

# Salary Budget Survey

Payscale's 2025-2026 Salary Budget Survey provides current and planned pay increases, promotional increases, and salary structure adjustments, sourced directly from compensation professionals.



# Summary

## About this report

Payscale's Salary Budget Survey provides the average current and projected salary increase budgets, promotional budgets, and salary structure adjustment budgets from 1,551 organizations collected from May to June 15, 2025. Values are self-reported by participants.

The report provides segmentation of salary increase budgets and salary structure adjustments by industry, revenue, organization size, organization type, region, and state or province for the United States and Canada.

See methodology for details.

Uncertainty over the economy is leading to planned salary increases declining slightly for the upcoming 2026 budgetary season compared to 2025. Concern about the competition for labor is also declining in the United States.

Only a small portion of organizations (16 percent in the United States and 10 percent in Canada) anticipate a salary increase budget that is higher than last year. Most organizations (68 percent in the United States and 74 percent in Canada) expect budgets to remain the same. For both the United States and Canada, 16 percent expect budgets to be lower.

For those anticipating lower budgets, concern about the economy was the primary reason (66 percent for the United States and 76 percent for Canada). Among those expecting increased budgets, concern about increased competition for labor has dramatically dropped as a reason in the United States — by a whopping 19 percent compared to last year's report.

Going into 2026, organizations are anticipating that pay increases will be 3.5 percent in the United States and 3.3 percent in Canada, which is a slight decrease of 0.1 percent from the pay increases that were given in 2025. The median for 2026 is 3.5 percent for both the United States and Canada, which is no change for the U.S. and an increase of 0.1 percent for Canada.

Average total base-pay increases for all employees	2025 actual	2026 expected		
	Average	Average		
United States Total sample	3.6%	3.5%	↓	-0.1%
Canada Total sample	3.4%	3.3%	↓	-0.1%



# Get notified to participate in next year's Salary Budget Survey

For the past ten years, the Salary Budget Survey has collected data from the U.S., Canada, and select international locations. Payscale has continued this annual research to support customers and compensation professionals during the salary budget process for pay increases. By participating, you receive an early copy of the results.

Sign up to participate in the  
2026-2027 Salary Budget Survey.

[Put me on the list](#)

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# Survey methodology and definitions

Payscale clients and contacts were invited to participate in our Salary Budget Survey (SBS) in May-June 2025 via email. Submissions were accepted through June 15th, resulting in 1,551 usable submissions.

Respondents were asked to submit data for the U.S., Canada, and select international locations for the following employee groups:

- **All employees**
- **Non-exempt employees**
- **Exempt (non-management) employees**
- **Managers**
- **Officers & executives**

Respondents were instructed to enter no response for increase programs that do not exist 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.

Note that a minimum of five responding organizations were required to publish each of the above statistics. Only one response per organization was used for analysis.

Respondents were asked to self-identify into a pre-

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:

## Inflation/cost of living increases

Increases that are granted to all eligible employees, typically in an “across-the-board” manner.

Respondents were asked: **As a percentage of base-pay, what was the typical Inflation/COLA increase in [year] for [employee type]?**

## Merit increases

Increases granted based on individual employee performance. Respondents were asked: **As a**

**percentage of base-pay, what was the typical Merit increase in [year] for [employee type]?**

## Other increases

Any other increase granted during the course of the year (for example, equity or market

adjustments). Respondents were asked: **As a percentage of base-pay, what was the typical Other increase in [year] for [employee type]?**

## Total increases

The sum of increases granted over the course of the year. This is self-reported by respondents and not a calculation derived from the other increase programs. Not all organizations offer all types of

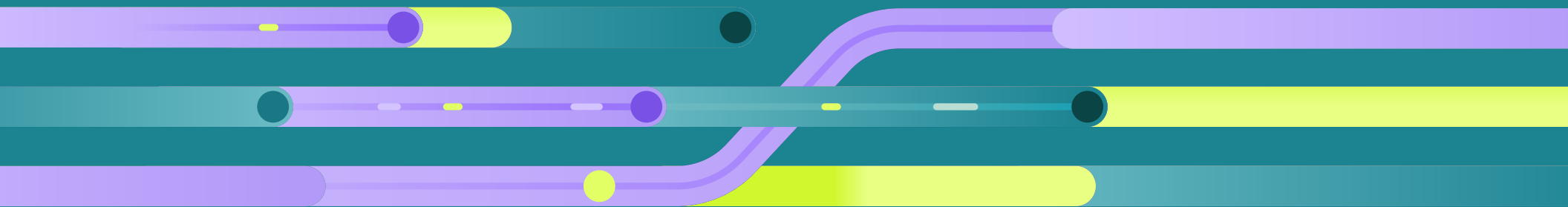
increases. As a result, Total Increases reported may not equal the sum of General/Cost of Living, Merit, and Other Increases reported. Respondents were asked: **As a percentage of base-pay, what was the typical Total increase in [year] for [employee type]?**

## Salary structure increases

Increases made to salary structure control points in order to align structures with current market rates.

Respondents were asked: **What was the typical salary structure increase in [year] for [employee type]?**

# Salary budget trends



# Salary budget trends

Average total base-pay increases for all employees

All employees <b>average</b>	2025 actual base-pay increase		2026 expected base-pay increases	
	Total increase		Total increase	
	Count	Average	Count	Average
United States: total sample	1081	3.6%	1003	3.5%
Canada: total sample	264	3.4%	223	3.3%

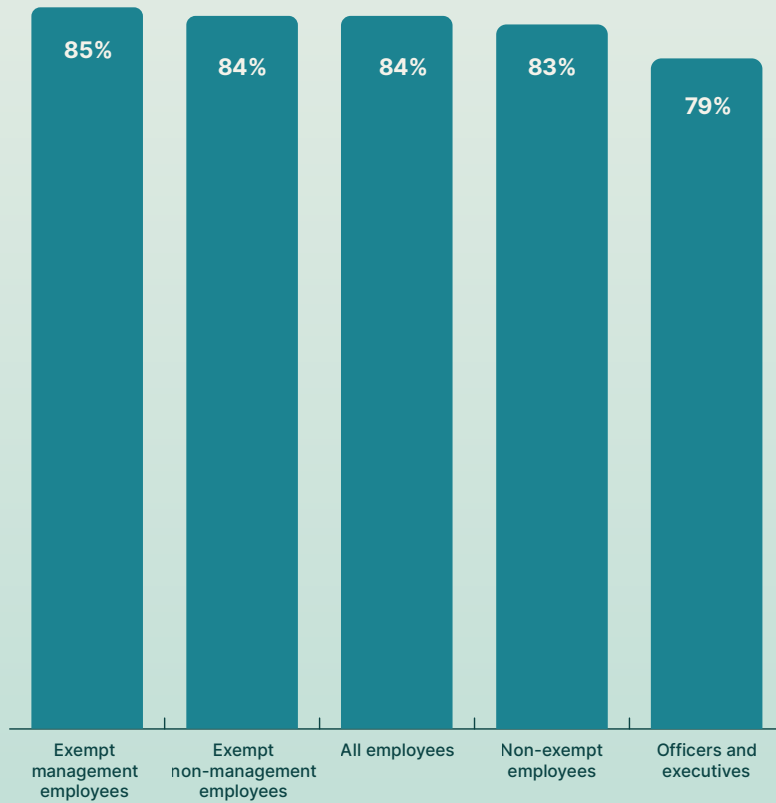
Median total base-pay increases for all employees

All employees <b>median</b>	2025 actual base-pay increase		2026 expected base-pay increases	
	Total increase		Total increase	
	Count	Average	Count	Average
United States: total sample	1081	3.5%	1003	3.5%
Canada: total sample	264	3.4%	223	3.5%

United States

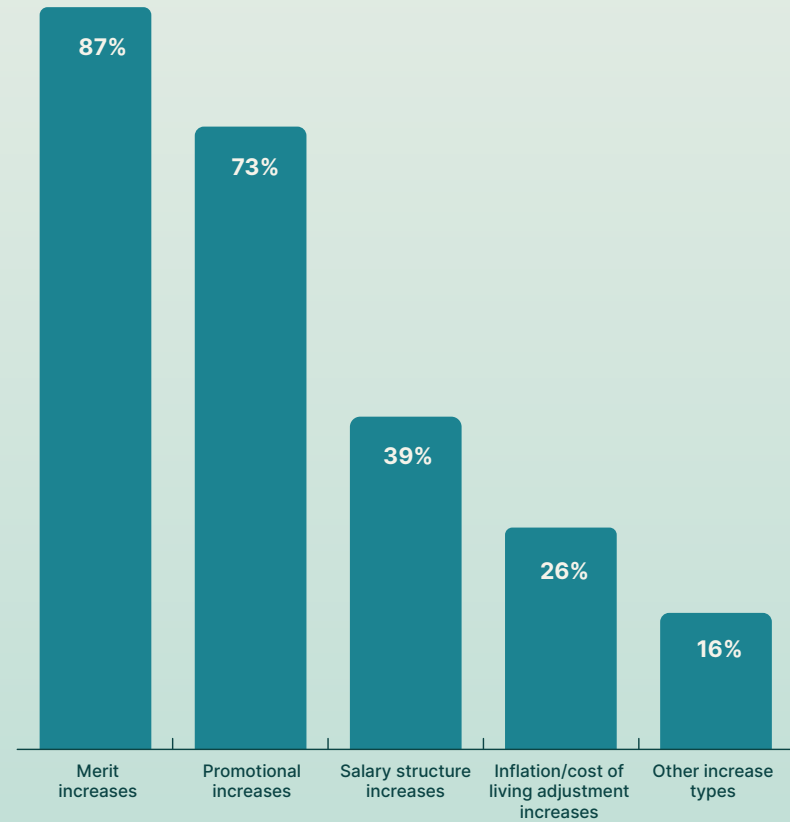
## Salary budget trends

What percentage of the following employee types in your organization will be receiving a base salary increase of any type in 2025?



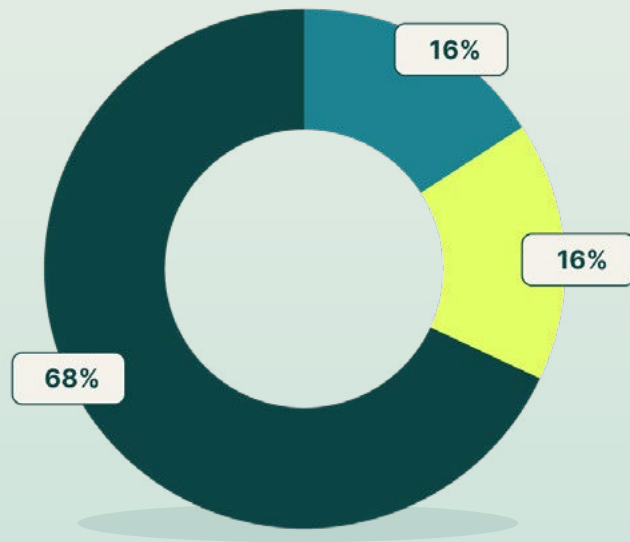
What types of pay increases does your organization give to employees?

(Select all that apply)





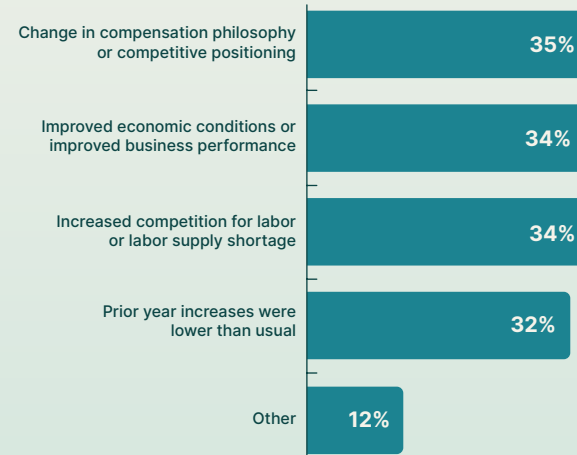
### How does your expected 2026 increase budget compare to your 2025 increase budget?



- Our 2026 salary increase budget is expected to **be the same** as our 2025 salary increase budget
- Our 2026 salary increase budget is expected to **be lower** than our 2025 salary increase budget
- Our 2026 salary increase budget is expected to **be higher** than our 2025 salary increase budget

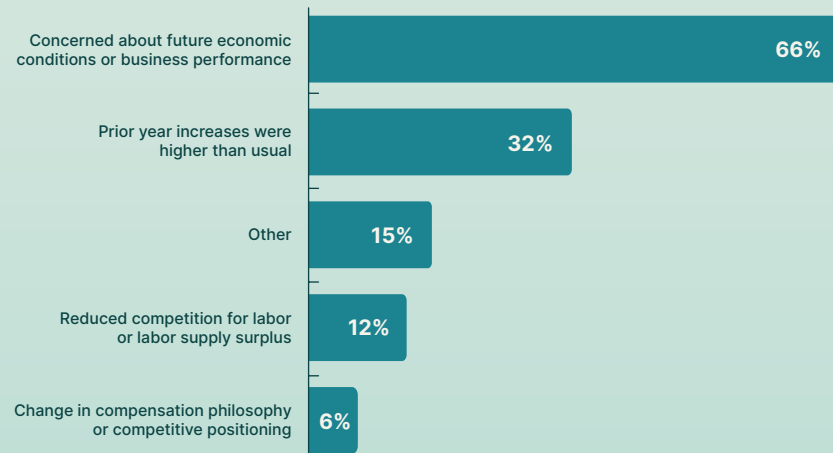
### Why is your 2026 salary increase budget expected to be higher than your 2025 increase budget?

