108	1.0%	166	3.2%	112	0.6%	154	3.4%	95	0.6%	146	3.1%	102	0.5%	138	3.4%

Western	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	101	1.5%	146	3.4%	105	0.9%	131	3.8%	92	0.9%	130	3.2%	94	0.8%	116	3.6%
Exempt (Non-management) Employees	102	1.5%	155	3.6%	106	0.8%	137	4.0%	93	0.9%	136	3.3%	94	0.8%	121	3.7%
Managers	102	1.4%	153	3.5%	106	0.8%	135	3.9%	93	0.8%	134	3.3%	94	0.8%	119	3.6%
Officers & Executives	98	1.3%	140	3.1%	98	0.6%	124	3.4%	88	0.7%	123	2.9%	87	0.4%	112	3.2%

PROVINCE

Alberta	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	66	1.4%	101	3.5%	71	0.9%	89	3.8%	60	0.9%	93	3.2%	65	0.7%	83	3.7%
Exempt (Non-management) Employees	66	1.3%	107	3.6%	71	0.8%	92	4.0%	61	0.8%	96	3.4%	64	0.7%	85	3.8%
Managers	66	1.1%	107	3.5%	72	0.7%	92	3.9%	61	0.8%	96	3.4%	65	0.7%	85	3.7%
Officers & Executives	62	1.0%	97	3.2%	65	0.5%	85	3.5%	56	0.6%	87	3.0%	59	0.4%	79	3.4%

British Columbia	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	75	1.5%	112	3.6%	77	0.7%	99	3.9%	67	0.8%	98	3.2%	68	0.7%	88	3.6%
Exempt (Non-management) Employees	77	1.5%	119	3.6%	79	0.8%	105	4.2%	70	0.8%	103	3.4%	70	0.8%	93	3.7%
Managers	77	1.5%	117	3.5%	78	0.6%	103	4.1%	70	0.8%	101	3.3%	69	0.7%	91	3.7%
Officers & Executives	73	1.2%	108	3.2%	74	0.6%	95	3.6%	66	0.6%	93	2.9%	65	0.4%	87	3.3%

Canada

Manitoba	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	30	1.1%	54	3.7%	32	0.8%	44	3.8%	27	0.7%	51	3.5%	28	0.9%	42	3.5%
Exempt (Non-management) Employees	32	1.2%	57	3.6%	32	0.9%	46	3.9%	29	0.8%	53	3.5%	29	1.0%	44	3.6%
Managers	32	1.2%	57	3.6%	32	0.9%	46	3.9%	29	0.8%	53	3.5%	29	1.0%	44	3.6%
Officers & Executives	29	1.2%	52	3.3%	30	0.9%	43	3.6%	26	0.7%	48	3.2%	27	0.7%	42	3.3%

New Brunswick	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	24	1.1%	49	3.7%	26	0.7%	39	4.0%	21	0.6%	46	3.4%	23	0.5%	38	3.7%
Exempt (Non-management) Employees	25	1.3%	50	3.6%	26	0.4%	40	4.0%	22	0.6%	46	3.5%	23	0.4%	38	3.8%
Managers	25	1.1%	50	3.5%	26	0.2%	40	3.9%	22	0.5%	46	3.4%	23	0.3%	38	3.7%
Officers & Executives	24	1.0%	46	3.1%	24	0.1%	37	3.7%	21	0.5%	42	3.1%	21	0.1%	36	3.6%

Newfoundland and Labrador	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	13	1.0%	30	3.7%	17	0.7%	21	4.1%	10	0.2%	27	3.6%	12	0.4%	20	3.7%
Exempt (Non-management) Employees	15	1.1%	33	3.5%	18	0.6%	24	4.0%	11	0.2%	28	3.6%	13	0.7%	21	3.8%
Managers	15	1.1%	33	3.4%	18	0.6%	24	4.0%	11	0.2%	28	3.6%	13	0.7%	21	3.8%
Officers & Executives	15	1.3%	31	3.2%	17	0.7%	23	3.8%	11	0.2%	26	3.4%	12	0.2%	21	3.7%

Nova Scotia	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	34	1.5%	56	3.6%	37	0.8%	50	4.2%	32	0.9%	51	3.3%	34	0.5%	47	3.7%
Exempt (Non-management) Employees	34	1.6%	59	3.6%	37	0.6%	53	4.2%	31	0.8%	53	3.4%	34	0.5%	48	3.9%
Managers	35	1.5%	59	3.5%	37	0.4%	52	4.1%	32	0.8%	53	3.3%	34	0.4%	48	3.8%
Officers & Executives	33	1.2%	54	3.0%	35	0.3%	48	3.7%	30	0.6%	48	3.0%	32	0.2%	46	3.5%

Northwest Territories	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	3	--	18	3.8%	7	0.5%	11	3.9%	3	--	18	3.5%	6	0.5%	11	3.4%
Exempt (Non-management) Employees	3	--	18	3.8%	7	0.5%	11	3.8%	3	--	18	3.5%	6	0.5%	11	3.4%
Managers	3	--	18	3.8%	7	0.4%	11	3.8%	3	--	18	3.5%	6	0.5%	11	3.4%
Officers & Executives	3	--	16	3.4%	6	0.3%	11	3.8%	3	--	16	3.3%	5	0.3%	11	3.4%

Canada

Nunavut	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	2	--	17	3.8%	6	0.6%	10	3.9%	2	--	17	3.6%	5	0.6%	10	3.7%
Exempt (Non-management) Employees	2	--	18	3.7%	7	0.6%	11	3.7%	2	--	17	3.6%	5	0.6%	10	3.7%
Managers	2	--	18	3.7%	7	0.6%	11	3.7%	2	--	17	3.6%	5	0.6%	10	3.7%
Officers & Executives	2	--	16	3.2%	6	0.4%	11	3.7%	2	--	15	3.3%	4	--	10	3.7%

Ontario	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	104	1.2%	171	3.5%	115	0.8%	156	3.8%	95	0.8%	150	3.2%	105	0.6%	139	3.6%
Exempt (Non-management) Employees	104	1.1%	179	3.5%	118	0.7%	164	3.9%	95	0.7%	156	3.4%	107	0.7%	143	3.7%
Managers	105	1.1%	180	3.4%	117	0.7%	162	3.8%	96	0.7%	157	3.3%	107	0.7%	144	3.7%
Officers & Executives	102	1.0%	157	3.2%	106	0.6%	145	3.4%	90	0.6%	138	3.1%	97	0.4%	130	3.4%

Prince Edward Island	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	13	1.1%	27	3.4%	14	0.9%	18	4.1%	11	0.4%	25	3.3%	12	0.7%	17	3.8%
Exempt (Non-management) Employees	14	1.5%	28	3.5%	14	0.6%	19	4.4%	11	0.4%	25	3.6%	12	0.7%	17	4.2%
Managers	14	1.5%	28	3.5%	14	0.6%	19	4.4%	11	0.4%	25	3.6%	12	0.7%	17	4.2%
Officers & Executives	13	1.6%	25	3.2%	13	0.6%	18	4.2%	10	0.4%	22	3.3%	11	0.6%	17	4.2%

Quebec	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	60	1.3%	101	3.5%	67	0.8%	89	4.0%	56	0.9%	92	3.2%	63	0.7%	82	3.8%
Exempt (Non-management) Employees	62	1.3%	106	3.6%	69	0.8%	93	4.1%	58	0.9%	95	3.4%	64	0.8%	85	3.9%
Managers	62	1.2%	106	3.5%	69	0.7%	93	4.0%	58	0.8%	95	3.3%	64	0.7%	85	3.8%
Officers & Executives	59	1.2%	94	3.2%	60	0.6%	83	3.7%	53	0.7%	84	3.0%	56	0.5%	78	3.6%

Saskatchewan	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	33	1.2%	52	3.6%	35	1.3%	43	3.8%	28	0.5%	49	3.4%	31	1.2%	41	3.4%
Exempt (Non-management) Employees	35	1.5%	54	3.5%	35	1.1%	44	3.9%	30	0.6%	50	3.4%	31	1.1%	42	3.3%
Managers	35	1.3%	54	3.5%	35	0.9%	44	3.6%	30	0.5%	50	3.2%	31	1.0%	42	3.1%
Officers & Executives	33	1.1%	49	3.0%	33	0.6%	41	3.0%	27	0.3%	45	2.7%	29	0.5%	40	2.7%

Canada

Yukon	2023 Actual Increases								2024 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	3	--	19	3.9%	7	0.5%	12	4.0%	4	--	18	3.5%	6	0.5%	11	3.4%
Exempt (Non-management) Employees	3	--	19	3.8%	7	0.5%	12	3.9%	4	--	18	3.5%	6	0.5%	11	3.4%
Managers	3	--	19	3.8%	7	0.4%	12	3.9%	4	--	18	3.5%	6	0.5%	11	3.4%
Officers & Executives	3	--	16	3.4%	6	0.3%	11	3.8%	3	--	16	3.3%	5	0.3%	11	3.4%

Australia

TOTAL SAMPLE

All Respondents	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	87	3.7%	81	3.7%
Exempt (Non-management) Employees	99	3.8%	89	3.7%
Exempt (Management) Employees	100	3.7%	89	3.7%
Officers & Executives	83	3.6%	73	3.7%

Brazil

TOTAL SAMPLE

All Respondents	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	61	5.5%	54	5.6%
Exempt (Non-management) Employees	70	5.7%	58	5.9%
Exempt (Management) Employees	71	5.9%	58	5.9%
Officers & Executives	61	5.6%	50	5.8%

China

TOTAL SAMPLE

All Respondents	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	91	5.7%	81	5.8%
Exempt (Non-management) Employees	108	5.7%	96	5.8%
Exempt (Management) Employees	108	5.7%	94	5.8%
Officers & Executives	88	5.7%	77	5.8%

Finland

TOTAL SAMPLE

All Respondents	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	32	3.3%	28	3.3%
Exempt (Non-management) Employees	38	3.4%	29	3.4%
Exempt (Management) Employees	39	3.3%	29	3.4%
Officers & Executives	33	3.3%	27	3.3%

France

TOTAL SAMPLE

All Respondents	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	83	3.8%	73	3.9%
Exempt (Non-management) Employees	97	4.0%	85	3.9%
Exempt (Management) Employees	96	4.0%	82	4.0%
Officers & Executives	80	3.7%	69	3.7%

