

2024–2025

Salary Budget Survey

Your best resource for the 2024-2025 budgeting season has arrived. Our Salary Budget Survey features insightful analysis of data 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.



Summary

Payscale’s Salary Budget Survey provides insights on projected salary budget submissions from 1,550 organizations collected between April and June in 2024 to help HR and compensation professionals determine their pay increase strategy for the coming year.

The stabilization of inflation along with a loosening of labor market conditions has led to planned salary increases diminishing slightly for the upcoming budgetary season.

Only a small portion of organizations (19 percent in the United States and 13 percent in Canada) anticipate a salary increase budget that is higher than last year. Most organizations (66 percent in the United States and 69 percent in Canada) expect budgets to remain the same. For those anticipating a higher budget, increased competition for labor was the primary reason (53 percent for the United States and 46 percent for Canada). However, this reason has dropped compared to previous years. Economic performance has improved, which could signal that organizations are gearing up for the next growth cycle. However, for those whose salary budgets are decreasing, the stated reasons are that prior year increases were higher than usual and that there’s still concern about the economy. So, perception of economic conditions is still mixed.

Going into 2025, organizations are anticipating that pay increases will be 3.5 percent in the United States and 3.3 percent in Canada, which is a 0.01 percentage drop from the pay increases that were given in 2024 at 3.6 percent for the U.S. and 3.4 percent for Canada.

It should be noted that the proportion of employees receiving base pay increases is slightly higher than last year in the United States, suggesting that organizations are using their budgets to dispense pay increases more broadly and hopefully with more focus on equity.

Payscale’s Salary Budget Survey offers a detailed breakdown of the actual pay increases paid out in 2024 as well as projected pay increases for 2025 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, organization size, organization type, and state, region, or PROVINCES. There are also insights on trends on promotional increase budgets and salary structure increases.

All Respondents	2024 actual Increases		2025 planned Increase	
	Total Increases		Total Increases	
	Count	Average	Count	Average
United States	1069	3.6%	970	3.5%
Canada	268	3.4%	243	3.3%

Table of Contents

Salary Increase Budgets	6
Total Sample: All Employee Types	7
United States	8
Total Sample	8
Industry Groups	8
Sectors	11
FTEss	13
Revenue	14
Regions	16
States	17
Canada	28
Total Sample	28
Industry Groups	28
Sectors	31
FTEss	33
Revenue	34
Regions	36
PROVINCESs	36
Other International Locations	40
Salary Budget Trends	45
Promotional Increase Practices	50

Table of Contents

Salary Structure Increases	57
United States	58
Total Sample	58
Industry Groups	58
Sectors	61
FTEs	62
Revenus	63
Regions	64
States	65
Canada	74
Total Sample	74
Industry Groups	74
Sectors	77
FTEs	78
Revenue	79
Regions	80
PROVINCESs	81
Survey Methodology and Definitions	84
Participant List	85

Participate in next year's Salary Budget Survey

For the past nine 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 2025



Salary Increase Budgets

TOTAL SAMPLE: ALL EMPLOYEE TYPES

All Respondents	2024 Actual Increases		2025 Planned Increases	
	Total Increases		Total Increases	
	Count	Average	Count	Average
United States	1069	3.6%	970	3.5%
Canada	268	3.4%	243	3.3%

Question: What percentage of your employees will be receiving a base pay increase in 2024?

United States

TOTAL SAMPLE

All Respondents	2024 Actual	
	Count	Average
Non-exempt Employees	1303	86.1%
Exempt (Non-management) Employees	1304	86.2%
Managers	1300	87.0%
Officers & Executives	1260	81.3%

Canada

TOTAL SAMPLE

All Respondents	2024 Actual	
	Count	Average
Non-exempt Employees	272	80.7%
Exempt (Non-management) Employees	286	85.0%
Managers	286	84.8%
Officers & Executives	253	78.8%

United States

TOTAL SAMPLE

All Respondents	2024 Actual Increases								2025 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	856	1.5%	1211	3.2%	898	0.9%	1059	3.6%	725	1.1%	1079	3.1%	789	0.7%	959	3.5%
Exempt (Non-management) Employees	851	1.4%	1220	3.2%	903	0.9%	1061	3.6%	721	1.1%	1089	3.2%	790	0.8%	966	3.5%
Managers	850	1.4%	1221	3.2%	906	0.9%	1058	3.6%	721	1.1%	1085	3.2%	792	0.7%	964	3.6%
Officers & Executives	837	1.3%	1165	3.0%	868	0.7%	1025	3.4%	709	1.1%	1037	3.0%	771	0.6%	933	3.4%

INDUSTRY GROUPS

Healthcare and Social Assistance	2024 Actual Increases								2025 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	96	1.5%	119	2.8%	96	1.2%	106	3.6%	83	1.5%	110	2.9%	88	0.9%	101	3.6%
Exempt (Non-management) Employees	97	1.5%	117	2.8%	96	1.1%	105	3.6%	83	1.5%	109	2.9%	87	0.9%	99	3.6%
Managers	95	1.5%	119	2.8%	96	1.0%	105	3.6%	83	1.5%	110	2.9%	88	0.8%	100	3.6%
Officers & Executives	91	1.4%	110	2.7%	87	0.9%	97	3.5%	78	1.4%	103	2.8%	84	0.8%	95	3.5%

Manufacturing	2024 Actual Increases								2025 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	137	1.7%	186	3.3%	130	0.6%	166	3.5%	112	1.2%	165	3.1%	112	0.5%	147	3.3%
Exempt (Non-management) Employees	134	1.5%	187	3.2%	131	0.7%	166	3.4%	111	1.2%	166	3.1%	111	0.6%	147	3.3%
Managers	135	1.5%	186	3.2%	131	0.6%	164	3.4%	111	1.2%	165	3.1%	112	0.5%	146	3.3%
Officers & Executives	134	1.4%	182	3.1%	127	0.4%	160	3.2%	109	1.2%	161	3.1%	110	0.4%	145	3.2%

Nonprofit	2024 Actual Increases								2025 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	2.6%	78	2.7%	57	0.7%	65	3.4%	51	1.7%	68	2.6%	56	0.5%	59	3.2%
Exempt (Non-management) Employees	65	2.6%	76	2.7%	58	0.6%	65	3.4%	50	1.8%	68	2.6%	57	0.5%	60	3.5%
Managers	67	2.6%	78	2.6%	58	0.7%	66	3.5%	52	2.0%	69	2.7%	57	0.6%	61	3.5%
Officers & Executives	65	2.4%	76	2.6%	58	0.6%	64	3.3%	50	2.0%	67	2.7%	56	0.4%	59	3.3%

Agencies & Consultancies	2024 Actual Increases								2025 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	1.5%	37	2.7%	29	0.9%	34	3.3%	24	1.9%	33	3.1%	26	1.1%	30	3.8%
Exempt (Non-management) Employees	36	1.9%	41	3.2%	29	1.0%	38	3.9%	26	2.0%	34	3.3%	26	1.3%	33	3.9%
Managers	35	1.7%	39	3.1%	29	1.0%	36	3.8%	26	2.0%	33	3.1%	26	1.3%	31	3.9%
Officers & Executives	34	1.7%	37	2.4%	28	0.7%	35	3.4%	25	2.1%	31	2.8%	25	1.3%	29	3.7%

United States

Real Estate and Rental and Leasing	2024 Actual Increases								2025 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	23	0.9%	27	3.1%	23	1.1%	26	3.2%	21	1.1%	26	3.1%	22	0.8%	24	3.4%
Exempt (Non-management) Employees	23	0.9%	27	3.0%	23	1.2%	26	3.0%	21	0.8%	26	2.9%	22	0.8%	24	3.0%
Managers	23	0.8%	27	3.3%	23	1.3%	26	3.2%	21	1.1%	26	3.0%	22	0.8%	24	3.5%
Officers & Executives	23	0.8%	25	3.2%	23	0.7%	25	3.0%	21	1.1%	26	3.0%	22	0.4%	24	3.3%

Arts, Entertainment, & Recreation	2024 Actual Increases								2025 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	1.2%	12	3.1%	9	1.1%	11	3.5%	9	1.2%	12	3.0%	9	1.3%	11	4.3%
Exempt (Non-management) Employees	9	0.7%	12	3.0%	9	1.5%	11	3.5%	9	0.9%	12	2.9%	9	1.3%	11	4.2%
Managers	9	0.7%	12	3.0%	9	1.5%	11	3.5%	9	0.9%	12	2.9%	9	1.3%	11	4.1%
Officers & Executives	9	0.7%	12	2.5%	9	1.0%	11	3.2%	9	0.9%	12	2.7%	9	0.9%	11	3.8%

Construction	2024 Actual Increases								2025 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	1.2%	30	3.8%	20	0.6%	25	3.8%	15	1.5%	26	3.8%	16	1.1%	23	4.1%
Exempt (Non-management) Employees	17	1.3%	29	3.7%	20	0.6%	25	3.7%	15	1.2%	26	3.7%	16	1.1%	23	4.0%
Managers	17	1.3%	29	3.7%	20	0.6%	25	3.7%	15	1.2%	25	3.7%	16	1.1%	23	4.0%
Officers & Executives	17	0.8%	27	3.5%	18	0.2%	23	3.3%	15	0.6%	23	3.7%	15	0.8%	22	3.6%

Retail & Customer Service	2024 Actual Increases								2025 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	0.7%	47	3.2%	31	0.9%	40	3.1%	23	0.8%	46	3.2%	27	0.7%	39	3.1%
Exempt (Non-management) Employees	24	0.9%	47	3.3%	31	0.9%	41	3.1%	24	0.8%	46	3.2%	27	0.8%	40	3.1%
Managers	24	0.9%	47	3.3%	31	0.9%	41	3.1%	24	0.8%	46	3.2%	27	0.8%	40	3.1%
Officers & Executives	24	0.8%	46	3.0%	31	0.7%	41	2.9%	24	0.8%	45	3.0%	27	0.6%	39	3.0%

Education	2024 Actual Increases								2025 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	22	2.5%	33	2.7%	25	1.1%	28	3.7%	16	1.6%	26	2.3%	19	0.7%	22	3.0%
Exempt (Non-management) Employees	21	2.4%	33	2.8%	25	1.1%	27	3.7%	16	1.6%	26	2.4%	19	0.9%	22	3.2%
Managers	21	2.4%	33	3.1%	25	1.1%	27	3.8%	15	1.7%	25	2.7%	19	0.9%	22	3.2%
Officers & Executives	21	2.3%	32	3.0%	25	1.0%	27	3.7%	16	1.6%	24	2.5%	19	0.9%	22	3.1%

United States

Technology (including software)	2024 Actual Increases								2025 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	69	1.0%	100	3.2%	87	0.8%	92	3.5%	59	0.7%	87	3.2%	75	0.7%	79	3.7%
Exempt (Non-management) Employees	69	1.2%	101	3.3%	88	1.0%	92	3.6%	59	0.7%	88	3.3%	75	0.8%	80	3.8%
Managers	69	1.2%	101	3.3%	88	1.0%	92	3.6%	59	0.7%	88	3.2%	75	0.7%	80	3.8%
Officers & Executives	69	0.9%	98	3.0%	83	0.6%	89	3.3%	58	0.7%	83	3.1%	72	0.4%	74	3.4%

Energy & Utilities	2024 Actual Increases								2025 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	1.3%	52	3.6%	29	0.8%	41	3.8%	27	0.8%	48	3.6%	27	0.3%	39	3.5%
Exempt (Non-management) Employees	31	1.0%	53	3.7%	28	0.8%	40	3.8%	24	0.5%	49	3.6%	26	0.4%	38	3.5%
Managers	32	1.0%	54	3.7%	29	0.8%	41	3.8%	25	0.6%	50	3.6%	27	0.3%	39	3.5%
Officers & Executives	32	1.0%	51	3.2%	28	0.6%	41	3.4%	25	0.5%	48	3.3%	27	0.3%	39	3.2%

Engineering & Science	2024 Actual Increases								2025 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	1.1%	35	3.6%	27	1.1%	35	4.1%	15	1.0%	32	3.6%	26	0.9%	33	4.2%
Exempt (Non-management) Employees	19	1.0%	36	3.5%	27	1.1%	36	4.2%	16	1.1%	33	3.5%	26	0.9%	34	4.3%
Managers	18	1.3%	34	3.6%	26	0.9%	33	4.1%	14	0.7%	31	3.6%	25	0.7%	32	4.3%
Officers & Executives	19	1.0%	30	3.5%	22	0.7%	30	3.7%	14	0.8%	27	3.4%	21	0.5%	29	3.9%

Finance & Insurance	2024 Actual Increases								2025 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	0.8%	163	3.5%	124	0.7%	140	3.7%	95	0.6%	150	3.4%	112	0.6%	134	3.7%
Exempt (Non-management) Employees	104	0.8%	163	3.5%	123	0.7%	140	3.8%	95	0.6%	150	3.4%	112	0.6%	134	3.6%
Managers	104	0.8%	163	3.5%	124	0.7%	140	3.7%	95	0.6%	150	3.4%	112	0.6%	134	3.6%
Officers & Executives	103	0.8%	152	3.3%	119	0.5%	134	3.6%	94	0.6%	137	3.3%	109	0.5%	128	3.5%

Food, Beverage & Hospitality	2024 Actual Increases								2025 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	1.4%	39	3.3%	29	1.1%	39	3.6%	25	1.0%	32	3.0%	23	1.0%	31	3.4%
Exempt (Non-management) Employees	28	1.5%	42	3.4%	29	1.2%	39	3.7%	25	1.0%	35	3.1%	23	1.0%	31	3.5%
Managers	28	1.5%	42	3.4%	30	1.2%	39	3.8%	25	1.0%	34	3.1%	23	1.0%	31	3.5%
Officers & Executives	27	1.3%	40	3.3%	29	0.9%	39	3.6%	24	0.9%	33	2.9%	23	1.0%	31	3.3%

United States

Government	2024 Actual Increases								2025 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	2.5%	26	2.9%	19	0.9%	19	5.3%	18	2.3%	20	2.7%	15	0.5%	17	4.6%
Exempt (Non-management) Employees	24	2.5%	26	2.9%	19	0.9%	19	5.2%	18	2.3%	20	2.7%	15	0.4%	17	4.6%
Managers	24	2.7%	26	2.9%	19	0.9%	19	5.5%	18	2.5%	20	2.7%	15	0.4%	17	4.6%
Officers & Executives	24	2.2%	26	2.8%	19	0.5%	19	4.9%	18	2.0%	20	2.7%	15	0.3%	17	4.2%

Transportation & Warehousing	2024 Actual Increases								2025 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	1.8%	43	3.3%	34	1.4%	45	3.7%	27	1.4%	42	3.2%	29	1.2%	39	3.5%
Exempt (Non-management) Employees	32	1.7%	45	3.1%	36	1.3%	45	3.6%	27	1.3%	44	3.0%	30	1.1%	41	3.3%
Managers	32	2.0%	45	3.2%	36	1.2%	46	3.8%	27	1.4%	44	3.1%	30	1.1%	41	3.5%
Officers & Executives	32	1.8%	44	3.2%	34	1.1%	45	3.6%	27	1.4%	43	2.9%	29	1.0%	40	3.4%

Other (please specify)	2024 Actual Increases								2025 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	1.2%	182	3.1%	129	0.9%	147	3.6%	105	0.9%	155	3.2%	107	0.8%	131	3.4%
Exempt (Non-management) Employees	118	1.1%	183	3.1%	131	0.9%	146	3.6%	102	0.8%	156	3.3%	109	0.9%	132	3.5%
Managers	117	1.0%	184	3.2%	132	0.9%	147	3.6%	102	0.7%	156	3.3%	109	0.9%	132	3.5%
Officers & Executives	113	1.0%	175	3.0%	128	0.8%	145	3.5%	102	0.6%	153	3.1%	108	0.7%	129	3.3%

SECTORS

Public Company	2024 Actual Increases								2025 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	0.9%	338	3.3%	234	0.9%	286	3.6%	177	0.6%	306	3.3%	207	0.7%	268	3.4%
Exempt (Non-management) Employees	195	0.8%	343	3.3%	236	0.9%	286	3.6%	173	0.5%	309	3.3%	208	0.7%	268	3.4%
Managers	195	0.8%	343	3.3%	238	0.9%	286	3.6%	174	0.5%	309	3.3%	209	0.7%	268	3.4%
Officers & Executives	192	0.8%	324	3.1%	227	0.6%	277	3.4%	170	0.5%	296	3.1%	203	0.5%	260	3.3%

Private Company	2024 Actual Increases								2025 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	422	1.5%	566	3.2%	432	0.8%	503	3.5%	355	1.2%	499	3.2%	370	0.8%	444	3.6%
Exempt (Non-management) Employees	424	1.4%	570	3.2%	434	0.9%	508	3.6%	356	1.2%	503	3.2%	369	0.8%	451	3.6%
Managers	421	1.4%	568	3.3%	433	0.8%	503	3.5%	354	1.2%	499	3.2%	369	0.8%	448	3.6%
Officers & Executives	419	1.3%	550	3.0%	417	0.6%	491	3.3%	354	1.1%	480	3.1%	361	0.6%	434	3.3%

United States

Nonprofit Organization	2024 Actual Increases								2025 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	145	1.9%	192	2.8%	145	1.0%	169	3.6%	118	1.4%	175	2.8%	137	0.8%	158	3.3%
Exempt (Non-management) Employees	145	1.8%	192	2.9%	146	0.9%	169	3.6%	118	1.4%	176	2.9%	138	0.8%	158	3.4%
Managers	146	1.9%	194	2.9%	146	0.8%	168	3.6%	119	1.4%	176	2.9%	138	0.7%	157	3.4%
Officers & Executives	143	1.8%	182	2.9%	139	0.8%	162	3.6%	115	1.4%	165	2.9%	132	0.7%	152	3.3%

Government	2024 Actual Increases								2025 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	2.2%	36	3.0%	27	1.0%	30	4.9%	27	2.0%	32	2.8%	24	0.8%	27	4.7%
Exempt (Non-management) Employees	33	2.2%	37	3.0%	27	1.0%	30	4.9%	27	2.0%	33	2.9%	24	0.7%	27	4.7%
Managers	33	2.3%	37	3.0%	27	1.0%	30	5.0%	27	2.2%	33	2.9%	24	0.7%	27	4.6%
Officers & Executives	33	2.0%	36	3.0%	26	0.7%	29	4.8%	27	1.8%	33	2.9%	24	0.6%	26	4.5%

School/School District	2024 Actual Increases								2025 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	--	3	--	2	--	2	--	1	--	2	--	1	--	1	--
Exempt (Non-management) Employees	2	--	3	--	2	--	2	--	1	--	2	--	1	--	1	--
Managers	2	--	2	--	2	--	2	--	1	--	1	--	1	--	1	--
Officers & Executives	2	--	2	--	2	--	2	--	1	--	1	--	1	--	1	--

College/University	2024 Actual Increases								2025 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%	19	3.0%	15	1.4%	18	3.6%	12	1.3%	16	2.5%	12	1.0%	14	3.0%
Exempt (Non-management) Employees	13	1.3%	19	2.9%	15	1.4%	17	3.4%	12	1.3%	16	2.4%	12	1.0%	14	2.9%
Managers	13	1.3%	19	3.1%	15	1.4%	17	3.4%	11	1.4%	16	2.6%	12	1.0%	14	2.9%
Officers & Executives	13	1.3%	19	3.0%	15	1.4%	17	3.3%	12	1.3%	16	2.4%	12	0.9%	14	2.8%

Hospital	2024 Actual Increases								2025 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%	9	3.5%	9	0.5%	10	3.9%	8	1.5%	8	3.4%	8	0.4%	10	3.9%
Exempt (Non-management) Employees	9	1.8%	8	3.6%	8	0.5%	9	3.8%	8	1.5%	7	3.4%	7	0.4%	9	3.8%
Managers	9	1.8%	9	3.5%	9	1.3%	10	4.0%	8	1.5%	8	3.4%	8	0.6%	10	4.0%
Officers & Executives	8	1.6%	8	3.6%	8	0.4%	9	3.9%	7	1.3%	7	3.4%	8	0.4%	10	3.8%

United States

Trade Association	2024 Actual Increases								2025 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	--	3	--	2	--	2	--	2	--	3	--	2	--	2	--
Exempt (Non-management) Employees	3	--	3	--	2	--	2	--	2	--	3	--	2	--	2	--
Managers	3	--	3	--	2	--	2	--	2	--	3	--	2	--	2	--
Officers & Executives	3	--	3	--	2	--	2	--	2	--	3	--	2	--	2	--

Cooperative	2024 Actual Increases								2025 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	--	8	3.9%	6	1.1%	8	3.4%	3	--	7	3.7%	5	1.4%	7	4.0%
Exempt (Non-management) Employees	3	--	8	4.0%	6	0.9%	8	3.5%	3	--	7	3.7%	5	1.1%	7	4.0%
Managers	3	--	8	4.0%	6	0.9%	8	3.5%	3	--	7	3.7%	5	1.1%	7	4.0%
Officers & Executives	3	--	8	4.1%	6	0.2%	7	3.3%	3	--	7	3.7%	5	0.6%	7	4.0%

Other (please specify)	2024 Actual Increases								2025 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	22	1.7%	33	3.2%	23	0.9%	28	3.7%	20	1.3%	28	3.2%	20	0.5%	25	3.8%
Exempt (Non-management) Employees	21	1.4%	33	3.1%	24	1.0%	27	3.8%	19	1.4%	30	3.3%	21	0.7%	26	4.2%
Managers	22	1.4%	34	3.2%	25	1.1%	29	3.9%	20	1.4%	30	3.3%	21	0.7%	27	4.0%
Officers & Executives	18	1.3%	29	3.1%	23	1.0%	26	3.8%	16	1.3%	26	3.0%	20	0.6%	24	4.0%

FTEs

<50	2024 Actual Increases								2025 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	2.5%	110	2.5%	88	0.7%	97	3.2%	85	2.0%	96	2.3%	80	0.5%	89	3.2%
Exempt (Non-management) Employees	105	2.4%	113	2.6%	89	0.8%	99	3.3%	85	2.0%	97	2.5%	81	0.7%	94	3.4%
Managers	105	2.5%	111	2.6%	89	0.9%	97	3.4%	86	2.2%	96	2.4%	81	0.7%	92	3.3%
Officers & Executives	103	2.2%	108	2.1%	87	0.7%	97	2.8%	85	1.9%	93	2.0%	80	0.6%	89	2.8%

50-99	2024 Actual Increases								2025 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	2.2%	74	2.7%	65	0.7%	73	3.4%	55	1.8%	62	2.7%	52	0.5%	61	3.3%
Exempt (Non-management) Employees	76	2.2%	75	2.6%	65	0.7%	73	3.6%	57	1.7%	64	2.7%	52	0.6%	62	3.2%
Managers	76	2.1%	75	2.7%	66	0.7%	74	3.5%	57	1.8%	63	2.9%	52	0.6%	62	3.5%
Officers & Executives	75	1.9%	74	2.6%	64	0.6%	74	3.3%	56	1.6%	62	2.9%	52	0.7%	62	3.2%

United States

100-1,999	2024 Actual Increases								2025 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	350	1.5%	464	3.3%	348	0.9%	399	3.7%	291	1.2%	411	3.2%	308	0.8%	360	3.8%
Exempt (Non-management) Employees	347	1.5%	462	3.2%	349	0.9%	397	3.7%	290	1.2%	410	3.2%	307	0.8%	358	3.8%
Managers	346	1.5%	464	3.3%	349	0.9%	396	3.7%	289	1.2%	409	3.3%	307	0.7%	358	3.8%
Officers & Executives	345	1.4%	451	3.0%	341	0.7%	387	3.5%	288	1.2%	399	3.1%	303	0.6%	352	3.6%