(Select all that apply)



### Why is your 2026 salary increase budget expected to be lower than your 2025 increase budget?

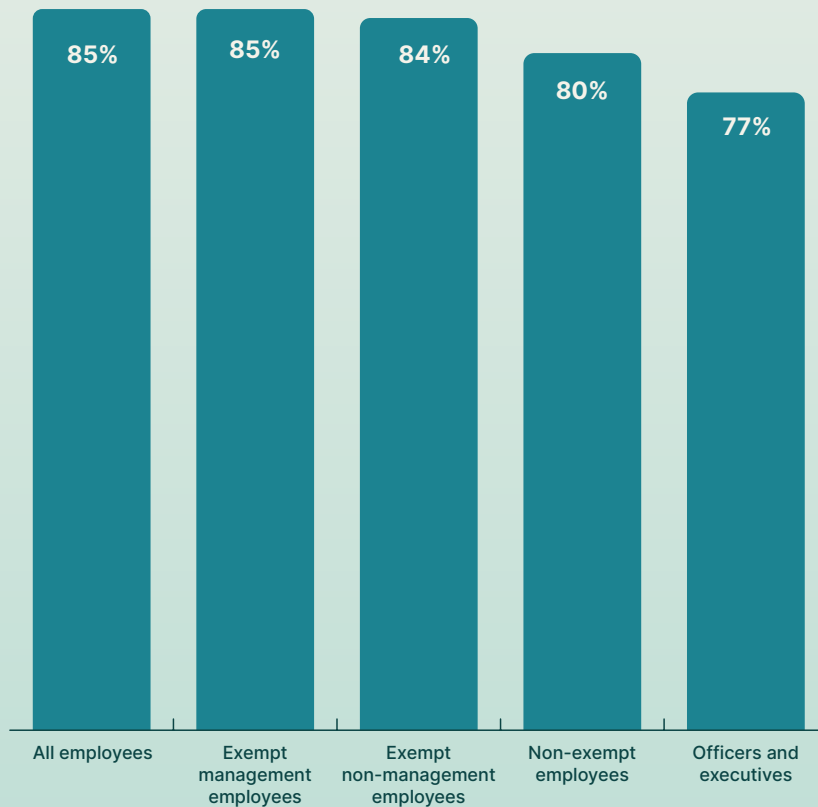
(Select all that apply)



Canada

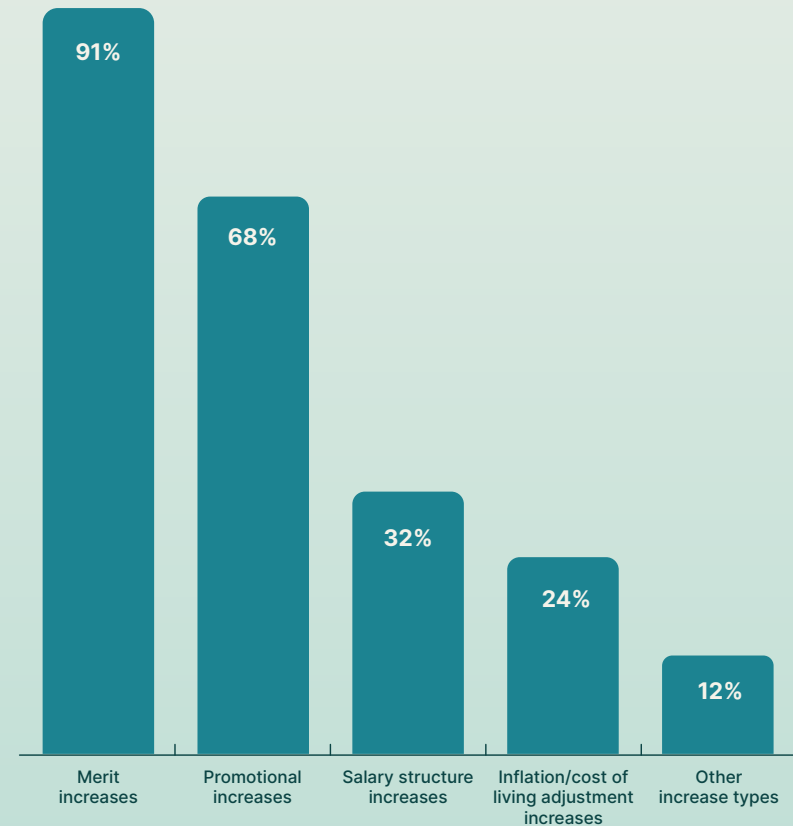
## Salary budget trends

What percentage of the following employee types in your organization will be receiving a base salary increase of any type in 2025?

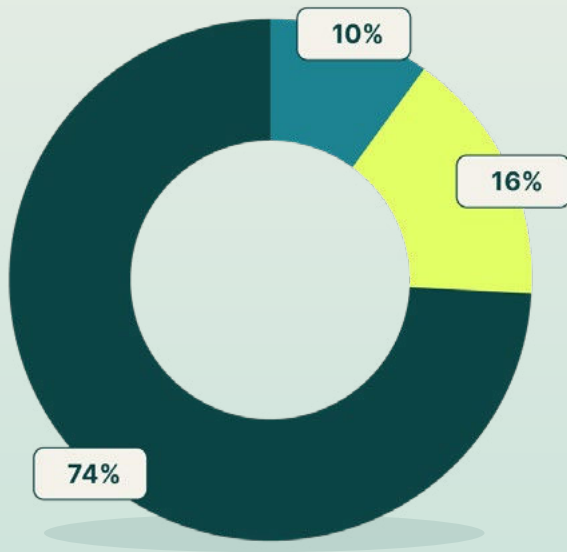


What types of pay increases does your organization give to employees?

(Select all that apply)



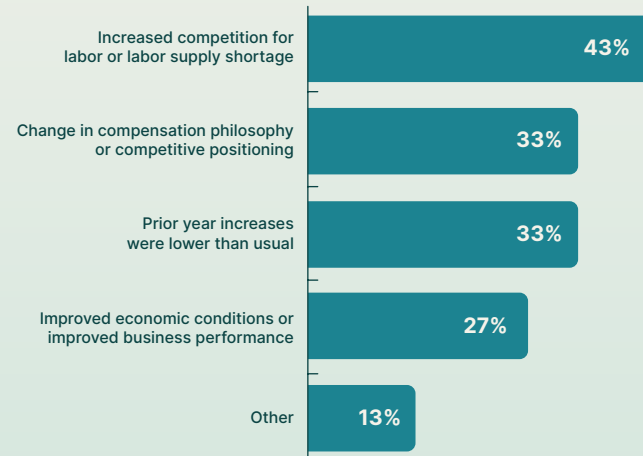
### How does your expected 2026 increase budget compare to your 2025 increase budget?



- Our 2026 salary increase budget is expected to **be the same** as our 2025 salary increase budget
- Our 2026 salary increase budget is expected to **be lower** than our 2025 salary increase budget
- Our 2026 salary increase budget is expected to **be higher** than our 2025 salary increase budget

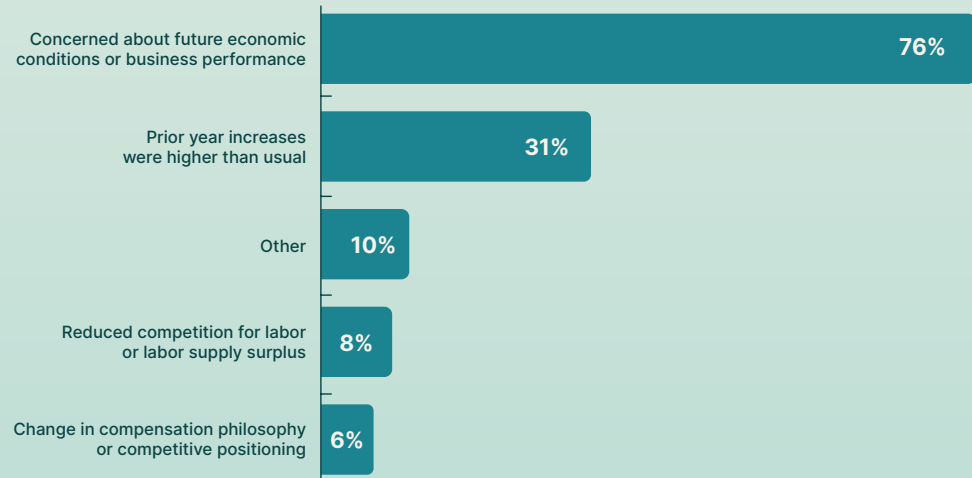
### Why is your 2026 salary increase budget expected to be higher than your 2025 increase budget?

(Select all that apply)

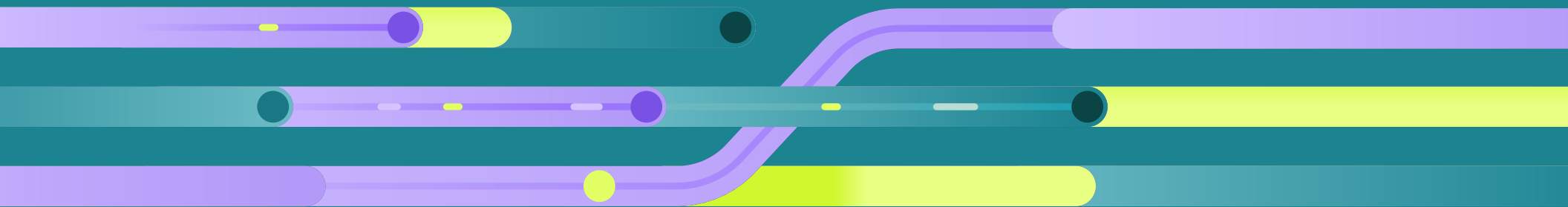


### Why is your 2026 salary increase budget expected to be lower than your 2025 increase budget?

(Select all that apply)



# Salary increase budgets



United States: total sample	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Median	Count	Median	Count	Median	Count	Median	Count	Median	Count	Median	Count	Median	Count	Median
All employees	264	3.0%	1058	3.2%	171	2.0%	1081	3.5%	213	3.0%	948	3.0%	158	1.0%	1003	3.5%
Non-exempt employees	257	3.0%	1016	3.0%	166	2.1%	1030	3.4%	210	3.0%	904	3.0%	151	1.0%	954	3.5%
Exempt non-management employees	249	3.0%	1019	3.1%	165	2.0%	1034	3.5%	204	3.0%	909	3.0%	148	1.0%	960	3.5%
Exempt management employees	247	3.0%	1016	3.2%	164	2.0%	1029	3.5%	205	3.0%	907	3.0%	150	0.9%	957	3.5%
Officers and executives	245	3.0%	957	3.2%	159	1.0%	989	3.5%	202	2.5%	860	3.0%	145	0.5%	922	3.5%

United States: total sample	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	264	2.8%	1058	3.2%	171	3.2%	1081	3.6%	213	2.5%	948	3.2%	158	1.8%	1003	3.5%
Non-exempt employees	257	2.7%	1016	3.1%	166	3.1%	1030	3.4%	210	2.3%	904	3.1%	151	1.8%	954	3.4%
Exempt non-management employees	249	2.7%	1019	3.2%	165	3.1%	1034	3.4%	204	2.4%	909	3.1%	148	1.8%	960	3.5%
Exempt management employees	247	2.8%	1016	3.3%	164	3.0%	1029	3.5%	205	2.4%	907	3.2%	150	1.7%	957	3.5%
Officers and executives	245	2.5%	957	3.3%	159	2.3%	989	3.5%	202	2.2%	860	3.1%	145	1.5%	922	3.4%

→ Industry groups

Agencies & Consultancies	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	4	--	18	3.6%	1	--	19	3.9%	4	--	17	3.5%	1	--	18	3.7%
Non-exempt employees	4	--	17	3.3%	1	--	18	3.4%	4	--	16	3.4%	1	--	17	3.5%
Exempt non-management employees	4	--	18	3.5%	1	--	19	3.8%	3	--	16	3.6%	1	--	17	3.7%
Exempt management employees	4	--	17	3.5%	1	--	18	3.8%	4	--	15	3.6%	1	--	16	3.7%
Officers and executives	4	--	17	3.8%	1	--	19	4.0%	4	--	16	3.6%	1	--	17	3.7%

Arts, Entertainment, & Recreation	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	4	--	6	3.1%	0	--	7	3.7%	4	--	6	2.6%	0	--	7	3.2%
Non-exempt employees	3	--	6	3.4%	0	--	5	2.9%	3	--	6	2.6%	0	--	6	3.2%
Exempt non-management employees	3	--	6	3.4%	0	--	5	3.6%	3	--	6	2.7%	0	--	6	3.3%
Exempt management employees	3	--	6	3.5%	0	--	5	3.8%	3	--	6	2.8%	0	--	6	3.5%
Officers and executives	3	--	6	3.5%	0	--	5	3.8%	3	--	6	3.0%	0	--	6	3.7%

# United States: Salary increase budgets

Business Services	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	9	2.7%	28	3.2%	7	5.0%	26	4.0%	8	2.7%	26	2.9%	6	0.8%	26	4.0%
Non-exempt employees	8	2.4%	27	2.7%	7	4.0%	25	3.0%	7	1.8%	24	2.5%	6	0.3%	24	3.1%
Exempt non-management employees	8	1.9%	27	2.9%	6	3.3%	26	3.4%	7	2.2%	25	2.8%	6	0.8%	25	3.6%
Exempt management employees	8	2.8%	28	2.9%	6	3.0%	25	3.6%	7	2.2%	25	2.8%	6	0.6%	25	3.6%
Officers and executives	8	2.2%	27	2.6%	5	0.6%	26	2.7%	7	1.2%	25	2.6%	6	0.7%	25	3.0%

Construction	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	12	3.4%	35	3.8%	0	--	38	4.1%	8	3.5%	31	3.4%	0	--	37	3.7%
Non-exempt employees	12	3.8%	33	3.5%	0	--	36	3.6%	8	2.9%	29	3.0%	0	--	34	3.5%
Exempt non-management employees	12	3.5%	34	3.6%	0	--	37	3.8%	8	2.9%	30	3.2%	0	--	35	3.5%
Exempt management employees	11	3.5%	32	3.7%	0	--	35	3.6%	8	2.9%	29	3.2%	0	--	34	3.7%
Officers and executives	11	3.6%	31	4.2%	0	--	34	5.4%	8	3.5%	27	3.7%	0	--	33	5.3%