Germany

TOTAL SAMPLE

All Respondents	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	95	4.1%	89	4.0%
Exempt (Non-management) Employees	110	4.2%	97	4.1%
Exempt (Management) Employees	111	4.2%	97	4.1%
Officers & Executives	93	3.9%	80	3.9%

India

TOTAL SAMPLE

All Respondents	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	89	6.0%	78	6.8%
Exempt (Non-management) Employees	108	7.2%	89	7.7%
Exempt (Management) Employees	106	7.3%	86	7.6%
Officers & Executives	87	6.3%	73	6.5%

Ireland

TOTAL SAMPLE

All Respondents	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	71	4.1%	63	4.1%
Exempt (Non-management) Employees	82	4.2%	71	4.1%
Exempt (Management) Employees	83	4.2%	71	4.1%
Officers & Executives	70	4.1%	57	4.1%

Japan

TOTAL SAMPLE

All Respondents	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	72	3.2%	67	3.2%
Exempt (Non-management) Employees	83	3.3%	74	3.3%
Exempt (Management) Employees	82	3.2%	72	3.2%
Officers & Executives	72	3.0%	64	3.1%

Mexico

TOTAL SAMPLE

All Respondents	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	82	5.5%	75	5.6%
Exempt (Non-management) Employees	95	5.6%	85	5.6%
Exempt (Management) Employees	94	5.7%	83	5.7%
Officers & Executives	79	5.3%	68	5.4%

Netherlands

TOTAL SAMPLE

All Respondents	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	78	4.2%	73	4.1%
Exempt (Non-management) Employees	89	4.3%	80	4.2%
Exempt (Management) Employees	91	4.3%	81	4.2%
Officers & Executives	77	3.9%	68	3.9%

New Zealand

TOTAL SAMPLE

All Respondents	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	32	3.5%	28	3.3%
Exempt (Non-management) Employees	37	3.4%	31	3.3%
Exempt (Management) Employees	37	3.4%	30	3.3%
Officers & Executives	30	3.4%	26	3.4%

Poland

TOTAL SAMPLE

All Respondents	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	53	5.8%	50	5.9%
Exempt (Non-management) Employees	59	6.1%	54	6.2%
Exempt (Management) Employees	59	6.1%	53	6.2%
Officers & Executives	49	5.8%	45	5.9%

Singapore

TOTAL SAMPLE

All Respondents	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	68	4.3%	62	4.2%
Exempt (Non-management) Employees	84	4.4%	74	4.4%
Exempt (Management) Employees	82	4.4%	71	4.4%
Officers & Executives	73	4.2%	62	4.2%

South Africa

TOTAL SAMPLE

All Respondents	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	30	5.4%	29	5.6%
Exempt (Non-management) Employees	37	5.8%	34	5.9%
Exempt (Management) Employees	37	5.9%	36	5.9%
Officers & Executives	32	5.7%	28	6.1%

South Korea

TOTAL SAMPLE

All Respondents	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	52	4.7%	48	4.6%
Exempt (Non-management) Employees	61	4.7%	53	4.8%
Exempt (Management) Employees	62	4.8%	53	4.8%
Officers & Executives	52	4.7%	45	4.7%

Spain

TOTAL SAMPLE

All Respondents	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	77	3.8%	71	4.0%
Exempt (Non-management) Employees	90	4.0%	78	4.0%
Exempt (Management) Employees	91	4.0%	78	4.1%
Officers & Executives	77	3.9%	64	3.9%

Sweden

TOTAL SAMPLE

All Respondents	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	54	3.9%	49	4.0%
Exempt (Non-management) Employees	61	3.8%	53	4.0%
Exempt (Management) Employees	60	3.9%	52	4.0%
Officers & Executives	53	3.7%	45	3.8%

United Kingdom

TOTAL SAMPLE

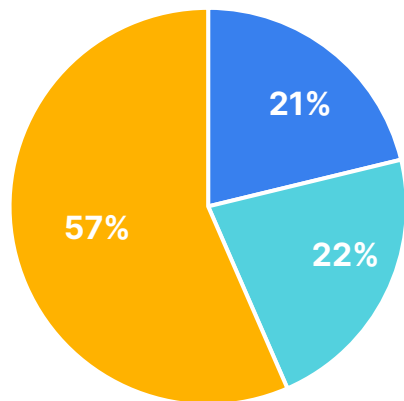
All Respondents	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	153	4.2%	138	4.1%
Exempt (Non-management) Employees	176	4.3%	157	4.2%
Exempt (Management) Employees	177	4.3%	156	4.1%
Officers & Executives	149	4.1%	130	4.0%

Salary Budget Trends

United States

How does your expected 2024 increase budget compare to your 2023 increase budget?

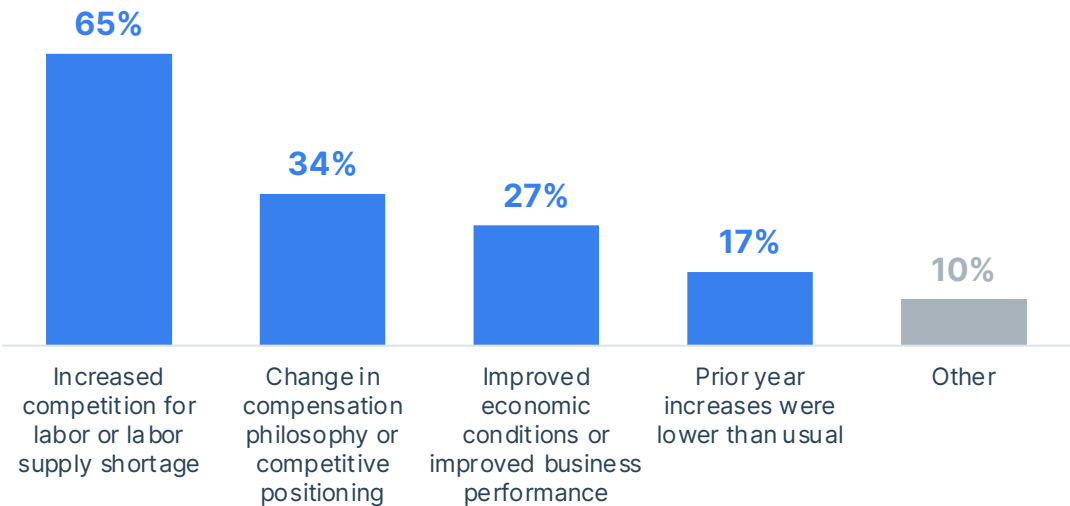
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- Our 2024 salary increase budget is expected to be higher than our 2023 salary increase budget
- Our 2024 salary increase budget is expected to be lower than our 2023 salary increase budget
- Our 2024 salary increase budget is expected to be the same as our 2023 salary increase budget

Why is your 2024 salary increase budget expected to be higher than your 2023 increase budget?

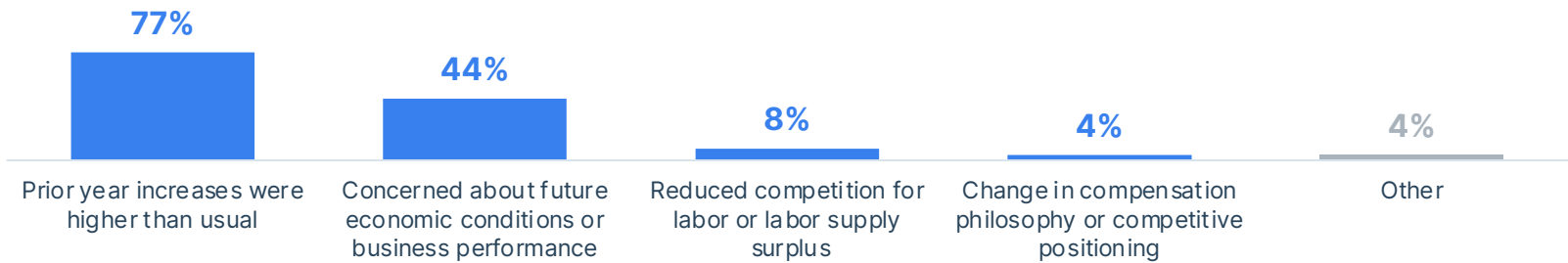
Base n=309



United States

Why is your 2024 salary increase budget expected to be lower than your 2023 increase budget?

Base n=331



How often does your organization adjust your salary structure and/or salary ranges?

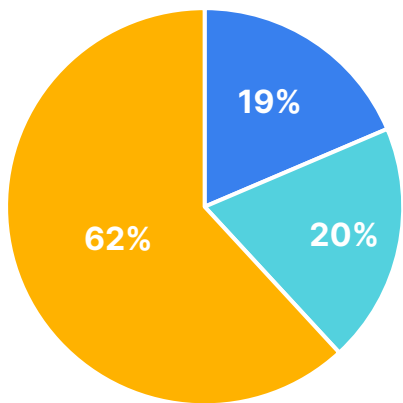
Base n=1,111



Canada

How does your expected 2024 increase budget compare to your 2023 increase budget?

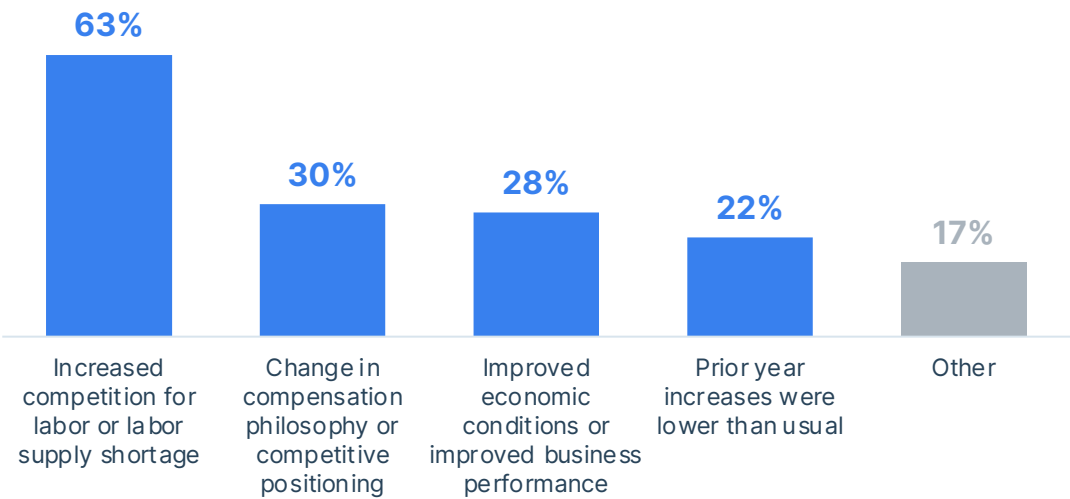
Base n=312



- Our 2024 salary increase budget is expected to be higher than our 2023 salary increase budget
- Our 2024 salary increase budget is expected to be lower than our 2023 salary increase budget
- Our 2024 salary increase budget is expected to be the same as our 2023 salary increase budget

Why is your 2024 salary increase budget expected to be higher than your 2023 increase budget?