2,000-4,999	2024 Actual Increases								2025 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	117	0.8%	205	3.4%	142	0.9%	170	3.8%	104	0.7%	184	3.3%	127	0.8%	159	3.6%
Exempt (Non-management) Employees	113	0.6%	208	3.5%	143	1.0%	171	3.8%	99	0.6%	189	3.3%	129	0.9%	160	3.6%
Managers	112	0.6%	208	3.5%	144	1.0%	171	3.8%	98	0.6%	188	3.4%	129	0.8%	160	3.6%
Officers & Executives	111	0.6%	195	3.4%	139	0.7%	165	3.6%	97	0.5%	173	3.3%	124	0.5%	151	3.4%

5,000-15,000	2024 Actual Increases								2025 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	77	0.7%	127	3.5%	95	1.1%	116	3.6%	73	0.6%	118	3.3%	87	1.0%	109	3.3%
Exempt (Non-management) Employees	78	0.8%	128	3.4%	95	1.1%	116	3.6%	73	0.6%	119	3.3%	87	1.1%	109	3.3%
Managers	78	0.7%	128	3.4%	95	1.0%	115	3.6%	73	0.6%	118	3.3%	87	0.9%	108	3.3%
Officers & Executives	75	0.6%	119	3.2%	90	0.6%	110	3.4%	72	0.5%	111	3.1%	84	0.6%	104	3.2%

>15,000	2024 Actual Increases								2025 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	133	1.1%	229	3.2%	159	0.8%	203	3.5%	117	0.7%	208	3.2%	135	0.6%	181	3.4%
Exempt (Non-management) Employees	131	1.0%	232	3.2%	161	0.8%	204	3.5%	117	0.7%	210	3.2%	134	0.6%	183	3.3%
Managers	132	1.0%	233	3.2%	162	0.7%	204	3.5%	118	0.7%	211	3.2%	136	0.6%	184	3.3%
Officers & Executives	127	1.0%	216	3.1%	146	0.6%	191	3.4%	111	0.7%	199	3.1%	128	0.5%	175	3.3%

REVENUE

<\$5M	2024 Actual Increases								2025 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	71	2.4%	71	2.4%	56	0.4%	64	3.3%	60	2.0%	64	2.2%	54	0.3%	61	3.0%
Exempt (Non-management) Employees	70	2.2%	71	2.5%	56	0.7%	64	3.3%	58	2.0%	62	2.4%	54	0.6%	63	3.1%
Managers	70	2.3%	69	2.4%	57	0.6%	62	3.2%	59	2.2%	61	2.3%	54	0.5%	61	3.0%
Officers & Executives	69	2.1%	67	2.0%	55	0.5%	61	2.7%	57	2.0%	59	1.8%	52	0.5%	58	2.8%

United States

\$5M - \$50M	2024 Actual Increases								2025 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	2.1%	196	2.9%	157	1.0%	173	3.4%	130	1.7%	166	3.0%	130	0.8%	149	3.5%
Exempt (Non-management) Employees	174	2.1%	197	2.9%	156	1.0%	174	3.5%	133	1.7%	169	3.0%	130	0.8%	152	3.6%
Managers	174	2.1%	199	3.0%	156	0.9%	175	3.5%	132	1.7%	168	3.0%	130	0.8%	153	3.7%
Officers & Executives	173	1.9%	192	2.7%	152	0.8%	172	3.3%	132	1.6%	164	2.9%	130	0.8%	151	3.2%

\$50M - \$500M	2024 Actual Increases								2025 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	1.5%	266	3.2%	195	1.0%	233	3.7%	165	1.2%	239	3.1%	171	0.8%	209	3.6%
Exempt (Non-management) Employees	197	1.5%	267	3.2%	196	1.0%	232	3.7%	164	1.1%	240	3.1%	171	0.7%	208	3.6%
Managers	196	1.5%	269	3.2%	196	1.0%	232	3.7%	163	1.1%	240	3.1%	171	0.7%	208	3.6%
Officers & Executives	195	1.4%	260	3.0%	192	0.8%	227	3.4%	161	1.0%	230	3.1%	166	0.6%	201	3.5%

\$500M - \$1B	2024 Actual Increases								2025 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	1.2%	117	3.3%	90	0.8%	98	3.6%	75	1.0%	107	3.3%	83	0.8%	90	3.4%
Exempt (Non-management) Employees	82	1.2%	119	3.2%	92	0.8%	99	3.7%	73	1.1%	109	3.3%	84	0.8%	91	3.5%
Managers	82	1.2%	119	3.2%	92	0.8%	99	3.7%	73	1.1%	109	3.3%	84	0.8%	91	3.5%
Officers & Executives	82	1.1%	113	3.2%	89	0.6%	93	3.6%	73	1.0%	104	3.2%	82	0.7%	88	3.3%

\$1B - \$5B	2024 Actual Increases								2025 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	179	0.9%	298	3.5%	221	0.9%	260	3.8%	161	0.6%	268	3.4%	204	0.9%	244	3.7%
Exempt (Non-management) Employees	177	0.8%	300	3.5%	222	0.9%	261	3.9%	158	0.6%	271	3.4%	204	0.9%	244	3.8%
Managers	176	0.8%	298	3.5%	222	0.9%	257	3.8%	158	0.6%	269	3.4%	205	0.8%	242	3.7%
Officers & Executives	169	0.7%	287	3.3%	211	0.6%	251	3.6%	154	0.5%	259	3.3%	199	0.6%	236	3.6%

>\$5B	2024 Actual Increases								2025 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	119	0.9%	213	3.4%	142	0.8%	190	3.7%	105	0.6%	195	3.3%	119	0.7%	173	3.5%
Exempt (Non-management) Employees	118	0.8%	215	3.4%	143	0.9%	191	3.6%	105	0.6%	197	3.3%	119	0.7%	175	3.5%
Managers	119	0.9%	216	3.4%	144	0.8%	192	3.6%	106	0.6%	198	3.3%	120	0.7%	176	3.5%
Officers & Executives	119	0.9%	199	3.2%	132	0.6%	181	3.5%	103	0.7%	184	3.1%	114	0.5%	166	3.3%

United States

REGIONS

Northeast	2024 Actual Increases								2025 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	489	1.2%	732	3.3%	545	0.9%	641	3.5%	435	1.0%	664	3.2%	481	0.8%	588	3.5%
Exempt (Non-management) Employees	488	1.2%	741	3.3%	551	1.0%	645	3.6%	435	1.0%	673	3.2%	481	0.8%	593	3.5%
Managers	485	1.2%	741	3.3%	552	0.9%	644	3.6%	434	1.0%	672	3.2%	483	0.8%	593	3.5%
Officers & Executives	480	1.1%	704	3.1%	524	0.7%	619	3.4%	426	0.9%	640	3.1%	469	0.6%	570	3.3%

Middle Atlantic	2024 Actual Increases								2025 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	476	1.2%	726	3.3%	529	0.8%	636	3.5%	418	1.0%	661	3.2%	467	0.8%	587	3.5%
Exempt (Non-management) Employees	472	1.2%	733	3.3%	533	0.9%	636	3.6%	415	0.9%	669	3.2%	467	0.8%	589	3.5%
Managers	471	1.2%	733	3.3%	532	0.9%	633	3.5%	414	0.9%	668	3.3%	467	0.8%	588	3.5%
Officers & Executives	468	1.1%	700	3.1%	509	0.7%	613	3.4%	406	0.9%	636	3.1%	454	0.6%	569	3.3%

Midwest	2024 Actual Increases								2025 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	470	1.3%	712	3.3%	524	0.9%	615	3.6%	413	1.0%	631	3.3%	457	0.8%	554	3.6%
Exempt (Non-management) Employees	468	1.3%	715	3.3%	525	1.0%	614	3.7%	407	1.0%	635	3.3%	458	0.9%	559	3.6%
Managers	468	1.3%	717	3.3%	527	0.9%	615	3.7%	409	1.0%	636	3.3%	459	0.8%	559	3.7%
Officers & Executives	461	1.2%	681	3.1%	508	0.7%	596	3.5%	401	0.9%	600	3.2%	448	0.6%	536	3.4%

South	2024 Actual Increases								2025 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	336	1.1%	538	3.3%	396	1.0%	462	3.6%	296	0.8%	487	3.3%	349	0.8%	420	3.5%
Exempt (Non-management) Employees	336	1.1%	539	3.3%	395	1.0%	462	3.6%	296	0.8%	490	3.3%	348	0.9%	422	3.6%
Managers	336	1.1%	540	3.3%	397	1.0%	462	3.6%	297	0.8%	490	3.3%	350	0.8%	422	3.5%
Officers & Executives	332	1.0%	512	3.1%	378	0.7%	444	3.4%	292	0.8%	461	3.2%	338	0.6%	404	3.4%

West	2024 Actual Increases								2025 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	353	1.0%	565	3.3%	406	1.0%	486	3.5%	312	0.7%	511	3.3%	358	0.9%	446	3.5%
Exempt (Non-management) Employees	353	1.0%	571	3.3%	409	1.0%	487	3.6%	312	0.7%	519	3.3%	359	0.9%	449	3.5%
Managers	352	1.0%	569	3.3%	409	1.0%	484	3.6%	311	0.7%	515	3.3%	360	0.9%	447	3.5%
Officers & Executives	349	0.9%	541	3.2%	390	0.7%	468	3.4%	306	0.7%	487	3.2%	348	0.6%	430	3.4%

United States

STATES

Alabama	2024 Actual Increases								2025 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	180	0.8%	317	3.4%	234	0.9%	276	3.5%	168	0.6%	290	3.3%	204	0.9%	253	3.5%
Exempt (Non-management) Employees	180	0.8%	319	3.3%	236	0.9%	276	3.5%	168	0.5%	292	3.3%	203	0.9%	254	3.5%
Managers	179	0.8%	319	3.3%	236	0.9%	275	3.5%	168	0.5%	292	3.3%	204	0.8%	254	3.5%
Officers & Executives	178	0.8%	301	3.3%	223	0.6%	264	3.3%	164	0.5%	273	3.2%	196	0.6%	242	3.4%

Alaska	2024 Actual Increases								2025 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	0.7%	138	3.3%	98	0.9%	121	3.5%	69	0.4%	129	3.2%	84	0.8%	107	3.4%
Exempt (Non-management) Employees	74	0.7%	139	3.3%	98	0.9%	121	3.5%	69	0.4%	130	3.3%	83	0.8%	107	3.4%
Managers	74	0.7%	139	3.3%	98	0.9%	120	3.5%	69	0.4%	130	3.3%	84	0.8%	107	3.4%
Officers & Executives	73	0.7%	131	3.2%	93	0.6%	116	3.4%	68	0.4%	122	3.2%	82	0.6%	103	3.4%

Arizona	2024 Actual Increases								2025 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	238	0.9%	393	3.4%	288	0.9%	332	3.5%	216	0.7%	357	3.3%	252	0.8%	301	3.5%
Exempt (Non-management) Employees	238	0.9%	394	3.3%	287	0.9%	333	3.5%	216	0.6%	358	3.3%	251	0.8%	303	3.5%
Managers	237	0.8%	394	3.4%	288	0.8%	332	3.5%	216	0.6%	358	3.3%	252	0.8%	303	3.5%
Officers & Executives	235	0.8%	373	3.2%	276	0.6%	319	3.4%	212	0.6%	338	3.2%	243	0.6%	290	3.4%

Arkansas	2024 Actual Increases								2025 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	162	0.7%	277	3.4%	203	0.9%	240	3.6%	154	0.5%	254	3.3%	181	0.8%	221	3.5%
Exempt (Non-management) Employees	162	0.7%	279	3.3%	204	0.9%	240	3.6%	153	0.5%	257	3.3%	180	0.8%	222	3.5%
Managers	161	0.7%	279	3.3%	204	0.8%	239	3.6%	153	0.5%	257	3.3%	181	0.8%	222	3.5%
Officers & Executives	161	0.6%	264	3.2%	194	0.6%	228	3.4%	149	0.4%	241	3.2%	174	0.6%	210	3.4%

California	2024 Actual Increases								2025 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	345	1.1%	535	3.3%	402	0.9%	460	3.6%	306	0.8%	479	3.3%	350	0.9%	419	3.6%
Exempt (Non-management) Employees	348	1.1%	536	3.3%	403	1.0%	461	3.6%	306	0.8%	483	3.3%	351	0.9%	422	3.6%
Managers	346	1.1%	538	3.4%	404	1.0%	462	3.6%	306	0.8%	483	3.4%	352	0.9%	422	3.6%
Officers & Executives	343	1.0%	512	3.2%	389	0.7%	446	3.4%	301	0.8%	456	3.3%	342	0.6%	405	3.5%

United States

Colorado	2024 Actual Increases								2025 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	276	0.9%	436	3.4%	325	0.9%	377	3.6%	251	0.7%	395	3.3%	283	0.8%	341	3.5%
Exempt (Non-management) Employees	275	0.9%	439	3.3%	326	1.0%	376	3.7%	250	0.7%	398	3.3%	282	0.9%	342	3.6%
Managers	274	1.0%	439	3.3%	326	0.9%	375	3.7%	250	0.7%	398	3.3%	283	0.8%	342	3.6%
Officers & Executives	272	0.8%	413	3.2%	312	0.7%	360	3.4%	245	0.6%	372	3.2%	274	0.6%	325	3.4%

Connecticut	2024 Actual Increases								2025 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	194	0.8%	330	3.4%	238	0.9%	281	3.5%	181	0.6%	303	3.3%	209	0.9%	253	3.5%
Exempt (Non-management) Employees	194	0.7%	331	3.4%	238	0.9%	281	3.5%	180	0.5%	305	3.3%	208	0.9%	254	3.5%
Managers	194	0.7%	331	3.4%	238	0.9%	280	3.5%	180	0.5%	305	3.3%	209	0.8%	254	3.5%
Officers & Executives	193	0.7%	311	3.2%	228	0.6%	268	3.3%	177	0.5%	285	3.2%	202	0.6%	242	3.4%

Delaware	2024 Actual Increases								2025 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	143	0.6%	254	3.4%	183	0.9%	216	3.5%	135	0.4%	235	3.3%	163	0.8%	196	3.5%
Exempt (Non-management) Employees	143	0.5%	255	3.4%	184	0.9%	216	3.5%	134	0.4%	237	3.4%	162	0.9%	197	3.5%
Managers	142	0.5%	255	3.4%	184	0.8%	215	3.5%	134	0.4%	237	3.4%	163	0.8%	197	3.5%
Officers & Executives	142	0.5%	241	3.3%	175	0.6%	208	3.4%	131	0.4%	222	3.3%	158	0.5%	188	3.4%

Florida	2024 Actual Increases								2025 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	291	1.0%	480	3.4%	352	1.0%	410	3.5%	265	0.7%	433	3.3%	307	0.9%	371	3.5%
Exempt (Non-management) Employees	291	1.0%	482	3.4%	354	1.0%	411	3.6%	265	0.7%	436	3.3%	306	0.9%	373	3.5%
Managers	289	1.0%	481	3.4%	354	1.0%	409	3.5%	264	0.7%	434	3.3%	307	0.8%	372	3.5%
Officers & Executives	290	0.9%	458	3.2%	341	0.7%	397	3.3%	261	0.6%	414	3.2%	299	0.6%	360	3.3%

Georgia	2024 Actual Increases								2025 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	263	0.8%	438	3.4%	318	0.9%	373	3.4%	241	0.6%	395	3.3%	277	0.8%	336	3.4%
Exempt (Non-management) Employees	261	0.8%	439	3.4%	320	1.0%	373	3.5%	240	0.6%	397	3.3%	277	0.9%	337	3.4%
Managers	260	0.8%	439	3.4%	320	0.9%	372	3.4%	240	0.6%	397	3.3%	278	0.8%	337	3.4%
Officers & Executives	260	0.8%	419	3.2%	305	0.7%	359	3.3%	236	0.6%	376	3.2%	269	0.6%	324	3.3%

United States

Hawaii	2024 Actual Increases								2025 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	0.7%	177	3.3%	131	0.8%	152	3.4%	94	0.4%	162	3.3%	112	0.7%	133	3.3%
Exempt (Non-management) Employees	100	0.7%	178	3.4%	131	0.9%	152	3.5%	94	0.4%	163	3.3%	111	0.8%	134	3.4%
Managers	100	0.7%	178	3.4%	131	0.9%	151	3.4%	94	0.4%	163	3.3%	112	0.8%	134	3.4%
Officers & Executives	98	0.7%	168	3.2%	123	0.6%	145	3.3%	91	0.4%	153	3.2%	107	0.6%	128	3.3%

Idaho	2024 Actual Increases								2025 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	155	0.7%	260	3.3%	200	0.9%	224	3.5%	141	0.5%	244	3.3%	174	0.8%	204	3.5%
Exempt (Non-management) Employees	155	0.7%	261	3.3%	200	0.9%	225	3.5%	141	0.5%	245	3.3%	173	0.9%	206	3.5%
Managers	155	0.7%	261	3.3%	200	0.9%	224	3.5%	141	0.5%	245	3.3%	174	0.8%	206	3.5%
Officers & Executives	154	0.7%	246	3.2%	190	0.6%	215	3.4%	138	0.4%	229	3.2%	167	0.6%	196	3.4%

Illinois	2024 Actual Increases								2025 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	314	1.1%	489	3.3%	354	0.9%	429	3.5%	283	0.9%	439	3.2%	312	0.8%	388	3.5%
Exempt (Non-management) Employees	314	1.0%	493	3.3%	357	0.9%	429	3.5%	281	0.8%	444	3.2%	312	0.9%	389	3.5%
Managers	313	1.0%	492	3.3%	357	0.9%	427	3.5%	281	0.8%	443	3.3%	313	0.8%	388	3.5%
Officers & Executives	311	1.0%	471	3.2%	340	0.7%	413	3.4%	275	0.8%	421	3.2%	304	0.6%	374	3.4%

Indiana	2024 Actual Increases								2025 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	219	0.9%	359	3.4%	269	0.8%	306	3.5%	197	0.6%	328	3.3%	234	0.8%	281	3.4%
Exempt (Non-management) Employees	217	0.8%	361	3.4%	270	0.9%	306	3.5%	196	0.6%	331	3.3%	233	0.8%	282	3.5%
Managers	217	0.8%	361	3.4%	270	0.8%	305	3.5%	196	0.6%	331	3.3%	234	0.7%	282	3.4%
Officers & Executives	216	0.8%	346	3.2%	257	0.6%	294	3.3%	192	0.5%	314	3.2%	226	0.5%	270	3.3%

Iowa	2024 Actual Increases								2025 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	161	0.7%	291	3.4%	211	0.9%	252	3.6%	152	0.6%	271	3.4%	188	0.8%	234	3.5%
Exempt (Non-management) Employees	160	0.7%	294	3.4%	212	0.9%	252	3.6%	151	0.5%	274	3.4%	187	0.9%	235	3.6%
Managers	159	0.7%	294	3.4%	212	0.8%	251	3.6%	151	0.5%	274	3.4%	188	0.8%	235	3.5%
Officers & Executives	159	0.7%	280	3.3%	200	0.6%	240	3.5%	148	0.5%	258	3.3%	180	0.6%	224	3.5%

United States

Kansas	2024 Actual Increases								2025 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	177	0.6%	302	3.4%	227	0.9%	260	3.6%	169	0.4%	281	3.3%	204	0.8%	242	3.5%
Exempt (Non-management) Employees	177	0.6%	303	3.4%	227	0.9%	260	3.6%	168	0.4%	283	3.3%	203	0.9%	243	3.5%
Managers	176	0.6%	303	3.4%	227	0.8%	259	3.6%	168	0.4%	283	3.3%	204	0.8%	243	3.5%
Officers & Executives	176	0.6%	285	3.2%	217	0.6%	249	3.4%	165	0.4%	265	3.2%	196	0.6%	231	3.4%

Kentucky	2024 Actual Increases								2025 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	187	0.8%	324	3.4%	240	1.0%	282	3.6%	175	0.6%	302	3.3%	212	0.9%	257	3.5%
Exempt (Non-management) Employees	186	0.7%	326	3.4%	241	1.0%	282	3.6%	174	0.6%	304	3.3%	211	0.9%	258	3.5%
Managers	185	0.7%	326	3.4%	241	0.9%	281	3.6%	174	0.6%	304	3.3%	212	0.9%	258	3.5%
Officers & Executives	184	0.7%	309	3.2%	229	0.7%	269	3.4%	170	0.5%	286	3.2%	204	0.6%	244	3.4%

Louisiana	2024 Actual Increases								2025 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	0.7%	304	3.4%	224	0.9%	265	3.5%	160	0.5%	279	3.4%	198	0.9%	243	3.5%
Exempt (Non-management) Employees	171	0.7%	306	3.4%	224	1.0%	264	3.5%	159	0.5%	281	3.4%	196	0.9%	243	3.5%
Managers	171	0.7%	307	3.4%	225	0.9%	264	3.5%	159	0.5%	282	3.4%	198	0.9%	244	3.5%
Officers & Executives	170	0.7%	288	3.3%	210	0.6%	250	3.4%	155	0.4%	261	3.3%	188	0.6%	230	3.4%

Maine	2024 Actual Increases								2025 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	138	0.6%	241	3.4%	179	0.9%	205	3.5%	128	0.4%	224	3.3%	158	0.9%	186	3.5%
Exempt (Non-management) Employees	138	0.6%	242	3.4%	179	0.9%	205	3.5%	127	0.4%	226	3.3%	157	1.0%	187	3.5%
Managers	138	0.6%	242	3.4%	179	0.9%	204	3.5%	127	0.4%	226	3.3%	158	0.9%	187	3.5%
Officers & Executives	136	0.6%	226	3.2%	169	0.6%	193	3.3%	123	0.3%	209	3.2%	150	0.6%	176	3.4%

Maryland	2024 Actual Increases								2025 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	209	0.8%	368	3.3%	267	0.9%	311	3.6%	192	0.6%	336	3.3%	238	0.9%	285	3.5%
Exempt (Non-management) Employees	208	0.8%	370	3.3%	268	1.0%	311	3.6%	191	0.5%	339	3.3%	237	1.0%	287	3.6%
Managers	207	0.8%	369	3.3%	268	0.9%	309	3.5%	191	0.5%	338	3.3%	238	0.9%	286	3.5%
Officers & Executives	207	0.8%	347	3.2%	255	0.6%	296	3.4%	188	0.5%	316	3.2%	229	0.6%	271	3.4%

United States

Massachusetts	2024 Actual Increases								2025 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	220	0.8%	383	3.3%	275	1.0%	323	3.6%	207	0.6%	350	3.3%	246	0.9%	295	3.5%
Exempt (Non-management) Employees	221	0.8%	385	3.3%	276	1.1%	324	3.6%	207	0.6%	353	3.3%	246	1.0%	297	3.6%
Managers	220	0.8%	385	3.3%	276	1.0%	323	3.6%	207	0.6%	353	3.3%	247	0.9%	297	3.5%
Officers & Executives	220	0.7%	362	3.2%	264	0.7%	309	3.4%	204	0.6%	330	3.2%	238	0.6%	283	3.4%