Education	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	8	2.3%	18	2.6%	2	--	22	3.0%	5	1.5%	14	2.9%	1	--	17	3.1%
Non-exempt employees	9	1.9%	18	2.7%	2	--	23	2.9%	5	0.9%	13	3.1%	0	--	16	3.1%
Exempt non-management employees	9	2.3%	18	2.7%	2	--	23	3.1%	5	1.5%	13	3.0%	0	--	16	3.0%
Exempt management employees	9	2.1%	18	2.7%	2	--	23	3.1%	5	1.5%	13	2.9%	0	--	16	3.0%
Officers and executives	9	1.9%	18	2.4%	2	--	23	3.6%	5	1.5%	13	2.7%	0	--	16	3.0%

Energy & Utilities	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	3	--	53	3.5%	9	3.1%	53	3.7%	2	--	48	3.4%	8	2.5%	48	3.7%
Non-exempt employees	3	--	49	3.5%	9	2.0%	49	3.6%	3	--	43	3.4%	8	2.1%	44	3.7%
Exempt non-management employees	2	--	50	3.6%	9	2.7%	50	3.6%	2	--	43	3.4%	7	2.3%	45	3.8%
Exempt management employees	2	--	50	3.6%	9	3.1%	51	3.7%	2	--	43	3.4%	7	2.5%	45	3.7%
Officers and executives	2	--	49	3.6%	9	1.9%	48	3.4%	2	--	41	3.1%	6	1.7%	43	3.4%

Engineering & Science	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	6	1.6%	15	3.6%	1	--	15	4.4%	5	1.5%	10	3.5%	1	--	13	4.2%
Non-exempt employees	5	1.8%	12	3.7%	2	--	14	4.1%	4	--	9	3.6%	2	--	12	4.5%
Exempt non-management employees	5	1.8%	12	3.6%	2	--	14	3.9%	4	--	9	3.6%	2	--	12	3.7%
Exempt management employees	5	1.8%	12	3.8%	2	--	14	4.4%	4	--	9	3.6%	2	--	12	3.7%
Officers and executives	4	--	10	3.7%	1	--	12	3.2%	3	--	7	3.7%	1	--	10	3.4%

Finance & Insurance	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	10	3.8%	130	3.3%	28	2.5%	124	3.9%	10	3.2%	126	3.4%	29	1.5%	122	3.8%
Non-exempt employees	9	3.5%	125	3.3%	28	2.8%	119	3.9%	9	3.2%	120	3.3%	28	1.6%	117	3.8%
Exempt non-management employees	9	3.7%	123	3.3%	28	2.6%	119	3.6%	9	3.4%	120	3.4%	28	1.5%	118	3.8%
Exempt management employees	9	4.4%	125	3.3%	28	2.6%	119	3.7%	9	3.4%	121	3.4%	28	1.3%	118	3.8%
Officers and executives	9	3.7%	117	3.2%	27	2.2%	114	3.5%	9	3.2%	114	3.2%	28	1.4%	113	3.6%

Food, Beverage, & Hospitality	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	11	2.9%	35	4.0%	4	--	36	3.0%	11	2.5%	31	3.1%	4	--	33	3.0%
Non-exempt employees	11	3.0%	35	4.0%	4	--	35	2.9%	11	2.5%	31	3.0%	4	--	32	3.0%
Exempt non-management employees	11	2.5%	34	3.9%	4	--	34	2.9%	10	2.5%	31	3.2%	4	--	31	3.1%
Exempt management employees	11	2.8%	34	4.2%	4	--	34	3.3%	10	2.5%	31	3.4%	4	--	31	3.1%
Officers and executives	11	2.5%	34	4.1%	4	--	34	3.0%	10	1.9%	31	3.2%	4	--	31	2.8%

Government (Industry)	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	22	2.8%	22	2.7%	8	2.8%	32	4.2%	16	8.6%	19	3.0%	7	1.7%	28	4.0%
Non-exempt employees	22	2.8%	22	2.8%	8	2.5%	33	4.0%	17	8.2%	20	3.0%	7	1.7%	29	3.9%
Exempt non-management employees	22	2.8%	24	2.7%	8	2.5%	33	4.0%	17	8.1%	21	3.0%	7	1.7%	29	3.9%
Exempt management employees	22	2.8%	23	2.7%	8	2.5%	33	3.9%	17	8.1%	20	3.0%	7	1.7%	29	3.9%
Officers and executives	22	2.5%	22	4.8%	8	2.1%	33	5.1%	16	8.5%	19	3.5%	7	1.7%	30	4.0%

# United States: Salary increase budgets

Healthcare & Social Assistance	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	34	3.0%	100	3.1%	22	3.6%	107	3.3%	23	2.7%	85	3.1%	22	2.6%	99	3.5%
Non-exempt employees	31	3.0%	97	3.1%	23	3.4%	107	3.5%	23	2.7%	85	3.0%	22	2.6%	98	3.5%
Exempt non-management employees	31	3.0%	97	3.1%	23	3.3%	107	3.6%	23	2.5%	85	3.0%	22	2.4%	99	3.5%
Exempt management employees	30	2.8%	97	3.4%	22	3.4%	106	3.8%	23	2.5%	85	3.3%	22	2.3%	99	3.6%
Officers and executives	30	2.9%	86	4.2%	20	2.5%	96	4.3%	23	2.4%	75	4.2%	20	2.5%	88	4.3%

Manufacturing	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	36	2.8%	153	3.2%	17	3.3%	144	3.4%	30	2.2%	135	3.1%	13	1.3%	136	3.3%
Non-exempt employees	35	2.8%	148	3.2%	15	3.3%	133	3.3%	28	2.3%	125	3.1%	11	1.5%	127	3.3%
Exempt non-management employees	31	2.7%	147	3.1%	15	3.8%	133	3.3%	26	2.2%	125	3.1%	11	1.3%	126	3.2%
Exempt management employees	32	3.0%	146	3.2%	15	3.8%	133	3.4%	27	2.2%	125	3.2%	11	1.3%	127	3.3%
Officers and executives	30	2.0%	134	3.3%	15	2.1%	126	3.4%	25	1.8%	118	3.0%	11	1.3%	122	3.2%

Nonprofit	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	37	2.6%	56	3.0%	8	2.1%	72	3.5%	32	4.7%	54	2.9%	8	0.9%	68	3.7%
Non-exempt employees	37	2.4%	54	2.9%	8	2.0%	70	3.3%	33	4.3%	53	2.9%	8	1.3%	68	3.7%
Exempt non-management employees	36	2.5%	54	3.1%	8	2.3%	71	3.5%	33	4.5%	53	3.0%	8	1.3%	68	3.7%
Exempt management employees	36	2.5%	54	3.1%	8	2.5%	70	3.6%	33	4.6%	53	3.0%	8	0.9%	67	3.6%
Officers and executives	36	2.4%	52	3.3%	8	1.6%	68	4.0%	33	4.4%	52	3.0%	8	0.9%	67	3.8%

Pharmaceutical & Biotechnology	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	5	3.6%	28	3.1%	7	1.8%	27	3.2%	4	--	26	3.3%	6	0.8%	27	3.4%
Non-exempt employees	4	--	24	2.8%	5	1.5%	22	2.8%	3	--	23	3.2%	5	1.0%	23	3.3%
Exempt non-management employees	4	--	24	2.9%	5	2.1%	22	3.1%	3	--	23	3.2%	5	1.0%	23	3.3%
Exempt management employees	4	--	24	3.0%	5	1.8%	22	3.1%	3	--	23	3.2%	5	1.0%	23	3.4%
Officers and executives	4	--	24	3.3%	5	1.7%	22	3.1%	3	--	23	3.3%	5	1.0%	23	3.5%



# United States: Salary increase budgets

Real Estate, Rental, & Leasing	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	8	2.8%	21	3.4%	6	2.3%	23	3.6%	8	2.1%	18	3.2%	6	1.6%	22	3.6%
Non-exempt employees	8	2.6%	20	3.5%	5	2.5%	21	3.6%	8	2.1%	16	3.2%	5	1.7%	20	3.7%
Exempt non-management employees	8	2.4%	20	3.5%	5	3.0%	21	3.6%	8	2.1%	16	3.4%	5	1.7%	20	3.7%
Exempt management employees	8	2.8%	20	3.8%	5	2.5%	21	4.0%	8	1.7%	15	3.3%	5	1.7%	20	3.9%
Officers and executives	8	1.7%	19	3.5%	5	3.3%	21	3.3%	8	0.9%	16	3.1%	5	1.7%	20	3.5%

Retail & Customer Service	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	10	2.3%	42	2.7%	7	3.2%	39	3.0%	7	1.9%	40	2.8%	8	1.9%	36	3.5%
Non-exempt employees	11	2.3%	41	2.8%	7	3.7%	39	3.0%	8	2.1%	40	2.8%	8	2.2%	36	3.5%
Exempt non-management employees	10	3.5%	42	2.8%	7	3.2%	40	2.9%	7	1.9%	41	2.8%	8	1.9%	37	3.4%
Exempt management employees	10	2.8%	42	2.7%	7	3.2%	40	2.9%	7	2.1%	41	2.8%	8	1.9%	37	3.4%
Officers and executives	10	1.9%	41	2.5%	6	2.3%	39	2.9%	7	2.1%	40	2.9%	7	1.5%	36	3.3%

Technology (including software)	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	10	1.9%	108	3.5%	11	6.5%	112	4.0%	8	2.2%	95	3.4%	10	2.5%	102	3.5%
Non-exempt employees	10	1.6%	103	3.2%	11	7.0%	104	3.4%	8	1.3%	89	3.2%	10	2.3%	94	3.3%
Exempt non-management employees	10	1.6%	104	3.4%	11	6.5%	103	3.6%	8	2.2%	90	3.3%	10	2.6%	96	3.4%
Exempt management employees	10	1.9%	104	3.6%	11	5.3%	105	3.7%	8	2.2%	91	3.4%	10	2.7%	97	3.4%
Officers and executives	11	10.5%	98	3.4%	11	3.6%	99	3.2%	9	2.0%	85	2.9%	10	0.9%	92	2.9%

Telecommunications	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	2	--	9	3.2%	1	--	9	2.9%	2	--	8	3.1%	1	--	8	3.4%
Non-exempt employees	3	--	10	2.9%	1	--	9	2.4%	2	--	8	2.8%	1	--	8	2.9%
Exempt non-management employees	2	--	10	3.1%	1	--	9	2.7%	2	--	8	2.8%	1	--	8	2.9%
Exempt management employees	2	--	10	3.2%	1	--	9	2.6%	2	--	8	2.8%	1	--	7	2.9%
Officers and executives	2	--	8	3.6%	1	--	8	3.4%	2	--	7	2.7%	1	--	7	2.9%

Transportation & Warehousing	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	7	2.5%	30	3.1%	7	1.6%	33	3.3%	5	2.6%	25	3.1%	6	1.5%	28	3.4%
Non-exempt employees	7	2.5%	28	3.1%	6	1.7%	30	3.2%	5	2.6%	24	3.1%	5	1.4%	26	3.4%
Exempt non-management employees	7	2.5%	28	3.1%	6	1.2%	30	3.3%	5	2.6%	24	3.0%	5	1.0%	26	3.4%
Exempt management employees	7	2.5%	28	3.2%	6	1.1%	30	3.3%	5	2.6%	24	3.0%	5	1.0%	26	3.4%
Officers and executives	7	2.1%	28	3.1%	6	1.4%	30	3.4%	5	2.2%	24	2.7%	5	1.0%	26	3.1%

Other (Industry)	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	25	2.5%	148	3.1%	25	4.0%	144	3.6%	20	2.0%	132	3.2%	21	2.5%	128	3.6%
Non-exempt employees	24	2.6%	144	3.0%	24	3.5%	139	3.5%	20	1.9%	129	3.1%	20	2.1%	124	3.4%
Exempt non-management employees	24	2.4%	144	3.1%	24	3.8%	139	3.6%	20	1.9%	129	3.2%	18	2.5%	124	3.5%
Exempt management employees	24	2.6%	143	3.1%	24	3.5%	137	4.1%	20	2.1%	129	3.3%	20	2.4%	123	3.6%
Officers and executives	24	2.8%	134	3.3%	25	3.3%	133	4.0%	20	2.2%	120	3.2%	20	1.8%	118	3.2%



Sectors

Public company	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	18	2.6%	263	3.1%	49	3.6%	250	3.6%	15	2.0%	245	3.2%	41	1.6%	234	3.4%
Non-exempt employees	20	2.5%	249	3.1%	46	3.6%	229	3.4%	15	2.0%	228	3.2%	38	1.7%	215	3.5%
Exempt non-management employees	17	3.2%	249	3.1%	46	3.9%	230	3.4%	14	2.1%	229	3.2%	37	1.6%	215	3.4%
Exempt management employees	16	3.5%	249	3.2%	46	3.5%	230	3.8%	13	2.6%	229	3.2%	37	1.4%	216	3.5%
Officers and executives	16	3.4%	234	3.3%	44	2.5%	221	3.7%	13	2.1%	215	3.1%	35	0.9%	208	3.5%

Private company	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	142	2.9%	554	3.5%	70	2.9%	554	3.8%	114	2.8%	483	3.3%	64	1.8%	512	3.8%
Non-exempt employees	132	2.9%	533	3.3%	68	2.7%	530	3.5%	109	2.5%	464	3.2%	63	1.6%	489	3.5%
Exempt non-management employees	130	2.8%	533	3.4%	67	2.6%	531	3.6%	105	2.5%	466	3.2%	62	1.7%	493	3.6%
Exempt management employees	130	3.0%	531	3.6%	67	2.6%	528	3.8%	107	2.6%	465	3.3%	63	1.7%	490	3.7%
Officers and executives	128	3.9%	500	3.5%	65	2.0%	507	3.6%	104	2.4%	442	3.1%	61	1.4%	473	3.4%