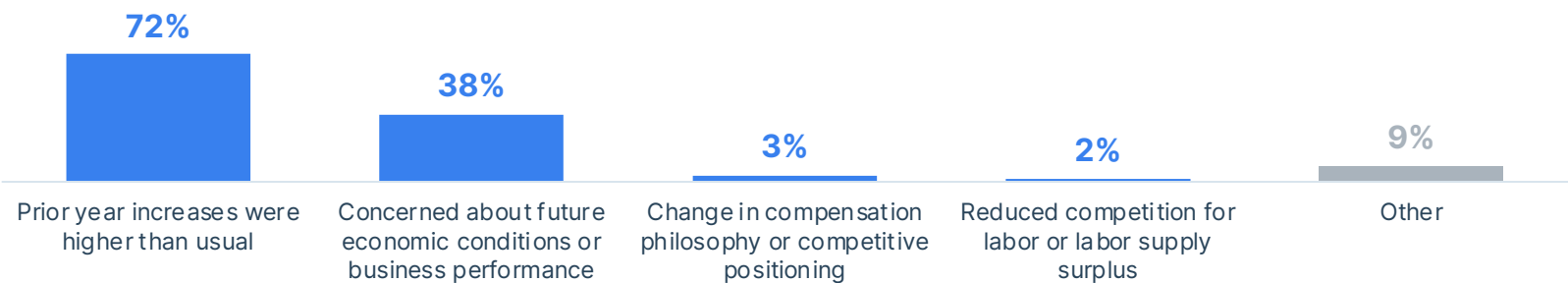
Base n=54



Canada

Why is your 2024 salary increase budget expected to be lower than your 2023 increase budget?

Base n=58



How often does your organization adjust your salary structure and/or salary ranges?

Base n=251

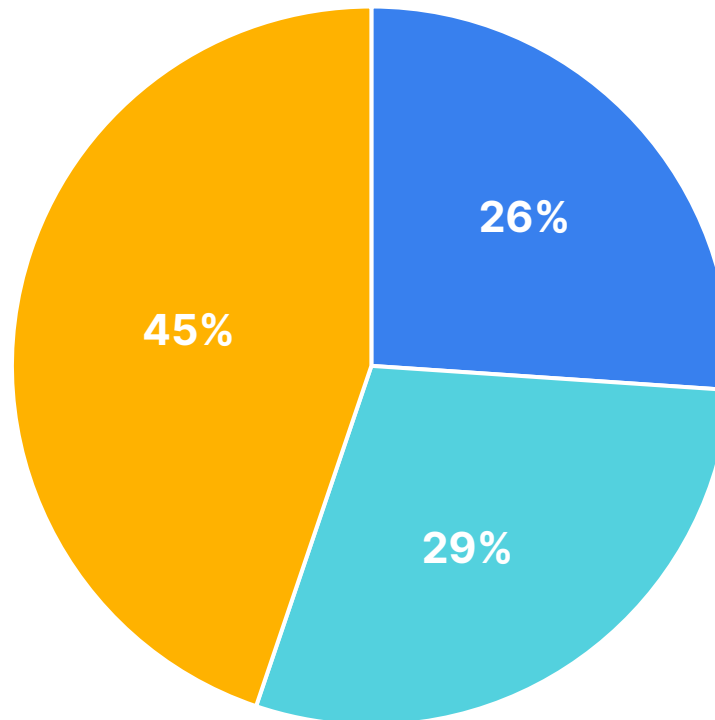


Promotional Increase Practices

United States

How does your organization budget for promotional increases?

Base n=1,212



- Promotional increases are budgeted separately from other salary increases
- Promotional increases are included in our annual salary increase budget
- We do not budget for promotional increases

United States

Companies that do budget separately for promotional increases report the following promotional increase budgets (as a percentage of organizational payroll):

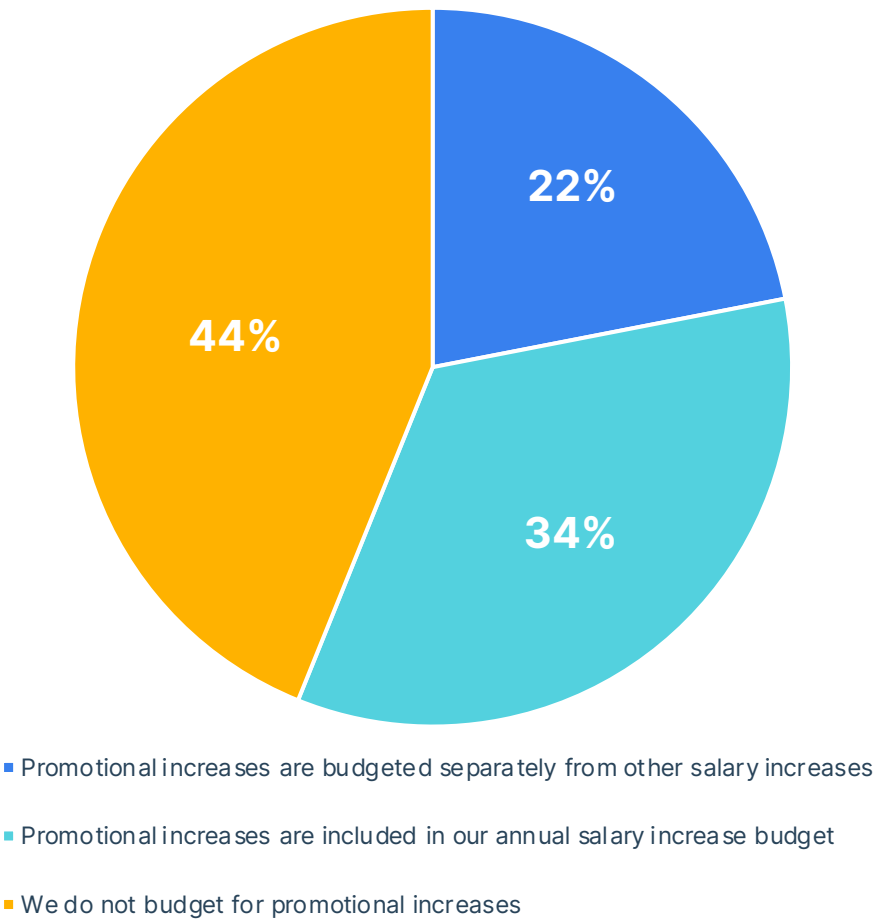
Promotional Increase Budget (as a % of payroll)	Actual 2023	Expected 2024
	3.0%	3.3%

In 2022, participants report that 4.2% of the employee population received a promotional increase, with the promotional increase amount averaging 5.4% of the promoted employee’s salary.

Canada

How does your organization budget for promotional increases?

Base n=278



Canada

Companies that do budget separately for promotional increases report the following promotional increase budgets (as a percentage of organizational payroll):

Promotional Increase Budget (as a % of payroll)	Actual 2023	Expected 2024
	2.4%	2.1%

In 2022, participants report that 2.9% of the employee population received a promotional increase, with the promotional increase amount averaging 2.9% of the promoted employee’s salary.

Salary Structure Increases

United States

TOTAL SAMPLE

All Respondents	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	824	2.4%	772	2.3%
Exempt (Non-management) Employees	822	2.5%	777	2.3%
Managers	820	2.5%	782	2.3%
Officers & Executives	739	2.2%	718	2.1%

INDUSTRY GROUPS

Health Care and Social Assistance	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	87	2.3%	75	2.0%
Exempt (Non-management) Employees	86	2.2%	75	2.0%
Managers	85	2.3%	75	2.1%
Officers & Executives	70	1.8%	69	1.7%

Manufacturing	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	114	2.7%	105	2.5%
Exempt (Non-management) Employees	113	2.6%	106	2.4%
Managers	113	2.6%	106	2.4%
Officers & Executives	107	2.2%	99	2.2%

Nonprofit	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	51	2.6%	48	2.3%
Exempt (Non-management) Employees	51	2.4%	48	2.1%
Managers	51	2.4%	48	2.1%
Officers & Executives	50	2.3%	46	2.2%

Agencies & Consultancies	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	17	2.9%	15	2.8%
Exempt (Non-management) Employees	18	2.8%	16	2.6%
Managers	18	2.9%	16	2.8%
Officers & Executives	14	2.8%	14	2.8%

Real Estate and Rental and Leasing	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	14	3.1%	14	2.8%
Exempt (Non-management) Employees	14	3.0%	13	2.7%
Managers	13	2.9%	14	3.0%
Officers & Executives	14	2.6%	14	2.6%

United States

Arts, Entertainment & Recreation	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	5	2.7%	4	--
Exempt (Non-management) Employees	5	2.7%	4	--
Managers	5	2.6%	4	--
Officers & Executives	5	2.3%	4	--

Construction	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	15	2.4%	15	2.5%
Exempt (Non-management) Employees	15	2.4%	15	2.5%
Managers	15	2.4%	15	2.5%
Officers & Executives	14	2.1%	14	2.4%

Retail & Customer Service	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	33	2.2%	30	2.1%
Exempt (Non-management) Employees	34	2.3%	33	2.1%
Managers	32	2.2%	32	2.2%
Officers & Executives	29	1.7%	28	1.8%

Education	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	22	2.0%	20	2.0%
Exempt (Non-management) Employees	21	2.0%	20	2.0%
Managers	22	2.0%	20	2.0%
Officers & Executives	17	1.6%	17	1.7%

Technology (including software)	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	73	2.5%	69	2.6%
Exempt (Non-management) Employees	74	2.7%	69	2.6%
Managers	74	2.7%	70	2.6%
Officers & Executives	70	2.2%	67	2.2%

Energy & Utilities	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	41	2.9%	38	2.3%
Exempt (Non-management) Employees	39	2.9%	38	2.4%
Managers	42	2.9%	40	2.4%
Officers & Executives	33	2.9%	35	2.2%