Michigan	2024 Actual Increases								2025 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	227	0.8%	381	3.4%	274	0.9%	321	3.5%	209	0.6%	356	3.3%	244	0.8%	297	3.5%
Exempt (Non-management) Employees	226	0.8%	383	3.3%	275	0.9%	321	3.5%	209	0.6%	358	3.3%	243	0.8%	298	3.5%
Managers	225	0.8%	384	3.3%	274	0.8%	319	3.5%	208	0.6%	358	3.3%	243	0.7%	298	3.5%
Officers & Executives	224	0.7%	362	3.2%	262	0.6%	307	3.4%	204	0.6%	335	3.2%	235	0.5%	285	3.3%

Minnesota	2024 Actual Increases								2025 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	217	0.9%	365	3.4%	266	0.8%	315	3.6%	202	0.6%	339	3.3%	233	0.8%	292	3.5%
Exempt (Non-management) Employees	216	0.8%	369	3.4%	267	0.9%	315	3.6%	200	0.5%	344	3.3%	232	0.8%	294	3.5%
Managers	215	0.8%	369	3.4%	267	0.8%	314	3.6%	200	0.5%	344	3.3%	233	0.7%	294	3.5%
Officers & Executives	215	0.7%	352	3.2%	257	0.6%	304	3.5%	197	0.5%	325	3.2%	226	0.6%	282	3.4%

Mississippi	2024 Actual Increases								2025 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	0.7%	274	3.4%	199	1.0%	232	3.5%	140	0.5%	252	3.3%	175	0.9%	210	3.4%
Exempt (Non-management) Employees	148	0.7%	276	3.4%	200	1.0%	232	3.5%	140	0.5%	254	3.3%	174	0.9%	211	3.5%
Managers	147	0.7%	276	3.4%	200	0.9%	231	3.5%	140	0.5%	254	3.3%	175	0.9%	211	3.4%
Officers & Executives	146	0.7%	260	3.3%	187	0.6%	220	3.4%	136	0.5%	238	3.2%	167	0.6%	200	3.3%

Missouri	2024 Actual Increases								2025 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	201	0.8%	350	3.4%	250	0.9%	300	3.6%	188	0.6%	325	3.3%	225	0.8%	281	3.6%
Exempt (Non-management) Employees	201	0.7%	353	3.3%	251	0.9%	300	3.6%	187	0.6%	329	3.3%	224	0.8%	282	3.6%
Managers	200	0.7%	353	3.3%	251	0.9%	299	3.6%	187	0.6%	329	3.3%	225	0.8%	282	3.6%
Officers & Executives	199	0.7%	334	3.2%	238	0.6%	287	3.4%	182	0.6%	308	3.2%	216	0.6%	268	3.5%

United States

Montana	2024 Actual Increases								2025 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	127	0.7%	225	3.3%	168	0.8%	193	3.6%	120	0.5%	213	3.3%	151	0.7%	179	3.5%
Exempt (Non-management) Employees	126	0.6%	227	3.3%	168	0.8%	194	3.6%	119	0.4%	215	3.3%	150	0.7%	181	3.6%
Managers	126	0.6%	227	3.3%	168	0.8%	193	3.6%	119	0.4%	215	3.3%	151	0.7%	181	3.5%
Officers & Executives	124	0.6%	213	3.2%	160	0.6%	184	3.4%	117	0.4%	200	3.2%	146	0.6%	172	3.5%

Nebraska	2024 Actual Increases								2025 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	143	0.7%	260	3.4%	188	0.9%	217	3.5%	133	0.5%	240	3.3%	165	0.9%	199	3.5%
Exempt (Non-management) Employees	141	0.7%	263	3.4%	188	0.9%	217	3.5%	131	0.4%	244	3.3%	164	0.9%	200	3.5%
Managers	141	0.7%	263	3.4%	188	0.9%	216	3.5%	131	0.4%	244	3.3%	165	0.8%	200	3.5%
Officers & Executives	141	0.7%	247	3.3%	178	0.6%	206	3.4%	128	0.4%	228	3.3%	158	0.6%	189	3.4%

Nevada	2024 Actual Increases								2025 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	0.7%	301	3.4%	219	0.9%	255	3.5%	161	0.5%	275	3.4%	190	0.9%	227	3.6%
Exempt (Non-management) Employees	176	0.7%	304	3.4%	219	0.9%	255	3.6%	160	0.5%	277	3.4%	189	0.9%	230	3.6%
Managers	176	0.7%	304	3.4%	219	0.9%	254	3.6%	160	0.5%	277	3.4%	190	0.9%	230	3.6%
Officers & Executives	174	0.7%	287	3.2%	209	0.6%	246	3.4%	157	0.5%	259	3.3%	182	0.6%	218	3.5%

New Hampshire	2024 Actual Increases								2025 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	0.6%	265	3.3%	199	0.8%	226	3.5%	151	0.5%	245	3.3%	181	0.7%	206	3.4%
Exempt (Non-management) Employees	160	0.6%	266	3.3%	199	0.8%	226	3.5%	150	0.4%	247	3.3%	180	0.8%	207	3.5%
Managers	159	0.6%	266	3.3%	199	0.8%	225	3.5%	150	0.4%	247	3.3%	181	0.8%	207	3.4%
Officers & Executives	157	0.6%	252	3.2%	191	0.5%	216	3.3%	145	0.4%	233	3.1%	175	0.5%	198	3.3%

New Jersey	2024 Actual Increases								2025 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	0.7%	394	3.4%	284	1.0%	335	3.6%	215	0.6%	358	3.3%	251	0.9%	303	3.6%
Exempt (Non-management) Employees	233	0.7%	395	3.4%	286	1.1%	334	3.6%	214	0.6%	360	3.4%	251	1.0%	303	3.6%
Managers	232	0.7%	396	3.4%	286	1.0%	333	3.6%	213	0.6%	360	3.4%	252	0.9%	303	3.6%
Officers & Executives	231	0.6%	373	3.2%	273	0.7%	321	3.5%	210	0.5%	338	3.3%	244	0.6%	290	3.5%

United States

New Mexico	2024 Actual Increases								2025 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	0.5%	239	3.4%	179	0.9%	206	3.5%	130	0.3%	223	3.3%	159	0.8%	188	3.5%
Exempt (Non-management) Employees	134	0.5%	241	3.3%	179	0.9%	206	3.5%	129	0.3%	225	3.3%	158	0.8%	189	3.5%
Managers	133	0.5%	241	3.3%	179	0.9%	205	3.5%	129	0.3%	225	3.3%	159	0.8%	189	3.5%
Officers & Executives	132	0.5%	225	3.3%	169	0.6%	196	3.4%	125	0.3%	211	3.2%	152	0.6%	180	3.4%

New York	2024 Actual Increases								2025 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	269	1.0%	446	3.4%	326	0.9%	377	3.6%	240	0.7%	406	3.3%	287	0.8%	343	3.6%
Exempt (Non-management) Employees	270	1.0%	447	3.4%	325	1.0%	377	3.6%	240	0.7%	409	3.3%	286	0.9%	345	3.6%
Managers	270	1.0%	448	3.4%	327	1.0%	377	3.6%	241	0.7%	409	3.4%	288	0.8%	345	3.6%
Officers & Executives	267	0.9%	423	3.2%	311	0.6%	363	3.4%	237	0.7%	383	3.2%	278	0.6%	329	3.4%

North Carolina	2024 Actual Increases								2025 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	248	0.8%	416	3.4%	307	1.0%	358	3.5%	229	0.6%	377	3.3%	270	0.9%	322	3.5%
Exempt (Non-management) Employees	247	0.8%	418	3.4%	310	1.1%	358	3.6%	228	0.6%	380	3.3%	270	0.9%	323	3.6%
Managers	246	0.8%	418	3.4%	310	1.0%	357	3.6%	228	0.6%	380	3.3%	271	0.9%	323	3.6%
Officers & Executives	245	0.7%	397	3.2%	293	0.7%	341	3.4%	225	0.6%	359	3.2%	262	0.6%	309	3.4%

North Dakota	2024 Actual Increases								2025 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	106	0.6%	190	3.4%	137	0.8%	162	3.5%	101	0.5%	178	3.4%	122	0.8%	148	3.5%
Exempt (Non-management) Employees	104	0.6%	192	3.4%	137	0.9%	162	3.5%	100	0.4%	180	3.4%	121	0.8%	149	3.5%
Managers	103	0.6%	192	3.4%	137	0.8%	161	3.5%	100	0.4%	180	3.4%	122	0.8%	149	3.5%
Officers & Executives	104	0.6%	180	3.3%	130	0.6%	154	3.4%	98	0.4%	168	3.3%	118	0.6%	142	3.4%

Ohio	2024 Actual Increases								2025 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	262	0.8%	421	3.4%	308	0.9%	361	3.5%	240	0.6%	387	3.3%	275	0.8%	333	3.4%
Exempt (Non-management) Employees	260	0.8%	424	3.3%	310	0.9%	361	3.5%	238	0.6%	391	3.3%	274	0.8%	334	3.4%
Managers	258	0.8%	424	3.3%	310	0.8%	360	3.4%	238	0.6%	391	3.3%	275	0.8%	334	3.4%
Officers & Executives	257	0.8%	399	3.2%	294	0.6%	346	3.3%	233	0.5%	366	3.2%	264	0.6%	318	3.3%

United States

Oklahoma	2024 Actual Increases								2025 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	177	0.7%	307	3.4%	226	0.9%	261	3.5%	166	0.5%	284	3.4%	196	0.9%	236	3.6%
Exempt (Non-management) Employees	175	0.7%	309	3.4%	226	0.9%	262	3.6%	165	0.5%	286	3.4%	195	0.9%	238	3.6%
Managers	174	0.7%	309	3.4%	226	0.8%	261	3.5%	165	0.5%	286	3.4%	196	0.9%	238	3.6%
Officers & Executives	174	0.6%	291	3.2%	215	0.6%	249	3.4%	161	0.4%	265	3.3%	188	0.6%	225	3.5%

Oregon	2024 Actual Increases								2025 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	191	0.8%	322	3.4%	233	0.9%	270	3.5%	175	0.6%	298	3.3%	205	0.8%	242	3.5%
Exempt (Non-management) Employees	190	0.8%	323	3.4%	233	0.9%	271	3.6%	173	0.6%	300	3.3%	204	0.8%	244	3.5%
Managers	189	0.8%	323	3.4%	233	0.8%	270	3.5%	173	0.6%	300	3.3%	205	0.8%	244	3.5%
Officers & Executives	188	0.7%	307	3.2%	223	0.6%	260	3.4%	169	0.5%	284	3.2%	197	0.6%	233	3.4%

Pennsylvania	2024 Actual Increases								2025 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	251	0.9%	422	3.4%	304	0.9%	359	3.5%	230	0.6%	384	3.3%	270	0.8%	329	3.5%
Exempt (Non-management) Employees	250	0.8%	424	3.4%	306	1.0%	359	3.5%	228	0.6%	388	3.3%	269	0.9%	330	3.5%
Managers	249	0.8%	423	3.4%	306	0.9%	358	3.5%	228	0.6%	386	3.3%	270	0.9%	330	3.5%
Officers & Executives	247	0.8%	398	3.3%	291	0.6%	343	3.3%	223	0.6%	361	3.2%	261	0.6%	315	3.4%

Rhode Island	2024 Actual Increases								2025 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	0.8%	260	3.4%	186	0.9%	221	3.6%	137	0.5%	237	3.3%	164	0.8%	196	3.5%
Exempt (Non-management) Employees	147	0.7%	261	3.3%	186	0.9%	221	3.6%	136	0.5%	239	3.3%	163	0.9%	197	3.5%
Managers	146	0.7%	261	3.3%	186	0.9%	220	3.5%	136	0.5%	239	3.3%	164	0.8%	197	3.5%
Officers & Executives	146	0.6%	245	3.2%	178	0.6%	210	3.4%	133	0.5%	222	3.2%	158	0.6%	186	3.4%

South Carolina	2024 Actual Increases								2025 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	196	0.8%	338	3.3%	251	0.9%	292	3.6%	184	0.5%	312	3.3%	221	0.8%	270	3.5%
Exempt (Non-management) Employees	194	0.7%	341	3.3%	253	0.9%	293	3.6%	183	0.5%	314	3.3%	221	0.9%	272	3.5%
Managers	193	0.7%	341	3.3%	253	0.9%	292	3.6%	183	0.5%	314	3.3%	222	0.8%	272	3.5%
Officers & Executives	193	0.6%	322	3.2%	239	0.6%	279	3.3%	179	0.4%	294	3.2%	214	0.5%	258	3.4%

United States

South Dakota	2024 Actual Increases								2025 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	112	0.6%	200	3.3%	147	0.8%	170	3.5%	106	0.5%	188	3.2%	130	0.8%	155	3.4%
Exempt (Non-management) Employees	111	0.6%	201	3.3%	147	0.8%	170	3.5%	106	0.4%	189	3.3%	129	0.8%	156	3.4%
Managers	110	0.6%	201	3.3%	147	0.8%	169	3.4%	106	0.4%	189	3.3%	130	0.8%	156	3.4%
Officers & Executives	110	0.6%	189	3.2%	140	0.6%	162	3.3%	103	0.4%	177	3.2%	125	0.6%	148	3.3%

Tennessee	2024 Actual Increases								2025 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	228	0.9%	377	3.4%	278	0.9%	324	3.6%	212	0.6%	342	3.4%	244	0.9%	294	3.6%
Exempt (Non-management) Employees	228	0.8%	380	3.4%	280	1.0%	324	3.6%	211	0.6%	346	3.4%	243	0.9%	295	3.6%
Managers	227	0.8%	380	3.4%	280	0.9%	323	3.6%	211	0.6%	346	3.3%	244	0.8%	295	3.6%
Officers & Executives	227	0.7%	361	3.2%	268	0.6%	309	3.4%	208	0.6%	327	3.2%	236	0.6%	282	3.4%

Texas	2024 Actual Increases								2025 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	333	1.0%	529	3.4%	390	0.9%	461	3.6%	305	0.8%	483	3.3%	346	0.8%	423	3.5%
Exempt (Non-management) Employees	335	1.0%	535	3.4%	394	0.9%	464	3.6%	306	0.8%	490	3.3%	346	0.9%	427	3.5%
Managers	333	1.0%	535	3.4%	394	0.9%	463	3.6%	306	0.8%	490	3.3%	347	0.8%	427	3.5%
Officers & Executives	329	0.9%	505	3.1%	373	0.6%	443	3.3%	298	0.7%	459	3.2%	333	0.6%	405	3.4%

Utah	2024 Actual Increases								2025 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	182	0.7%	312	3.4%	233	0.9%	269	3.5%	172	0.5%	289	3.3%	206	0.8%	246	3.5%
Exempt (Non-management) Employees	183	0.7%	313	3.3%	233	0.9%	270	3.5%	173	0.5%	290	3.3%	205	0.9%	248	3.5%
Managers	182	0.7%	313	3.3%	233	0.9%	269	3.5%	173	0.5%	290	3.3%	206	0.8%	248	3.5%
Officers & Executives	182	0.7%	294	3.2%	221	0.6%	258	3.3%	170	0.5%	270	3.2%	198	0.6%	236	3.3%

Vermont	2024 Actual Increases								2025 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	126	0.7%	214	3.3%	160	0.8%	186	3.5%	117	0.5%	196	3.3%	143	0.8%	169	3.4%
Exempt (Non-management) Employees	126	0.6%	215	3.3%	160	0.9%	186	3.5%	116	0.4%	198	3.3%	142	0.8%	170	3.4%
Managers	125	0.6%	215	3.3%	160	0.8%	185	3.5%	116	0.4%	198	3.3%	143	0.8%	170	3.4%
Officers & Executives	124	0.6%	201	3.2%	152	0.6%	177	3.4%	113	0.4%	184	3.2%	138	0.6%	162	3.4%

United States

Virginia	2024 Actual Increases								2025 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	220	0.8%	381	3.4%	275	0.9%	326	3.5%	201	0.5%	342	3.3%	242	0.9%	297	3.5%
Exempt (Non-management) Employees	219	0.8%	384	3.4%	276	1.0%	327	3.6%	201	0.5%	346	3.4%	241	0.9%	299	3.5%
Managers	218	0.7%	382	3.4%	276	0.9%	324	3.5%	201	0.5%	344	3.4%	242	0.8%	297	3.5%
Officers & Executives	217	0.7%	359	3.2%	263	0.6%	310	3.3%	197	0.4%	321	3.2%	233	0.6%	283	3.4%

Washington	2024 Actual Increases								2025 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	1.0%	378	3.4%	279	0.9%	321	3.5%	207	0.7%	347	3.3%	244	0.9%	292	3.6%
Exempt (Non-management) Employees	221	1.0%	379	3.3%	280	1.0%	323	3.6%	206	0.7%	347	3.3%	244	0.9%	296	3.6%
Managers	222	1.0%	379	3.3%	280	0.9%	322	3.5%	208	0.7%	348	3.3%	245	0.8%	296	3.6%
Officers & Executives	220	0.9%	355	3.2%	268	0.7%	308	3.4%	203	0.7%	324	3.2%	237	0.6%	280	3.4%

Washington, D.C.	2024 Actual Increases								2025 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	0.8%	283	3.4%	207	0.9%	237	3.5%	151	0.5%	255	3.3%	184	0.9%	215	3.5%
Exempt (Non-management) Employees	166	0.8%	285	3.4%	208	1.0%	238	3.6%	152	0.5%	257	3.4%	184	0.9%	217	3.6%
Managers	165	0.8%	284	3.4%	208	0.9%	236	3.5%	152	0.5%	256	3.4%	185	0.8%	216	3.5%
Officers & Executives	165	0.8%	267	3.2%	196	0.6%	225	3.4%	149	0.5%	239	3.2%	177	0.6%	205	3.4%

West Virginia	2024 Actual Increases								2025 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	136	0.6%	245	3.4%	180	1.0%	206	3.6%	129	0.4%	227	3.3%	159	0.9%	188	3.5%
Exempt (Non-management) Employees	136	0.6%	246	3.4%	180	1.0%	206	3.6%	128	0.4%	229	3.4%	158	1.0%	189	3.5%
Managers	135	0.6%	246	3.4%	180	1.0%	205	3.6%	128	0.4%	229	3.4%	159	0.9%	189	3.5%
Officers & Executives	134	0.6%	229	3.3%	171	0.7%	194	3.4%	124	0.3%	210	3.2%	152	0.6%	177	3.4%

Wisconsin	2024 Actual Increases								2025 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	208	0.8%	360	3.4%	260	0.9%	307	3.5%	193	0.6%	328	3.3%	226	0.8%	284	3.5%
Exempt (Non-management) Employees	207	0.8%	363	3.4%	261	1.0%	307	3.6%	191	0.6%	332	3.3%	225	0.9%	285	3.5%
Managers	206	0.8%	363	3.4%	261	0.9%	306	3.5%	191	0.6%	332	3.3%	226	0.8%	285	3.5%
Officers & Executives	206	0.8%	343	3.3%	249	0.7%	294	3.4%	188	0.6%	311	3.3%	219	0.6%	272	3.4%

United States

Wyoming	2024 Actual Increases								2025 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	0.6%	183	3.3%	139	0.9%	158	3.5%	100	0.3%	173	3.3%	124	0.8%	144	3.5%
Exempt (Non-management) Employees	108	0.5%	184	3.3%	139	0.9%	158	3.5%	100	0.3%	174	3.3%	123	0.9%	145	3.5%
Managers	108	0.5%	184	3.3%	139	0.9%	157	3.5%	100	0.3%	174	3.3%	124	0.8%	145	3.5%
Officers & Executives	108	0.6%	172	3.2%	132	0.7%	150	3.4%	97	0.3%	161	3.2%	119	0.6%	137	3.5%

Canada

TOTAL SAMPLE

All Respondents	2024 Actual Increases								2025 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	178	1.2%	265	3.0%	203	0.8%	252	3.4%	165	1.0%	238	3.0%	183	0.7%	227	3.3%
Exempt (Non-management) Employees	179	1.2%	281	3.1%	213	0.9%	266	3.5%	167	1.0%	252	3.1%	193	0.7%	240	3.4%
Managers	179	1.2%	279	3.1%	212	0.8%	263	3.5%	167	1.0%	249	3.1%	192	0.8%	237	3.4%
Officers & Executives	173	1.1%	256	2.9%	195	0.6%	238	3.2%	158	0.9%	227	2.9%	173	0.6%	215	3.2%

INDUSTRY GROUPS

Manufacturing	2024 Actual Increases								2025 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	1.2%	44	3.2%	34	0.9%	44	3.6%	28	0.8%	42	3.2%	31	0.6%	43	3.3%
Exempt (Non-management) Employees	31	1.2%	49	3.4%	34	0.9%	49	3.8%	27	0.8%	46	3.4%	33	0.8%	47	3.5%
Managers	31	1.2%	47	3.4%	34	0.5%	47	3.5%	27	0.8%	44	3.4%	33	0.8%	45	3.3%
Officers & Executives	29	1.0%	45	3.1%	32	0.4%	44	3.1%	25	0.6%	42	2.9%	29	0.7%	42	3.0%

Nonprofit	2024 Actual Increases								2025 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	3.6%	7	1.8%	4	--	7	4.5%	7	2.8%	6	2.4%	4	--	7	4.1%
Exempt (Non-management) Employees	6	3.8%	6	1.4%	4	--	6	4.0%	6	2.8%	5	2.2%	4	--	6	3.6%
Managers	6	3.5%	6	1.4%	4	--	6	3.9%	6	2.7%	5	2.8%	4	--	6	3.6%
Officers & Executives	7	3.3%	7	1.6%	3	--	6	4.4%	6	2.3%	5	2.9%	3	--	6	4.1%

Agencies & Consultancies	2024 Actual Increases								2025 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	1.0%	8	2.4%	8	0.1%	8	2.9%	7	1.0%	7	2.4%	7	0.3%	7	3.1%
Exempt (Non-management) Employees	9	1.1%	9	3.4%	8	0.1%	9	3.5%	8	1.1%	8	2.5%	7	0.3%	8	3.4%
Managers	9	0.8%	9	2.9%	8	0.1%	9	3.1%	8	1.0%	8	2.0%	7	0.3%	8	2.8%
Officers & Executives	9	0.8%	9	1.9%	8	0.1%	9	2.5%	8	1.0%	8	2.0%	7	0.3%	8	2.8%

Construction	2024 Actual Increases								2025 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	--	5	2.7%	4	--	5	3.2%	3	--	5	3.7%	4	--	5	4.2%
Exempt (Non-management) Employees	3	--	5	2.7%	4	--	5	3.2%	3	--	5	3.7%	4	--	5	4.2%
Managers	3	--	5	2.7%	4	--	5	3.2%	3	--	5	3.7%	4	--	5	4.2%
Officers & Executives	3	--	4	--	3	--	4	--	3	--	4	--	3	--	4	--

Canada

Retail & Customer Service	2024 Actual Increases								2025 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	12	0.9%	20	2.7%	17	0.8%	19	3.2%	11	1.0%	19	2.9%	15	0.9%	18	3.4%
Exempt (Non-management) Employees	12	0.9%	20	2.8%	17	0.9%	19	3.4%	11	1.0%	19	3.0%	15	0.9%	18	3.6%
Managers	12	0.9%	20	2.8%	17	0.8%	19	3.4%	11	1.0%	19	3.0%	15	0.9%	18	3.6%
Officers & Executives	11	0.7%	19	2.9%	16	0.8%	18	3.3%	10	0.8%	18	3.1%	14	0.9%	17	3.5%