# United States: Salary increase budgets

Nonprofit organization	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	67	2.8%	144	3.0%	31	3.2%	172	3.6%	59	3.7%	134	2.9%	33	1.8%	162	3.6%
Non-exempt employees	68	2.7%	140	2.9%	31	3.1%	166	3.5%	60	3.5%	131	2.8%	32	2.0%	159	3.6%
Exempt non-management employees	66	2.7%	140	3.0%	31	3.2%	167	3.4%	60	3.6%	131	2.9%	31	1.9%	160	3.6%
Exempt management employees	66	2.6%	140	3.1%	30	3.2%	165	3.5%	60	3.5%	131	3.0%	32	1.7%	159	3.6%
Officers and executives	66	2.5%	133	3.2%	29	2.3%	157	3.6%	60	3.3%	126	3.0%	31	1.8%	152	3.7%

Government (Sector)	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	24	2.8%	31	3.0%	10	3.2%	44	4.3%	18	3.0%	27	3.3%	9	2.3%	41	3.8%
Non-exempt employees	24	2.9%	29	3.0%	10	3.0%	43	4.0%	19	2.9%	27	3.2%	9	2.3%	40	3.7%
Exempt non-management employees	23	2.8%	32	3.0%	10	3.0%	44	3.9%	18	2.8%	28	3.2%	9	2.3%	41	3.8%
Exempt management employees	23	2.8%	31	3.0%	10	3.0%	44	3.9%	18	2.8%	27	3.2%	9	2.3%	41	3.8%
Officers and executives	23	2.7%	29	4.8%	10	2.7%	43	5.4%	18	2.7%	25	3.7%	9	2.3%	40	4.0%

School/school district	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	0	--	1	--	0	--	1	--	0	--	1	--	0	--	1	--
Non-exempt employees	0	--	1	--	0	--	1	--	0	--	1	--	0	--	1	--
Exempt non-management employees	0	--	1	--	0	--	1	--	0	--	1	--	0	--	1	--
Exempt management employees	0	--	1	--	0	--	1	--	0	--	1	--	0	--	1	--
Officers and executives	0	--	1	--	0	--	1	--	0	--	1	--	0	--	1	--

College/university	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	5	1.9%	10	2.3%	1	--	13	2.7%	2	--	6	2.5%	1	--	8	2.4%
Non-exempt employees	5	1.9%	10	2.4%	1	--	13	2.8%	2	--	5	2.7%	0	--	7	2.5%
Exempt non-management employees	5	1.9%	10	2.2%	1	--	13	2.6%	2	--	5	2.3%	0	--	7	2.2%
Exempt management employees	5	1.9%	10	2.2%	1	--	13	2.6%	2	--	5	2.3%	0	--	7	2.2%
Officers and executives	5	1.5%	10	2.2%	1	--	13	2.5%	2	--	5	2.3%	0	--	7	2.6%

# United States: Salary increase budgets

Hospital	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	1	--	11	3.3%	2	--	10	3.7%	1	--	9	3.1%	2	--	10	3.4%
Non-exempt employees	1	--	11	3.1%	2	--	11	3.7%	1	--	9	3.1%	2	--	10	3.4%
Exempt non-management employees	1	--	11	3.1%	2	--	11	3.8%	1	--	9	3.1%	2	--	10	3.4%
Exempt management employees	1	--	11	3.3%	2	--	11	3.8%	1	--	9	3.4%	2	--	10	3.6%
Officers and executives	1	--	10	3.7%	2	--	10	4.6%	1	--	8	3.4%	2	--	9	3.7%

Trade association	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	0	--	1	--	0	--	0	--	0	--	0	--	0	--	0	--
Non-exempt employees	0	--	1	--	0	--	0	--	0	--	0	--	0	--	0	--
Exempt non-management employees	0	--	1	--	0	--	0	--	0	--	0	--	0	--	0	--
Exempt management employees	0	--	1	--	0	--	0	--	0	--	0	--	0	--	0	--
Officers and executives	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--

Cooperative	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	1	--	10	3.5%	2	--	10	3.9%	1	--	10	3.6%	2	--	10	3.4%
Non-exempt employees	1	--	10	3.5%	2	--	10	3.8%	1	--	9	3.5%	1	--	9	3.2%
Exempt non-management employees	1	--	10	3.6%	2	--	10	3.9%	1	--	9	3.6%	1	--	9	3.3%
Exempt management employees	1	--	10	3.7%	2	--	10	3.9%	1	--	9	3.6%	1	--	9	3.3%
Officers and executives	1	--	10	3.7%	2	--	10	4.0%	1	--	9	3.6%	1	--	9	3.4%

Other (Sector)	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	6	2.9%	27	3.3%	6	2.5%	24	3.4%	3	--	26	3.0%	6	2.0%	21	3.5%
Non-exempt employees	6	2.8%	26	3.2%	6	2.8%	24	3.9%	3	--	24	3.0%	6	1.8%	21	3.5%
Exempt non-management employees	6	2.9%	26	3.3%	6	2.7%	24	3.4%	3	--	25	3.1%	6	1.8%	21	3.5%
Exempt management employees	5	3.0%	26	3.4%	6	2.5%	24	3.5%	3	--	25	3.1%	6	1.8%	21	3.5%
Officers and executives	5	2.6%	25	3.7%	6	2.9%	24	3.5%	3	--	24	3.2%	6	1.8%	20	3.5%

# United States: Salary increase budgets

## → FTEs

<25 FTEs	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	50	3.7%	57	3.3%	4	--	85	4.3%	45	2.9%	52	3.2%	4	--	76	4.2%
Non-exempt employees	48	3.5%	56	3.2%	5	1.6%	82	3.6%	44	2.4%	52	3.0%	4	--	74	4.0%
Exempt non-management employees	48	3.6%	56	3.5%	5	2.5%	82	3.8%	43	2.8%	52	3.1%	3	--	75	4.0%
Exempt management employees	48	3.9%	54	4.0%	5	2.1%	79	4.1%	44	2.9%	50	3.2%	4	--	72	4.0%
Officers and executives	47	5.1%	53	3.3%	5	2.4%	79	4.3%	42	2.7%	50	3.0%	4	--	74	3.7%

25 - 49 FTEs	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	38	2.1%	48	2.6%	5	2.1%	60	3.5%	32	2.2%	42	2.6%	4	--	58	3.7%
Non-exempt employees	37	2.1%	47	2.5%	5	2.9%	58	3.3%	31	2.1%	41	2.3%	4	--	57	3.3%
Exempt non-management employees	36	2.0%	46	2.6%	5	1.8%	57	3.6%	30	2.1%	40	2.7%	4	--	56	3.7%
Exempt management employees	36	2.1%	47	2.8%	5	1.2%	58	3.5%	30	2.0%	41	2.9%	4	--	56	3.8%
Officers and executives	35	2.0%	45	3.2%	5	0.6%	57	4.5%	30	2.0%	41	2.4%	4	--	56	4.6%

50 - 99 FTEs	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	36	3.0%	52	3.3%	7	4.0%	65	3.9%	29	2.6%	46	3.0%	6	2.1%	58	3.5%
Non-exempt employees	34	3.0%	51	3.0%	7	3.7%	63	3.5%	29	2.3%	45	2.7%	6	2.1%	57	3.4%
Exempt non-management employees	34	2.8%	52	3.1%	6	1.4%	64	3.5%	29	2.4%	46	2.8%	6	1.8%	58	3.5%
Exempt management employees	34	3.2%	52	3.3%	6	2.1%	64	3.6%	29	2.5%	46	2.8%	6	1.8%	57	3.5%
Officers and executives	35	5.3%	49	2.5%	6	1.6%	61	2.8%	30	2.1%	44	2.4%	6	1.8%	57	2.9%

100 - 199 FTEs	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	30	3.5%	64	4.4%	7	3.4%	73	4.1%	27	3.6%	52	3.8%	7	2.4%	68	3.9%
Non-exempt employees	30	3.0%	61	3.9%	7	2.8%	70	3.8%	26	3.0%	50	3.5%	7	2.4%	66	3.7%
Exempt non-management employees	30	3.1%	62	4.1%	7	3.1%	71	3.4%	25	2.7%	50	3.5%	6	2.4%	66	3.7%
Exempt management employees	30	3.2%	62	4.6%	7	3.7%	71	3.9%	26	3.1%	51	3.8%	7	2.4%	67	4.1%
Officers and executives	29	2.6%	60	4.5%	7	2.2%	70	4.0%	24	2.7%	48	3.7%	7	2.4%	65	3.9%

200 - 499 FTEs	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	31	2.4%	104	3.3%	14	3.5%	105	3.5%	23	2.3%	89	3.3%	11	2.8%	95	3.6%
Non-exempt employees	31	2.5%	102	3.2%	13	3.2%	102	3.3%	23	2.3%	87	3.2%	10	2.8%	92	3.4%
Exempt non-management employees	29	2.3%	102	3.3%	13	3.6%	101	3.5%	22	2.2%	87	3.4%	10	3.0%	92	3.6%
Exempt management employees	29	2.4%	102	3.4%	13	3.5%	102	3.6%	22	2.2%	87	3.5%	10	3.0%	92	3.6%
Officers and executives	29	2.3%	96	3.2%	13	3.1%	98	3.3%	22	2.0%	83	3.1%	10	2.1%	89	3.4%

500 - 749 FTEs	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	10	2.6%	49	3.5%	6	1.9%	50	3.6%	6	1.5%	44	3.5%	6	1.7%	44	3.6%
Non-exempt employees	10	2.5%	47	3.4%	6	1.6%	47	3.6%	6	1.5%	41	3.4%	5	1.6%	41	3.5%
Exempt non-management employees	8	2.4%	48	3.5%	6	1.9%	49	3.7%	6	1.5%	42	3.5%	5	1.8%	42	3.6%
Exempt management employees	8	2.5%	48	3.5%	6	2.4%	48	3.8%	6	1.5%	42	3.5%	5	2.0%	42	3.6%
Officers and executives	8	1.9%	47	3.2%	6	0.7%	47	3.4%	6	1.5%	41	3.3%	5	0.6%	41	3.4%

750 - 1,999 FTEs	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	25	2.4%	193	3.3%	30	2.5%	179	3.7%	19	2.2%	174	3.3%	30	1.3%	171	3.6%
Non-exempt employees	24	2.5%	185	3.1%	27	2.2%	172	3.5%	18	2.1%	165	3.2%	29	1.3%	164	3.5%
Exempt non-management employees	24	2.5%	183	3.2%	27	2.4%	172	3.4%	18	2.1%	166	3.2%	29	1.3%	164	3.5%
Exempt management employees	22	2.4%	183	3.2%	27	2.4%	170	3.5%	17	2.2%	166	3.2%	29	1.3%	164	3.5%
Officers and executives	22	2.2%	174	3.4%	25	1.4%	163	3.6%	17	2.2%	155	3.1%	27	1.0%	154	3.4%

2,000 - 4,999 FTEs	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	20	2.5%	206	3.3%	36	3.4%	201	3.6%	15	2.5%	186	3.3%	34	1.6%	189	3.6%
Non-exempt employees	19	2.7%	195	3.2%	36	3.3%	188	3.4%	15	2.5%	173	3.2%	32	1.3%	174	3.4%
Exempt non-management employees	18	2.6%	195	3.2%	36	3.5%	189	3.5%	14	2.4%	174	3.2%	32	1.5%	176	3.5%
Exempt management employees	18	2.5%	196	3.3%	36	3.3%	189	3.6%	14	2.2%	173	3.3%	32	1.4%	176	3.5%
Officers and executives	18	2.2%	186	3.5%	36	2.8%	184	3.5%	14	2.0%	165	3.4%	32	1.3%	169	3.4%

5,000 - 7,499 FTEs	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	6	1.4%	68	3.2%	12	6.3%	61	3.1%	4	--	61	3.2%	10	2.2%	57	3.1%
Non-exempt employees	4	--	62	3.1%	12	7.0%	55	3.3%	3	--	56	3.2%	10	2.3%	51	3.2%
Exempt non-management employees	4	--	64	3.2%	12	6.5%	57	3.2%	3	--	58	3.2%	10	1.9%	53	3.1%
Exempt management employees	4	--	63	3.3%	12	5.5%	57	3.1%	3	--	58	3.3%	10	2.0%	52	3.2%
Officers and executives	4	--	61	4.0%	11	4.7%	56	3.7%	3	--	58	3.3%	9	2.2%	51	3.5%

7,500 - 9,999 FTEs	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	3	--	47	3.0%	9	3.6%	42	3.2%	2	--	43	2.8%	7	2.6%	41	3.3%
Non-exempt employees	4	--	46	2.9%	9	3.6%	42	3.2%	3	--	42	2.7%	7	2.6%	41	3.2%
Exempt non-management employees	3	--	48	3.0%	9	3.2%	42	3.3%	3	--	43	2.7%	6	2.4%	41	3.2%
Exempt management employees	3	--	47	3.0%	9	3.0%	42	3.3%	3	--	42	2.7%	6	2.4%	41	3.4%
Officers and executives	3	--	40	2.7%	8	2.8%	37	2.8%	3	--	37	2.6%	5	1.9%	37	3.2%

10,000 - 14,999 FTEs	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	1	--	39	2.9%	13	2.3%	39	3.3%	1	--	35	3.1%	12	1.8%	34	3.5%
Non-exempt employees	1	--	39	2.9%	13	2.0%	36	3.2%	1	--	35	3.1%	12	1.3%	32	3.5%
Exempt non-management employees	1	--	39	2.9%	13	2.0%	36	3.3%	1	--	35	3.1%	12	1.4%	32	3.5%
Exempt management employees	1	--	38	2.9%	13	1.9%	35	3.3%	1	--	35	3.1%	12	1.3%	33	3.5%
Officers and executives	1	--	34	2.8%	12	1.7%	32	2.9%	1	--	31	3.0%	11	1.0%	30	3.3%