United States

Engineering & Science	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	24	3.5%	23	3.0%
Exempt (Non-management) Employees	24	3.6%	22	3.0%
Managers	24	3.4%	23	3.0%
Officers & Executives	20	3.5%	18	3.1%

Finance & Insurance	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	124	2.3%	120	2.2%
Exempt (Non-management) Employees	124	2.4%	121	2.2%
Managers	122	2.4%	121	2.2%
Officers & Executives	109	2.0%	109	2.0%

Food, Beverage & Hospitality	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	26	2.4%	24	2.5%
Exempt (Non-management) Employees	26	2.6%	24	2.5%
Managers	26	2.6%	24	2.6%
Officers & Executives	24	2.3%	22	2.0%

Government	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	18	2.1%	17	1.8%
Exempt (Non-management) Employees	16	2.0%	16	1.8%
Managers	17	1.9%	17	1.8%
Officers & Executives	16	2.1%	16	1.8%

Transportation & Warehousing	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	28	2.1%	28	2.5%
Exempt (Non-management) Employees	30	2.2%	29	2.5%
Managers	30	2.2%	29	2.3%
Officers & Executives	27	1.8%	28	2.0%

Other (please specify)	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	131	2.2%	126	2.1%
Exempt (Non-management) Employees	131	2.3%	127	2.2%
Managers	130	2.3%	127	2.2%
Officers & Executives	119	2.0%	117	2.1%

United States

SECTORS

Public Company	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	243	2.4%	226	2.3%
Exempt (Non-management) Employees	245	2.4%	229	2.3%
Managers	243	2.4%	229	2.3%
Officers & Executives	210	2.0%	204	2.1%

Private Company	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	359	2.5%	337	2.4%
Exempt (Non-management) Employees	361	2.6%	342	2.4%
Managers	360	2.6%	343	2.4%
Officers & Executives	335	2.2%	323	2.1%

Nonprofit Organization	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	139	2.5%	133	2.3%
Exempt (Non-management) Employees	138	2.4%	132	2.3%
Managers	136	2.5%	133	2.3%
Officers & Executives	124	2.3%	121	2.1%

Government	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	28	2.5%	25	2.0%
Exempt (Non-management) Employees	26	2.5%	25	2.0%
Managers	27	2.4%	26	2.0%
Officers & Executives	25	2.5%	25	2.1%

School / School District	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	0	--	0	--
Exempt (Non-management) Employees	0	--	0	--
Managers	0	--	0	--
Officers & Executives	0	--	0	--

College / University	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	14	2.0%	12	1.7%
Exempt (Non-management) Employees	13	2.0%	12	1.7%
Managers	14	2.0%	12	1.7%
Officers & Executives	12	1.7%	12	1.6%

United States

Hospital	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	10	1.7%	9	1.8%
Exempt (Non-management) Employees	9	1.2%	8	1.4%
Managers	10	1.7%	9	1.6%
Officers & Executives	4	--	4	--

Trade Association	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	2	--	1	--
Exempt (Non-management) Employees	2	--	1	--
Managers	2	--	1	--
Officers & Executives	2	--	1	--

Cooperative	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	10	2.3%	10	2.1%
Exempt (Non-management) Employees	10	2.1%	10	2.1%
Managers	9	2.4%	10	2.1%
Officers & Executives	10	2.1%	10	2.1%

Other (please specify)	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	16	2.3%	17	2.6%
Exempt (Non-management) Employees	15	2.5%	16	2.8%
Managers	16	2.3%	17	2.3%
Officers & Executives	14	2.1%	16	2.2%

FTE

<50	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	70	2.8%	66	2.9%
Exempt (Non-management) Employees	72	2.8%	69	2.7%
Managers	70	2.8%	70	2.8%
Officers & Executives	70	2.5%	69	2.5%

50 - 99	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	44	2.3%	41	2.1%
Exempt (Non-management) Employees	42	2.3%	41	2.1%
Managers	42	2.3%	41	2.1%
Officers & Executives	41	2.2%	40	1.9%

United States

100 – 1,999	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	319	2.4%	308	2.2%
Exempt (Non-management) Employees	316	2.5%	306	2.3%
Managers	319	2.5%	311	2.3%
Officers & Executives	294	2.1%	291	2.0%

2,000 – 4,999	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	136	2.3%	121	2.1%
Exempt (Non-management) Employees	137	2.3%	123	2.1%
Managers	137	2.3%	122	2.1%
Officers & Executives	119	2.0%	110	1.9%

5,000 – 15,000	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	81	2.4%	77	2.4%
Exempt (Non-management) Employees	80	2.4%	77	2.4%
Managers	78	2.4%	76	2.4%
Officers & Executives	70	2.3%	70	2.3%

>15,000	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	171	2.5%	156	2.4%
Exempt (Non-management) Employees	172	2.6%	158	2.4%
Managers	171	2.5%	159	2.4%
Officers & Executives	142	2.2%	136	2.2%

REVENUE

<\$5M	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	53	2.0%	52	2.1%
Exempt (Non-management) Employees	53	2.0%	53	2.1%
Managers	52	2.0%	53	2.1%
Officers & Executives	49	1.7%	50	1.8%

\$5M – \$50M	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	112	2.8%	103	2.6%
Exempt (Non-management) Employees	111	2.9%	104	2.7%
Managers	111	2.9%	107	2.7%
Officers & Executives	109	2.5%	105	2.4%

United States

\$50M - \$500M	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	183	2.3%	175	2.3%
Exempt (Non-management) Employees	181	2.4%	176	2.3%
Managers	182	2.4%	177	2.3%
Officers & Executives	168	2.1%	167	2.1%

\$500M - \$1B	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	72	2.3%	69	2.1%
Exempt (Non-management) Employees	72	2.2%	68	2.1%
Managers	72	2.1%	69	2.0%
Officers & Executives	68	1.8%	64	1.8%

\$1B - \$5B	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	220	2.5%	202	2.3%
Exempt (Non-management) Employees	218	2.6%	203	2.3%
Managers	218	2.5%	203	2.3%
Officers & Executives	192	2.3%	184	2.1%

>\$5B	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	156	2.5%	147	2.4%
Exempt (Non-management) Employees	160	2.5%	150	2.4%
Managers	157	2.5%	150	2.4%
Officers & Executives	128	2.3%	127	2.2%

REGIONS

Northeast	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	477	2.4%	445	2.3%
Exempt (Non-management) Employees	481	2.5%	450	2.3%
Managers	478	2.5%	449	2.3%
Officers & Executives	433	2.1%	410	2.1%

Middle Atlantic	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	470	2.4%	441	2.2%
Exempt (Non-management) Employees	472	2.4%	444	2.3%
Managers	472	2.4%	445	2.2%
Officers & Executives	411	2.0%	398	2.0%

United States

Midwest	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	459	2.6%	436	2.4%
Exempt (Non-management) Employees	462	2.6%	437	2.4%
Managers	459	2.6%	438	2.4%
Officers & Executives	413	2.3%	400	2.2%

South	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	346	2.4%	322	2.2%
Exempt (Non-management) Employees	349	2.5%	322	2.3%
Managers	347	2.4%	323	2.2%
Officers & Executives	314	2.0%	295	2.0%

West	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	382	2.5%	356	2.3%
Exempt (Non-management) Employees	384	2.5%	355	2.3%
Managers	382	2.5%	354	2.3%
Officers & Executives	344	2.1%	323	2.0%

STATES

Alabama	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	206	2.4%	193	2.3%
Exempt (Non-management) Employees	207	2.5%	191	2.3%
Managers	205	2.4%	190	2.3%
Officers & Executives	181	2.0%	170	2.0%

Alaska	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	88	2.7%	79	2.3%
Exempt (Non-management) Employees	88	2.7%	79	2.4%
Managers	87	2.7%	78	2.4%
Officers & Executives	71	2.0%	68	2.1%

Arizona	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	244	2.5%	230	2.4%
Exempt (Non-management) Employees	246	2.6%	230	2.4%
Managers	244	2.6%	229	2.4%
Officers & Executives	213	2.1%	205	2.2%

United States

Arkansas	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	174	2.5%	160	2.3%
Exempt (Non-management) Employees	174	2.5%	158	2.3%
Managers	172	2.5%	157	2.3%
Officers & Executives	152	2.1%	140	2.1%

California	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	343	2.5%	324	2.3%
Exempt (Non-management) Employees	345	2.5%	326	2.4%
Managers	343	2.5%	326	2.3%
Officers & Executives	307	2.1%	297	2.1%

Colorado	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	271	2.5%	253	2.3%
Exempt (Non-management) Employees	271	2.6%	252	2.4%
Managers	269	2.5%	251	2.3%
Officers & Executives	237	2.1%	224	2.1%

Connecticut	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	224	2.5%	208	2.3%
Exempt (Non-management) Employees	224	2.5%	206	2.3%
Managers	222	2.4%	205	2.3%
Officers & Executives	198	2.0%	186	2.0%

Delaware	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	172	2.5%	157	2.2%
Exempt (Non-management) Employees	172	2.5%	156	2.2%
Managers	169	2.5%	154	2.2%
Officers & Executives	147	2.1%	135	2.0%

Florida	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	303	2.5%	286	2.3%
Exempt (Non-management) Employees	305	2.5%	284	2.3%
Managers	303	2.5%	283	2.3%
Officers & Executives	272	2.1%	254	2.1%

United States

Georgia	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	277	2.4%	257	2.3%
Exempt (Non-management) Employees	277	2.5%	258	2.3%
Managers	275	2.5%	257	2.3%
Officers & Executives	245	2.1%	231	2.0%

Hawaii	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	123	2.5%	113	2.3%
Exempt (Non-management) Employees	123	2.5%	112	2.4%
Managers	122	2.5%	111	2.4%
Officers & Executives	106	2.1%	96	2.1%

Idaho	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	184	2.5%	173	2.3%
Exempt (Non-management) Employees	186	2.6%	173	2.3%
Managers	185	2.5%	172	2.3%
Officers & Executives	160	2.1%	153	2.0%

Illinois	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	287	2.4%	269	2.3%
Exempt (Non-management) Employees	290	2.5%	270	2.3%
Managers	287	2.5%	269	2.3%
Officers & Executives	252	2.0%	237	2.0%

Indiana	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	233	2.5%	218	2.4%
Exempt (Non-management) Employees	233	2.5%	217	2.4%
Managers	231	2.5%	216	2.3%
Officers & Executives	204	2.1%	191	2.1%