Technology (including software)	2024 Actual Increases								2025 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	0.8%	55	3.2%	46	0.9%	52	3.6%	33	0.7%	48	3.1%	41	0.7%	44	3.6%
Exempt (Non-management) Employees	35	0.8%	56	3.2%	47	0.9%	53	3.5%	33	0.7%	48	3.0%	42	0.7%	44	3.6%
Managers	35	0.8%	55	3.2%	46	0.8%	52	3.5%	33	0.7%	47	3.0%	40	0.6%	43	3.6%
Officers & Executives	34	0.7%	50	3.1%	42	0.6%	45	3.4%	32	0.7%	41	2.9%	37	0.5%	38	3.3%

Energy & Utilities	2024 Actual Increases								2025 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	1.0%	9	3.2%	6	0.3%	8	2.8%	5	1.0%	8	3.2%	5	0.1%	7	2.2%
Exempt (Non-management) Employees	6	1.0%	9	3.2%	6	0.3%	8	2.8%	5	1.0%	8	3.2%	5	0.1%	7	2.2%
Managers	6	1.0%	9	3.2%	6	0.3%	8	2.8%	5	1.0%	8	3.2%	5	0.2%	7	2.2%
Officers & Executives	6	1.0%	8	3.2%	6	0.2%	8	2.8%	5	1.0%	7	3.2%	5	0.1%	7	2.2%

Engineering & Science	2024 Actual Increases								2025 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	--	9	3.2%	5	1.6%	9	4.2%	2	--	7	3.9%	5	1.5%	8	3.9%
Exempt (Non-management) Employees	2	--	9	3.6%	6	2.2%	9	4.7%	2	--	8	3.8%	5	1.5%	8	4.4%
Managers	2	--	9	3.6%	6	2.1%	9	4.7%	2	--	8	3.8%	6	2.0%	8	4.4%
Officers & Executives	2	--	8	3.4%	5	2.1%	8	4.4%	2	--	7	3.6%	5	1.9%	7	4.2%

Finance & Insurance	2024 Actual Increases								2025 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	12	1.0%	18	3.2%	15	0.1%	18	2.4%	13	0.5%	18	2.8%	13	0.2%	16	2.3%
Exempt (Non-management) Employees	12	1.0%	20	3.3%	16	0.1%	20	2.6%	13	0.5%	19	3.0%	15	0.3%	19	2.6%
Managers	12	1.0%	21	3.3%	16	0.1%	20	2.6%	13	0.5%	19	3.0%	15	0.3%	19	2.6%
Officers & Executives	12	1.0%	17	2.8%	15	0.0%	17	2.2%	13	0.5%	17	2.6%	13	0.0%	15	2.2%

Canada

Food, Beverage & Hospitality	2024 Actual Increases								2025 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	1.0%	12	3.1%	9	0.5%	11	3.0%	8	0.1%	10	2.9%	8	0.6%	9	3.0%
Exempt (Non-management) Employees	8	1.0%	13	3.3%	10	0.6%	12	3.2%	8	0.1%	11	3.2%	8	0.6%	10	3.3%
Managers	8	1.0%	13	3.3%	10	0.6%	12	3.2%	8	0.1%	11	3.2%	8	0.6%	10	3.3%
Officers & Executives	8	1.0%	13	3.0%	10	0.5%	12	3.0%	8	0.1%	11	2.5%	8	0.1%	10	2.5%

Real Estate, Rental, & Leasing	2024 Actual Increases								2025 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	1.3%	7	3.0%	5	0.9%	6	3.9%	5	2.2%	7	2.7%	5	0.9%	5	3.7%
Exempt (Non-management) Employees	5	1.3%	7	3.0%	5	0.9%	6	3.9%	5	2.2%	7	2.8%	5	0.9%	5	3.7%
Managers	5	1.5%	7	3.0%	5	0.9%	6	3.9%	5	2.2%	7	2.8%	5	0.9%	5	3.7%
Officers & Executives	5	1.5%	7	3.0%	5	0.8%	6	3.3%	5	2.2%	7	2.7%	5	0.8%	5	3.7%

Education	2024 Actual Increases								2025 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	--	3	--	3	--	2	--	1	--	1	--	1	--	1	--
Exempt (Non-management) Employees	3	--	3	--	3	--	2	--	1	--	1	--	1	--	1	--
Managers	3	--	3	--	3	--	2	--	1	--	1	--	1	--	1	--
Officers & Executives	3	--	3	--	3	--	2	--	1	--	1	--	1	--	1	--

Transportation & Warehousing	2024 Actual Increases								2025 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	1.7%	11	3.0%	8	1.7%	14	4.0%	10	1.7%	11	3.0%	7	1.5%	12	3.6%
Exempt (Non-management) Employees	11	1.4%	13	3.1%	10	1.5%	15	4.1%	10	1.7%	13	3.1%	8	1.4%	13	3.7%
Managers	11	1.7%	13	3.3%	10	1.8%	15	4.0%	10	1.7%	13	3.0%	8	1.8%	13	3.5%
Officers & Executives	10	1.5%	12	3.0%	9	0.9%	13	3.7%	9	1.5%	12	2.7%	8	0.7%	12	3.3%

Government	2024 Actual Increases								2025 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

Healthcare and Social Assistance	2024 Actual Increases								2025 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	--	2	--	1	--	2	--	1	--	1	--	1	--	1	--
Exempt (Non-management) Employees	1	--	2	--	1	--	2	--	1	--	1	--	1	--	1	--
Managers	1	--	2	--	1	--	2	--	1	--	1	--	1	--	1	--
Officers & Executives	1	--	2	--	1	--	1	--	1	--	1	--	1	--	1	--

Arts, Entertainment, & Recreation	2024 Actual Increases								2025 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	--	1	--	0	--	1	--	0	--	1	--	0	--	1	--
Exempt (Non-management) Employees	1	--	2	--	1	--	2	--	1	--	2	--	1	--	2	--
Managers	1	--	2	--	1	--	2	--	1	--	2	--	1	--	2	--
Officers & Executives	0	--	1	--	0	--	1	--	0	--	1	--	0	--	1	--

Other (please specify)	2024 Actual Increases								2025 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	1.0%	54	2.8%	38	1.1%	46	3.2%	31	0.9%	47	2.8%	36	0.9%	43	3.2%
Exempt (Non-management) Employees	34	0.9%	58	2.8%	41	0.9%	49	3.3%	33	0.9%	51	2.9%	39	0.8%	46	3.3%
Managers	34	1.0%	58	3.0%	41	0.9%	49	3.4%	33	1.0%	51	2.9%	39	0.8%	46	3.3%
Officers & Executives	33	0.9%	51	2.8%	37	0.7%	44	3.1%	30	0.9%	45	2.8%	34	0.5%	41	3.2%

SECTORS

Public Company	2024 Actual Increases								2025 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	68	0.4%	121	3.2%	88	0.8%	112	3.4%	64	0.3%	109	3.2%	78	0.6%	101	3.2%
Exempt (Non-management) Employees	66	0.3%	128	3.3%	90	0.8%	119	3.5%	63	0.3%	114	3.3%	81	0.7%	106	3.3%
Managers	66	0.3%	126	3.3%	90	0.7%	117	3.5%	63	0.3%	112	3.2%	81	0.7%	104	3.3%
Officers & Executives	63	0.3%	115	3.1%	84	0.6%	107	3.4%	58	0.2%	102	3.1%	72	0.6%	95	3.2%

Private Company	2024 Actual Increases								2025 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	95	1.5%	128	2.9%	102	0.9%	123	3.4%	89	1.3%	116	2.9%	96	0.8%	111	3.4%
Exempt (Non-management) Employees	99	1.5%	136	3.0%	110	0.9%	131	3.5%	93	1.3%	125	2.9%	102	0.8%	119	3.5%
Managers	99	1.5%	136	3.0%	109	0.9%	130	3.4%	93	1.3%	124	2.9%	101	0.8%	118	3.4%
Officers & Executives	95	1.3%	123	2.8%	99	0.6%	115	2.9%	89	1.2%	112	2.6%	92	0.6%	105	3.0%

Canada

Nonprofit Organization	2024 Actual Increases								2025 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	3.2%	7	1.9%	5	0.0%	10	3.9%	8	2.4%	8	2.3%	4	--	9	3.9%
Exempt (Non-management) Employees	7	3.3%	8	2.1%	5	0.0%	9	3.5%	7	2.4%	8	2.6%	5	0.4%	9	3.8%
Managers	7	3.0%	8	2.1%	5	0.2%	9	3.5%	7	2.3%	8	3.0%	5	0.4%	9	3.7%
Officers & Executives	8	2.9%	9	2.1%	4	--	9	3.8%	7	2.0%	8	3.0%	4	--	9	3.8%

Government	2024 Actual Increases								2025 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	--	1	--	1	--	1	--	1	--	0	--	0	--	1	--
Exempt (Non-management) Employees	2	--	1	--	1	--	1	--	1	--	0	--	0	--	1	--
Managers	2	--	1	--	1	--	1	--	1	--	0	--	0	--	1	--
Officers & Executives	2	--	1	--	1	--	1	--	1	--	0	--	0	--	1	--

School/School District	2024 Actual Increases								2025 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	2024 Actual Increases								2025 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	--	3	--	3	--	2	--	1	--	1	--	1	--	1	--
Exempt (Non-management) Employees	3	--	3	--	3	--	2	--	1	--	1	--	1	--	1	--
Managers	3	--	3	--	3	--	2	--	1	--	1	--	1	--	1	--
Officers & Executives	3	--	3	--	3	--	2	--	1	--	1	--	1	--	1	--

Hospital	2024 Actual Increases								2025 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	2024 Actual Increases								2025 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	--

Cooperative	2024 Actual Increases								2025 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)	2024 Actual Increases								2025 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	--	3	--	3	--	1	--	3	--	3	--	3	--
Exempt (Non-management) Employees	1	--	4	--	3	--	3	--	1	--	3	--	3	--	3	--
Managers	1	--	4	--	3	--	3	--	1	--	3	--	3	--	3	--
Officers & Executives	1	--	4	--	3	--	3	--	1	--	3	--	3	--	3	--

FTEs

<50	2024 Actual Increases								2025 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	2.4%	18	1.8%	14	0.4%	16	3.0%	16	2.1%	14	3.1%	13	0.2%	16	3.1%
Exempt (Non-management) Employees	18	2.5%	18	2.0%	15	0.5%	16	3.1%	16	2.2%	15	2.8%	13	0.2%	16	3.0%
Managers	18	2.3%	18	2.0%	15	0.5%	16	2.8%	16	2.1%	15	2.6%	14	0.5%	16	2.7%
Officers & Executives	18	2.0%	18	1.9%	15	0.5%	16	2.6%	16	1.8%	15	2.4%	14	0.5%	16	2.7%

50-99	2024 Actual Increases								2025 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	2.6%	9	2.2%	8	0.8%	9	4.3%	9	2.4%	10	1.4%	8	0.8%	10	3.4%
Exempt (Non-management) Employees	9	2.5%	9	2.1%	8	0.8%	9	4.0%	9	2.3%	10	1.4%	8	0.8%	10	3.3%
Managers	9	2.4%	9	2.1%	8	0.6%	9	3.8%	9	2.3%	10	1.7%	8	0.5%	10	3.1%
Officers & Executives	10	2.1%	10	2.5%	8	0.1%	10	3.6%	10	1.8%	11	2.0%	8	0.0%	11	2.9%

Canada

100-1,999	2024 Actual Increases								2025 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	45	1.6%	58	2.8%	43	1.1%	56	3.5%	38	1.3%	52	2.6%	38	0.9%	46	3.4%
Exempt (Non-management) Employees	46	1.5%	64	3.0%	47	1.1%	62	3.6%	40	1.2%	57	2.9%	43	0.8%	53	3.6%
Managers	46	1.6%	63	3.1%	46	1.0%	60	3.6%	40	1.3%	55	2.9%	42	0.8%	51	3.5%
Officers & Executives	44	1.4%	57	2.8%	41	0.9%	52	3.1%	37	1.2%	48	2.5%	37	0.6%	43	3.1%

2,000-4,999	2024 Actual Increases								2025 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	0.8%	60	3.0%	49	0.7%	57	3.5%	36	0.7%	57	3.1%	47	0.6%	53	3.7%
Exempt (Non-management) Employees	36	0.7%	63	3.2%	50	0.7%	60	3.6%	35	0.7%	60	3.2%	50	0.7%	56	3.9%
Managers	36	0.8%	62	3.2%	50	0.6%	59	3.6%	35	0.7%	59	3.2%	49	0.7%	55	3.9%
Officers & Executives	33	0.7%	57	3.1%	45	0.5%	53	3.5%	31	0.6%	53	3.2%	44	0.7%	49	3.7%

5,000-15,000	2024 Actual Increases								2025 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	0.5%	42	3.4%	34	1.0%	39	3.4%	25	0.2%	38	3.4%	30	1.0%	36	3.2%
Exempt (Non-management) Employees	27	0.4%	46	3.4%	36	1.0%	42	3.4%	26	0.2%	41	3.3%	31	0.9%	38	3.2%
Managers	27	0.4%	46	3.4%	36	0.9%	42	3.4%	26	0.2%	41	3.3%	31	1.1%	38	3.1%
Officers & Executives	27	0.4%	44	2.9%	35	0.5%	41	2.7%	26	0.2%	40	2.8%	29	0.5%	37	2.7%

>15,000	2024 Actual Increases								2025 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	43	0.8%	78	3.1%	55	0.8%	75	3.3%	41	0.8%	67	3.1%	47	0.7%	66	3.1%
Exempt (Non-management) Employees	43	0.8%	81	3.2%	57	0.8%	77	3.4%	41	0.8%	69	3.2%	48	0.7%	67	3.2%
Managers	43	0.8%	81	3.2%	57	0.8%	77	3.4%	41	0.8%	69	3.2%	48	0.7%	67	3.2%
Officers & Executives	41	0.9%	70	3.1%	51	0.7%	66	3.4%	38	0.7%	60	3.1%	41	0.6%	59	3.2%

REVENUE

<\$5M	2024 Actual Increases								2025 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	2.2%	17	1.9%	13	0.5%	15	2.9%	15	1.8%	13	2.8%	12	0.2%	15	2.7%
Exempt (Non-management) Employees	17	2.4%	17	2.2%	14	0.6%	15	2.9%	15	1.9%	14	2.5%	12	0.2%	15	2.6%
Managers	17	2.1%	17	2.2%	14	0.6%	15	2.6%	15	1.8%	14	2.2%	13	0.5%	15	2.3%
Officers & Executives	17	2.0%	17	2.2%	14	0.6%	15	2.8%	15	1.8%	14	2.5%	13	0.5%	15	2.6%

Canada

\$5M - \$50M	2024 Actual Increases								2025 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	1.9%	27	2.2%	24	1.5%	25	3.8%	24	1.9%	28	2.3%	24	1.3%	26	3.3%
Exempt (Non-management) Employees	26	2.0%	29	2.3%	25	1.5%	27	4.0%	26	2.0%	30	2.4%	25	1.3%	28	3.6%
Managers	26	2.0%	29	2.4%	25	1.4%	27	3.9%	26	2.0%	30	2.5%	25	1.2%	28	3.5%
Officers & Executives	26	1.6%	29	2.3%	24	1.2%	26	3.3%	25	1.6%	29	2.3%	24	1.0%	27	3.1%

\$50M - \$500M	2024 Actual Increases								2025 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	1.7%	35	3.2%	24	1.3%	34	3.9%	18	1.5%	30	2.9%	20	1.1%	25	3.9%
Exempt (Non-management) Employees	23	1.4%	37	3.3%	26	1.3%	35	3.7%	18	1.1%	31	3.1%	23	0.9%	27	3.8%
Managers	23	1.4%	36	3.4%	25	1.1%	34	3.7%	18	1.1%	30	3.2%	21	0.9%	26	3.8%
Officers & Executives	22	1.4%	31	3.4%	21	1.0%	29	3.3%	17	1.2%	24	2.9%	18	0.6%	21	3.5%

\$500M - \$1B	2024 Actual Increases								2025 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	1.2%	33	2.7%	29	0.5%	31	2.9%	27	1.0%	32	2.8%	28	0.5%	30	3.2%
Exempt (Non-management) Employees	28	1.1%	33	2.8%	29	0.5%	31	2.9%	27	1.0%	32	2.8%	28	0.5%	30	3.3%
Managers	28	1.2%	33	2.8%	29	0.5%	31	2.9%	27	1.0%	32	2.8%	28	0.5%	30	3.3%
Officers & Executives	26	1.1%	31	2.6%	28	0.4%	28	2.7%	25	0.8%	30	2.6%	24	0.5%	26	3.1%

\$1B - \$5B	2024 Actual Increases								2025 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	53	0.6%	84	3.2%	69	0.8%	77	3.5%	50	0.4%	71	3.3%	60	0.7%	68	3.5%
Exempt (Non-management) Employees	53	0.6%	92	3.4%	72	0.8%	84	3.7%	50	0.4%	78	3.4%	64	0.8%	74	3.7%
Managers	53	0.6%	91	3.4%	72	0.7%	83	3.7%	50	0.4%	77	3.4%	64	0.9%	73	3.6%
Officers & Executives	52	0.5%	89	3.0%	69	0.4%	80	3.3%	49	0.4%	75	3.0%	62	0.6%	72	3.2%

>\$5B	2024 Actual Increases								2025 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	29	0.7%	60	3.3%	37	0.7%	61	3.3%	28	0.7%	55	3.2%	32	0.5%	54	3.1%
Exempt (Non-management) Employees	29	0.7%	64	3.3%	40	0.7%	64	3.4%	28	0.7%	58	3.3%	34	0.5%	56	3.2%
Managers	29	0.7%	64	3.3%	40	0.7%	64	3.4%	28	0.7%	58	3.3%	34	0.5%	56	3.2%
Officers & Executives	27	0.7%	51	3.2%	32	0.7%	52	3.4%	24	0.6%	47	3.2%	25	0.4%	46	3.2%

Canada

REGIONS

Atlantic	2024 Actual Increases								2025 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	47	0.7%	81	3.0%	59	0.8%	75	3.3%	45	0.6%	70	3.2%	52	0.7%	65	3.3%
Exempt (Non-management) Employees	46	0.7%	85	3.1%	63	1.0%	78	3.3%	45	0.6%	74	3.2%	54	0.7%	67	3.4%
Managers	46	0.7%	85	3.1%	63	0.8%	78	3.4%	45	0.6%	74	3.2%	55	0.8%	67	3.4%
Officers & Executives	45	0.6%	78	3.1%	58	0.7%	68	3.3%	43	0.6%	67	3.2%	49	0.7%	61	3.3%

Central	2024 Actual Increases								2025 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	1.0%	200	3.0%	151	0.8%	189	3.3%	123	0.8%	182	3.0%	138	0.7%	171	3.2%
Exempt (Non-management) Employees	129	0.9%	211	3.1%	157	0.8%	199	3.4%	123	0.8%	191	3.1%	144	0.8%	180	3.3%
Managers	129	0.9%	210	3.1%	157	0.8%	197	3.4%	123	0.8%	189	3.1%	144	0.8%	178	3.3%
Officers & Executives	124	0.8%	189	2.9%	141	0.6%	175	3.1%	115	0.6%	170	2.9%	128	0.6%	159	3.1%

Western	2024 Actual Increases								2025 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	1.1%	163	3.0%	121	0.9%	152	3.4%	102	1.1%	146	2.9%	110	0.7%	139	3.3%
Exempt (Non-management) Employees	108	1.1%	173	3.1%	128	0.8%	162	3.5%	103	1.1%	155	3.0%	115	0.7%	147	3.5%
Managers	108	1.1%	172	3.1%	127	0.8%	160	3.5%	103	1.1%	153	3.0%	114	0.7%	145	3.4%
Officers & Executives	105	1.0%	155	2.9%	114	0.6%	140	3.2%	97	1.0%	137	2.9%	101	0.6%	129	3.2%

PROVINCES

Alberta	2024 Actual Increases								2025 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	73	0.8%	120	3.0%	86	0.8%	110	3.4%	69	0.8%	104	3.1%	76	0.7%	97	3.4%
Exempt (Non-management) Employees	73	0.9%	126	3.1%	92	0.9%	116	3.5%	70	0.9%	110	3.2%	80	0.7%	102	3.5%
Managers	73	0.9%	126	3.1%	92	0.8%	115	3.4%	70	0.9%	109	3.1%	81	0.8%	101	3.4%
Officers & Executives	71	0.8%	111	3.0%	81	0.7%	97	3.3%	65	0.9%	95	3.1%	69	0.7%	87	3.3%

British Columbia	2024 Actual Increases								2025 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	89	0.9%	131	3.0%	98	0.9%	123	3.4%	85	0.9%	116	2.9%	88	0.7%	110	3.3%
Exempt (Non-management) Employees	89	0.9%	139	3.1%	104	0.9%	131	3.5%	86	0.9%	124	3.0%	92	0.7%	117	3.5%
Managers	89	0.9%	139	3.1%	103	0.8%	130	3.5%	86	0.9%	123	3.0%	91	0.7%	116	3.4%
Officers & Executives	87	0.8%	127	2.9%	95	0.7%	115	3.2%	82	0.8%	112	2.9%	83	0.6%	105	3.2%

Canada

Manitoba	2024 Actual Increases								2025 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	44	0.8%	66	3.0%	48	0.9%	62	3.3%	43	0.7%	59	3.0%	43	0.7%	56	3.1%
Exempt (Non-management) Employees	43	0.7%	71	3.1%	51	0.9%	66	3.4%	43	0.7%	62	3.0%	46	0.7%	58	3.2%
Managers	43	0.8%	71	3.1%	51	0.7%	66	3.4%	43	0.7%	62	3.0%	46	0.7%	58	3.2%
Officers & Executives	43	0.8%	66	2.9%	46	0.7%	58	3.4%	41	0.6%	57	3.0%	41	0.7%	54	3.2%

New Brunswick	2024 Actual Increases								2025 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	31	0.8%	57	3.1%	41	1.1%	53	3.3%	31	0.6%	49	3.2%	36	0.8%	46	3.3%
Exempt (Non-management) Employees	30	0.7%	60	3.1%	43	1.0%	55	3.3%	30	0.7%	51	3.2%	37	0.9%	47	3.3%
Managers	30	0.8%	60	3.1%	43	0.9%	55	3.3%	30	0.7%	51	3.2%	37	0.9%	47	3.3%
Officers & Executives	30	0.8%	55	3.1%	39	0.8%	47	3.4%	29	0.7%	46	3.2%	34	0.8%	42	3.3%

Newfoundland and Labrador	2024 Actual Increases								2025 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	0.5%	35	3.1%	25	1.1%	33	3.5%	20	0.5%	29	3.3%	21	0.6%	25	3.3%
Exempt (Non-management) Employees	20	0.4%	37	3.2%	26	1.1%	35	3.5%	20	0.5%	30	3.4%	23	0.7%	26	3.4%
Managers	20	0.6%	37	3.2%	26	0.8%	35	3.5%	20	0.5%	30	3.4%	23	0.8%	26	3.4%
Officers & Executives	20	0.4%	35	2.9%	24	0.7%	30	3.5%	19	0.4%	28	3.4%	21	0.7%	25	3.4%