15,000 - 49,999 FTEs	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	10	3.6%	97	3.4%	19	2.1%	91	3.4%	6	3.2%	91	3.0%	16	1.2%	81	3.4%
Non-exempt employees	11	3.4%	93	3.5%	17	2.0%	86	3.3%	7	3.1%	85	3.1%	14	1.6%	76	3.4%
Exempt non-management employees	10	4.6%	93	3.4%	17	2.4%	86	3.3%	6	3.2%	85	3.1%	14	1.2%	76	3.4%
Exempt management employees	10	3.6%	93	3.5%	16	2.5%	86	3.3%	6	2.6%	85	3.1%	14	1.2%	76	3.4%
Officers and executives	10	2.4%	82	3.6%	16	1.2%	79	3.4%	6	2.6%	78	3.1%	14	0.8%	72	3.3%

>50,000 FTEs	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	4	--	32	3.4%	9	4.0%	29	2.8%	4	--	31	3.6%	11	2.5%	30	3.9%
Non-exempt employees	4	--	30	3.4%	9	4.0%	28	3.6%	4	--	30	3.6%	11	2.5%	28	4.0%
Exempt non-management employees	4	--	29	3.3%	9	4.0%	27	3.6%	4	--	29	3.7%	11	2.5%	28	4.0%
Exempt management employees	4	--	29	3.3%	9	3.9%	27	3.6%	4	--	29	3.7%	11	2.1%	28	4.0%
Officers and executives	4	--	28	5.5%	9	3.5%	25	5.9%	4	--	27	5.9%	11	2.1%	26	6.1%

→ Revenue

<\$5M	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	52	3.4%	61	3.1%	8	2.0%	90	4.9%	47	4.5%	54	2.9%	7	1.8%	85	4.3%
Non-exempt employees	51	3.3%	60	3.1%	8	2.0%	88	4.2%	47	4.2%	55	2.6%	7	2.0%	85	4.1%
Exempt non-management employees	51	3.3%	59	3.5%	8	1.3%	87	4.2%	45	4.5%	55	2.8%	7	2.0%	84	4.1%
Exempt management employees	51	3.6%	58	3.8%	8	0.9%	85	4.9%	46	4.6%	54	2.9%	7	1.5%	83	4.3%
Officers and executives	50	4.6%	57	4.4%	8	0.6%	84	4.7%	45	4.4%	53	2.7%	7	1.5%	82	4.3%

\$5M > \$10M	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	39	2.2%	68	2.9%	5	3.0%	75	3.2%	35	4.9%	60	3.1%	5	3.6%	67	3.5%
Non-exempt employees	37	2.2%	65	2.8%	6	3.3%	71	3.0%	33	5.0%	56	2.9%	5	3.6%	62	3.4%
Exempt non-management employees	36	2.2%	65	2.5%	6	3.3%	72	3.1%	33	5.0%	54	3.1%	5	3.6%	63	3.5%
Exempt management employees	36	2.4%	64	3.1%	6	3.3%	70	3.5%	33	5.1%	54	3.3%	5	3.6%	60	3.5%
Officers and executives	36	2.0%	59	3.2%	6	3.7%	67	3.9%	33	4.6%	51	2.9%	5	4.0%	60	3.4%

\$10M > \$50M	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	58	3.0%	104	3.8%	11	2.3%	124	3.8%	47	3.3%	88	3.3%	9	1.9%	113	3.8%
Non-exempt employees	56	2.9%	101	3.5%	11	2.2%	121	3.5%	45	3.1%	84	3.1%	9	1.9%	109	3.6%
Exempt non-management employees	55	3.0%	102	3.7%	11	2.4%	122	3.6%	44	3.1%	86	3.3%	7	1.8%	111	3.7%
Exempt management employees	55	3.1%	103	3.9%	11	2.6%	123	3.7%	45	3.3%	86	3.4%	9	1.9%	111	3.8%
Officers and executives	55	4.6%	100	3.6%	11	2.5%	120	3.5%	46	3.0%	85	3.1%	9	1.8%	111	3.8%



\$50M > \$200M	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	36	3.0%	96	3.4%	11	4.9%	101	3.9%	29	2.8%	82	3.5%	11	2.4%	91	3.8%
Non-exempt employees	34	2.6%	94	3.3%	11	3.7%	96	3.7%	28	2.2%	79	3.3%	11	2.2%	88	3.6%
Exempt non-management employees	32	2.6%	94	3.3%	11	4.8%	96	3.6%	27	2.1%	79	3.4%	11	2.5%	88	3.8%
Exempt management employees	32	2.7%	95	3.5%	11	5.5%	98	3.7%	27	2.1%	79	3.5%	11	2.6%	89	3.8%
Officers and executives	31	2.3%	91	3.2%	10	1.8%	93	3.7%	25	2.1%	75	3.2%	11	1.3%	85	3.8%

\$200M > \$500M	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	23	2.5%	117	3.1%	17	1.9%	107	3.7%	16	1.5%	101	3.2%	18	1.3%	99	3.7%
Non-exempt employees	23	2.8%	110	3.1%	15	1.7%	101	3.7%	16	1.3%	94	3.1%	15	1.5%	93	3.6%
Exempt non-management employees	22	2.4%	108	3.2%	15	2.0%	101	3.7%	16	1.3%	94	3.2%	15	1.4%	93	3.6%
Exempt management employees	20	2.3%	109	3.2%	15	1.8%	100	4.5%	15	1.3%	94	3.2%	15	1.3%	93	3.7%
Officers and executives	20	1.7%	104	3.4%	15	1.2%	96	4.3%	15	1.2%	90	3.3%	14	0.8%	89	3.6%

\$500M > \$1B	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	14	2.5%	115	3.3%	17	2.1%	109	3.8%	7	1.4%	103	3.3%	17	1.3%	100	3.5%
Non-exempt employees	13	2.5%	112	3.2%	16	1.9%	106	3.3%	7	1.4%	100	3.3%	16	0.8%	95	3.4%
Exempt non-management employees	13	2.5%	112	3.2%	16	1.8%	106	3.4%	7	1.4%	100	3.3%	16	1.0%	95	3.5%
Exempt management employees	13	2.5%	112	3.4%	16	1.8%	106	3.5%	7	1.4%	100	3.4%	16	1.0%	95	3.5%
Officers and executives	13	4.2%	105	3.4%	16	1.5%	103	3.3%	7	1.4%	92	3.3%	16	1.0%	90	3.4%

\$1B > \$3B	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	10	2.8%	184	3.3%	42	4.1%	171	3.5%	9	2.8%	167	3.2%	34	2.1%	166	3.4%
Non-exempt employees	11	2.8%	178	3.2%	42	4.2%	164	3.5%	10	2.9%	160	3.1%	34	2.1%	158	3.4%
Exempt non-management employees	10	2.7%	181	3.2%	42	4.4%	166	3.6%	9	2.8%	163	3.2%	34	2.0%	162	3.4%
Exempt management employees	10	2.5%	180	3.3%	42	3.8%	165	3.5%	9	2.5%	163	3.2%	34	1.9%	162	3.4%
Officers and executives	10	2.5%	170	3.5%	40	3.5%	160	3.6%	9	2.5%	155	3.2%	33	1.8%	155	3.3%

# United States: Salary increase budgets

\$3B > \$5B	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	9	2.3%	87	3.4%	16	3.0%	85	3.4%	6	2.3%	81	3.3%	16	1.4%	81	3.7%
Non-exempt employees	8	2.3%	79	3.4%	16	2.9%	75	3.6%	6	2.1%	75	3.3%	14	1.7%	72	3.7%
Exempt non-management employees	8	3.7%	80	3.4%	16	2.9%	75	3.7%	6	1.8%	75	3.3%	14	1.5%	71	3.7%
Exempt management employees	8	3.0%	78	3.5%	15	3.2%	74	3.7%	6	1.8%	74	3.3%	14	1.5%	72	3.7%
Officers and executives	8	1.9%	76	4.7%	14	1.4%	70	4.9%	6	1.8%	71	4.1%	13	1.2%	68	4.8%

\$5B > \$10B	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	4	--	72	3.2%	14	2.7%	68	3.6%	3	--	70	3.1%	15	1.4%	63	3.4%
Non-exempt employees	5	2.8%	71	3.1%	13	2.1%	65	3.2%	4	--	65	3.1%	15	1.2%	61	3.2%
Exempt non-management employees	4	--	71	3.2%	13	1.9%	65	3.5%	3	--	66	3.1%	14	1.2%	61	3.4%
Exempt management employees	4	--	70	3.3%	13	1.7%	64	3.5%	3	--	66	3.2%	14	1.0%	60	3.4%
Officers and executives	4	--	65	3.4%	12	0.9%	62	3.2%	3	--	61	3.2%	12	0.9%	57	3.0%

\$10B > \$50B	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	4	--	90	3.5%	17	3.1%	80	3.4%	3	--	85	3.2%	16	2.0%	74	3.4%
Non-exempt employees	3	--	84	3.6%	16	3.0%	76	3.3%	3	--	82	3.2%	15	1.7%	71	3.4%
Exempt non-management employees	3	--	85	3.6%	16	3.0%	77	3.3%	3	--	83	3.2%	15	1.8%	72	3.4%
Exempt management employees	3	--	85	3.6%	16	3.2%	77	3.3%	3	--	83	3.2%	15	1.9%	72	3.4%
Officers and executives	3	--	76	3.5%	16	3.1%	72	3.2%	3	--	77	3.1%	15	1.6%	69	3.4%

>\$50B	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	3	--	16	2.7%	5	4.2%	18	3.0%	3	--	16	3.1%	5	2.2%	18	3.3%
Non-exempt employees	3	--	15	2.8%	4	--	17	2.9%	3	--	15	3.1%	5	2.2%	17	3.3%
Exempt non-management employees	3	--	15	2.7%	4	--	17	2.9%	3	--	15	3.1%	5	2.2%	17	3.3%
Exempt management employees	3	--	15	2.7%	4	--	17	3.0%	3	--	15	3.1%	5	2.2%	17	3.3%
Officers and executives	3	--	15	2.5%	4	--	17	2.8%	3	--	14	3.1%	5	2.2%	16	2.9%

United States: Salary increase budgets

→ Regions

Northeast	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	42	3.0%	385	3.3%	77	3.2%	370	3.6%	35	2.8%	350	3.2%	71	1.8%	344	3.6%
Non-exempt employees	43	2.5%	374	3.1%	73	2.8%	354	3.3%	34	2.4%	333	3.1%	68	1.6%	324	3.4%
Exempt non-management employees	43	2.9%	375	3.2%	73	3.3%	356	3.5%	34	2.4%	337	3.2%	66	1.7%	328	3.5%
Exempt management employees	43	2.8%	375	3.3%	73	3.3%	354	3.6%	34	2.4%	336	3.2%	68	1.6%	327	3.5%
Officers and executives	43	2.4%	353	3.2%	69	2.1%	341	3.2%	34	2.1%	317	3.1%	65	1.3%	314	3.2%

Middle Atlantic	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	77	2.8%	566	3.3%	98	3.1%	542	3.6%	62	2.5%	512	3.2%	87	1.8%	502	3.6%
Non-exempt employees	75	2.7%	542	3.1%	93	3.0%	513	3.3%	61	2.3%	483	3.1%	83	1.7%	470	3.5%
Exempt non-management employees	74	2.9%	545	3.2%	92	3.1%	517	3.5%	60	2.4%	488	3.2%	83	1.7%	477	3.5%
Exempt management employees	73	2.9%	542	3.3%	92	3.0%	515	3.7%	60	2.4%	485	3.2%	83	1.6%	475	3.5%
Officers and executives	73	2.3%	509	3.3%	88	2.1%	497	3.5%	60	2.1%	462	3.0%	80	1.2%	459	3.2%

Midwest	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	99	2.8%	622	3.3%	103	3.3%	609	3.6%	82	2.7%	576	3.2%	91	1.8%	573	3.6%
Non-exempt employees	98	2.7%	600	3.1%	100	3.0%	582	3.4%	80	2.5%	551	3.1%	89	1.7%	546	3.5%
Exempt non-management employees	95	2.8%	602	3.2%	99	3.0%	586	3.5%	78	2.6%	557	3.2%	88	1.7%	551	3.5%
Exempt management employees	94	2.8%	601	3.3%	98	3.2%	582	3.6%	78	2.5%	554	3.2%	88	1.6%	549	3.5%
Officers and executives	95	3.4%	565	3.3%	94	2.1%	562	3.3%	79	2.3%	525	3.1%	85	1.3%	528	3.3%

South	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	119	2.7%	625	3.3%	103	3.1%	617	3.7%	95	2.5%	568	3.2%	93	1.8%	578	3.7%
Non-exempt employees	117	2.8%	605	3.2%	98	2.9%	590	3.5%	96	2.4%	546	3.2%	89	1.8%	552	3.6%
Exempt non-management employees	114	2.9%	606	3.3%	98	3.1%	592	3.5%	94	2.5%	548	3.2%	89	1.8%	555	3.6%
Exempt management employees	114	2.9%	604	3.4%	98	3.1%	589	3.7%	95	2.5%	547	3.3%	89	1.7%	555	3.7%
Officers and executives	113	4.0%	568	3.6%	94	2.3%	566	3.7%	93	2.2%	516	3.3%	85	1.3%	533	3.6%

West	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	131	3.0%	602	3.4%	98	3.0%	597	3.6%	104	4.3%	541	3.2%	89	1.6%	554	3.5%
Non-exempt employees	131	2.9%	583	3.3%	93	2.7%	571	3.4%	103	4.0%	517	3.1%	86	1.5%	529	3.4%
Exempt non-management employees	126	3.0%	582	3.4%	92	2.9%	573	3.5%	99	4.1%	521	3.2%	86	1.5%	531	3.5%
Exempt management employees	127	3.0%	583	3.5%	92	2.8%	572	3.6%	100	4.2%	521	3.2%	86	1.5%	529	3.5%
Officers and executives	126	3.1%	548	3.5%	88	1.8%	553	3.4%	99	3.9%	497	3.1%	83	1.1%	514	3.2%