Iowa	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	196	2.5%	183	2.3%
Exempt (Non-management) Employees	196	2.6%	180	2.3%
Managers	194	2.5%	180	2.3%
Officers & Executives	170	2.1%	160	2.1%

United States

Kansas	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	211	2.5%	198	2.3%
Exempt (Non-management) Employees	212	2.6%	197	2.3%
Managers	210	2.6%	196	2.3%
Officers & Executives	184	2.1%	172	2.1%

Kentucky	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	207	2.6%	191	2.4%
Exempt (Non-management) Employees	207	2.6%	189	2.4%
Managers	206	2.6%	188	2.4%
Officers & Executives	182	2.2%	168	2.1%

Louisiana	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	194	2.5%	181	2.3%
Exempt (Non-management) Employees	195	2.6%	180	2.3%
Managers	192	2.5%	178	2.3%
Officers & Executives	170	2.2%	159	2.0%

Maine	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	159	2.6%	149	2.4%
Exempt (Non-management) Employees	159	2.6%	148	2.4%
Managers	156	2.6%	146	2.3%
Officers & Executives	136	2.2%	129	2.1%

Maryland	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	235	2.5%	217	2.3%
Exempt (Non-management) Employees	234	2.6%	214	2.3%
Managers	232	2.5%	213	2.3%
Officers & Executives	210	2.1%	192	2.0%

Massachusetts	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	240	2.5%	222	2.3%
Exempt (Non-management) Employees	241	2.6%	219	2.3%
Managers	238	2.5%	219	2.3%
Officers & Executives	215	2.1%	198	2.0%

United States

Michigan	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	246	2.4%	230	2.3%
Exempt (Non-management) Employees	246	2.5%	229	2.3%
Managers	246	2.5%	229	2.3%
Officers & Executives	215	2.0%	202	2.0%

Minnesota	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	246	2.5%	227	2.3%
Exempt (Non-management) Employees	247	2.5%	226	2.3%
Managers	244	2.5%	226	2.3%
Officers & Executives	213	2.1%	201	2.1%

Mississippi	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	170	2.4%	155	2.3%
Exempt (Non-management) Employees	171	2.5%	154	2.3%
Managers	169	2.4%	152	2.2%
Officers & Executives	147	2.0%	135	2.0%

Missouri	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	221	2.4%	205	2.2%
Exempt (Non-management) Employees	222	2.5%	204	2.3%
Managers	220	2.5%	203	2.2%
Officers & Executives	189	2.1%	176	2.0%

Montana	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	146	2.6%	134	2.3%
Exempt (Non-management) Employees	147	2.7%	133	2.3%
Managers	146	2.6%	132	2.3%
Officers & Executives	122	2.2%	112	2.0%

Nebraska	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	177	2.4%	164	2.2%
Exempt (Non-management) Employees	178	2.5%	163	2.3%
Managers	176	2.4%	162	2.2%
Officers & Executives	151	2.0%	144	2.0%

United States

Nevada	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	216	2.6%	200	2.4%
Exempt (Non-management) Employees	216	2.7%	199	2.4%
Managers	214	2.6%	198	2.3%
Officers & Executives	187	2.2%	173	2.1%

New Hampshire	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	169	2.6%	156	2.3%
Exempt (Non-management) Employees	168	2.6%	155	2.3%
Managers	166	2.5%	154	2.3%
Officers & Executives	145	2.1%	136	2.0%

New Jersey	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	248	2.4%	230	2.2%
Exempt (Non-management) Employees	247	2.4%	228	2.2%
Managers	245	2.4%	227	2.1%
Officers & Executives	218	2.0%	205	1.8%

New Mexico	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	162	2.5%	148	2.2%
Exempt (Non-management) Employees	162	2.6%	146	2.2%
Managers	160	2.5%	145	2.2%
Officers & Executives	138	2.1%	127	1.9%

New York	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	278	2.4%	259	2.2%
Exempt (Non-management) Employees	281	2.4%	260	2.2%
Managers	280	2.4%	260	2.2%
Officers & Executives	249	2.0%	233	1.9%

North Carolina	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	268	2.5%	249	2.3%
Exempt (Non-management) Employees	268	2.6%	248	2.3%
Managers	266	2.6%	247	2.3%
Officers & Executives	238	2.1%	221	2.1%

United States

North Dakota	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	120	2.5%	111	2.3%
Exempt (Non-management) Employees	120	2.6%	110	2.3%
Managers	120	2.5%	110	2.3%
Officers & Executives	103	2.1%	97	2.0%

Ohio	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	276	2.4%	258	2.3%
Exempt (Non-management) Employees	276	2.5%	257	2.3%
Managers	274	2.4%	256	2.3%
Officers & Executives	241	2.0%	226	2.0%

Oklahoma	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	185	2.4%	172	2.2%
Exempt (Non-management) Employees	185	2.4%	170	2.2%
Managers	183	2.4%	169	2.2%
Officers & Executives	158	2.0%	147	2.0%

Oregon	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	219	2.6%	203	2.4%
Exempt (Non-management) Employees	221	2.7%	203	2.5%
Managers	220	2.7%	202	2.4%
Officers & Executives	195	2.2%	183	2.1%

Pennsylvania	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	278	2.5%	258	2.3%
Exempt (Non-management) Employees	278	2.5%	256	2.4%
Managers	276	2.5%	255	2.3%
Officers & Executives	248	2.1%	230	2.1%

Rhode Island	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	143	2.5%	134	2.3%
Exempt (Non-management) Employees	144	2.5%	134	2.3%
Managers	140	2.4%	132	2.3%
Officers & Executives	120	2.0%	116	2.0%

United States

South Carolina	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	230	2.5%	213	2.3%
Exempt (Non-management) Employees	231	2.5%	213	2.2%
Managers	228	2.5%	211	2.2%
Officers & Executives	203	2.1%	189	2.0%

South Dakota	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	139	2.5%	127	2.3%
Exempt (Non-management) Employees	140	2.5%	126	2.3%
Managers	138	2.5%	124	2.3%
Officers & Executives	119	2.1%	110	2.1%

Tennessee	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	235	2.6%	218	2.4%
Exempt (Non-management) Employees	239	2.6%	219	2.4%
Managers	236	2.6%	217	2.4%
Officers & Executives	208	2.2%	192	2.1%

Texas	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	341	2.4%	316	2.3%
Exempt (Non-management) Employees	343	2.4%	320	2.3%
Managers	340	2.4%	319	2.3%
Officers & Executives	305	2.0%	290	2.0%

Utah	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	212	2.7%	197	2.4%
Exempt (Non-management) Employees	212	2.7%	196	2.4%
Managers	210	2.6%	195	2.4%
Officers & Executives	185	2.1%	172	2.1%

Vermont	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	133	2.5%	125	2.4%
Exempt (Non-management) Employees	133	2.6%	123	2.4%
Managers	131	2.5%	122	2.3%
Officers & Executives	116	2.1%	110	2.1%

United States

Virginia	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	253	2.5%	234	2.3%
Exempt (Non-management) Employees	255	2.6%	234	2.4%
Managers	253	2.5%	233	2.4%
Officers & Executives	226	2.2%	208	2.1%

Washington	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	258	2.6%	241	2.4%
Exempt (Non-management) Employees	261	2.6%	240	2.4%
Managers	258	2.6%	240	2.4%
Officers & Executives	229	2.2%	213	2.2%

Washington D.C.	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	174	2.5%	159	2.3%
Exempt (Non-management) Employees	175	2.6%	157	2.3%
Managers	173	2.5%	156	2.3%
Officers & Executives	149	2.2%	137	2.1%

West Virginia	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	153	2.6%	141	2.4%
Exempt (Non-management) Employees	152	2.6%	139	2.4%
Managers	151	2.6%	138	2.4%
Officers & Executives	132	2.2%	121	2.2%

Wisconsin	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	235	2.3%	217	2.2%
Exempt (Non-management) Employees	235	2.4%	217	2.2%
Managers	232	2.3%	215	2.2%
Officers & Executives	198	1.9%	192	1.9%

Wyoming	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	120	2.6%	110	2.3%
Exempt (Non-management) Employees	120	2.6%	109	2.4%
Managers	118	2.5%	109	2.3%
Officers & Executives	102	2.2%	97	2.1%

Canada

TOTAL SAMPLE

All Respondents	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	167	2.5%	160	2.4%
Exempt (Non-management) Employees	176	2.5%	170	2.3%
Managers	175	2.4%	168	2.3%
Officers & Executives	149	2.0%	148	2.0%

INDUSTRY GROUPS

Manufacturing	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	38	2.8%	35	2.7%
Exempt (Non-management) Employees	39	2.4%	37	2.3%
Managers	39	2.4%	37	2.2%
Officers & Executives	33	2.1%	31	2.1%

Nonprofit	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	3	--	3	--
Exempt (Non-management) Employees	4	--	3	--
Managers	3	--	3	--
Officers & Executives	4	--	3	--

Agencies & Consultancies	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	2	--	2	--
Exempt (Non-management) Employees	2	--	2	--
Managers	2	--	2	--
Officers & Executives	2	--	2	--

Construction	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	1	--	1	--
Exempt (Non-management) Employees	1	--	1	--
Managers	1	--	1	--
Officers & Executives	0	--	0	--

Retail & Customer Service	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	11	2.3%	11	2.5%
Exempt (Non-management) Employees	12	2.5%	12	2.4%
Managers	12	2.3%	12	2.4%
Officers & Executives	11	2.1%	11	2.2%

Canada

Technology (including software)	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	25	1.7%	22	1.9%
Exempt (Non-management) Employees	27	2.0%	25	2.0%
Managers	26	2.0%	24	2.0%
Officers & Executives	23	1.5%	21	1.6%

Energy & Utilities	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	3	--	3	--
Exempt (Non-management) Employees	3	--	3	--
Managers	3	--	3	--
Officers & Executives	2	--	3	--

Engineering & Science	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	11	3.2%	11	2.4%
Exempt (Non-management) Employees	11	3.0%	11	2.4%
Managers	11	2.9%	11	2.4%
Officers & Executives	8	2.8%	8	3.0%

Finance & Insurance	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	14	2.3%	14	2.4%
Exempt (Non-management) Employees	15	2.3%	15	2.4%
Managers	15	2.4%	15	2.5%
Officers & Executives	14	2.1%	14	2.3%