Nova Scotia	2024 Actual Increases								2025 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	39	0.5%	67	3.0%	47	0.9%	62	3.2%	37	0.5%	58	3.3%	43	0.7%	54	3.2%
Exempt (Non-management) Employees	38	0.6%	71	3.2%	51	1.1%	65	3.3%	37	0.5%	62	3.3%	45	0.8%	56	3.3%
Managers	38	0.6%	71	3.2%	51	0.9%	65	3.4%	37	0.5%	62	3.3%	46	0.9%	56	3.4%
Officers & Executives	37	0.5%	66	3.1%	46	0.9%	57	3.3%	35	0.4%	57	3.4%	41	0.8%	52	3.3%

Northwest Territories	2024 Actual Increases								2025 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	0.8%	16	3.3%	11	1.4%	16	3.2%	9	0.8%	12	3.6%	9	0.4%	12	3.0%
Exempt (Non-management) Employees	9	0.8%	17	3.2%	12	1.3%	16	3.2%	9	0.8%	13	3.5%	9	0.4%	12	3.1%
Managers	9	0.8%	17	3.2%	12	0.8%	16	3.3%	9	0.8%	13	3.5%	9	0.4%	12	3.1%
Officers & Executives	9	0.8%	17	3.1%	10	0.7%	14	3.3%	9	0.8%	13	3.5%	9	0.3%	12	3.1%

Canada

Nunavut	2024 Actual Increases								2025 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	0.5%	16	3.3%	11	1.4%	15	3.2%	8	0.5%	12	3.6%	9	0.4%	11	3.0%
Exempt (Non-management) Employees	8	0.5%	16	3.3%	11	1.4%	15	3.2%	8	0.5%	12	3.6%	9	0.4%	11	3.0%
Managers	8	0.5%	16	3.3%	11	0.8%	15	3.2%	8	0.5%	12	3.6%	9	0.4%	11	3.0%
Officers & Executives	8	0.5%	16	3.1%	10	0.7%	13	3.2%	8	0.5%	12	3.6%	9	0.3%	11	3.0%

Ontario	2024 Actual Increases								2025 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	122	0.9%	188	3.0%	140	0.8%	176	3.3%	117	0.8%	171	3.0%	130	0.7%	159	3.2%
Exempt (Non-management) Employees	121	0.9%	199	3.1%	146	0.9%	186	3.4%	117	0.7%	180	3.1%	136	0.8%	168	3.4%
Managers	121	0.9%	198	3.1%	146	0.8%	184	3.4%	117	0.8%	178	3.1%	136	0.8%	166	3.4%
Officers & Executives	116	0.8%	177	2.9%	130	0.6%	162	3.1%	109	0.6%	159	2.9%	120	0.6%	147	3.1%

Prince Edward Island	2024 Actual Increases								2025 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	15	0.7%	27	3.0%	19	1.5%	26	3.3%	15	0.8%	22	3.4%	16	0.9%	20	3.3%
Exempt (Non-management) Employees	14	0.7%	28	3.1%	19	1.5%	27	3.3%	14	0.8%	22	3.5%	17	1.1%	20	3.4%
Managers	14	0.7%	28	3.1%	19	1.1%	27	3.3%	14	0.8%	22	3.5%	17	1.1%	20	3.4%
Officers & Executives	14	0.5%	27	2.9%	17	1.1%	23	3.4%	13	0.7%	21	3.5%	16	1.1%	19	3.4%

Quebec	2024 Actual Increases								2025 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	73	0.7%	115	3.0%	90	0.7%	109	3.1%	69	0.5%	100	3.1%	78	0.6%	96	3.0%
Exempt (Non-management) Employees	74	0.6%	123	3.1%	95	0.8%	116	3.2%	71	0.6%	107	3.2%	82	0.6%	102	3.2%
Managers	74	0.7%	123	3.1%	95	0.7%	116	3.2%	71	0.6%	107	3.1%	81	0.6%	102	3.1%
Officers & Executives	70	0.6%	110	3.0%	85	0.5%	102	3.1%	65	0.4%	96	3.1%	71	0.5%	91	3.1%

Saskatchewan	2024 Actual Increases								2025 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	43	0.9%	65	3.0%	47	1.0%	61	3.2%	42	0.8%	58	3.0%	43	0.8%	54	3.0%
Exempt (Non-management) Employees	41	0.8%	67	3.0%	48	1.0%	62	3.2%	41	0.7%	59	3.1%	44	0.8%	54	3.0%
Managers	41	0.8%	66	2.9%	48	0.8%	61	3.1%	41	0.7%	58	3.1%	44	0.8%	53	3.0%
Officers & Executives	41	0.7%	59	2.8%	42	0.7%	51	3.0%	39	0.6%	51	3.0%	39	0.7%	47	2.9%

Canada

Yukon	2024 Actual Increases								2025 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	0.4%	19	3.1%	13	1.6%	18	3.1%	10	0.4%	15	3.3%	11	0.8%	14	3.0%
Exempt (Non-management) Employees	10	0.4%	19	3.1%	13	1.6%	18	3.1%	10	0.4%	14	3.5%	11	0.9%	13	3.1%
Managers	10	0.4%	19	3.1%	13	1.1%	18	3.2%	10	0.4%	14	3.5%	11	0.9%	13	3.1%
Officers & Executives	10	0.4%	18	3.0%	12	1.0%	15	3.2%	10	0.4%	14	3.5%	10	0.8%	13	3.1%

Australia

TOTAL SAMPLE

All Respondents	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	83	3.3%	78	3.1%
Exempt (Non-management) Employees	102	3.5%	94	3.4%
Exempt (Management) Employees	103	3.5%	94	3.3%
Officers & Executives	90	3.2%	82	3.1%

Brazil

TOTAL SAMPLE

All Respondents	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	54	4.4%	53	4.4%
Exempt (Non-management) Employees	67	4.7%	61	4.6%
Exempt (Management) Employees	66	4.6%	60	4.5%
Officers & Executives	57	4.3%	52	4.3%

China

TOTAL SAMPLE

All Respondents	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	80	4.6%	69	4.6%
Exempt (Non-management) Employees	98	5.0%	83	5.0%
Exempt (Management) Employees	96	5.0%	83	5.0%
Officers & Executives	82	4.8%	69	4.7%

Finland

TOTAL SAMPLE

All Respondents	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	27	2.8%	25	2.9%
Exempt (Non-management) Employees	31	2.9%	27	2.9%
Exempt (Management) Employees	31	2.9%	27	2.9%
Officers & Executives	27	2.5%	25	2.5%

France

TOTAL SAMPLE

All Respondents	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	84	3.4%	78	3.3%
Exempt (Non-management) Employees	100	3.6%	90	3.4%
Exempt (Management) Employees	99	3.6%	90	3.4%
Officers & Executives	84	3.3%	74	3.2%

Germany

TOTAL SAMPLE

All Respondents	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	91	3.4%	81	3.3%
Exempt (Non-management) Employees	106	3.7%	93	3.5%
Exempt (Management) Employees	106	3.6%	93	3.4%
Officers & Executives	92	3.4%	77	3.2%

India

TOTAL SAMPLE

All Respondents	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	83	6.6%	78	6.7%
Exempt (Non-management) Employees	107	7.6%	97	7.4%
Exempt (Management) Employees	105	7.7%	96	7.4%
Officers & Executives	89	6.8%	77	6.6%

Ireland

TOTAL SAMPLE

All Respondents	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	54	3.1%	49	3.1%
Exempt (Non-management) Employees	67	3.6%	59	3.4%
Exempt (Management) Employees	66	3.5%	58	3.3%
Officers & Executives	55	2.9%	46	2.9%

Japan

TOTAL SAMPLE

All Respondents	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	66	2.9%	55	2.9%
Exempt (Non-management) Employees	84	3.1%	71	3.0%
Exempt (Management) Employees	83	3.0%	70	3.0%
Officers & Executives	68	2.7%	55	2.7%

Mexico

TOTAL SAMPLE

All Respondents	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	82	4.8%	75	4.5%
Exempt (Non-management) Employees	93	5.1%	83	4.8%
Exempt (Management) Employees	92	5.0%	83	4.7%
Officers & Executives	83	4.6%	73	4.3%

Netherlands

TOTAL SAMPLE

All Respondents	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	67	3.6%	62	3.4%
Exempt (Non-management) Employees	82	3.8%	75	3.6%
Exempt (Management) Employees	81	3.7%	72	3.6%
Officers & Executives	71	3.3%	62	3.2%

New Zealand

TOTAL SAMPLE

All Respondents	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	33	3.6%	28	3.5%
Exempt (Non-management) Employees	41	3.7%	35	3.5%
Exempt (Management) Employees	42	3.6%	36	3.5%
Officers & Executives	37	3.3%	31	3.3%

Poland

TOTAL SAMPLE

All Respondents	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	43	4.7%	39	4.8%
Exempt (Non-management) Employees	54	5.7%	48	5.5%
Exempt (Management) Employees	54	5.7%	48	5.5%
Officers & Executives	43	5.2%	37	5.0%

Singapore

TOTAL SAMPLE

All Respondents	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	75	3.6%	68	3.5%
Exempt (Non-management) Employees	93	3.9%	84	3.7%
Exempt (Management) Employees	91	3.9%	82	3.7%
Officers & Executives	75	3.5%	65	3.4%

South Africa

TOTAL SAMPLE

All Respondents	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	22	5.2%	19	5.1%
Exempt (Non-management) Employees	27	5.4%	22	5.1%
Exempt (Management) Employees	27	5.3%	22	5.1%
Officers & Executives	24	5.1%	19	5.2%

South Korea

TOTAL SAMPLE

All Respondents	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	40	4.1%	33	4.1%
Exempt (Non-management) Employees	53	4.2%	44	4.1%
Exempt (Management) Employees	52	4.2%	43	4.1%
Officers & Executives	43	4.0%	34	3.9%

Spain

TOTAL SAMPLE

All Respondents	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	66	3.6%	61	3.4%
Exempt (Non-management) Employees	81	3.7%	73	3.5%
Exempt (Management) Employees	80	3.7%	72	3.5%
Officers & Executives	71	3.4%	62	3.2%

Sweden

TOTAL SAMPLE

All Respondents	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	43	3.1%	40	3.2%
Exempt (Non-management) Employees	54	3.4%	49	3.3%
Exempt (Management) Employees	53	3.3%	48	3.3%
Officers & Executives	46	3.0%	40	3.0%

United Kingdom

TOTAL SAMPLE

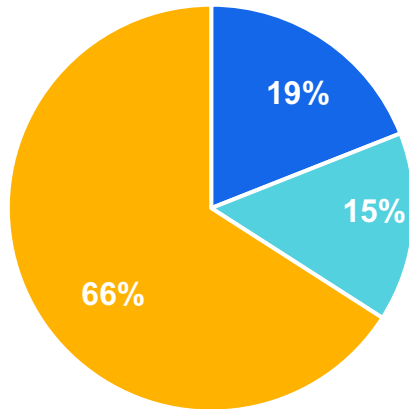
All Respondents	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	141	3.7%	131	3.6%
Exempt (Non-management) Employees	167	3.9%	154	3.8%
Exempt (Management) Employees	166	3.9%	153	3.7%
Officers & Executives	145	3.6%	130	3.4%

Salary Budget Trends

United States

How does your expected 2025 increase budget compare to your 2024 increase budget?

Base n=1,441



- Our 2025 salary increase budget is expected to be higher than our 2024 salary increase budget
- Our 2025 salary increase budget is expected to be lower than our 2024 salary increase budget
- Our 2025 salary increase budget is expected to be the same as our 2024 salary increase budget

Why is your 2025 salary increase budget expected to be higher than your 2024 increase budget?

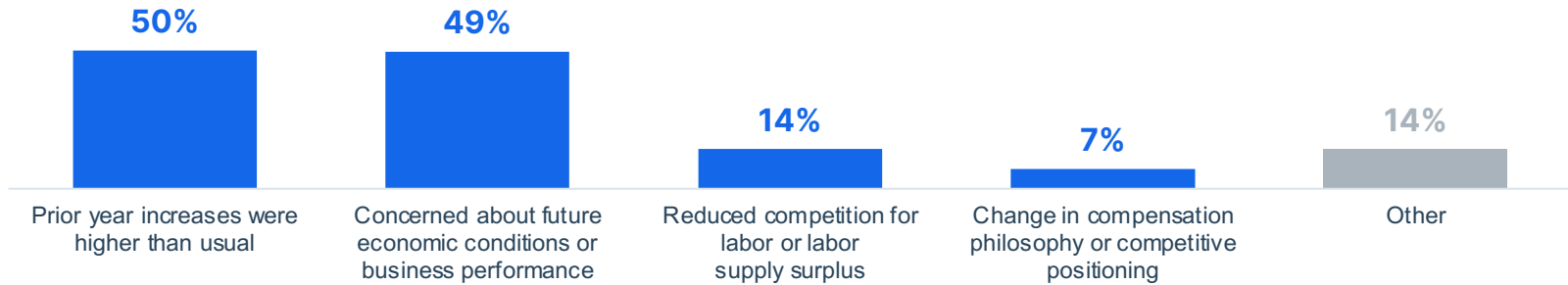
Base n=253



United States

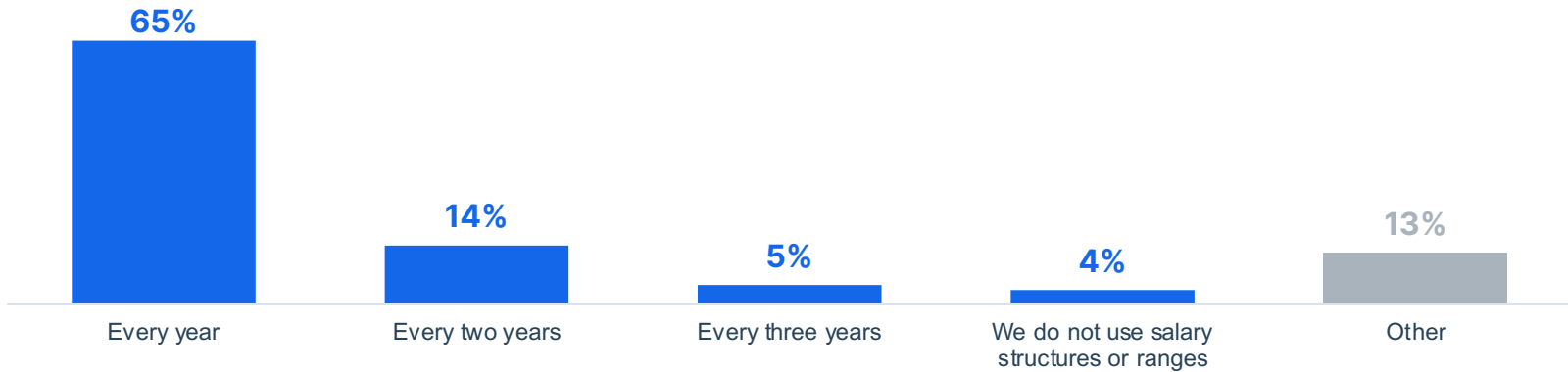
Why is your 2025 salary increase budget expected to be lower than your 2024 increase budget?

Base n=210



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

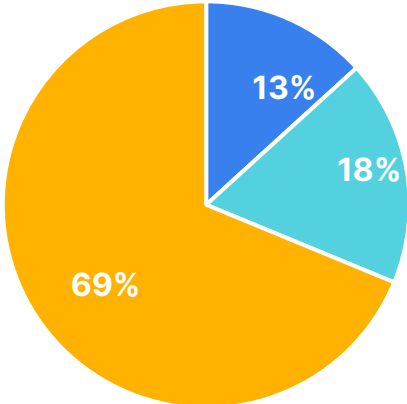
Base n=1,104



Canada

How does your expected 2025 increase budget compare to your 2024 increase budget?

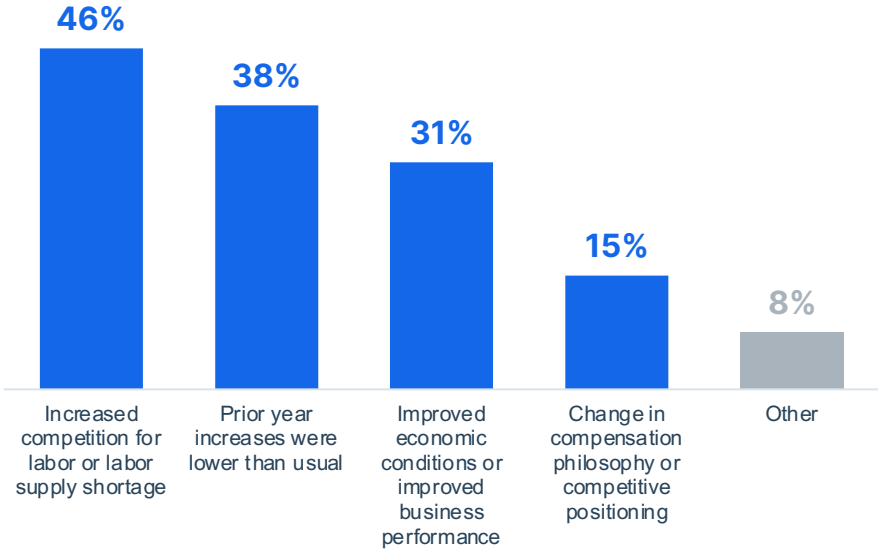
Base n=317



- Our 2025 salary increase budget is expected to be higher than our 2024 salary increase budget
- Our 2025 salary increase budget is expected to be lower than our 2024 salary increase budget
- Our 2025 salary increase budget is expected to be the same as our 2024 salary increase budget

Why is your 2025 salary increase budget expected to be higher than your 2024 increase budget?

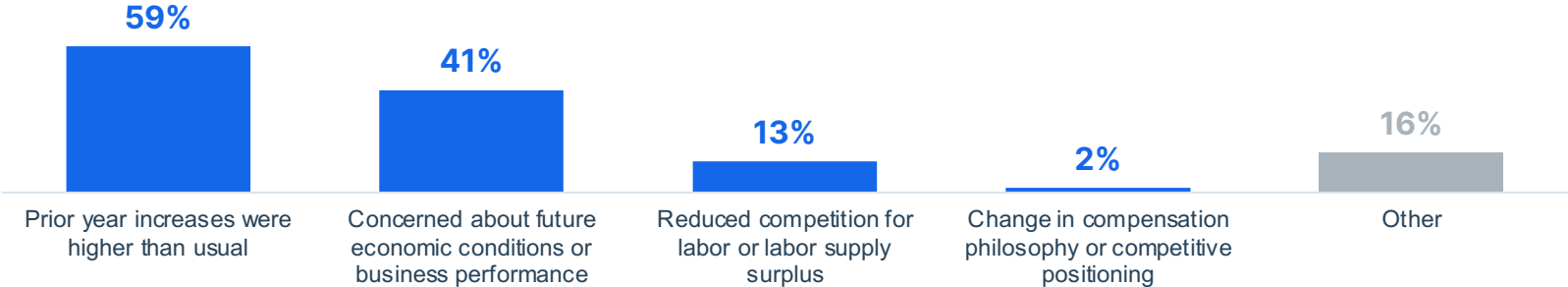
Base n=39



Canada

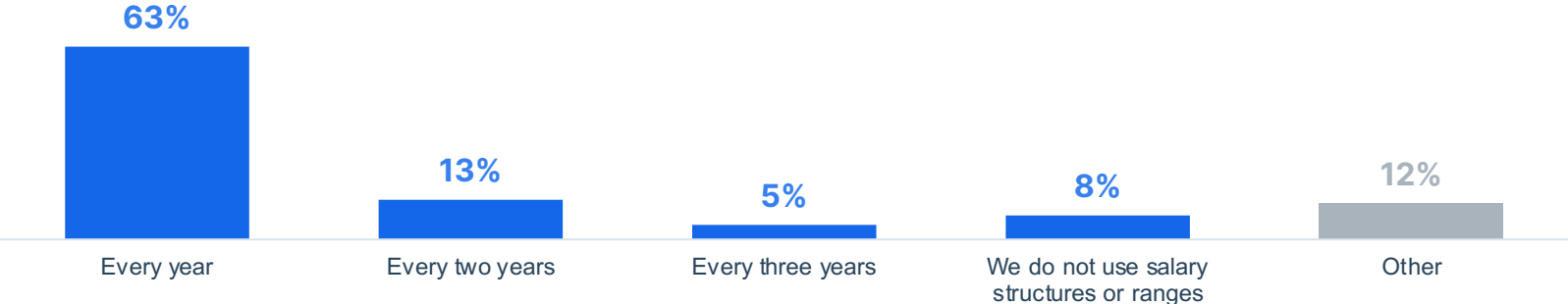
Why is your 2025 salary increase budget expected to be lower than your 2024 increase budget?

Base n=56



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

Base n=256

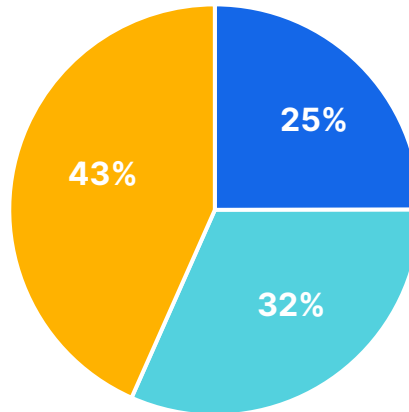


Promotional Increase Practices

United States

How does your organization budget for promotional increases?

Base n=1,197



- 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

Organizations 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 2024	Expected 2025
	3.1%	3.0%

In 2023, participants report that 4.9% of the employee population received a promotional increase, with the promotional increase amount averaging 5.6% of the promoted employee's salary.

United States

What is your organization budgeting for actual promotional increases in 2024?
What is your organization budgeting for expected promotional increases in 2025?
In 2023, what percentage of your employee population received promotional increases?
In 2023, what was the average promotional increase amount as a percentage of the employees' base salaries?

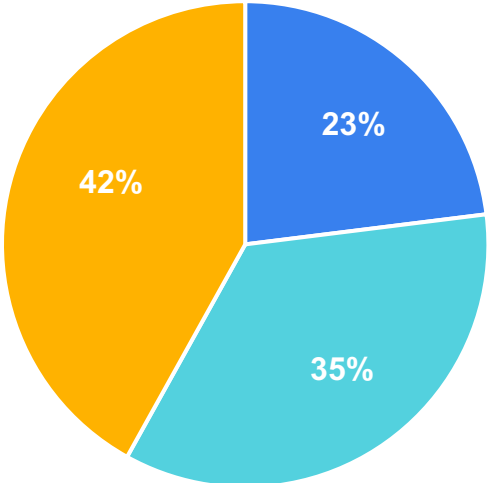
TOTAL SAMPLE

All Respondents	2024 Actual Increases	
	Count	Average
Actual 2024 Promotional Increases	215	3.1%
Expected 2025 Promotional Increases	208	3.0%
Percent of Employees that Received a Promotional Increase in 2023	222	4.9%
2023 Average Promotional Increase as Percent of Employee Base Salary	231	5.6%

Canada

How does your organization budget for promotional increases?

Base n=291



- 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

Canada

Organizations 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 2024	Expected 2025
	2.1%	2.3%

In 2023, participants report that 4.7% of the employee population received a promotional increase, with the promotional increase amount averaging 5.4% of the promoted employee's salary.

Canada

What is your organization budgeting for actual promotional increases in 2024?
What is your organization budgeting for expected promotional increases in 2025?
In 2023, what percentage of your employee population received promotional increases?
In 2023, what was the average promotional increase amount as a percentage of the employees' base salaries?