→ States

Alabama	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	21	3.2%	258	3.3%	51	3.1%	245	3.6%	15	2.6%	242	3.1%	46	1.6%	231	3.5%
Non-exempt employees	21	3.2%	251	3.3%	48	3.1%	236	3.4%	16	2.4%	232	3.1%	44	1.7%	219	3.5%
Exempt non-management employees	20	3.8%	248	3.3%	48	3.3%	235	3.4%	15	2.6%	232	3.1%	44	1.6%	218	3.5%
Exempt management employees	20	3.2%	249	3.3%	48	3.4%	233	3.5%	15	2.6%	232	3.1%	44	1.5%	218	3.5%
Officers and executives	20	2.2%	238	3.2%	46	2.4%	228	3.1%	15	2.4%	219	3.0%	42	1.0%	210	3.3%

Alaska	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	6	3.0%	129	3.2%	29	2.9%	123	3.5%	5	3.4%	119	3.2%	27	1.8%	115	3.5%
Non-exempt employees	7	2.6%	123	3.2%	27	2.7%	115	3.4%	5	3.4%	113	3.1%	26	1.7%	107	3.4%
Exempt non-management employees	7	3.4%	121	3.3%	27	3.3%	114	3.6%	5	3.4%	113	3.1%	26	1.8%	106	3.5%
Exempt management employees	7	3.1%	121	3.4%	27	3.2%	113	3.7%	5	3.4%	112	3.1%	26	1.5%	106	3.5%
Officers and executives	7	2.8%	117	3.3%	27	1.6%	111	3.4%	5	3.4%	105	3.1%	26	1.2%	102	3.2%

Arizona	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	34	3.2%	338	3.3%	59	3.2%	314	3.5%	31	4.9%	309	3.2%	53	1.7%	293	3.5%
Non-exempt employees	35	3.3%	327	3.2%	55	3.1%	301	3.3%	31	4.7%	296	3.1%	50	1.6%	278	3.4%
Exempt non-management employees	32	3.9%	327	3.3%	54	3.1%	302	3.5%	29	5.0%	298	3.2%	50	1.7%	280	3.4%
Exempt management employees	32	3.5%	328	3.4%	54	3.2%	301	3.5%	29	4.9%	299	3.2%	50	1.6%	280	3.4%
Officers and executives	32	5.0%	311	3.2%	51	1.9%	291	3.1%	29	4.4%	283	3.0%	48	1.1%	270	3.2%

Arkansas	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	18	2.9%	239	3.4%	44	3.1%	227	3.5%	16	2.7%	226	3.2%	40	1.5%	218	3.6%
Non-exempt employees	18	2.8%	236	3.4%	41	3.0%	222	3.5%	16	2.7%	218	3.2%	38	1.5%	208	3.5%
Exempt non-management employees	18	3.5%	232	3.4%	41	3.4%	221	3.6%	15	2.8%	217	3.3%	38	1.5%	208	3.6%
Exempt management employees	18	2.8%	233	3.5%	41	3.4%	219	3.6%	16	2.7%	218	3.2%	38	1.3%	207	3.6%
Officers and executives	19	2.6%	221	3.7%	40	2.0%	213	3.6%	17	2.4%	203	3.5%	37	1.0%	199	3.6%

California	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	66	3.4%	452	3.5%	81	2.9%	443	3.6%	51	3.3%	411	3.2%	73	1.6%	414	3.5%
Non-exempt employees	68	3.1%	438	3.4%	76	2.7%	425	3.4%	52	2.8%	393	3.2%	70	1.5%	395	3.4%
Exempt non-management employees	65	3.3%	438	3.5%	76	3.0%	427	3.5%	48	2.8%	397	3.2%	70	1.6%	397	3.5%
Exempt management employees	65	3.3%	440	3.6%	76	2.9%	426	3.6%	49	3.1%	398	3.3%	70	1.5%	397	3.5%
Officers and executives	65	3.7%	414	3.5%	73	1.9%	411	3.3%	49	2.6%	376	3.1%	68	1.1%	383	3.2%

Colorado	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	49	3.0%	364	3.3%	60	3.0%	347	3.6%	41	5.0%	337	3.2%	57	1.7%	328	3.6%
Non-exempt employees	50	3.1%	353	3.2%	56	2.7%	331	3.5%	41	4.9%	322	3.2%	54	1.6%	312	3.5%
Exempt non-management employees	49	3.4%	353	3.3%	56	3.2%	332	3.6%	40	5.1%	324	3.2%	54	1.7%	314	3.6%
Exempt management employees	49	3.1%	354	3.4%	56	3.2%	331	3.7%	40	5.1%	325	3.3%	54	1.5%	314	3.6%
Officers and executives	49	4.1%	333	3.4%	54	1.8%	319	3.4%	40	4.8%	306	3.1%	52	1.1%	301	3.2%

Connecticut	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	22	3.1%	284	3.3%	59	3.1%	273	3.4%	18	2.7%	262	3.2%	53	1.6%	253	3.5%
Non-exempt employees	23	3.0%	277	3.2%	56	2.9%	263	3.3%	18	2.7%	252	3.1%	51	1.5%	241	3.4%
Exempt non-management employees	23	3.5%	276	3.3%	56	3.3%	263	3.4%	18	2.7%	254	3.1%	50	1.5%	243	3.4%
Exempt management employees	23	3.0%	276	3.3%	56	3.3%	261	3.4%	18	2.7%	253	3.1%	51	1.4%	242	3.4%
Officers and executives	23	2.0%	262	3.1%	52	1.9%	252	3.0%	18	2.3%	236	3.0%	48	1.1%	230	3.1%

Delaware	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	10	3.2%	208	3.3%	46	3.0%	191	3.5%	8	1.8%	194	3.1%	42	1.5%	181	3.4%
Non-exempt employees	11	2.9%	204	3.2%	42	2.9%	184	3.3%	9	1.9%	186	3.1%	39	1.4%	170	3.3%
Exempt non-management employees	10	4.3%	202	3.2%	42	3.3%	184	3.5%	8	1.8%	186	3.1%	39	1.4%	170	3.4%
Exempt management employees	10	3.1%	203	3.3%	42	3.3%	182	3.5%	8	1.8%	185	3.1%	39	1.2%	169	3.4%
Officers and executives	10	1.0%	192	3.3%	40	1.8%	175	3.0%	8	1.4%	174	3.1%	38	0.9%	161	3.1%

Florida	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	45	2.7%	413	3.4%	75	2.9%	396	3.6%	38	2.3%	379	3.2%	68	1.7%	374	3.5%
Non-exempt employees	45	2.6%	399	3.2%	71	2.6%	377	3.4%	38	2.2%	364	3.2%	65	1.6%	356	3.4%
Exempt non-management employees	44	2.9%	400	3.3%	71	3.1%	380	3.4%	37	2.2%	368	3.2%	65	1.7%	359	3.4%
Exempt management employees	44	2.8%	400	3.4%	71	3.1%	378	3.6%	37	2.2%	367	3.2%	65	1.6%	359	3.5%
Officers and executives	44	2.0%	376	3.2%	68	2.0%	363	3.1%	37	1.9%	347	3.1%	62	1.1%	343	3.1%

Georgia	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	44	2.9%	358	3.3%	66	2.9%	352	3.5%	35	2.6%	334	3.2%	60	1.6%	328	3.6%
Non-exempt employees	43	2.8%	348	3.2%	62	2.7%	337	3.3%	36	2.3%	320	3.1%	57	1.5%	311	3.4%
Exempt non-management employees	42	3.2%	347	3.3%	62	3.1%	338	3.4%	35	2.6%	323	3.2%	57	1.6%	314	3.5%
Exempt management employees	42	3.2%	347	3.3%	62	3.1%	337	3.5%	35	2.7%	322	3.2%	57	1.5%	313	3.5%
Officers and executives	42	4.6%	327	3.3%	58	1.8%	323	3.1%	35	2.3%	303	3.1%	54	1.1%	300	3.2%

Hawaii	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	11	3.5%	162	3.1%	32	3.3%	151	3.5%	9	2.6%	152	3.2%	27	2.3%	143	3.5%
Non-exempt employees	12	3.3%	157	3.1%	31	3.1%	146	3.4%	9	2.6%	147	3.2%	27	2.0%	137	3.4%
Exempt non-management employees	12	4.3%	156	3.1%	31	3.4%	146	3.5%	9	2.6%	147	3.1%	27	2.1%	137	3.4%
Exempt management employees	12	3.3%	156	3.1%	31	3.4%	144	3.5%	9	2.6%	146	3.2%	27	1.8%	136	3.5%
Officers and executives	12	1.3%	147	3.0%	30	2.1%	139	3.0%	9	2.2%	135	3.1%	26	1.5%	130	3.3%

# United States: Salary increase budgets

Idaho	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	14	3.3%	237	3.4%	47	3.2%	224	3.6%	11	2.2%	220	3.2%	43	1.8%	212	3.5%
Non-exempt employees	14	3.0%	229	3.2%	43	3.1%	213	3.3%	10	2.1%	210	3.1%	40	1.8%	199	3.4%
Exempt non-management employees	14	4.0%	229	3.3%	43	3.5%	214	3.5%	10	2.1%	213	3.2%	40	1.9%	202	3.5%
Exempt management employees	14	3.1%	230	3.4%	43	3.6%	213	3.5%	10	2.1%	213	3.2%	40	1.7%	201	3.5%
Officers and executives	14	1.6%	219	3.2%	42	1.9%	207	3.1%	10	1.9%	199	3.0%	39	1.2%	192	3.3%

Illinois	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	44	2.8%	388	3.3%	69	3.1%	374	3.5%	37	2.3%	362	3.2%	62	1.8%	353	3.5%
Non-exempt employees	43	2.6%	378	3.2%	67	2.8%	359	3.4%	36	2.2%	347	3.1%	60	1.8%	336	3.4%
Exempt non-management employees	43	2.9%	376	3.3%	67	3.1%	360	3.4%	36	2.2%	350	3.2%	60	1.8%	338	3.4%
Exempt management employees	43	2.8%	377	3.3%	66	3.3%	358	3.5%	36	2.2%	348	3.2%	60	1.7%	337	3.5%
Officers and executives	44	4.2%	354	3.4%	63	2.1%	344	3.3%	37	2.0%	327	3.1%	58	1.3%	323	3.2%

Indiana	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	27	2.8%	327	3.2%	60	3.1%	309	3.5%	23	2.5%	306	3.1%	57	1.7%	295	3.5%
Non-exempt employees	27	2.8%	318	3.1%	58	2.8%	296	3.2%	22	2.5%	293	3.1%	55	1.7%	280	3.4%
Exempt non-management employees	27	3.2%	317	3.2%	58	3.2%	296	3.4%	22	2.5%	295	3.1%	54	1.7%	282	3.4%
Exempt management employees	27	2.8%	318	3.2%	57	3.2%	295	3.5%	22	2.5%	295	3.1%	54	1.6%	281	3.5%
Officers and executives	27	1.6%	301	3.1%	55	1.9%	285	3.1%	22	1.9%	277	3.0%	52	1.2%	268	3.2%

Iowa	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	17	3.4%	258	3.3%	51	3.3%	243	3.5%	14	2.4%	240	3.1%	47	1.7%	230	3.5%
Non-exempt employees	18	2.9%	253	3.2%	48	3.3%	235	3.3%	14	2.0%	231	3.1%	45	1.6%	219	3.4%
Exempt non-management employees	18	3.7%	250	3.3%	48	3.4%	233	3.4%	14	2.4%	231	3.1%	45	1.7%	219	3.4%
Exempt management employees	18	3.4%	251	3.3%	48	3.4%	232	3.5%	14	2.4%	231	3.1%	45	1.5%	218	3.4%
Officers and executives	18	1.8%	238	3.2%	46	2.2%	224	3.0%	14	1.8%	215	2.9%	43	1.2%	207	3.1%

Kansas	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	16	3.2%	256	3.3%	46	2.9%	239	3.4%	12	2.2%	239	3.1%	41	1.5%	225	3.5%
Non-exempt employees	17	2.8%	250	3.2%	43	2.7%	228	3.2%	13	2.3%	230	3.1%	39	1.5%	214	3.4%
Exempt non-management employees	16	3.7%	248	3.2%	43	3.2%	228	3.3%	12	2.4%	231	3.1%	39	1.5%	215	3.4%
Exempt management employees	16	3.3%	249	3.3%	43	3.3%	226	3.4%	12	2.4%	231	3.1%	39	1.3%	214	3.4%
Officers and executives	16	1.6%	236	3.1%	42	1.7%	221	2.9%	12	2.0%	216	3.0%	38	1.0%	206	3.1%

Kentucky	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	19	2.9%	270	3.2%	52	3.3%	255	3.5%	16	2.8%	252	3.1%	46	1.8%	240	3.5%
Non-exempt employees	19	2.7%	262	3.2%	48	3.0%	245	3.3%	16	2.7%	241	3.1%	44	1.7%	227	3.4%
Exempt non-management employees	19	3.5%	261	3.2%	48	3.5%	246	3.5%	16	2.8%	243	3.1%	44	1.8%	229	3.5%
Exempt management employees	19	2.9%	262	3.2%	48	3.5%	244	3.5%	16	2.7%	243	3.1%	44	1.6%	228	3.5%
Officers and executives	19	1.6%	250	3.2%	46	1.9%	238	3.0%	16	2.1%	229	2.9%	42	1.1%	219	3.1%

Louisiana	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	20	3.4%	256	3.4%	50	3.4%	240	3.6%	17	2.6%	239	3.1%	46	1.8%	229	3.5%
Non-exempt employees	20	3.3%	249	3.2%	47	3.2%	230	3.3%	17	2.4%	227	3.1%	44	1.7%	216	3.3%
Exempt non-management employees	19	4.0%	245	3.3%	47	3.5%	229	3.4%	16	2.4%	227	3.1%	44	1.8%	216	3.4%
Exempt management employees	19	3.3%	246	3.3%	47	3.6%	226	3.5%	16	2.4%	226	3.1%	44	1.7%	214	3.4%
Officers and executives	19	2.2%	233	3.2%	44	2.0%	219	3.0%	16	2.2%	211	3.0%	41	1.1%	204	3.1%