Food, Beverage & Hospitality	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	9	3.2%	9	2.8%
Exempt (Non-management) Employees	9	3.2%	9	3.0%
Managers	9	3.2%	9	3.0%
Officers & Executives	8	2.9%	8	2.5%

Health Care and Social Assistance	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	3	--	3	--
Exempt (Non-management) Employees	3	--	4	--
Managers	4	--	3	--
Officers & Executives	3	--	4	--

Canada

Arts, Entertainment & Recreation	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	1	--	1	--
Exempt (Non-management) Employees	1	--	1	--
Managers	1	--	1	--
Officers & Executives	1	--	1	--

Real Estate and Rental and Leasing	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	3	--	3	--
Exempt (Non-management) Employees	3	--	3	--
Managers	3	--	3	--
Officers & Executives	3	--	4	--

Education	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	0	--	0	--
Exempt (Non-management) Employees	0	--	0	--
Managers	0	--	0	--
Officers & Executives	0	--	0	--

Transportation & Warehousing	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	7	2.0%	7	2.4%
Exempt (Non-management) Employees	8	2.0%	8	2.3%
Managers	8	2.0%	8	2.3%
Officers & Executives	7	1.6%	7	2.0%

Government	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	1	--	1	--
Exempt (Non-management) Employees	1	--	1	--
Managers	1	--	1	--
Officers & Executives	1	--	1	--

Other (please specify)	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	34	2.7%	33	2.5%
Exempt (Non-management) Employees	36	3.0%	34	2.6%
Managers	36	2.7%	34	2.5%
Officers & Executives	28	2.1%	29	1.9%

Canada

SECTORS

Public Company	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	84	2.5%	82	2.2%
Exempt (Non-management) Employees	89	2.4%	87	2.2%
Managers	88	2.4%	86	2.2%
Officers & Executives	74	2.0%	73	2.1%

Private Company	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	69	2.8%	65	2.7%
Exempt (Non-management) Employees	71	3.0%	69	2.7%
Managers	72	2.7%	68	2.6%
Officers & Executives	61	2.2%	63	2.1%

Nonprofit Organization	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	5	0.0%	5	0.4%
Exempt (Non-management) Employees	6	1.1%	5	0.4%
Managers	5	1.4%	5	0.4%
Officers & Executives	6	1.1%	5	0.4%

Government	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	2	--	2	--
Exempt (Non-management) Employees	2	--	2	--
Managers	2	--	2	--
Officers & Executives	2	--	2	--

School / School District	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	0	--	0	--
Exempt (Non-management) Employees	0	--	0	--
Managers	0	--	0	--
Officers & Executives	0	--	0	--

College / University	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	0	--	0	--
Exempt (Non-management) Employees	0	--	0	--
Managers	0	--	0	--
Officers & Executives	0	--	0	--

Canada

Hospital	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	0	--	0	--
Exempt (Non-management) Employees	0	--	0	--
Managers	0	--	0	--
Officers & Executives	0	--	0	--

Trade Association	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	1	--	1	--
Exempt (Non-management) Employees	1	--	1	--
Managers	1	--	1	--
Officers & Executives	1	--	1	--

Cooperative	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	2	--	2	--
Exempt (Non-management) Employees	3	--	3	--
Managers	3	--	3	--
Officers & Executives	1	--	1	--

Other (please specify)	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	2	--	2	--
Exempt (Non-management) Employees	2	--	2	--
Managers	2	--	2	--
Officers & Executives	2	--	2	--

FTE

<50	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	8	1.4%	8	1.7%
Exempt (Non-management) Employees	7	1.8%	8	1.5%
Managers	7	1.2%	7	1.1%
Officers & Executives	6	0.7%	7	0.3%

50 - 99	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	7	2.5%	7	2.9%
Exempt (Non-management) Employees	6	2.5%	7	2.9%
Managers	6	2.5%	7	2.9%
Officers & Executives	7	1.4%	8	1.9%

Canada

100 – 1,999	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	37	2.6%	36	2.7%
Exempt (Non-management) Employees	41	2.7%	41	2.6%
Managers	40	2.5%	40	2.5%
Officers & Executives	34	1.9%	35	1.8%

2,000 – 4,999	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	34	2.1%	28	1.9%
Exempt (Non-management) Employees	37	2.2%	30	1.9%
Managers	37	2.2%	30	1.9%
Officers & Executives	31	1.9%	27	1.8%

5,000 – 15,000	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	22	2.4%	23	2.4%
Exempt (Non-management) Employees	24	2.6%	24	2.4%
Managers	24	2.4%	24	2.4%
Officers & Executives	20	2.4%	21	2.4%

>15,000	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	58	2.8%	57	2.4%
Exempt (Non-management) Employees	60	2.6%	59	2.4%
Managers	60	2.7%	59	2.4%
Officers & Executives	50	2.3%	49	2.3%

REVENUE

<\$5M	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	7	1.1%	7	1.1%
Exempt (Non-management) Employees	6	1.6%	6	1.4%
Managers	6	1.6%	6	1.4%
Officers & Executives	6	0.8%	6	0.5%

\$5M – \$50M	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	12	2.2%	12	2.5%
Exempt (Non-management) Employees	11	2.2%	13	2.3%
Managers	11	1.8%	12	2.1%
Officers & Executives	11	1.4%	13	1.4%

Canada

\$50M - \$500M	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	27	2.1%	26	2.4%
Exempt (Non-management) Employees	30	2.5%	29	2.4%
Managers	30	2.5%	29	2.4%
Officers & Executives	28	2.0%	27	1.9%

\$500M - \$1B	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	15	2.9%	14	2.7%
Exempt (Non-management) Employees	16	2.8%	14	2.3%
Managers	16	2.1%	14	1.9%
Officers & Executives	12	1.2%	13	1.5%

\$1B - \$5B	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	53	2.6%	49	2.4%
Exempt (Non-management) Employees	56	2.7%	52	2.4%
Managers	55	2.6%	51	2.5%
Officers & Executives	49	2.4%	47	2.5%

>\$5B	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	45	2.8%	45	2.5%
Exempt (Non-management) Employees	49	2.6%	49	2.4%
Managers	49	2.6%	49	2.4%
Officers & Executives	36	2.3%	36	2.3%

REGIONS

Atlantic	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	49	2.9%	49	2.8%
Exempt (Non-management) Employees	50	2.9%	49	2.6%
Managers	50	2.8%	49	2.5%
Officers & Executives	42	2.4%	41	2.2%

Central	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	116	2.6%	111	2.4%
Exempt (Non-management) Employees	123	2.6%	118	2.3%
Managers	124	2.5%	117	2.3%
Officers & Executives	102	2.1%	100	2.1%

Canada

Western	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	94	2.6%	91	2.3%
Exempt (Non-management) Employees	98	2.7%	96	2.3%
Managers	97	2.6%	96	2.2%
Officers & Executives	84	2.0%	84	1.9%

PROVINCE

Alberta	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	68	2.7%	67	2.4%
Exempt (Non-management) Employees	70	2.6%	69	2.3%
Managers	70	2.5%	69	2.2%
Officers & Executives	57	2.0%	58	1.8%

British Columbia	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	69	2.6%	67	2.4%
Exempt (Non-management) Employees	73	2.8%	71	2.4%
Managers	73	2.7%	71	2.3%
Officers & Executives	64	2.1%	63	1.9%

Manitoba	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	37	2.7%	37	2.6%
Exempt (Non-management) Employees	39	2.8%	38	2.5%
Managers	39	2.8%	38	2.6%
Officers & Executives	33	2.3%	33	2.0%

New Brunswick	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	34	3.0%	34	2.6%
Exempt (Non-management) Employees	35	3.0%	34	2.5%
Managers	35	2.8%	34	2.4%
Officers & Executives	31	2.4%	30	2.1%

Newfoundland and Labrador	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	20	2.7%	20	2.3%
Exempt (Non-management) Employees	21	2.9%	20	2.3%
Managers	21	2.8%	20	2.3%
Officers & Executives	19	2.3%	18	1.9%

Canada

Nova Scotia	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	39	2.8%	39	2.7%
Exempt (Non-management) Employees	40	2.7%	39	2.5%
Managers	40	2.6%	39	2.4%
Officers & Executives	34	2.2%	33	2.0%

Northwest Territories	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	12	2.7%	12	2.0%
Exempt (Non-management) Employees	12	2.6%	12	2.0%
Managers	12	2.5%	12	2.0%
Officers & Executives	9	1.9%	9	1.8%

Nunavut	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	11	2.5%	11	1.9%
Exempt (Non-management) Employees	11	2.5%	11	1.9%
Managers	11	2.4%	11	1.9%
Officers & Executives	9	1.9%	9	1.8%

Ontario	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	111	2.5%	106	2.4%
Exempt (Non-management) Employees	117	2.6%	112	2.3%
Managers	118	2.5%	111	2.3%
Officers & Executives	99	2.1%	96	2.0%

Prince Edward Island	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	17	2.9%	17	2.6%
Exempt (Non-management) Employees	18	3.1%	17	2.5%
Managers	18	3.0%	17	2.5%
Officers & Executives	15	2.5%	14	2.2%

Quebec	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	64	2.9%	62	2.6%
Exempt (Non-management) Employees	67	2.9%	65	2.5%
Managers	67	2.9%	65	2.4%
Officers & Executives	57	2.3%	56	2.1%

Canada

Saskatchewan	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	37	2.9%	36	2.5%
Exempt (Non-management) Employees	39	2.9%	37	2.4%
Managers	38	2.7%	37	2.2%
Officers & Executives	30	1.9%	30	1.5%

Yukon	2023 Actual Increases		2024 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	13	2.7%	13	2.0%
Exempt (Non-management) Employees	13	2.5%	13	2.0%
Managers	13	2.5%	13	2.0%
Officers & Executives	10	1.9%	10	1.9%

United States

TOTAL SAMPLE

All Respondents	2023 Actual Increases	
	Count	Average
Non-exempt Employees	1403	83.6%
Exempt (Non-management) Employees	1393	84.7%
Managers	1404	85.1%
Officers & Executives	1334	80.2%

Canada

TOTAL SAMPLE

All Respondents	2023 Actual Increases	
	Count	Average
Non-exempt Employees	268	83.7%
Exempt (Non-management) Employees	281	85.7%
Managers	275	85.2%
Officers & Executives	238	78.2%

United States

TOTAL SAMPLE

All Respondents	2023 Actual Increases	
	Count	Average
Actual 2023 Promotional Increases	220	3.0%
Expected 2024 Promotional Increases	212	3.3%
Percent of Employees that Received a Promotional Increase in 2022	206	4.2%
2022 Average Promotional Increase as Percent of Employee Base Salary	208	5.4%

Canada

TOTAL SAMPLE

All Respondents	2023 Actual Increases	
	Count	Average
Actual 2023 Promotional Increases	40	2.4%
Expected 2024 Promotional Increases	38	2.1%
Percent of Employees that Received a Promotional Increase in 2022	37	2.9%
2022 Average Promotional Increase as Percent of Employee Base Salary	35	2.9%

Survey Methodology and Definitions

Payscale clients and contacts were invited to participate in our Salary Budget Survey in May-June of 2023 via email. Submissions were accepted through the end of June, resulting in 1,757 useable submissions.