TOTAL SAMPLE

All Respondents	2024 Actual Increases	
	Count	Average
Actual 2024 Promotional Increases	45	2.1%
Expected 2025 Promotional Increases	46	2.3%
Percent of Employees that Received a Promotional Increase in 2023	44	4.7%
2023 Average Promotional Increase as Percent of Employee Base Salary	45	5.4%

Salary Structure Increases

United States

TOTAL SAMPLE

All Respondents	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	870	2.2%	822	2.2%
Exempt (Non-management) Employees	868	2.2%	825	2.2%
Managers	863	2.2%	830	2.2%
Officers & Executives	781	2.0%	760	2.0%

INDUSTRY GROUPS

Healthcare and Social Assistance	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	91	2.0%	87	1.9%
Exempt (Non-management) Employees	91	2.0%	87	1.9%
Managers	91	1.9%	87	1.9%
Officers & Executives	80	1.8%	77	1.9%

Manufacturing	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	126	2.6%	117	2.3%
Exempt (Non-management) Employees	125	2.4%	116	2.3%
Managers	124	2.4%	116	2.3%
Officers & Executives	113	2.2%	109	2.1%

Nonprofit	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	54	2.3%	51	2.3%
Exempt (Non-management) Employees	55	2.3%	52	2.5%
Managers	55	2.3%	53	2.4%
Officers & Executives	53	2.2%	52	2.3%

Agencies & Consultancies	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	18	1.7%	19	2.4%
Exempt (Non-management) Employees	19	1.9%	20	2.5%
Managers	18	1.7%	20	2.5%
Officers & Executives	18	2.1%	19	2.3%

Real Estate, Rental, & Leasing	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	17	2.3%	16	2.1%
Exempt (Non-management) Employees	17	2.3%	15	2.0%
Managers	16	2.4%	16	2.0%
Officers & Executives	16	2.1%	16	2.0%

United States

Arts, Entertainment, & Recreation	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	8	2.4%	8	3.7%
Exempt (Non-management) Employees	8	2.8%	8	3.7%
Managers	8	2.8%	8	3.7%
Officers & Executives	8	2.4%	8	3.3%

Construction	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	16	2.0%	16	2.1%
Exempt (Non-management) Employees	16	2.0%	16	2.1%
Managers	16	2.0%	16	2.1%
Officers & Executives	14	1.7%	14	1.8%

Retail & Customer Service	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	38	2.1%	36	2.3%
Exempt (Non-management) Employees	38	2.1%	37	2.2%
Managers	38	2.1%	37	2.2%
Officers & Executives	34	1.8%	34	2.0%

Education	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	25	2.5%	23	2.2%
Exempt (Non-management) Employees	25	2.5%	23	2.2%
Managers	25	2.5%	23	2.1%
Officers & Executives	22	2.4%	21	1.9%

Technology (including software)	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	67	1.7%	68	1.7%
Exempt (Non-management) Employees	67	1.7%	67	1.6%
Managers	67	1.7%	67	1.6%
Officers & Executives	63	1.5%	63	1.6%

Energy & Utilities	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	41	2.5%	38	2.2%
Exempt (Non-management) Employees	40	2.4%	38	2.2%
Managers	41	2.4%	39	2.2%
Officers & Executives	33	2.3%	32	1.8%

United States

Engineering & Science	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	25	2.1%	24	2.0%
Exempt (Non-management) Employees	26	2.2%	26	2.1%
Managers	25	2.1%	25	2.1%
Officers & Executives	23	2.0%	22	1.9%

Finance & Insurance	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	137	2.3%	131	2.2%
Exempt (Non-management) Employees	137	2.3%	130	2.2%
Managers	136	2.3%	130	2.2%
Officers & Executives	117	2.0%	113	1.9%

Food, Beverage, & Hospitality	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	28	2.3%	24	2.5%
Exempt (Non-management) Employees	27	2.5%	24	2.5%
Managers	27	2.5%	25	2.5%
Officers & Executives	25	2.5%	23	2.5%

Government	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	20	2.8%	17	2.7%
Exempt (Non-management) Employees	20	2.8%	18	2.7%
Managers	20	2.7%	18	2.7%
Officers & Executives	20	2.1%	18	2.3%

Transportation & Warehousing	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	35	1.9%	33	2.5%
Exempt (Non-management) Employees	35	1.9%	34	2.1%
Managers	36	2.1%	35	2.4%
Officers & Executives	33	1.7%	33	2.0%

Other (please specify)	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	124	2.1%	114	2.0%
Exempt (Non-management) Employees	122	2.2%	114	2.0%
Managers	120	2.2%	115	2.1%
Officers & Executives	109	1.8%	106	1.8%

United States

SECTORS

Public Company	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	266	2.2%	249	2.1%
Exempt (Non-management) Employees	265	2.2%	245	2.1%
Managers	262	2.2%	248	2.1%
Officers & Executives	230	1.9%	224	1.8%

Private Company	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	358	2.1%	338	2.1%
Exempt (Non-management) Employees	357	2.1%	342	2.1%
Managers	355	2.1%	343	2.2%
Officers & Executives	331	1.8%	321	1.9%

Nonprofit Organization	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	148	2.3%	142	2.2%
Exempt (Non-management) Employees	149	2.4%	143	2.3%
Managers	149	2.4%	144	2.3%
Officers & Executives	133	2.2%	131	2.2%

Government	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	32	2.7%	28	2.8%
Exempt (Non-management) Employees	32	2.7%	30	2.8%
Managers	32	2.7%	30	2.8%
Officers & Executives	31	2.4%	29	2.6%

School/School District	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	2	--	2	--
Exempt (Non-management) Employees	2	--	2	--
Managers	2	--	2	--
Officers & Executives	2	--	2	--

College/University	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	14	2.7%	14	2.3%
Exempt (Non-management) Employees	14	2.4%	14	2.3%
Managers	14	2.4%	14	2.1%
Officers & Executives	12	2.3%	12	1.8%

United States

Hospital	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	10	1.3%	10	1.6%
Exempt (Non-management) Employees	10	1.3%	10	1.6%
Managers	10	1.3%	10	1.6%
Officers & Executives	10	1.3%	9	1.6%

Trade Association	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	3	--	3	--
Exempt (Non-management) Employees	3	--	3	--
Managers	3	--	3	--
Officers & Executives	3	--	3	--

Cooperative	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	8	3.0%	8	3.0%
Exempt (Non-management) Employees	8	3.0%	8	3.0%
Managers	8	3.0%	8	3.0%
Officers & Executives	7	3.1%	7	3.1%

Other (please specify)	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	27	2.3%	26	2.4%
Exempt (Non-management) Employees	26	2.4%	26	2.6%
Managers	26	2.4%	26	2.5%
Officers & Executives	20	2.2%	20	2.2%

FTEs

<50	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	50	2.4%	47	2.5%
Exempt (Non-management) Employees	51	2.5%	49	2.6%
Managers	50	2.6%	48	2.7%
Officers & Executives	50	1.9%	48	2.0%

50-99	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	41	2.5%	40	2.6%
Exempt (Non-management) Employees	40	2.7%	37	2.7%
Managers	41	2.7%	40	2.7%
Officers & Executives	41	2.6%	40	2.6%

United States

100 – 1,999	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	322	2.1%	306	2.1%
Exempt (Non-management) Employees	322	2.1%	309	2.1%
Managers	318	2.1%	309	2.1%
Officers & Executives	301	1.9%	297	1.9%

2,000-4,999	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	160	2.4%	152	2.3%
Exempt (Non-management) Employees	160	2.4%	152	2.3%
Managers	160	2.4%	154	2.3%
Officers & Executives	136	2.2%	130	2.1%

5,000-15,000	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	97	2.2%	92	2.1%
Exempt (Non-management) Employees	97	2.1%	92	1.9%
Managers	95	2.1%	92	1.9%
Officers & Executives	84	1.9%	80	1.8%

>15,000	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	200	2.1%	185	2.1%
Exempt (Non-management) Employees	198	2.1%	186	2.1%
Managers	199	2.1%	187	2.1%
Officers & Executives	169	1.9%	165	1.9%

REVENUE

<\$5M	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	35	2.1%	32	2.1%
Exempt (Non-management) Employees	35	2.3%	34	2.3%
Managers	34	2.3%	33	2.3%
Officers & Executives	35	1.9%	33	1.7%

\$5M - \$50M	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	116	2.2%	111	2.3%
Exempt (Non-management) Employees	117	2.2%	110	2.4%
Managers	117	2.2%	113	2.5%
Officers & Executives	113	2.0%	110	2.2%

United States

\$50M - \$500M	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	177	2.1%	170	2.2%
Exempt (Non-management) Employees	176	2.2%	170	2.2%
Managers	176	2.2%	171	2.2%
Officers & Executives	164	1.9%	161	2.0%

\$500M - \$1B	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	85	2.3%	82	2.2%
Exempt (Non-management) Employees	85	2.3%	82	2.2%
Managers	83	2.3%	83	2.2%
Officers & Executives	75	2.2%	74	2.1%

\$1B - \$5B	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	238	2.4%	223	2.2%
Exempt (Non-management) Employees	236	2.3%	225	2.2%
Managers	235	2.3%	224	2.2%
Officers & Executives	209	2.1%	202	1.8%

>\$5B	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	183	2.1%	174	2.0%
Exempt (Non-management) Employees	183	2.0%	174	2.0%
Managers	182	2.0%	176	2.0%
Officers & Executives	152	1.9%	151	1.9%

REGIONS

Northeast	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	532	2.1%	503	2.1%
Exempt (Non-management) Employees	532	2.1%	505	2.1%
Managers	527	2.1%	508	2.1%
Officers & Executives	478	1.9%	464	1.9%

Middle Atlantic	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	541	2.1%	512	2.2%
Exempt (Non-management) Employees	539	2.1%	513	2.1%
Managers	535	2.1%	514	2.1%
Officers & Executives	475	1.9%	464	2.0%

United States

Midwest	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	509	2.2%	478	2.2%
Exempt (Non-management) Employees	506	2.2%	477	2.2%
Managers	502	2.2%	481	2.2%
Officers & Executives	457	2.0%	441	2.0%

South	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	386	2.1%	363	2.1%
Exempt (Non-management) Employees	383	2.1%	360	2.1%
Managers	380	2.1%	363	2.1%
Officers & Executives	340	1.9%	327	1.9%

West	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	418	2.1%	386	2.1%
Exempt (Non-management) Employees	417	2.1%	386	2.1%
Managers	412	2.1%	387	2.1%
Officers & Executives	371	1.9%	353	1.9%

STATES

Alabama	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	247	2.0%	229	2.0%
Exempt (Non-management) Employees	246	2.0%	229	2.0%
Managers	245	2.0%	231	2.0%
Officers & Executives	214	1.8%	205	1.8%

Alaska	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	107	2.2%	95	2.1%
Exempt (Non-management) Employees	105	2.1%	94	2.2%
Managers	105	2.1%	95	2.1%
Officers & Executives	91	1.8%	85	1.8%

Arizona	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	285	2.1%	265	2.1%
Exempt (Non-management) Employees	282	2.0%	264	2.0%
Managers	279	2.0%	265	2.0%
Officers & Executives	249	1.8%	240	1.8%

United States

Arkansas	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	210	2.0%	194	2.0%
Exempt (Non-management) Employees	210	2.0%	196	2.0%
Managers	209	2.0%	197	1.9%
Officers & Executives	180	1.8%	173	1.7%

California	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	387	2.1%	367	2.2%
Exempt (Non-management) Employees	385	2.1%	368	2.2%
Managers	381	2.1%	369	2.2%
Officers & Executives	346	2.0%	338	2.0%

Colorado	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	319	2.1%	300	2.1%
Exempt (Non-management) Employees	317	2.1%	300	2.1%
Managers	314	2.1%	302	2.1%
Officers & Executives	279	1.9%	271	1.9%

Connecticut	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	246	2.1%	225	2.0%
Exempt (Non-management) Employees	244	2.1%	226	2.0%
Managers	243	2.1%	227	2.0%
Officers & Executives	211	1.9%	201	1.8%

Delaware	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	191	2.0%	180	2.0%
Exempt (Non-management) Employees	189	1.9%	179	2.0%
Managers	188	2.0%	180	2.0%
Officers & Executives	164	1.7%	161	1.8%

Florida	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	351	2.0%	330	2.1%
Exempt (Non-management) Employees	349	2.0%	329	2.1%
Managers	346	2.0%	331	2.0%
Officers & Executives	312	1.8%	302	1.8%

United States

Georgia	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	324	2.1%	302	2.1%
Exempt (Non-management) Employees	321	2.0%	302	2.1%
Managers	318	2.0%	303	2.1%
Officers & Executives	286	1.9%	277	1.9%

Hawaii	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	137	2.0%	122	2.0%
Exempt (Non-management) Employees	134	2.0%	122	2.0%
Managers	133	2.0%	123	2.0%
Officers & Executives	116	1.8%	109	1.7%

Idaho	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	198	2.1%	186	2.1%
Exempt (Non-management) Employees	196	2.1%	186	2.0%
Managers	195	2.1%	187	2.0%
Officers & Executives	170	1.9%	167	1.8%

Illinois	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	359	2.1%	337	2.1%
Exempt (Non-management) Employees	357	2.1%	338	2.1%
Managers	353	2.1%	338	2.1%
Officers & Executives	314	1.9%	307	1.9%

Indiana	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	264	2.0%	246	2.0%
Exempt (Non-management) Employees	263	2.0%	247	2.0%
Managers	262	2.0%	248	2.0%
Officers & Executives	233	1.8%	224	1.8%

Iowa	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	226	2.1%	209	2.0%
Exempt (Non-management) Employees	225	2.1%	210	2.0%
Managers	225	2.0%	211	2.0%
Officers & Executives	199	1.8%	189	1.8%

United States

Kansas	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	240	2.1%	226	2.0%
Exempt (Non-management) Employees	238	2.0%	226	2.0%
Managers	238	2.0%	227	2.0%
Officers & Executives	208	1.8%	203	1.8%

Kentucky	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	251	2.0%	238	2.0%
Exempt (Non-management) Employees	250	2.0%	239	2.0%
Managers	250	2.0%	240	2.0%
Officers & Executives	217	1.8%	213	1.8%

Louisiana	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	232	2.1%	214	2.0%
Exempt (Non-management) Employees	230	2.0%	215	2.1%
Managers	229	2.0%	216	2.0%
Officers & Executives	201	1.8%	192	1.8%

Maine	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	184	2.1%	174	2.0%
Exempt (Non-management) Employees	183	2.0%	175	2.0%
Managers	183	2.0%	176	2.0%
Officers & Executives	155	1.8%	153	1.7%

Maryland	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	276	2.0%	253	2.0%
Exempt (Non-management) Employees	273	1.9%	253	2.0%
Managers	270	1.9%	254	2.0%
Officers & Executives	239	1.7%	230	1.8%

Massachusetts	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	282	2.1%	263	2.0%
Exempt (Non-management) Employees	280	2.1%	263	2.0%
Managers	276	2.1%	264	2.0%
Officers & Executives	247	1.9%	239	1.8%

United States

Michigan	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	283	2.0%	264	2.0%
Exempt (Non-management) Employees	282	2.0%	264	2.0%
Managers	280	2.0%	266	2.0%
Officers & Executives	246	1.8%	238	1.8%

Minnesota	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	274	2.1%	258	2.1%
Exempt (Non-management) Employees	273	2.0%	259	2.1%
Managers	271	2.0%	260	2.1%
Officers & Executives	240	1.9%	234	1.9%

Mississippi	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	210	2.0%	194	2.0%
Exempt (Non-management) Employees	209	2.0%	195	2.1%
Managers	208	2.0%	196	2.0%
Officers & Executives	183	1.8%	176	1.8%

Missouri	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	260	2.0%	243	2.0%
Exempt (Non-management) Employees	258	2.0%	244	2.0%
Managers	257	2.0%	245	2.0%
Officers & Executives	223	1.8%	216	1.7%

Montana	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	172	1.9%	160	1.8%
Exempt (Non-management) Employees	171	1.9%	162	1.8%
Managers	171	1.9%	163	1.8%
Officers & Executives	148	1.7%	146	1.6%

Nebraska	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	200	2.0%	184	2.0%
Exempt (Non-management) Employees	199	2.0%	185	2.0%
Managers	198	2.0%	186	1.9%
Officers & Executives	172	1.8%	163	1.7%

United States

Nevada	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	229	2.0%	211	2.0%
Exempt (Non-management) Employees	226	2.0%	212	2.0%
Managers	223	2.0%	212	2.0%
Officers & Executives	203	1.8%	194	1.8%

New Hampshire	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	197	2.0%	184	1.9%
Exempt (Non-management) Employees	195	2.0%	184	2.0%
Managers	194	2.0%	185	2.0%
Officers & Executives	170	1.7%	166	1.7%

New Jersey	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	291	2.1%	270	2.1%
Exempt (Non-management) Employees	288	2.1%	269	2.1%
Managers	284	2.1%	270	2.1%
Officers & Executives	250	1.9%	241	1.9%

New Mexico	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	189	2.1%	173	2.1%
Exempt (Non-management) Employees	187	2.1%	173	2.1%
Managers	186	2.1%	173	2.1%
Officers & Executives	161	1.8%	153	1.8%

New York	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	321	2.1%	305	2.1%
Exempt (Non-management) Employees	318	2.0%	302	2.1%
Managers	316	2.0%	305	2.1%
Officers & Executives	280	1.9%	274	1.9%

North Carolina	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	307	2.1%	283	2.1%
Exempt (Non-management) Employees	306	2.0%	284	2.1%
Managers	305	2.0%	286	2.1%
Officers & Executives	272	1.8%	259	1.9%

United States

North Dakota	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	144	2.1%	129	2.0%
Exempt (Non-management) Employees	143	2.1%	130	2.0%
Managers	143	2.1%	131	2.0%
Officers & Executives	123	1.8%	116	1.7%

Ohio	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	312	2.0%	291	2.1%
Exempt (Non-management) Employees	310	2.0%	290	2.0%
Managers	308	2.0%	292	2.0%
Officers & Executives	272	1.8%	261	1.8%

Oklahoma	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	235	2.0%	219	2.0%
Exempt (Non-management) Employees	233	2.0%	220	2.0%
Managers	231	2.0%	221	2.0%
Officers & Executives	203	1.7%	196	1.7%

Oregon	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	242	2.1%	224	2.1%
Exempt (Non-management) Employees	239	2.0%	225	2.1%
Managers	237	2.0%	226	2.1%
Officers & Executives	210	1.9%	204	1.9%

Pennsylvania	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	310	2.0%	288	2.0%
Exempt (Non-management) Employees	308	2.0%	288	2.0%
Managers	307	2.0%	290	2.0%
Officers & Executives	273	1.8%	262	1.8%

Rhode Island	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	194	2.1%	180	1.9%
Exempt (Non-management) Employees	192	2.0%	180	1.9%
Managers	190	2.0%	181	1.9%
Officers & Executives	166	1.8%	161	1.7%

United States

South Carolina	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	261	2.0%	244	2.0%
Exempt (Non-management) Employees	259	2.0%	244	2.1%
Managers	258	2.0%	245	2.0%
Officers & Executives	230	1.8%	222	1.8%

South Dakota	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	159	2.1%	144	2.0%
Exempt (Non-management) Employees	157	2.1%	144	2.0%
Managers	156	2.1%	145	2.0%
Officers & Executives	137	1.9%	130	1.8%

Tennessee	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	281	2.1%	261	2.1%
Exempt (Non-management) Employees	279	2.1%	261	2.1%
Managers	277	2.1%	263	2.1%
Officers & Executives	246	1.9%	237	1.9%

Texas	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	387	2.1%	367	2.1%
Exempt (Non-management) Employees	386	2.1%	368	2.1%
Managers	383	2.1%	370	2.1%
Officers & Executives	344	1.8%	335	1.8%

Utah	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	234	2.0%	216	2.0%
Exempt (Non-management) Employees	231	2.0%	216	2.0%
Managers	230	2.0%	218	2.0%
Officers & Executives	205	1.8%	198	1.8%

Vermont	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	164	2.1%	150	2.0%
Exempt (Non-management) Employees	163	2.1%	150	2.0%
Managers	163	2.1%	152	2.0%
Officers & Executives	139	1.9%	132	1.7%

United States

Virginia	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	284	2.0%	261	2.0%
Exempt (Non-management) Employees	281	2.0%	261	2.0%
Managers	278	2.0%	261	2.0%
Officers & Executives	248	1.7%	236	1.7%

Washington	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	277	2.1%	260	2.1%
Exempt (Non-management) Employees	275	2.1%	260	2.1%
Managers	273	2.1%	263	2.1%
Officers & Executives	242	1.9%	237	1.9%

Washington, D.C.	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	218	2.0%	200	2.1%
Exempt (Non-management) Employees	216	2.0%	200	2.1%
Managers	213	2.0%	201	2.0%
Officers & Executives	187	1.8%	180	1.8%

West Virginia	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	184	2.2%	171	2.1%
Exempt (Non-management) Employees	182	2.1%	171	2.1%
Managers	182	2.1%	172	2.1%
Officers & Executives	151	1.9%	150	1.8%

Wisconsin	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	272	2.1%	253	2.1%
Exempt (Non-management) Employees	272	2.0%	255	2.1%
Managers	271	2.0%	256	2.1%
Officers & Executives	241	1.9%	231	1.8%

Wyoming	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	143	2.1%	128	2.0%
Exempt (Non-management) Employees	142	2.1%	129	1.9%
Managers	142	2.1%	130	1.9%
Officers & Executives	125	1.9%	118	1.7%

Canada

TOTAL SAMPLE

All Respondents	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	186	2.1%	184	2.0%
Exempt (Non-management) Employees	191	2.1%	189	2.1%
Managers	189	2.1%	188	2.1%
Officers & Executives	168	1.8%	166	1.8%

INDUSTRY GROUPS

Manufacturing	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	35	2.2%	33	2.1%
Exempt (Non-management) Employees	35	2.1%	33	2.3%
Managers	33	2.2%	32	2.4%
Officers & Executives	29	2.0%	28	2.1%

Nonprofit	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	4	--	4	--
Exempt (Non-management) Employees	3	--	3	--
Managers	3	--	3	--
Officers & Executives	3	--	3	--

Agencies & Consultancies	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	3	--	3	--
Exempt (Non-management) Employees	4	--	4	--
Managers	4	--	4	--
Officers & Executives	3	--	3	--

Construction	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	4	--	4	--
Exempt (Non-management) Employees	4	--	4	--
Managers	4	--	4	--
Officers & Executives	2	--	2	--

Retail & Customer Service	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	16	1.8%	15	2.4%
Exempt (Non-management) Employees	16	1.8%	15	2.4%
Managers	16	1.8%	15	2.4%
Officers & Executives	13	1.7%	13	2.6%

Canada

Technology (including software)	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	35	2.0%	35	2.0%
Exempt (Non-management) Employees	34	2.1%	34	2.1%
Managers	34	2.1%	34	2.1%
Officers & Executives	31	1.5%	31	1.7%

Energy & Utilities	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	6	0.9%	6	1.3%
Exempt (Non-management) Employees	6	0.9%	6	1.3%
Managers	6	0.9%	6	1.3%
Officers & Executives	5	1.1%	6	1.3%

Engineering & Science	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	6	2.2%	6	2.3%
Exempt (Non-management) Employees	6	2.2%	6	2.3%
Managers	6	2.2%	6	2.3%
Officers & Executives	5	2.3%	5	2.3%

Finance & Insurance	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	12	2.4%	13	1.8%
Exempt (Non-management) Employees	14	2.4%	14	2.0%
Managers	14	2.4%	14	2.0%
Officers & Executives	14	1.6%	14	1.4%