Maine	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	14	3.8%	205	3.3%	46	3.0%	200	3.6%	10	3.1%	192	3.1%	42	1.6%	189	3.5%
Non-exempt employees	15	3.5%	201	3.2%	43	2.8%	193	3.4%	10	3.1%	184	3.0%	40	1.6%	179	3.4%
Exempt non-management employees	15	4.3%	199	3.3%	43	3.2%	191	3.5%	10	3.3%	184	3.1%	40	1.6%	179	3.5%
Exempt management employees	15	3.9%	199	3.4%	43	3.2%	190	3.6%	10	3.3%	184	3.1%	40	1.5%	178	3.5%
Officers and executives	15	1.9%	190	3.2%	41	1.8%	185	3.0%	10	2.4%	172	2.9%	38	0.9%	171	3.0%



Maryland	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	23	2.9%	299	3.3%	66	2.9%	283	3.5%	18	2.4%	279	3.2%	61	1.7%	267	3.5%
Non-exempt employees	23	2.6%	289	3.2%	60	2.7%	270	3.3%	19	2.1%	266	3.1%	57	1.6%	252	3.4%
Exempt non-management employees	22	3.3%	288	3.2%	60	3.1%	271	3.4%	18	2.3%	268	3.2%	57	1.6%	254	3.5%
Exempt management employees	22	3.0%	289	3.3%	60	3.1%	269	3.5%	18	2.3%	267	3.2%	57	1.5%	253	3.5%
Officers and executives	22	1.7%	270	3.2%	58	1.8%	258	3.1%	18	1.7%	249	3.0%	55	1.1%	240	3.1%

Massachusetts	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	28	2.9%	324	3.3%	66	3.2%	313	3.6%	24	2.6%	299	3.2%	62	1.7%	291	3.6%
Non-exempt employees	29	2.7%	315	3.2%	62	2.7%	299	3.4%	23	2.6%	285	3.2%	60	1.5%	274	3.5%
Exempt non-management employees	29	3.1%	315	3.3%	62	3.3%	301	3.6%	23	2.7%	288	3.2%	59	1.6%	277	3.5%
Exempt management employees	29	3.0%	316	3.4%	62	3.3%	299	3.7%	23	2.7%	287	3.2%	60	1.5%	276	3.5%
Officers and executives	29	2.5%	296	3.3%	59	1.8%	287	3.2%	23	2.3%	270	3.1%	57	1.1%	264	3.3%

Michigan	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	31	3.3%	339	3.4%	59	3.3%	319	3.6%	24	3.4%	311	3.2%	52	1.8%	298	3.6%
Non-exempt employees	30	3.1%	329	3.2%	56	3.0%	305	3.4%	23	3.2%	298	3.1%	50	1.7%	282	3.5%
Exempt non-management employees	29	3.6%	329	3.2%	56	3.5%	307	3.5%	23	3.2%	302	3.1%	50	1.8%	285	3.5%
Exempt management employees	29	3.1%	329	3.3%	56	3.7%	305	3.6%	23	3.2%	302	3.1%	50	1.7%	284	3.6%
Officers and executives	30	5.8%	308	3.2%	54	2.2%	294	3.2%	24	3.1%	281	3.0%	48	1.1%	271	3.2%

Minnesota	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	24	3.4%	324	3.3%	62	3.2%	315	3.6%	20	2.6%	303	3.2%	57	1.6%	298	3.5%
Non-exempt employees	25	3.1%	317	3.2%	58	2.8%	304	3.3%	20	2.6%	292	3.1%	55	1.5%	285	3.4%
Exempt non-management employees	25	3.6%	316	3.2%	58	3.4%	305	3.5%	20	2.7%	294	3.1%	55	1.6%	287	3.5%
Exempt management employees	25	3.5%	316	3.3%	58	3.3%	302	3.6%	20	2.7%	293	3.1%	55	1.5%	285	3.5%
Officers and executives	25	2.4%	299	3.2%	55	1.9%	291	3.1%	20	2.3%	274	3.0%	52	1.1%	271	3.2%

# United States: Salary increase budgets

Mississippi	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	15	3.3%	217	3.4%	40	3.4%	203	3.6%	13	2.7%	204	3.2%	36	1.6%	196	3.6%
Non-exempt employees	15	3.2%	211	3.3%	37	3.3%	195	3.4%	13	2.5%	194	3.2%	34	1.6%	184	3.5%
Exempt non-management employees	15	4.0%	208	3.4%	37	3.7%	194	3.6%	13	2.5%	194	3.2%	34	1.6%	184	3.5%
Exempt management employees	15	3.2%	209	3.4%	37	3.8%	192	3.6%	13	2.5%	194	3.2%	34	1.4%	183	3.5%
Officers and executives	15	1.6%	199	3.6%	35	2.2%	188	3.4%	13	2.0%	182	3.4%	32	1.1%	176	3.6%

Missouri	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	31	3.0%	305	3.3%	58	3.2%	289	3.5%	23	2.4%	280	3.2%	52	1.6%	268	3.5%
Non-exempt employees	32	2.9%	297	3.2%	54	3.1%	276	3.3%	23	2.3%	269	3.1%	50	1.6%	256	3.4%
Exempt non-management employees	31	3.3%	294	3.2%	53	3.2%	276	3.4%	22	2.4%	270	3.2%	50	1.6%	257	3.5%
Exempt management employees	31	3.1%	296	3.3%	53	3.3%	274	3.5%	22	2.4%	269	3.2%	50	1.5%	256	3.5%
Officers and executives	31	2.2%	280	3.1%	51	1.8%	267	3.0%	22	2.1%	254	3.0%	48	1.1%	246	3.2%

Montana	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	10	4.0%	199	3.4%	45	3.4%	184	3.5%	8	1.9%	184	3.1%	40	1.7%	176	3.5%
Non-exempt employees	11	3.5%	194	3.3%	43	3.2%	178	3.4%	8	1.9%	177	3.1%	39	1.7%	167	3.4%
Exempt non-management employees	11	4.6%	192	3.3%	43	3.6%	178	3.5%	8	2.1%	178	3.1%	39	1.7%	168	3.5%
Exempt management employees	11	4.0%	193	3.4%	43	3.6%	177	3.6%	8	2.1%	177	3.2%	39	1.5%	167	3.5%
Officers and executives	11	1.6%	183	3.2%	41	2.0%	173	3.0%	8	1.5%	167	2.9%	37	1.2%	160	3.2%

Nebraska	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	18	3.1%	234	3.3%	48	3.1%	221	3.5%	12	2.5%	216	3.1%	43	1.8%	207	3.5%
Non-exempt employees	19	3.2%	229	3.2%	45	3.0%	212	3.3%	13	2.4%	207	3.1%	41	1.7%	195	3.4%
Exempt non-management employees	18	3.8%	228	3.3%	45	3.3%	213	3.5%	12	2.3%	208	3.1%	41	1.8%	197	3.4%
Exempt management employees	17	3.1%	228	3.3%	45	3.4%	210	3.5%	12	2.3%	207	3.1%	41	1.6%	196	3.4%
Officers and executives	17	2.3%	216	3.1%	43	1.9%	204	3.0%	12	2.2%	193	3.0%	39	1.2%	186	3.1%

Nevada	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	18	3.1%	259	3.4%	53	3.3%	238	3.6%	15	2.6%	239	3.1%	46	1.7%	226	3.5%
Non-exempt employees	20	2.9%	250	3.2%	50	3.0%	228	3.3%	16	2.5%	230	3.1%	44	1.6%	215	3.4%
Exempt non-management employees	19	3.5%	249	3.3%	50	3.6%	229	3.5%	15	2.6%	232	3.1%	44	1.8%	217	3.5%
Exempt management employees	19	3.2%	250	3.4%	50	3.5%	227	3.6%	15	2.6%	231	3.2%	44	1.6%	216	3.5%
Officers and executives	19	1.9%	239	3.3%	48	2.0%	221	3.1%	15	2.0%	218	3.0%	42	1.1%	207	3.1%

New Hampshire	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	16	3.7%	237	3.3%	50	3.5%	225	3.5%	15	3.0%	218	3.1%	46	2.0%	213	3.5%
Non-exempt employees	17	2.8%	228	3.2%	47	3.4%	213	3.4%	15	2.0%	207	3.1%	44	1.9%	200	3.4%
Exempt non-management employees	17	3.5%	227	3.2%	47	3.7%	214	3.5%	15	2.0%	209	3.1%	44	2.0%	202	3.5%
Exempt management employees	17	2.9%	228	3.3%	47	3.8%	212	3.5%	15	2.0%	209	3.1%	44	1.8%	201	3.5%
Officers and executives	17	1.8%	217	3.1%	45	2.4%	207	3.0%	15	1.6%	197	3.0%	42	1.3%	193	3.1%

New Jersey	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	23	3.0%	331	3.3%	65	3.2%	312	3.5%	17	2.7%	305	3.2%	59	1.8%	294	3.5%
Non-exempt employees	24	2.8%	322	3.2%	61	2.9%	301	3.3%	18	2.4%	293	3.1%	56	1.7%	280	3.4%
Exempt non-management employees	23	3.4%	320	3.3%	61	3.5%	301	3.5%	17	2.5%	294	3.2%	56	1.8%	282	3.5%
Exempt management employees	23	2.9%	320	3.3%	61	3.4%	298	3.5%	17	2.5%	292	3.2%	56	1.7%	280	3.5%
Officers and executives	23	1.9%	304	3.3%	59	2.0%	288	3.2%	17	2.0%	276	3.1%	54	1.2%	268	3.2%

New Mexico	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	12	3.8%	207	3.3%	44	3.4%	190	3.5%	10	2.6%	195	3.0%	38	1.9%	177	3.4%
Non-exempt employees	14	3.6%	202	3.2%	41	3.3%	183	3.3%	10	2.6%	186	3.0%	36	1.8%	167	3.3%
Exempt non-management employees	13	4.5%	199	3.3%	41	3.7%	182	3.5%	9	2.6%	185	3.0%	36	1.9%	167	3.4%
Exempt management employees	13	3.6%	200	3.3%	41	3.7%	180	3.5%	9	2.6%	186	3.1%	36	1.7%	166	3.4%
Officers and executives	13	2.0%	188	3.2%	39	2.3%	173	3.0%	9	2.3%	171	2.9%	34	1.4%	156	3.1%

New York	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	36	2.9%	382	3.3%	73	3.0%	364	3.6%	32	2.5%	350	3.2%	66	1.7%	337	3.6%
Non-exempt employees	36	2.8%	366	3.1%	70	2.8%	344	3.4%	30	2.4%	329	3.1%	63	1.6%	312	3.5%
Exempt non-management employees	36	3.1%	368	3.2%	70	3.2%	346	3.5%	30	2.3%	333	3.2%	63	1.7%	317	3.5%
Exempt management employees	36	2.9%	367	3.3%	70	3.2%	345	3.6%	30	2.4%	331	3.2%	63	1.6%	316	3.6%
Officers and executives	36	2.3%	342	3.2%	66	1.9%	331	3.1%	30	2.0%	312	3.1%	60	1.2%	303	3.2%

North Carolina	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	48	2.8%	366	3.3%	66	3.0%	350	3.6%	34	2.3%	336	3.2%	61	1.7%	325	3.5%
Non-exempt employees	48	2.8%	360	3.2%	63	2.8%	338	3.4%	37	2.1%	327	3.2%	59	1.7%	313	3.4%
Exempt non-management employees	46	2.9%	360	3.3%	63	3.2%	340	3.5%	36	2.2%	330	3.2%	59	1.8%	315	3.5%
Exempt management employees	46	2.9%	360	3.4%	63	3.2%	338	3.6%	36	2.2%	328	3.3%	59	1.6%	315	3.5%
Officers and executives	46	4.1%	339	3.3%	60	1.9%	325	3.2%	36	1.7%	308	3.1%	56	1.3%	301	3.2%

North Dakota	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	12	3.1%	158	3.3%	35	3.5%	151	3.4%	10	2.0%	146	3.1%	33	1.7%	142	3.4%
Non-exempt employees	13	3.0%	154	3.2%	33	3.2%	145	3.2%	10	2.0%	138	3.0%	32	1.6%	134	3.2%
Exempt non-management employees	13	3.9%	151	3.3%	33	3.7%	144	3.3%	10	2.0%	138	3.0%	32	1.7%	134	3.3%
Exempt management employees	13	3.0%	152	3.3%	33	3.7%	143	3.3%	10	2.0%	138	3.1%	32	1.5%	133	3.3%
Officers and executives	13	1.4%	145	3.2%	32	2.0%	141	2.8%	10	1.7%	128	2.9%	31	1.2%	128	3.0%

Ohio	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	30	2.5%	362	3.2%	69	3.3%	339	3.5%	26	2.5%	335	3.2%	64	1.8%	320	3.5%
Non-exempt employees	29	2.4%	350	3.1%	66	3.0%	324	3.3%	25	2.1%	321	3.1%	62	1.7%	305	3.4%
Exempt non-management employees	29	2.7%	350	3.2%	66	3.4%	324	3.4%	25	2.2%	323	3.2%	61	1.7%	306	3.5%
Exempt management employees	29	2.5%	350	3.2%	66	3.4%	323	3.5%	25	2.1%	322	3.2%	61	1.6%	306	3.5%
Officers and executives	29	1.6%	328	3.1%	63	1.9%	311	3.0%	25	1.8%	304	3.0%	58	1.2%	292	3.2%