Respondents were asked to submit data for US, Canada, and selected international locations for four employee groups:

- Non-exempt Employees
- Exempt (Non-management) Employees
- Managers
- Officers & Executives

Respondents were instructed to enter no response for increase programs that do not exist in or were not applicable to their organization, and to enter a response of “0%” for programs that exist but were budgeted to receive no increase for the year in question. 0% responses were included in the calculations for the figures reported here.

Statistics for the following increase programs were collected:

- General/Cost of Living Increases: Increases that are granted to all eligible employees, typically in an “across-the-board” manner
- Merit Increases: Increases granted based on individual employee performance
- Other Increases: Any other increase granted during the course of the year (for example, equity or market adjustments)
- Total Increases: The sum of increases granted over the course of the year
- Salary Structure Increases: Increases made to salary structure control points in order to align structures with current market rates

Note that a minimum of 5 responding organizations was required in order to publish each of the above statistics. Additionally, not all organizations offer all types of increases. As a result, Total Increases reported may not equal the sum of General/Cost of Living, Merit, and Other Increases reported.

Respondents were asked to self-identify into pre-defined industry, company type and size classifications.

Participant List

:Delmain
1-800 Contacts
3 CK Management, LLC
3M Company
7-Eleven, Inc.
AAA Club Alliance
AAA Northeast
AAA Washington
Absentee Shawnee Tribe of Oklahoma
ABW Appliances
Academic Cardiology Associates, P.C.
Acadian Seaplants Limited
Accent Inns Inc
Accenture Federal Services
Access Esperanza Clinics Inc.
Access Services
Accolade, Inc.
Accumulus Synergy Inc.
ACDI/VOCA
Ace Beverage Group
Acme Smoked Fish Corp
Acosta Group
ACTION LOCK & KEY, INC.
Acushnet Company
Ada County
Adaptive Sports Center
Addiction Recovery Care
Advanced Atomization Technologies
Advanced Background Services
Advanced Energy Management Limited
Advanced Input Systems
Advisor Group
Advisor360°
Advisors Capital Management, LLC
AECOM
Afaxys
Affinity Plus Federal Credit Union
AFL
Aflac
AG|CM , Inc.
A-Gas
AgCountry FCS
Agiliti
Agility Robotics
agilon health services
Agnico Eagle Mines Limited
Agropur Inc./Agropur Cooperative
AIC Global Holdings
Aimbridge Hospitality
AIP

Air Liquide
AIR LIQUIDE USA
AKEY MANUFACTURING, INC.
Alaska Airlines
Alcot Plastics Ltd.
Alight Solutions
Allegion
Allegion, PLC
Allen Kelly and Company Inc
Alliance Safety Council
Alliant Credit Union
Alliant Energy
Allied Solutions LLC
Allison Transmission, Inc.
Allstate Corporation
Ally Financial
alpha variance solutions Pvt.Ltd.
Alternative Maintenance Solutions, Inc.
ALW
Alyrica Networks, Inc
American Academy of Pediatrics
American Axle & Manufacturing
American Chemical Society
American College of CHEST Physicians
American College of Sports Medicine (ACSM)
American Electric Power
American Express
American Gem Society
American Legion Auxiliary National Headquarters
American Marketing Association
American Medical Association
American National Insurance Company
American Political Science Association
American University
American Water
AmeriSave Mortgage Corporation
Ameritas
Amica Mutual Ins Co
Amista Solutions India Pvt Ltd
Amneal Pharmaceuticals
Amsive
Amtrak
Andis Company
Angel Of The Winds Casino Resort
Ansys, INC
Antenna Research Associates, INC
ANTHC
Apache Corporation
Apollo Intelligence
Apotex Inc.

ARAG
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Arc, Fayette
ArcBest
Aristocrat Ltd
Arizona Grain, Inc.
Arkansas Blue Cross Blue Shield
Arlon Graphics LLC
Armedia, LLC
arrivia
Arrow Electronics
Asbury Communities
Ascend Performance Materials
Ascension Recovery Services
Ashling Partners LLC
Asset Living
Assets Unlimited, Inc.
Associated Electric Cooperative Inc
Associated Material Handling Industries, Inc.
Association of Persons Affected by Addiction (APAA)
Assurant, Inc
Astron Solutions
Asurion
ATC
ATCO
Athene
ATI Physical Therapy
Atlantic Brain and Spine
Atlantic Shores Retirement Community
Atomic Productions, Inc.
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Auctane
AudienceView Ticketing Co.
AusculSciences Canada Inc.
Austin Industries, Inc.
Automatic Handling International, Inc.
AutoNation, Inc.
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Aviation Technical Services Inc.
AvTask, Inc.
Axiom Law
Axis Capital
B&E Wearables Inc dba Plato's Closet
B12 Government Solutions
Bachoco OK Foods
BAE Systems Inc.
Bailey Edward Design Inc
Bakelite Synthetics
Ball Corporation
Balsam International Unlimited Company – Philippine ROHQ

Bancroft
Bank of New York Mellon
Banner Health
Banya 5 Spa
Barrick Gold of North America
Barry Wehmiller Inc
Baskins Machined Products
Battelle Memorial Institute
Baystate Health
BCBS of AL
BCU
BD - Becton, Dickinson and Company
BD- Becton, Dickinson and Co
Beacon Health System
Beckwood Press
Bel Brands USA
Belle Pulses Ltd
Bellwether
Benchmark Senior Living
BenchSci
Benco Dental
Benteler Automotive
Best Western International, Inc.
Bethesda Lutheran Communities
BHG
Big Lots
BioFactura, Inc.
Biogen
bioMerieux Inc
Bionote USA, Inc.
Bio-Rad Laboratories
Bixby Intl
BlackLine
Block Communications, Inc
Bloomreach
Bluco
Blue Cross and Blue Shield of Nebraska
Blue Cross Blue Shield MN
Blue Cross Blue Shield of Kansas
Blue Cross Blue Shield of MA
Blue Cross Blue Shield of Rhode Island
BLUE SHIELD OF CALIFORNIA
BLUESCOPE
BlueSky
BMC Software
BNSF Railway Company
Boehringer Ingelheim
Bohler Engineering
Bon Secours Mercy Health
Bonneville International

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 BorgWarner, Inc.
 Borough of Carlisle
 Bose
 Boys & Girls Clubs of Greater Scottsdale Foundation
 Bozzuto's Inc
 BRAC USA
 Brainerd Chemical Company, Inc.
 BrandSafway
 Bread Financial
 Breeze Airways
 BridgePoint Financial Services
 Bridgestone Metalpha U.S.A., Inc.
 Brigham Young University
 Brighthouse Financial
 Brightland
 BrightSpring Health Services
 Brilliant Earth
 Brinkman Real Estate Services, LLC
 British American Tobacco
 Brookhaven National Laboratory
 Brooks
 Brother International Corporation
 Brotherhood Mutual Insurance Company
 Brown and Caldwell
 Bryce Corporation
 BTS Research
 Builders FirstSource
 Burleigh County
 Burns & McDonnell
 Busch Vacuum Solutions
 Busek
 Buzzzi Unicem USA Inc.
 Bye Aerospace, Inc.
 C&C Manufacturing
 C&S Wholesale Grocers, Inc
 Cable One
 Cabot Corporation
 CAE Inc
 Calgary Chamber of Voluntary Organizations
 Calgary Co-operative Association Limited
 CalibreScientific
 California Casualty Management Company

Calnex Solutions plc
 CalvertHealth
 Cambia Health Solutions
 Cambium Learning
 Cambridge Investment Research, Inc.
 Cameco Corporation
 Campell Scientific
 Canada Pension Plan Investment Board
 Canadian Association of Agri-Retailers
 Canadian National Railway Company
 Canon Medical Systems USA, Inc
 Canuck Place Children's Hospice
 Capita
 Capital Consultants Management Corporation
 Capital Foodservice Limited
 Capital Group
 Capital Manor
 Capital Metropolitan Transportation Authority
 Capital One
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 CaraCo Group of Companies
 Cardinal Group Management
 CareArc, Inc.
 CareQuest Institute for Oral Health
 Carimus LLC
 Carlson
 Carlyle Cocoa Company LLC
 CarMax
 Carrier
 Cascade Employers Association
 Cascade Eye & Skin Centers, P.C.
 Cascade Federal Credit Union
 Casey's
 Castel Fuels (2008) Inc.
 Catalina US Insurance Services
 Caterpillar
 Catholic Relief Services
 CDW Corporation
 Centerline Biomedical
 CenterPoint Energy
 Central Insurance Companies
 Central Ohio Transit Authority (COTA)
 Centrica PLC
 Centrus Energy Corp.
 Certified Power, Inc
 CFMWS
 CGB
 CGI
 Chainalysis

Charles River Laboratories
 Charles Schwab
 Charlotte's Web, Inc.
 Chart Industries, Inc.
 Charter Manufacturing Company, Inc.
 Chemistry Industry Association of Canada
 Chemtrade Logistics Inc
 ChenMed
 Cherry Bekaert Advisory LLC
 Chesapeake Energy
 Chewy, Inc.
 Chinese Mutual Aid Association
 CHOMARAT North America
 ChristianaCare
 CHS Inc.
 CI Design
 Cianbro Corporation
 Cielo Talent
 Ciena Corporation
 Cigna
 Cincinnati Children's Hospital Medical Center
 Circuit Check, Inc.
 CITGO Petroleum
 City of Bartlett (TN)
 City of Colorado Springs
 City of Fort Collins
 City of Greeley
 City of Hutchinson, KS
 City of Jacksonville
 City of Littleton
 City of Longmont
 City of Loveland
 City of Montgomery
 CITY OF PAGE
 City of Raleigh
 City of Schertz
 Civic
 CivicPlus, LLC
 CLA
 Claremont Companies
 Clarendon Hills Cemetery
 ClarisHealth
 Clark Construction Group
 CLARK Material Handling Company
 ClarkDietrich
 Clarks
 Clayton Floor Covering
 Clayton Homes
 CLEAR
 Clear Capital