Food, Beverage, & Hospitality	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	10	2.0%	10	2.0%
Exempt (Non-management) Employees	11	2.3%	11	2.0%
Managers	11	2.3%	11	2.0%
Officers & Executives	11	1.9%	11	2.0%

Healthcare and Social Assistance	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	1	--	1	--
Exempt (Non-management) Employees	1	--	1	--
Managers	1	--	1	--
Officers & Executives	1	--	1	--

Canada

Arts, Entertainment, & Recreation	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	1	--	1	--
Exempt (Non-management) Employees	2	--	2	--
Managers	2	--	2	--
Officers & Executives	2	--	1	--

Real Estate, Rental, & Leasing	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	5	2.8%	5	2.8%
Exempt (Non-management) Employees	5	2.8%	5	2.8%
Managers	5	2.8%	5	2.8%
Officers & Executives	5	2.8%	5	2.8%

Education	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	1	--	1	--
Exempt (Non-management) Employees	1	--	1	--
Managers	1	--	1	--
Officers & Executives	1	--	1	--

Transportation & Warehousing	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	12	2.2%	12	2.1%
Exempt (Non-management) Employees	14	2.4%	14	2.0%
Managers	14	2.5%	14	1.9%
Officers & Executives	12	2.5%	11	1.5%

Government	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	0	--	0	--
Exempt (Non-management) Employees	0	--	0	--
Managers	0	--	0	--
Officers & Executives	0	--	0	--

Other (please specify)	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	35	1.8%	35	1.6%
Exempt (Non-management) Employees	35	1.8%	36	1.7%
Managers	35	1.9%	36	1.7%
Officers & Executives	31	1.7%	31	1.6%

Canada

SECTORS

Public Company	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	92	1.9%	88	1.9%
Exempt (Non-management) Employees	93	1.9%	89	1.9%
Managers	91	1.9%	88	2.0%
Officers & Executives	81	1.5%	80	1.6%

Private Company	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	83	2.2%	84	2.2%
Exempt (Non-management) Employees	87	2.3%	89	2.2%
Managers	87	2.3%	89	2.2%
Officers & Executives	76	2.1%	75	2.0%

Nonprofit Organization	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	5	4.2%	6	2.4%
Exempt (Non-management) Employees	5	3.0%	5	2.8%
Managers	5	3.0%	5	2.8%
Officers & Executives	5	3.8%	5	2.7%

Government	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	1	--	1	--
Exempt (Non-management) Employees	1	--	1	--
Managers	1	--	1	--
Officers & Executives	1	--	1	--

School/School District	2024 Actual Increases		2025 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	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	1	--	1	--
Exempt (Non-management) Employees	1	--	1	--
Managers	1	--	1	--
Officers & Executives	1	--	1	--

Canada

Hospital	2024 Actual Increases		2025 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	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	0	--	0	--
Exempt (Non-management) Employees	0	--	0	--
Managers	0	--	0	--
Officers & Executives	0	--	0	--

Cooperative	2024 Actual Increases		2025 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)	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	3	--	3	--
Exempt (Non-management) Employees	3	--	3	--
Managers	3	--	3	--
Officers & Executives	3	--	3	--

FTEs

<50	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	7	0.9%	7	1.2%
Exempt (Non-management) Employees	7	0.9%	7	1.2%
Managers	7	0.9%	7	1.2%
Officers & Executives	7	0.9%	7	0.9%

50-99	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	4	--	4	--
Exempt (Non-management) Employees	3	--	3	--
Managers	3	--	3	--
Officers & Executives	4	--	4	--

Canada

100 – 1,999	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	39	2.4%	41	1.9%
Exempt (Non-management) Employees	42	2.4%	44	2.0%
Managers	41	2.5%	43	2.0%
Officers & Executives	37	2.0%	38	1.8%

2,000-4,999	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	43	1.9%	40	2.2%
Exempt (Non-management) Employees	43	2.1%	40	2.4%
Managers	42	2.1%	40	2.4%
Officers & Executives	38	1.9%	36	2.2%

5,000-15,000	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	28	2.0%	28	2.1%
Exempt (Non-management) Employees	29	1.9%	29	2.0%
Managers	29	1.9%	29	1.9%
Officers & Executives	27	1.5%	27	1.5%

>15,000	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	65	2.1%	64	2.1%
Exempt (Non-management) Employees	67	2.0%	66	2.1%
Managers	67	2.1%	66	2.1%
Officers & Executives	55	1.8%	54	1.8%

REVENUE

<\$5M	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	7	0.9%	7	0.9%
Exempt (Non-management) Employees	7	0.9%	7	0.9%
Managers	7	0.9%	7	0.9%
Officers & Executives	7	0.9%	7	0.9%

\$5M - \$50M	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	17	2.4%	16	2.3%
Exempt (Non-management) Employees	17	2.4%	16	2.3%
Managers	17	2.5%	16	2.5%
Officers & Executives	14	2.2%	14	2.2%

Canada

\$50M - \$500M	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	21	2.3%	23	1.8%
Exempt (Non-management) Employees	23	2.2%	24	1.9%
Managers	23	2.3%	24	1.9%
Officers & Executives	22	1.9%	22	1.8%

\$500M - \$1B	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	23	2.3%	23	2.2%
Exempt (Non-management) Employees	23	2.4%	23	2.3%
Managers	23	2.4%	23	2.3%
Officers & Executives	21	2.4%	21	2.2%

\$1B - \$5B	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	63	2.0%	61	2.2%
Exempt (Non-management) Employees	65	2.0%	64	2.2%
Managers	64	2.0%	63	2.2%
Officers & Executives	60	1.6%	58	1.8%

>\$5B	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	49	2.0%	48	1.9%
Exempt (Non-management) Employees	50	2.0%	49	1.9%
Managers	50	2.1%	49	2.0%
Officers & Executives	39	1.8%	38	1.7%

REGIONS

Atlantic	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	54	1.9%	52	2.1%
Exempt (Non-management) Employees	55	1.9%	53	2.2%
Managers	55	2.0%	53	2.4%
Officers & Executives	45	1.5%	43	2.0%

Central	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	145	2.1%	142	2.0%
Exempt (Non-management) Employees	148	2.1%	145	2.1%
Managers	146	2.1%	144	2.1%
Officers & Executives	129	1.8%	125	1.8%

Canada

Western	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	110	2.2%	107	2.2%
Exempt (Non-management) Employees	113	2.1%	111	2.2%
Managers	112	2.2%	111	2.3%
Officers & Executives	96	1.9%	94	2.0%

PROVINCES

Alberta	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	80	2.1%	76	2.2%
Exempt (Non-management) Employees	82	2.1%	79	2.3%
Managers	81	2.1%	79	2.4%
Officers & Executives	66	1.8%	64	2.1%

British Columbia	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	93	2.1%	92	2.1%
Exempt (Non-management) Employees	96	2.1%	96	2.2%
Managers	96	2.2%	96	2.2%
Officers & Executives	82	1.9%	80	2.0%

Manitoba	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	49	2.5%	46	2.4%
Exempt (Non-management) Employees	49	2.4%	46	2.6%
Managers	49	2.4%	46	2.6%
Officers & Executives	42	1.8%	39	2.1%

New Brunswick	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	36	2.1%	33	2.1%
Exempt (Non-management) Employees	37	2.0%	34	2.2%
Managers	37	2.1%	34	2.3%
Officers & Executives	30	1.6%	28	2.0%

Newfoundland and Labrador	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	22	2.4%	20	2.3%
Exempt (Non-management) Employees	21	2.3%	19	2.4%
Managers	21	2.3%	19	2.4%
Officers & Executives	18	1.8%	16	2.3%

Canada

Nova Scotia	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	45	1.7%	43	1.9%
Exempt (Non-management) Employees	46	1.8%	44	2.2%
Managers	46	1.8%	44	2.3%
Officers & Executives	37	1.3%	35	1.8%

Northwest Territories	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	7	2.6%	6	2.5%
Exempt (Non-management) Employees	8	2.5%	7	2.4%
Managers	8	2.5%	7	2.4%
Officers & Executives	7	2.6%	6	2.5%

Nunavut	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	7	2.6%	6	2.5%
Exempt (Non-management) Employees	7	2.6%	6	2.5%
Managers	7	2.6%	6	2.5%
Officers & Executives	7	2.6%	6	2.5%

Ontario	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	137	2.1%	133	2.0%
Exempt (Non-management) Employees	140	2.0%	136	2.1%
Managers	138	2.1%	135	2.1%
Officers & Executives	121	1.8%	116	1.7%

Prince Edward Island	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	18	2.4%	16	2.4%
Exempt (Non-management) Employees	17	2.4%	15	2.6%
Managers	17	2.4%	15	2.6%
Officers & Executives	14	1.9%	13	2.4%

Quebec	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	80	2.1%	79	2.1%
Exempt (Non-management) Employees	83	2.1%	83	2.2%
Managers	83	2.1%	83	2.3%
Officers & Executives	70	1.8%	68	1.9%

Canada

Saskatchewan	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	46	2.4%	41	2.3%
Exempt (Non-management) Employees	46	2.3%	41	2.4%
Managers	45	2.3%	41	2.4%
Officers & Executives	39	1.9%	36	2.2%

Yukon	2024 Actual Increases		2025 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	9	2.6%	8	2.5%
Exempt (Non-management) Employees	8	2.5%	7	2.6%
Managers	8	2.5%	7	2.6%
Officers & Executives	8	2.5%	7	2.6%

Survey Methodology and Definitions

Payscale clients and contacts were invited to participate in our Salary Budget Survey in May-June of 2024 via email. Submissions were accepted through the end of June, resulting in 1,550 useable submissions.

Respondents were asked to submit data for U.S., 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 as an average across all respondents for a given data cut. Please note that the data for these programs are entirely self-reported.

- 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. This is self-reported by respondents and not a derived calculation from the other increase programs.
- Salary Structure Increases: Increases made to salary structure control points in order to align structures with current market rates

Note that a minimum of five responding organizations was required in order to publish each of the above statistics. Only one response per organization was used for analysis. 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, organization type, and size classifications.

Participant List

10 Federal
 42 North Partners
 7-Eleven, Inc.
 AAA Club Alliance
 AAA Northeast
 Aaron's
 Abt Associates
 Accenture
 Accion International
 Accounting For All
 Acme Smoked Fish Corp
 ACS Technologies
 Activate Care
 Acument Global Technologies, Inc.
 ACWWA
 Adaptive Adventures
 A-dec, Inc
 Adient Aerospace
 Adolph Coors Foundation
 Advance Central PA
 Advance Community Health
 Advanced Drainage Systems, Inc
 Advanced Technology Services
 Advantage Route Systems
 Adverb Communications Inc.
 Advocate Health
 AF Gilmore Company
 Affinity Plus Federal Credit Union
 Aflac
 AgReserves Inc.
 Agropur inc.
 AgSafe
 AgWorkers
 Aimbridge Hospitality
 Aimco
 Air Liquide
 Airgas
 airSlate
 Airy3D Inc
 Aixal Consulting
 Akamai Technologies
 Akron Children's Hospital
 Akumin
 Alaska Airlines
 Alberta Motor Association
 Alcoa Corporation
 Aldrich Advisors
 Alerus Financial
 Alight Solutions
 Allegion
 Alliance Laundry Systems
 Alliant Credit Union
 Alliant Energy
 Allied Solutions, LLC.
 Allina Health System
 Allstate Corporation
 Altasciences
 Altieri
 Altor Solutions, Inc.
 Altura Consulting Group LLC
 Alzheimer's Association
 Amazon.com Services LLC
 AMC Networks
 American Academy of Pediatrics
 American Arbor LLC
 American Chemical Society
 American Council of Trustees and Alumni
 American Council on Exercise
 American Dairy Association North East
 American Eagle Outfitters
 American Equipment
 American Hospital Association
 American Institute of Physics
 American Institutes for Research
 American Medical Association
 American National
 American Packaging Corporation
 American Public Media Group
 American Red Cross
 American Regent Inc.
 American Savings Bank
 American Textile Company
 American Transmission Company
 American Water Works Company
 America's Car-Mart, Inc.
 America's Credit Unions
 Ameriprise Financial
 Ameritas Life Insurance Corp
 Amrit Ocean Resort- Highgate Hotels
 Amsive
 Amtrak
 Ancestry
 Andersen Corporation
 ANGUS Chemical
 Anheuser-Busch
 Anonymous
 Anoplate Corporation
 ANSER
 Ansys
 Antylia Scientific
 Anywhere Real Estate
 Apache Corporation
 Apartment Income REIT
 API Group, Inc
 Applied control
 Applied Systems
 APTIM
 Arapahoe County Government
 Arch Capital Services LLC
 Architecture and Engineering
 Archrock
 ARCO
 Arcosa
 Ardea Outcomes
 Area West Environmental, Inc.
 Arizona Public Service
 Arkansas Blue Cross Blue Shield
 Arkema, Inc.
 ARMI Contractors
 Arrow Electronics Inc
 ArsenalBio
 Artistic Composite Pallets
 ARUP Laboratories
 Asahi Kasei America, Inc.
 Ascend Healthcare
 Ascend Performance Materials
 Ashokan Center, Inc.
 Asia Pacific Foundation of Canada
 ASRC Federal Holding Company
 Associated Bank
 Associated Electric Cooperative, Inc.
 AssuredPartners
 Astec Industries, Inc.
 Astron Solutions
 Asurion
 Athene
 Atlantic General Hospital/Health Systems
 Atlas Healthcare Partners
 Aultman Health Foundation
 Aurora Cannabis
 Aurora Energy Research
 Austal USA LLC
 Austin Christian Fellowship
 Austin Lighthouse dba Travis Association for the
 Blind
 Automobile Club of Southern California
 Aviron
 Avis Budget Group, Inc.
 Avista Corporation
 Avnet
 Axiom Space
 Azzip Pizza
 B&G Foods
 BAE Systems, Space & Mission Systems
 Ball Corporation
 Bally's Corporation
 Banc of California
 Bankers Trust
 Barry Wehmiller Inc
 Bartlett & West
 BATC Inc.
 Battelle Memorial Institute
 BCU
 BD- Becton Dickinson
 Beacon Healthsystem
 Bechtel
 BECU
 Bell Canada
 Benchmark Electronics
 Benteler Automotive
 Best Version Media, LLC
 Best Western Hotels
 BFUSA
 BGF Industries
 Big Lots
 Biologics Consulting Group, Inc.
 Biomerieux Inc
 Bionote USA, Inc.
 Bio-Rad Laboratories
 Bisco, Inc.
 Bixby International
 BlackLine
 Blue Cross and Blue Shield of Vermont
 Blue Cross Blue Shield of Alabama
 Blue Cross Blue Shield of Kansas
 Blue Cross Blue Shield of Michigan
 Blue Cross Blue Shield of North Dakota
 Blue Cross Blue Shield of Rhode Island
 Blue Cross NC
 Blue Ridge Behavioral Healthcare
 BLUE SHIELD OF CALIFORNIA
 BlueCross BlueShield of Nebraska
 Blueprint Medicines
 BLUESCOPE
 BlueTriton Brands
 BMC Software
 BMW Manufacturing Co. LLC
 BNY
 Boardwalk Pipelines
 Bold Penguin

Participant List

Bon Secours Mercy Health
 Boomi
 Boralex
 Borough of Carlisle
 Bose
 Boston College
 Boulder Community Health
 Boutique La Vie en Rose
 BradshawHome
 BrandSafway
 Bread Financial
 Breeze Airways
 Bremer Financial Corporation
 Brickyard Healthcare
 Bridgestone Aircraft Tire, USA Inc.
 Brigham Young University
 Bright Horizons
 Brighthouse Financial
 Brightland Homes
 BrightSpring Health Services
 Bristow Group
 Broaster Company
 Brookdale Senior Living
 Brookfield Properties
 Brookshire Grocery Company
 Brown University
 BSK Associates, Inc.
 bswift
 Builders FirstSource
 Burleigh County
 Burns & McDonnell
 Busey Bank
 Butterball LLC
 C&S Wholesale Grocers, LLC
 Cabot Cooperation
 Café Imports Fulfillment
 Cain Watters & Associates
 California Casualty Management Company
 California Closet Company, Inc.
 California Rice Commission
 California State University, Dominguez Hills
 Caltech Group
 Cambia Health Solutions
 Cambridge Investment Research, Inc.
 Camp Fire National
 Campbell Scientific Inc.
 Campbell's Soup Company
 Canadian National Railway Company
 Canadian Water ResourcesAssociation
 Candid
 Canon Virginia, Inc
 Capital Blue Cross
 Capital Group Companies Global
 Capital Health Systems
 CaraCo Group of Companies
 Cardinal Group Management
 Care Net of Puget Sound
 Care Plus NJ, Inc.
 Careforth
 Carenet Health
 CareQuest Institute for Oral Health
 CareVet
 Carhartt
 Carilion Clinic
 Carlson
 Carrier
 Cascade Employers Association
 Cashco Financial
 Caterpillar
 CBI Health
 CBIZ Inc.
 CCFW
 CDH
 Celink
 Centene
 CenterPoint Energy
 Central Ohio Youth for Christ & Gracehaven, Inc.
 Central Reform Congregation
 Century Group
 Century Sales & Management
 CF Industries Holdings
 CFR Engines, Inc.
 CGI
 Charles River Laboratories
 Charles Schwab
 Charlotte Regional Visitors Authority
 Chart Industries
 Charter Manufacturing Company, Inc.
 Cheniere Energy
 CHEROKEE NATION BUSINESSES L.L.C
 Chevron Phillips Chemical
 CHG Healthcare
 Chicago Jobs Council
 Childrens healthcare of Atlanta
 Children's Hospital Colorado
 Children's Hospital of Philadelphia
 Choice Hotels International
 ChristianaCare
 Christie Lodge Owners Association
 CHS Inc.
 Churchbridge Credit Union
 Cianbro Corporation
 CITGO Petroleum Corporation
 Citizens Property Insurance Co
 City of Aspen
 City of Asylum Pittsburgh
 City of Bartlett
 City of boise
 City of Falls Church
 City of Fort Collins
 City of Greenwood Village
 City of Lakewood
 City of Littleton
 City of Loveland
 City of Port Orange, FL
 CL Enterprises
 CLA
 Clayton Homes
 CLEARWAY ENERGY INC.
 Cleveland Clinic
 Click Rain Inc
 Club Car
 CMD
 Coastal Community Credit Union
 COBRA Firing Systems
 Coca-Cola Bottling Company UNITED, Inc.
 COCC
 CodeMettle
 Coinstar, LLC
 Colorado Springs Utilities
 COLSA Corporation
 Columbia Sportswear Company
 Columbia University
 Commonwealth Associates, Inc
 Communities in Schools
 Community Care Plan
 Community Choice Credit Union
 Community Financial System, Inc.
 Commvault
 Compass
 Compass Rose Benefits Group
 Compeer Financial
 Compressor Engineering Corporation
 Cone Health
 Conestoga Students Inc.
 Confidential
 Connexus Credit Union
 Consolidated Edison Company of New York
 Constellation Brands
 Constellium
 Consulting inc.
 Consumer Cellular Inc. LLC
 Continental Tire the Americas
 Continuing Life
 Contra Costa Electric
 Convera
 Cooper's Hawk Intermediate Holding, LLC
 Corrosion Service Company Limited
 CoStar Group
 COUNTRY Financial
 County of Pierce, WA
 Cox Enterprises, Inc.
 CPI Card Group Inc
 CPL
 CPP Investments
 CPS Energy
 Credit One Bank
 Crowley Maritime Corporate
 Cru
 CRVA
 CSAA Insurance Group
 CU
 Cube Smart
 Cumming Management Group, Inc.
 Cushman & Wakefield | Stevenson
 Custom Truck One Source
 Cynosure
 D.A.R.E. America
 D3
 Daimler Truck North America
 Dairy Farmers of America
 Dakkota
 Danaher Corporation
 Danos, LLC.
 Datasite
 Day & Zimmermann
 Daybreak
 Deeplocal (a WPP company)
 Definity Insurance
 Deliverect
 Delta Community Supports
 Deltek, Inc
 Democracy North Carolina
 Department of Administrative Services
 Department of Personnel and Administration
 Department of Veterans Affairs
 DePaul University
 Dept of VA
 Designer Brands
 Deutz Corporation Americas

Participant List

DFCU Financial	Enumerate	FJ Management	Gilbane
DiagnosTechs	EP Salary Budget Survey	Flatiron Health	Girls on the Run Rhode Island
DigiKey Corporation	Episcopal Diocese of Rocheser	Flex Craft, LLC	GLEF
Digital River	Equitable	Flexcon	Glenville Veterinary Clinic
DigitalEd	Equity Residential	Flexential	GLM Management Consulting Group
Discover Financial Services	ERG, Inc.	Florida Blue	Global Excel Management
DLA Piper LLP (US)	ESL Federal Credit Union	Flowers Foods	Global Fishing Watch
Dobson Fiber	Eventbase Technology inc.	FNB Corporation	Global Media Outreach
Dollar Bank	Evonik Corporation	FOCUS Broadband	Global Payments Inc.
Dollar General	Executive Engineering Inc	Food for the Hungry	GMM Pfaudler US Inc.
Dominion Energy, Inc.	Exelon	Fortitude Re	Golden Corral
DornerWorks LLC	ExpressPoint Technology Services	FORTNA	Golden Route Operations LLC
Dotdash Meredith, Inc.	Extra Space Storage	Fortress Building Products	Golf Club
DoubleTree Reid Park Tucson	Family Action Network Movement, Inc	Foundation Risk Partners, Corp.	Goodfellow Brothers, Inc
DP World/Syncreon	Family and Children's Services	Fox Rothschild, LLP	GoodRx
DPR Construction	Family Medicine	Franciscan Health	Goods iQ
DraftKings, Inc	Fanatics	Freeberg Industrial Fabrication Corp.	Goodwill Industries of Southeast Wisconsin
Drake's Brewing Company	Fannie Mae	Freeport-McMoRan Inc.	Goodwill of north Georgia
Driven Brands	Farm Credit Services of America	Fresenius Kabi USA	Goodwin Procter LLP
Druide informatique inc.	Farmers Insurance	FreshRealm	Gordon Food Service
DTC Global Services, LLC	FAST LANE TRANSPORTATION, INCORPORATED	Froedtert Health	GoTo
DTE Energy	FastMed Urgent Care	Frontdoor	Goulston Technologies, Inc.
Duke Manufacturing Co.	Father Joes Villages	FTI Consulting	G-P
Dun & Bradstreet	Fazer	FuelCell Energy	Graco Inc
durabledependabletools	Fearless Solutions, LLC	Fujihitsu-Toyotsu Battery Components North Carolina LLC	Gradient Learning
Dwolla, Inc.	Federal Home Loan Bank of Pittsburgh	Fujitsu Network Communications	Grain Solutions
Dynatrace	Federal Reserve Bank of Atlanta	Fulton Bank	Grant County Public Utility District
Eagle River Water & Sanitation District	Federal Reserve Bank of Kansas City	FXI, Inc	Great Canadian Gaming Corporation
East Tennessee Children's Hospital	Federated Mutual Insurance Company	Fyffes North America	Great New York Mutual Insurance Companies
Eastman	FedEx Office	GableGotwals	Greater Texas Credit Union
Eaton	FedTech	GALVAN INDUSTRIES INC.	Greatland Corporation
EBI	FEFA	GamerCraves LLC	Greenbelt Homes, Inc.
eClerx	Feintool Cincinnati, Inc.	Gap Inc.	Greenheck
eClinical Solutions LLC	FENC	Garland Food	Greenlight Networks
Eclipse Advantage DBA: Overtime Staffing LLC	Ferguson Enterprises	GDM Seeds	GreenRubino
Economic Security Project	Ferry Industries, Inc.	GEHA	Greif
Ecotech Solar	Fidelity Investments	Gemmy Industries Corporation	Greystar
Edu Staff	Fifth Third Bank, N.A.	Generac Power Systems Inc.	Group 1 Automotive
EIG Services, Inc.	Finance Company	General Atomics	Growald Climate Fund
Elbit Systems of America	First American Insurance Agency	General Dynamics Information Technology	Growth Operators
Electronic Design and Manufacturing	First Business Bank	General Dynamics Land Systems	Guerilla Suit, LLC
Eli Lilly and Company	First Financial Bank	General Dynamics Mission Systems	GuideStone Financial Resources of the SBC Guild
Ember Recreational Vehicles, Inc.	First National Bank	General Motors Co.	Gundersen Health System & Bellin Health System
Embla Medical	First Orion	Genscript	Gunnison County Library District
EMI Industries	First Things First	Genworth Financial	Guy Carpenter
Emmes Group	First United Bank	Georgia Aquarium	GXO Logistics, Inc.
eMoney Advisor	FirstService Residential	Georgia's Own Credit Union	Hackensack Meridian Health
Energage	Fiserv	Gerdau	Haemonetics
Energy Hardware	Five Star Senior Living	Getinge	Handgards LLC
Energy Systems Group (ESG)	Fivetran	Gila River Healthcare	