ClearStream Engineering, Inc.
 Clearwater Paper
 Clearwater Paper Corporation
 Clearway Energy Group LLC
 Cleveland-Cliffs
 Cloverleaf
 CLS Bank International
 CMI Media Group
 CMiC
 Coastal Community Credit Union
 Coca Cola Bottlers' Sales & Services
 Coinstar LLC
 College of Western Idaho
 Colonial Group, Inc
 Colorado Health Institute
 Colorado PERA
 Colorado Springs Utilities
 Colquitt Regional Medical Ctr
 COLSA Corporation
 Columbia Sportswear Company
 Columbia University
 Communities In Schools of Central Texas
 Communities Unlimited, Inc.
 Community Action Partnership of San Bernardino County
 Community Medical Services
 Community State Bank
 Community vna
 Compa Industries, Inc.
 Compass Group
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 Concord Hospitality Management
 Concorde Career Colleges
 Cone Health
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 Congregation Shaarey Zedek
 Connexus Credit Union
 Connexus Human Services Network
 Consolidated Edison Company of New York
 Constellation Brands
 Consumer Cellular
 Consumers Credit Union
 Continental
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 Continental Tire
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 CORE Electric Cooperative
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CPC
CPI Card Group Inc.
CPL
Cranston Machinery
Credit One Bank
Crescent Hotels & Resorts, LLC
CRH Plc
Criteria Corp
Crossover Health
Crown Castle
Crowne Plaza Worthington North
Cru (Campus Crusade for Christ)
Crusader Community Health
CSAA Insurance Group
CSHA, Inc.
CTC Global Corporation
Cult Collective LTD
Culver Palms Meals on Wheels
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Custom Ink
Cycle0 Group Limited
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Dayton Center for Neurological
Disorders, inc
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Delta Dental of Virginia
Deluxe Corp
Democracy North Carolina
DENSO International
DeNyse Companies
Desert Financial Credit Union
Designer Brands
Development Dimensions International,
Inc.

Diebold Nixdorf
Digi-Key Electronics
Digilube
Digital River
Dillard's
Dimar Manufacturing
Discover Financial Services
DNV Shared Services India Private
Limited
DoG
Dolby Laboratories Inc
Dollar General
Dominican Sisters of San Rafael
Dominion Energy, Inc.
Domino's Pizza LLC
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Dragos Inc
Draper Laboratory
Dreisilker Electric Motors
Drexan Energy Systems
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DSC Sales, Inc.
Dunwoody Pediatrics
DuPont
Duraco Specialty Materials
Durango Fire Protection District
Dutch Bros
Dynasty Wireline Services
Dyno Nobel
E INC
Eagle's Nest Youth Ranch
Earthmover Credit Union
Eastman
East-West Seed International Limited
Eaton
EBC HR & Payroll Solution Inc.
ECI
Eckert&Ziegler Radiopharma
Eckler Ltd.
Edge Hotel Washington Heights
EDM
Edson & District Historical Society
Elbit Systems of America

Element TS
Elements Design Center
Elevance Health
Elevations Credit Union
Eli Lilly
Ellucian
Elo Touch Solutions
Elsy Studios LLC
eLuma
Emergent Method
Emerson
Emhart Glass Manufacturing Inc.
eMoney Advisor
Employ America
Employee Benefits Corporation
Empower
Enable International Inc.
Endava
Energizer Holdings
ENGIE North America
Engineered Solutions Group
Ensign Energy Services Inc.
Entergy
Enterprise Holdings
Entrata
Environmental Coatings
Environmental Defense Fund
Envision Radiology
Epicor
EPIQ Design Solutions LLC
Equibrand
Equifax
Equitrans Midstream Corporation
ERG
Erie Insurance Group
Erigo Employer Solutions
ESET LLC
Essentia-inc.
Eurofase Inc.
Evergreen Action
Everi Holdings Inc
Everside Health
Evolve
Evonik Corporation
Exact Sciences
Excelerate Energy
Excellus Health Plan, Inc.
Exelon
Extra Space Storage
Facilities Management
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Corporation
Fallon Heath
Fanatics
Fannie Mas
Farm Credit Bank of Texas
Farm Credit Foundations
Farm Credit Services of America
Farmers Insurance
Farmers Mutual Fire Insurance Company
of Salem County
Fastener Industries

FB Credit Union
FBC College Station
FCD Inc
Federal Reserve Bank of Kansas City
Federal Reserve Bank of St. Louis
Federated Co operatives Limited
Federated Mutual Insurance Company
FFN
Financial Accounting Foundation
Financial Insights
Financial Pacific Leasing
Financial Recovery Technologies LLC
Financial Times
FinishMaster, Inc.
Finless Foods
First Baptist Church of Lexington
First Business Bank
First National Bank
Fiserv
Fisher Tank Company
Fivetran
Flex
Flex HR LLC
Florida Urology, PA
Flowers Foods
Foghorn Therapeutics
Folio Fine Wine Partners
Foundation Risk Partners
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 Fulton Bank
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 Garmin International
 Gaudenzia
 Gaudenzia INC
 GBU Life
 GCC
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 GEHA
 Gemmy Industries Corporation
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 Technology
 General Dynamics-Electric Boat
 General Engineering Company
 General Motors Co.
 Genesee Valley Obstetrics Gynecology
 PC
 Genesee Water and Sanitation District
 Genome Prairie
 Genuine Health Group
 Genworth Financial
 Gerdau
 German American Bank
 Girl Scouts of Minnesota and Wisconsin
 River Valleys
 GitLab Inc
 GLENCOE MANAGEMENT INC
 GLM Management Consulting Group,
 LLC
 Global Orange Development (dba
 BIGGBY COFFEE)
 Global Risk Solutions, Inc.
 Globafly Business Services
 GlobeScan Incorporated
 GMH Associates
 Go Rentals
 Good Night Pediatrics
 Grace ChurchSTL
 Grainger Canada

Greater Cleveland Regional Transit
 Authority
 Greater Omaha
 Greater Raleigh Convention and Visitors
 Bureau
 Greater Texas Credit Union
 Greatland Corporation
 Green Hills Communications
 Green Thumb Industries (GTI)
 Grinnell College
 Gripp Incorporated
 GROWMARK, Inc.
 Guardian Life
 Guidehouse
 Guilford Publications, Inc.
 Gulf Coast Regional Blood Center
 GW Berkheimer
 GXO Logistics, Inc.
 H&M
 H&R Block
 Hackensack Meridian Health
 Halliburton
 Hallstar
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 Handi Medical Supply
 HanesBrands
 Harlem Educational Activities fund, Inc.
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 Harvard University
 Hawaii Employers Council
 Hayward Pools Camada
 HDR Inc
 Health Catalyst, Inc.
 Healthfirst
 HealthPartners
 HealthPartners Park Nicollet
 Healthy Pet, LP
 Heartland Housing Foundation
 Hedlin Ag Enterprises
 HEI Hotels & Resorts
 Heidelberg Materials
 Help at Home
 HEMIC
 Hemprise
 Henry Ford Health
 Herman Law Firm PA

Hershey Entertainment & Resorts
 Hewlett Packard Enterprsie
 Hexagon Manufacturing Intelligence
 High Liner Foods Inc.
 Higher International Human Resources
 Hillenbrand, Inc.
 Hillman Solutions
 Hilton Grand Vacations
 Hines Interests Limited Partnership
 HiPA Photonics Inc.
 Hitachi Rail STS SpA
 HMSHost
 HNTB
 Holcim
 Hollard Applied Technologies
 Hollister
 Hollister Inc
 Hollister Medical Device Trading
 (Shanghai) Ltd. Co.
 Holy Name
 Home Hardware Stores Limited
 home run inn
 homedepot
 Homeserve
 Homeserve uk
 Homeward Trust Edmonton
 Honeywell
 Hooray Health
 Hoosier Energy
 Horizon Blue Cross Blue Shield of NJ
 Horizon Machine & Design
 Hormel Foods Corporation
 Horton, Inc.
 Hospice of Southern Illinois
 Houston Metro Urology
 HPMG
 HR Service
 HR Solutions, Inc.
 Hrm
 HRtoGO
 HTI TECHNOLOGY AND INDUSTRIES,
 INC
 HTLF
 Hunt Companies
 Hunter
 Husks Unlimited Inc
 Husky Technologies
 HWG Consultants
 Hy Cite Enterprises LLC
 Hyatt Regency Lake Washington
 Hy-Vee, Inc.
 IAOMT

Ibotta, Inc.
 ICF International
 ICL Americas
 ICT Zone Asia Ltd
 ICW Group
 identifeye HEALTH, Inc.
 IEEE
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 Imageon Consulting, Inc.
 IMD Guest House Foundation
 Imperial Dade
 Inceptio Technology Inc
 Independence Bank of Kentucky
 INDIANA PRECISION FORGE LLC
 Indiana University Health
 Ineos Aromatics
 Influential
 Infofeedback Solutions
 InfoTrack US, Inc.
 Infra Pipe Solutions
 Inglewood unified school
 Innovative Composite Engineering
 Insight Global - Talent Search Company
 Inspire Brands
 Institute of International Education
 Institute of Real Estate Management
 Interface, Inc.
 International Rescue Committee
 IntraHealth International
 IntraHealth International, Inc.
 IntriPlex Technologies, Inc.
 INTUS WINDOWS
 Invitae
 Invited
 iNX Building Maintenance Solutions, Inc.
 IPEX USA LLC.
 Ipsen
 Irish Companies
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 Irving Oil
 ISO New England
 itopia, Inc.
 J J Keller and Associates Inc
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 J.B. Poindexter & Co., Inc.
 Jack In The Box
 Jackson
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 Jaguar Land Rover
 James River Group Holdings, Inc
 Jamf Software, LLC

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JCFS Chicago
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Jefferson Health
Jefferson Lab
Jewish Community Center of San Francisco
JEWISH FAMILY SERVICE OF THE DESERT
JFE Shoji Power Canada
Johns Hopkins University Applied Physics Laboratory
Johnson Controls
JR Simplot
JSR
Judge Canada - International
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LiveVox
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 Two Rivers Church
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 UF Health - Shands
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 UFG Insurance
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