Participant List

Hanna Resource Group	Hyundai Capital	JD Machine Corp	LAIKA, LLC
Hardsuit Labs	Hy-Vee, Inc.	Jefferson County Public Schools	Lake Region HealthCare Fergus falls, MN
Hargrove Engineers & Constructors	IAOMT	JetBlue Airways Corporation	Lakeside Bottling Company
Harris	IAT Insurance Group, Inc	JLL	Lakeside Foods
Harvard University	ICF	John B. Sanfilippo & Son, Inc	LALA US Inc
HDR, Inc.	Idaho Forest Group	John G. Hofland Ltd.	Land O'Lakes, Inc.
Healthfirst	IEEE	Johns Hopkins Applied Physics Lab	Land's End
Healthmap Solutions	IGG.COM CANADA INC.	Johnson County KS Government	Lane Automotive
HealthPartners	Ignition, Inc.	Johnsonville	Lane Gorman Trubitt LLC
H-E-B, LP	IGS	Jonathan Louis International	Law Firm Outside Edmonton, Alberta
HEI Hotels & Resorts	IHG Hotels & Resorts	K&L Gates LLP	Law Society of Saskatchewan
Heidelberg Materials	IKEA North America Services, LLC	K. Hovnanian	Lawrence and Company
Help at Home	Ilitch Holdings	Ka'Chava	LCMH
Help Desk Technology	Imageon Consulting, Inc.	Kalesnikoff	Leaf Home
Henry Ford Health	IMEQ	KalTire	Leapfrog Services
HENSLEE	Indegene	Kansas State University Foundation	Leddy Group
Herb Pharm, LLC	Indian River State College	Kanzaki Specialty Papers Inc.	Leidos Inc.
Heriot Bay Inn	Indiana Tech	Kawartha Dairy	Lennar Corporation
Hershey Entertainment & Resorts	Indiana University Foundation, Inc.	KBR	Lennox International, Inc.
Hexagon Manufacturing Intelligence	Indiana University Health	KDMC	LGE Community Credit Union
HF Sinclair	Informa PLC	Keeco	Liberty Mutual Insurance
HHM Hotels	Infra Pipe Solutions Ltd	Kellermeyer Bergensons Services, LLC	Life Care Services
High Power Consulting, Inc	Ingenium Aerospace LLC	Kenco Group, Inc.	Life House Agency
Hightower Group LLC	Ingevity	Kennedy Wilson Properties, Ltd.	Light & Wonder
HII	Innovations Manufacturing Inc	Kenvue	Lilac Solutions, Inc
Hilltop Holdings	Innovative Compensation and Benefit Concepts	Key Knife Inc.	Lincoln Financial Group
Hines	LLC	KeyBank	lineage
Hitachi Digital	Innovo Research	KeyShot	Link Snacks, Inc.
HMT Tank	Insperty, Inc.	Killam Apartment REIT	Lions International
HNTB Corporation	Integrated Builders Group, Inc.	KinderCare Learning Companies	Litco Law
HOK	Interface	Kinetik	LivaNova
Holder Construction	Intermedia Cloud Communication	Kings Inn	LMS
Holland Applied Technologies	International Paper	Kinross	Lockheed Martin
Hollister Inc	IntriPlex Technologies Inc.	Kirchhoff Automotive Aurora	Lodging Dynamics Hospitality Group
HOLT Group	Ipsen	Kirchhoff Automotive Canada Inc.	Loews Hotels & Co
Home Hardware Stores Limited	IQVIA	Kitagawa NorthTech, Inc.	Logic of English
Home Instead	IREM	KLH Industries	Logix Federal Credit Union
Horizon Blue Cross Blue Shield of NJ	iRobot	Knowles Corporation	Longroad Energy
Horsburgh & Scott	Island Hospitality Management LLC	Known	Loram Maintenance of Way, Inc.
Hospice of Southern Illinois	ISO New England Inc.	Kodiak Cakes	LoVasco Consulting Group
Hotaling & Co.	ITG Brands	Krispy Kreme	Love's Travel Stops
Hotel Indigo & Holiday Inn Express	J&J Worldwide Services	Kroll (rebranded Duff & Phelps)	LP Insurance Services
HP Hood LLC	J. J. Keller & Associates, Inc.	Krucial Rapid Response	LSP
HR Green	Jabian, LLC	Kupu	Lutheran Social Ministries of Maryland
HSM Solutions	Jackson	Kwik Trip	LyondellBasell
HUB International	Jaco Oil Company	L3Harris Technologies	Lytix, Inc.
Human Resource Initiatives	James River Group Holdings, Inc.	La Economic Development	M&T Bank Corporation
Hunt Companies	Jamf Software LLC	Labatt Breweries	M. Brashem, Inc.
Hutchinson	Jannet Montgomery Scott	LACO Technologies, Inc	Magna International Inc.
HX5	JARVIS AIRFOIL INC	Laguna College of Art + Design	Mahindra
	JB Hunt Transport, Inc.		

Participant List

Main Line Health	Microsoft	NCCI Holdings Inc	NVISION Solutions
Maine Properties	MicroVention, Inc	NCH Corporation	NVR, Inc.
Management Association of Illinois	Midland States Bank	NCSoft West	o9 Solutions
Maple Leaf Foods	Midwest Sanitary Service, Inc.	Nebraska Machinery Company	Oak Ridge Associated Universities
Marcus Hotels & Resorts	Milliman	Nebraska Public Power District	OCI Hospitality
Marcus Theatres	MIMEDX	Nedap Inc.	ODW Logistics
Mariner Finance	Mimeo	Neighorly	OGE Energy Corporation
Marjaree Mason Center	MiraVista Diagnostics	NELC	Ohio Gas Company
Mark Anthony Group Inc	MIT Lincoln Laboratory	Neovia Logistics	OhioHealth
Markel	Mizzouri	Nettax	OI
Mars Inc.	MKD Wealth Coaches, LLC	NEW JERSEY INSTITUTE OF TECHNOLOGY	OIA Global
Martin Marietta	MLP Consulting, LLC	New York Power Authority	Oklahoma City Zoological Trust
Marvin	Mobius	Newman Regional Health	Olympus Corporation of the Americas
Mary Greeley Medical Center	Modern Technology Solutions, Inc.	NewMarket Corporation	Omaha Public Power District
Mary Kay Inc.	Modern Woodmen of America	Newmont Corporation	OmniTRAX
Masis Staffing Solutions	Moffatt & Nichol	Newnan Utilities	ONE Gas, Inc
Mass Mutual	Moffitt Cancer Center	Next Level Solutions	OneChild Global
Mattamy	Mohawk Industries	NextAFTeSr	OneStream Software
Mattax Neu Prater	Mohawk Valley Health System	NextDecade	OnPoint Community Credit Union
Mauser Packaging	Molina Healthcare	NextEra Energy	onsemi
Maxton Manufacturing Company	Momentum Technologies	NGC Overseas	Optibus
Mayo Clinic	Mondelez International	Niagara Bottling, LLC	Optics 1, Inc.
Mayville Engineering Company	Monroe Energy, LLC	Nikon Metrology, Inc.	Oregon Health & Safety University
McDonald's Corporation	Mountain Recreation Metropolitan District	Nimiiipuu Health	Oregon Manufacturing Extension Partnership
McGraw Hill, Inc.	Mr. Cooper Group	Nissin International Transport U.S.A., Inc.	O'Reilly Auto Parts
McKesson Corporation	MRIGlobal	Nixon Peabody LLP	Organically Grown Company
McKinstry	MSD	NJM Insurance	Organon
McLaren Healthcare Corporation	MSI	NMDP	Origin Bancorp, Inc.
MD Anderson Cancer Center	Mt. Moriah Missionary Baptist Church	NNN REIT	Orion Advisor Solutions
Measurement Technology Northwest	Munich Reinsurance America Corp.	Nordstrom	Orlando Health
MED MANAGEMENT COLORADO	MyPlanAdvocate	Noridian Healthcare Solutions, LLC	Orlando Neighborhood Improvement Corporation
Medecision	Myriad Genetics	North American Lighting	Orscheln Industries
Medical College of Wisconsin	Na	North American Partners in Anesthesia	Orthopedic partners
MedWatch, LLC	NAES	North County Health Services Inc	Osaic, Inc.
Meister Media Worldwide	NAMSA	North Texas Food Bank	Otak, Inc.
Memorial Health	Nashville Entrepreneur Center	Northeastern University	OTG Management
Merative	NASSCO	Northern Water	Otsuka America Pharmaceutical, Inc.
Merck	NASTAD	Northrim Bank	Ottobock Healthcare North America Inc.
Mercy Health	National Car Wash Solutions	Northstar community services	OU Health
Mercy Housing Incorporated	National Church Residences	Northwell Health	Owens & Minor, Inc.
Mercy Ships International	National Grid	NorthWestern Energy	Owens Corning
Mesa Systems	National Renewable Energy Laboratory (NREL)	Nova Scotia Community College	Oxford Industries
METER group	National Safety Council	Novant Healthcare	P3 Health Partners
Metro Water Recovery	National Trench Safety	Novolex	Pabst Brewing Company
Metropolitan YMCA of the Oranges	National Veterinary Associates	NQGRG	Pacific Cycle Inc.
MFCP	Nationwide	NRG Energy Inc.	PacificSource
miami dade county	Navient	Nu Skin Enterprises	Pagnotta Inc.
Michael Sullivan & Associates	Navy Federal Credit Union	Nutrabolt	Palermo Villa, Inc.
Michigan Medicine - University of Michigan	Nazdar	Nuvance Health	Palomar Holdings
Michigan Technological University	NBT Bank	NVA	Panasonic Corporation of North America

Participant List

Panzitta Enterprises, Inc.	Premier Research	Renesas Electronics	Savannah River National Laboratory
Paratek Pharmaceuticals	Prevea Clinic, Inc.	Renown Health	Save the Children Federation US
Patelco Credit Union	Prime Therapeutics	Rentoil NA	Scherer Inc
Patterson Companies, Inc.	Principal Financial Group	Rentschler Biopharma	Scholastic
Paul Hastings LLP	PRIORITY PRIVATE MEDICAL CARE PC	Republic Services	SchoolsFirst Federal Credit Union
Paws With A Cause	Prisma Health	RES	Scouts Canada
Payments Canada	Pro Athlete, Inc.	Reschcor Inc.	SeatGeek
Payscale	Probi USA, INC.	Research Innovations, Inc	Seattle Mariners
PEIREA	Procure Technologies	Revo Health	SECO Energy (Sumter Electric Cooperative)
Penn National Insurance	Progress Residential	Reyes Holdings	Secureworks
Penske	Progress Software	RF Connect LLC	Sedgwick
Pentair	Progressive Components	RHALLC	Seeds Early Learning Ventura
Pepper Construction Group	Project X Ltd.	Rhinegeist Brewery	Select Water Solutions
Pepsico	Prolink	Ri oTinto	Self Employed
Perficient, Inc	Promega Corporation	Richardson International Limited	Seminole Electric Cooperative, Inc.
Performance Fire Protection LLC	Proposify	Ridgeview	Seneca Polytechnic
Performance HEalth	ProVeyance	Ritchie Bros. Auctioneers Ltd.	Senior Living
Periphery Digital Inc.	Providence Network	Riverland Hills Baptist Church	Sensei Ag
Pet Food Experts	PUMA North America	RLI Insurance Company	Sephora Beauty Canada Inc.
Pet Honesty	Punker LLC	Robert Half International, Inc.	Sepro Mineral Systems Corp
Petco	Purdue Federal Credit Union	Robert W. Baird & Co. Incorporated	Sequoia Living Inc.
Petco Health and Wellness Co Inc	Pure Smiles	Robinson Compensation LLC	Service Corporation International
Petzl America, Inc.	Purolator Inc.	Rochester Genesee Regional Transportation Authority	ServiceRocket
Pfizer	QK	Rochester Institute of Technology	Shawmut Design and Construction
Philosophy LLC	QSC	Rock Energy Systems	Shiro Technologies LLC
Phoenix Children's Hospital	Quad	Rocket, Inc.	Shodair Children's Hospital
Pierce Street Same Day Surgery	Quality Care for Children	Ross Stores, Inc.	Shur-Co
Pima County Government	Quantum Health	Ross Video	Shurtape Technologies, LLC
Pinnacol Assurance	Quartz Health Solutions	Royal Bank of Canada	Shutterfly
Pittsburgh Public Schools	Quiring General LLC	Royal Technologies	Sidley Austin LLP
Planned Parenthood Federation of America	Quva Pharma	RPM	Sierra Nevada Corporation
PlanSource	QVC	Ryan Companies	Sightline Commercial Solutions
Pohlad Companies	Radian Group	Ryman Hospitality Properties	Signature Site Services
Polk Soil and Water Conservation District	Radiology Imaging Associates P.C.	S3 Shared Service Solutions	Simon Quick Advisors
Poly Gem	radius group	Safe Credit Union	SISU
Port Angeles Food Bank	Rain the Growth Agency	Safety National Casualty Corporation	Skanska USA
PORT OF HOUSTON AUTHORITY	Ranpak	Saginaw Valley State University	Slalom
Port of Portland	RB Global	SAIF	Sloan
Ports America	RD Consulting	Sailpoint	SmarTek21
Post	Reach3 Insights	Saint Francis Health System	SmithGroup
POY Holdings dba Empire Auto Parts	Ready Computing	Saint Peter's University Hospital	Snap One
PPGC	Recology	Saint-Gobain	Societe de transport de Montreal
PPGNWI	Redfin	Sakura Finetek USA, Inc.	Sodexo
PPI	Redscout	Salem Health Hospitals & Clinics	Softchoice
PPL Services Corporation	Redstone Federal Credit Union	Salud Revenue Partners	Solugen Inc.
Prairie State Bank & Trust	Reece USA	Sammons Financial Group	Somerville Auto Group
Precision Medicine Group	Reef Point Group	Samuel, Son & Co., Ltd	Sompo International
Precision Strip, Inc.	Regal Rexnord	San Rufo Homes	Sonesta International Hotels
Premera	Regional Food Bank of Oklahoma	Sapere Consulting, Inc.	Sound Compensation
Premier Health	Remuneration Resources	Savannah River Mission Completion	South Adams Co Water

Participant List

South Jersey Industries	Summit Midstream Partners, LP	The Christ Hospital Health Network	Toyota Motor North America
Southcoast Health	Sun Ag LLC	The Cigna Group	TPA
Southeastern Freight Lines	Sun Life Financial	The Clorox Company	Traffic Safety Supply Company
Southern Company	Suncoast Credit Union	The Council of State Governments	TransAlta
Southern Star Central Gas Pipeline	SunCoke Energy	The Doctors Company	Transamerica
Southwest Airlines	Sunsweet Growers Inc.	The Food Bank Of Northern Nevada	Transat AT Inc
Southwest Gas	Suzuki Canada	The Friedkin Group	Treasury Prime
Southwest Power Pool	Swagelok	The Gleason Works	Tribal Group
Southwest Research Institute	Symbria, Inc.	The Haskell Company	Trilogy Personnel and Land Management
Spader Bay Condominium Owners Association	Symetra Life Insurance Company	The Heritage Group	Trimac Transportation Services
SpartanNash	SymphonyAI	The Hunger Project	Trimble Inc.
SpecialtyCare	Syncro	The Irvine Company	TRIMEDX
Speed Art Museum	SynergenX	The Jellyvision Lab, Inc.	TriNet
Spencer-East Brookfield Regional School District	Syracuse Area Health	The Museum of Flight	Trinity Group International LLC
Spire, Inc.	Tahoe Regional Planning Agency	The National Bank of Indianapolis	Trinity Industries
SPM Communications, Inc.	Tandem Diabetes Care	The ODP Corporation	Tristate Water Power & Air
Spokane Teachers Credit Union (STCU)	Tanzerra Resorts	The Owners Club	Troll Systems Corporation
Sprouts Farmers Market	TASC	The Pokémon Company International (TPCi)	True Value
SPX Technologies	Tawonga Jewish Community Corporation	The Progressive Corporation	TruStage
Squarespace	Taylor Corporation	The QTI Group	Trustmark
SRI International	Taylor McCaffrey LLP	The Raymond Corporation	Trustpoint
SSA Marine	Taylor Morrison Inc.	The Resource Collaborative, Inc.	TTC
SSI	TBD	The Shyft Group	TTM Technologies, Inc.
SSM Health	TC Energy	The Tile Shop	Tufts Medicine
St James's Place	Teacher Retirement System of Texas	The Timken Company	Turnitin
St. Andrew's Episcopal School	Team Foods	The University of Rochester	Tyson Foods, Inc
St. Bonaventure University	Teasdale Latin Foods	The University of Vermont Medical Center	U.S. Messenger & Logistics, inc.
St. Luke's in the Desert, Inc	Teck Resources Limited	The Vocation Depot	UAB Health System
StageRight Corporation	TeePublic	The Weitz Company, LLC	UC Health
Stamford Health	Teesdale Associates	The Wilder Institute Calgary Zoo	UCare
Stanley	Teknion	The Winsor School	UCP of Central Florida
Stantec	Telesign Corporation	The Wonderful Company	Umpqua Bank
State Farm Insurance	Tennant Company	Think Company	UNBC Northern Undergraduate Student Society
State of New Mexico	Tennessee State University	Think Research	Uniek Inc
Stay	Teradata	thinkPARALLAX	Unipart Services America Inc.
STech	Terracon Consultants, Inc.	Third Sector Capital Partners	Unique Home Designs
Stefanini Inc.	Texas Children's Hospital	Thirst Relief International	Unison Credit Union
Stellix Group Inc	Texas Dow Employee Credit Union	Threekit Technologies Inc.,	United Airlines
Stepan Company	Texas Roadhouse	TIDI Products	United Digestive
Stewart Title	Tezla Consulting Group, INc	Tiffany & Co.	United Facilities
Stewart-Amos Equipment Co.	The American Board of Anesthesiology	Tiger Biosciences	United States Olympic and Paralympic Committee
STONERIDGE, INC.	The American Society for the Prevention of Cruelty	TireHub	Unitek Learning
Storable	to Animals (ASPCA)	Tithe.ly	Uniting Voices
Stratolaunch, LLC	The Andersons, Inc.	TMG Construction	University of Chicago
Stratus	The Aspen Group	Tokio Marine HCC	University of Colorado Colorado Springs (UCCS)
Strive Health	The Austin Board of REALTORS	Tokyo Ohka Kogyo America, Inc.	University of Georgia
Structural Truss Systems/Forma Steel	The AZEK Company	Toppan Merrill	University of Minnesota
Stryker	The Baldwin Group	Torrance Casting	University of North Georgia
Students' Association of MHC	The Baptist Foundation of Oklahoma	Toso	University of Pennsylvania
Subway Franchise World Headquarters	The Cannabist Company Holdings, Inc.	Toyota Boshoku America	UNIVERSITY OF SOUTH FLORIDA
	The Center for Investigative Reporting		

Participant List

University of Texas MD Anderson Cancer Center
Uponor
UPS
Upside
US Acute Care Solutions
US Foods
US Oncology Network
US Pharmacopeia
USABLE Life
USANA Health Sciences Inc.
USG Corporation
UT Southwestern Medical Center
Utah Domestic Violence Coalition
UW Credit Union
UW Health
Valaris Limited
Valero Energy
Valley Real Life Church
Vantage Bank
Vasion
Vector North America
Vende Digital
Veralto Corp
VERITIV OPERATING COMPANY
Verizon
Veterans Administration Health System
Veterans Health Administration
Veterans Village of San Diego
VF Corporation
Vice Media Group
VillageMD
Vir, Biotech Inc.
Vireo Health, Inc.
Virgin Galactic
Virtuous Software
Vistra Corp.
Vituity
Vogel
Volvo Group NA
Vulcan Materials Company
W.W. Grainger
Warm Beach Camp Ministries
Washington County Commission on Aging,
Inc./Area Agency on Aging
Washington Eye Care
Washington Hospital Healthcare System
Washington Metropolitan Area Transit Authority
Washington Trust Bank
Washington University in St. Louis
Waterstone Properties Group
Watkins Associated Industries

Wavo
We do not want this information published
Weber Packaging Solutions
Wedgewood
Weiss-Johnson Group of Companies
Wellpath
West Feliciana Hospital
Westat
Western & Southern Financial Group
Westfield Insurance
Westlake Chemical
Westman Lions Manor
WestRock
WGBH Educational Foundation
WGI Inc
Wheels
Whitney Benefits
Wilbur-Ellis
Williams Lea
Willson International
WinCo Foods
WinnCompanies
Winnipeg winter club
Wi-Tronix, LLC
WK Kellogg Company
WM
Wolverine Worldwide
Woodard & Curran
Work Sharp
Workiva Inc.
Workplace Elements
Workstream Inc.
Workwear Outfitters
World be well
World Class Industries
Worldpay
Worthington Steel, Inc.
WSECU
Wuensche USA
Xellia Pharmaceuticals
XPO
Yale Cordage Inc.
Yanmar Compact Equipment North America Inc.
Yonies
York General
Youth Haven (Barrie)
Yum! Brands
Zachry Group
Zillow Inc
Zimmer Biomet

ZimVie
Zoll Medical Corp
Zumiez
Zuora
Zurn Elkay Water Solutions

Are you ready to see **what Payscale can do** for your organization?

Ask to speak with a representative and learn about how our compensation software, data, and services deliver best-in-class capabilities to address your key operational challenges.

Request a demo



About Payscale

As the industry leader in compensation management, Payscale is on a mission to help job seekers, employees, and businesses get pay right and to make sustainable fair pay a reality. Empowering more than 50% of the Fortune 500 in 56 countries, Payscale provides a combination of diverse and dynamic data sources, experienced compensation services, and scalable software to enable organizations such as Angel City Football Club, Panasonic, Mars Global, eBay, American Airlines, and PetSmart to make fair and appropriate pay decisions.

Pay is powerful. To learn more, visit www.payscale.com.