# United States: Salary increase budgets

Oklahoma	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	18	2.8%	259	3.3%	48	3.1%	239	3.5%	15	2.4%	243	3.1%	44	1.4%	229	3.5%
Non-exempt employees	19	2.7%	251	3.2%	45	3.0%	230	3.3%	16	2.4%	231	3.1%	42	1.4%	217	3.4%
Exempt non-management employees	18	3.4%	249	3.3%	45	3.3%	230	3.5%	15	2.4%	232	3.1%	42	1.4%	217	3.5%
Exempt management employees	18	2.7%	250	3.3%	45	3.3%	227	3.5%	15	2.2%	232	3.1%	42	1.2%	217	3.5%
Officers and executives	18	1.4%	237	3.2%	43	1.9%	221	3.0%	15	1.7%	216	3.1%	40	1.0%	208	3.2%

Oregon	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	26	2.5%	282	3.4%	56	3.1%	270	3.5%	21	2.3%	260	3.1%	53	1.6%	252	3.5%
Non-exempt employees	26	2.3%	273	3.2%	53	2.8%	260	3.3%	20	1.9%	250	3.1%	51	1.5%	240	3.3%
Exempt non-management employees	25	3.0%	271	3.3%	53	3.2%	260	3.5%	20	2.3%	252	3.1%	51	1.6%	242	3.4%
Exempt management employees	26	2.5%	272	3.4%	53	3.2%	259	3.6%	20	2.1%	252	3.1%	51	1.5%	241	3.5%
Officers and executives	25	1.3%	258	3.3%	50	1.8%	250	3.2%	20	1.5%	237	3.0%	48	0.9%	230	3.1%

Pennsylvania	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	36	2.9%	363	3.3%	77	3.3%	346	3.6%	31	2.5%	336	3.1%	68	1.8%	325	3.6%
Non-exempt employees	36	2.8%	353	3.1%	75	3.1%	333	3.4%	32	2.4%	322	3.1%	66	1.6%	308	3.4%
Exempt non-management employees	35	3.2%	352	3.2%	74	3.2%	333	3.5%	31	2.5%	324	3.1%	66	1.7%	312	3.5%
Exempt management employees	34	2.9%	352	3.3%	74	3.1%	332	3.8%	31	2.5%	323	3.1%	66	1.5%	311	3.5%
Officers and executives	34	1.9%	334	3.3%	70	2.1%	322	3.5%	31	2.1%	306	3.0%	63	1.2%	299	3.2%

Rhode Island	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	13	3.4%	208	3.3%	46	3.5%	201	3.5%	10	2.7%	198	3.1%	44	1.6%	191	3.5%
Non-exempt employees	14	3.0%	204	3.2%	43	3.1%	194	3.3%	10	2.7%	189	3.1%	41	1.5%	180	3.4%
Exempt non-management employees	14	4.0%	202	3.3%	43	3.7%	194	3.5%	10	2.7%	189	3.1%	41	1.6%	180	3.5%
Exempt management employees	14	3.3%	203	3.4%	43	3.8%	192	3.5%	10	2.7%	188	3.1%	41	1.4%	179	3.5%
Officers and executives	14	1.8%	190	3.2%	41	2.0%	185	3.0%	10	2.0%	176	3.0%	39	1.1%	170	3.2%

South Carolina	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	26	3.4%	306	3.3%	60	3.0%	290	3.6%	19	2.8%	280	3.2%	54	1.5%	267	3.5%
Non-exempt employees	27	3.4%	299	3.2%	57	2.7%	280	3.4%	20	2.6%	270	3.1%	52	1.4%	255	3.4%
Exempt non-management employees	25	3.6%	297	3.3%	57	3.2%	280	3.4%	19	2.7%	271	3.2%	52	1.5%	256	3.5%
Exempt management employees	25	3.4%	297	3.4%	57	3.2%	278	3.5%	19	2.6%	270	3.2%	52	1.4%	255	3.5%
Officers and executives	25	2.0%	279	3.3%	54	1.9%	267	3.0%	19	2.1%	254	3.0%	49	0.9%	243	3.1%

South Dakota	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	13	3.4%	182	3.3%	36	3.6%	174	3.4%	10	2.5%	170	3.1%	32	1.6%	163	3.4%
Non-exempt employees	14	3.3%	179	3.2%	34	3.3%	169	3.3%	10	2.5%	164	3.1%	31	1.5%	155	3.3%
Exempt non-management employees	14	4.1%	176	3.3%	34	3.8%	168	3.4%	10	2.5%	164	3.1%	31	1.5%	155	3.4%
Exempt management employees	14	3.3%	177	3.3%	34	3.8%	167	3.4%	10	2.5%	164	3.1%	31	1.3%	154	3.4%
Officers and executives	14	1.8%	169	3.2%	33	2.3%	164	3.1%	10	2.2%	153	3.0%	30	1.1%	148	3.2%

Tennessee	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	29	3.1%	321	3.4%	62	3.0%	309	3.5%	25	2.6%	297	3.2%	55	1.7%	288	3.6%
Non-exempt employees	30	3.0%	314	3.2%	59	2.9%	299	3.4%	26	2.5%	288	3.2%	53	1.7%	275	3.4%
Exempt non-management employees	29	3.4%	311	3.3%	59	3.1%	299	3.5%	25	2.5%	288	3.2%	53	1.8%	274	3.5%
Exempt management employees	29	3.0%	312	3.4%	59	3.2%	296	3.5%	25	2.5%	287	3.2%	53	1.6%	274	3.5%
Officers and executives	29	2.2%	296	3.6%	57	2.0%	287	3.4%	25	2.2%	270	3.4%	51	1.3%	262	3.5%

Texas	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	58	2.7%	456	3.3%	81	3.0%	436	3.6%	43	2.3%	424	3.2%	73	1.8%	412	3.6%
Non-exempt employees	55	2.7%	439	3.2%	77	2.8%	415	3.3%	42	2.2%	403	3.1%	69	1.7%	389	3.4%
Exempt non-management employees	54	2.8%	440	3.3%	77	3.2%	417	3.5%	41	2.3%	406	3.2%	69	1.8%	393	3.5%
Exempt management employees	54	2.8%	439	3.3%	77	3.2%	416	3.5%	41	2.3%	406	3.2%	69	1.7%	393	3.5%
Officers and executives	55	3.8%	421	3.3%	74	2.3%	404	3.3%	41	2.1%	385	3.1%	66	1.4%	381	3.3%

# United States: Salary increase budgets

Utah	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	19	2.9%	270	3.3%	56	3.2%	257	3.6%	14	2.2%	248	3.1%	52	1.6%	241	3.4%
Non-exempt employees	20	2.9%	261	3.2%	53	2.8%	246	3.4%	15	2.3%	237	3.0%	50	1.5%	229	3.3%
Exempt non-management employees	19	3.7%	260	3.2%	53	3.4%	247	3.5%	14	2.2%	239	3.1%	50	1.6%	231	3.4%
Exempt management employees	19	2.8%	261	3.3%	53	3.3%	245	3.6%	14	2.2%	238	3.1%	50	1.5%	230	3.4%
Officers and executives	19	1.5%	249	3.1%	51	1.9%	239	3.0%	14	1.7%	225	2.9%	48	1.0%	221	3.0%

Vermont	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	8	2.9%	178	3.3%	45	3.3%	172	3.4%	7	2.1%	166	3.1%	40	1.9%	166	3.4%
Non-exempt employees	9	2.7%	175	3.3%	42	3.2%	166	3.3%	7	2.1%	159	3.1%	38	1.8%	158	3.4%
Exempt non-management employees	9	3.9%	172	3.3%	42	3.5%	165	3.4%	7	2.1%	159	3.1%	38	1.8%	158	3.4%
Exempt management employees	9	3.0%	173	3.4%	42	3.6%	164	3.5%	7	2.1%	159	3.1%	38	1.7%	157	3.4%
Officers and executives	9	1.6%	166	3.2%	41	2.0%	161	3.0%	7	1.6%	149	2.9%	37	1.3%	151	3.1%

Virginia	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	25	3.1%	322	3.2%	63	3.0%	304	3.4%	20	2.3%	298	3.2%	57	1.7%	286	3.5%
Non-exempt employees	26	3.0%	312	3.2%	60	2.7%	291	3.2%	21	2.2%	286	3.1%	55	1.6%	272	3.4%
Exempt non-management employees	25	3.5%	312	3.2%	60	3.3%	293	3.3%	20	2.3%	289	3.2%	55	1.7%	274	3.5%
Exempt management employees	25	3.2%	313	3.3%	60	3.2%	291	3.4%	20	2.3%	288	3.2%	55	1.6%	274	3.5%
Officers and executives	25	1.8%	296	3.2%	58	2.1%	282	3.0%	20	1.8%	273	3.0%	53	1.2%	263	3.2%

Washington	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	26	2.6%	334	3.3%	65	3.1%	312	3.5%	19	2.2%	308	3.1%	57	1.7%	293	3.4%
Non-exempt employees	27	2.5%	322	3.2%	61	3.0%	295	3.3%	20	2.2%	293	3.1%	54	1.7%	276	3.4%
Exempt non-management employees	26	3.2%	323	3.3%	61	3.4%	298	3.5%	19	2.2%	296	3.1%	54	1.7%	279	3.4%
Exempt management employees	26	2.6%	323	3.4%	61	3.3%	296	3.5%	19	2.2%	296	3.2%	54	1.6%	278	3.4%
Officers and executives	26	1.7%	306	3.3%	58	2.0%	285	3.2%	19	1.9%	279	3.0%	52	1.1%	267	3.1%

Washington, D.C. (District of Columbia)	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	15	3.2%	225	3.3%	49	2.6%	212	3.5%	12	2.7%	214	3.2%	43	1.4%	200	3.5%
Non-exempt employees	15	2.8%	219	3.2%	45	2.4%	201	3.3%	12	2.1%	203	3.1%	40	1.4%	185	3.4%
Exempt non-management employees	15	4.0%	217	3.3%	45	2.7%	200	3.4%	12	2.4%	204	3.2%	40	1.4%	186	3.4%
Exempt management employees	15	3.2%	218	3.3%	45	2.8%	199	3.5%	12	2.4%	203	3.2%	40	1.3%	185	3.5%
Officers and executives	15	1.8%	202	3.5%	42	1.8%	189	3.2%	12	1.7%	188	3.1%	39	0.9%	175	3.2%

West Virginia	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	11	3.7%	205	3.2%	39	3.2%	188	3.5%	9	2.1%	192	3.2%	34	1.7%	178	3.5%
Non-exempt employees	12	3.2%	199	3.1%	36	3.0%	179	3.3%	9	2.1%	182	3.1%	32	1.6%	166	3.4%
Exempt non-management employees	12	4.2%	198	3.1%	36	3.5%	180	3.5%	9	2.3%	184	3.2%	32	1.7%	168	3.5%
Exempt management employees	12	3.7%	199	3.2%	36	3.5%	178	3.5%	9	2.3%	184	3.2%	32	1.4%	167	3.5%
Officers and executives	12	1.5%	191	3.0%	35	2.0%	176	3.0%	9	1.8%	173	3.0%	31	0.9%	162	3.1%

Wisconsin	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	26	2.7%	318	3.3%	59	3.3%	300	3.4%	22	2.3%	294	3.1%	53	1.8%	285	3.5%
Non-exempt employees	27	2.5%	311	3.2%	56	3.1%	290	3.3%	22	2.2%	284	3.1%	51	1.7%	273	3.4%
Exempt non-management employees	27	3.0%	308	3.2%	55	3.3%	289	3.4%	22	2.3%	284	3.1%	51	1.7%	273	3.5%
Exempt management employees	27	2.6%	308	3.3%	55	3.3%	287	3.4%	22	2.3%	284	3.1%	51	1.6%	272	3.5%
Officers and executives	27	1.7%	290	3.1%	53	2.0%	278	3.0%	22	1.9%	265	3.0%	49	1.0%	260	3.2%

Wyoming	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	12	2.8%	175	3.3%	35	3.2%	170	3.3%	11	1.6%	165	3.0%	32	1.8%	159	3.4%
Non-exempt employees	14	2.7%	170	3.3%	33	2.9%	163	3.2%	12	1.7%	158	3.0%	31	1.8%	151	3.3%
Exempt non-management employees	13	3.4%	168	3.3%	33	3.4%	162	3.4%	11	1.6%	158	3.0%	31	1.8%	151	3.4%
Exempt management employees	13	2.9%	168	3.3%	33	3.4%	161	3.3%	11	1.6%	158	3.1%	31	1.5%	149	3.3%
Officers and executives	13	1.7%	159	3.2%	32	1.9%	156	3.1%	10	1.4%	147	2.9%	30	1.3%	145	3.2%



Canada: total sample	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Median	Count	Median	Count	Median	Count	Median	Count	Median	Count	Median	Count	Median	Count	Median
All employees	44	2.0%	255	3.0%	32	0.5%	264	3.4%	43	2.0%	241	3.0%	29	0.5%	223	3.5%
Non-exempt employees	41	2.0%	210	3.0%	29	0.5%	218	3.1%	38	1.0%	202	3.0%	26	0.5%	234	3.5%
Exempt non-management employees	40	2.1%	228	3.0%	31	0.5%	232	3.2%	37	1.5%	212	3.0%	27	0.5%	216	3.5%
Exempt management employees	39	2.0%	230	3.0%	31	0.5%	232	3.4%	36	0.5%	215	3.0%	27	0.5%	225	3.5%
Officers and executives	40	3.0%	183	3.0%	26	0.0%	196	3.0%	36	0.0%	178	3.0%	26	0.5%	195	3.4%

Canada: total sample	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	44	2.3%	255	3.1%	32	1.9%	264	3.4%	43	1.7%	241	3.1%	29	1.7%	223	3.3%
Non-exempt employees	41	1.8%	210	2.9%	29	1.8%	218	3.1%	38	1.4%	202	3.1%	26	1.5%	234	3.3%
Exempt non-management employees	40	2.1%	228	3.1%	31	2.4%	232	3.2%	37	1.6%	212	3.1%	27	1.5%	216	3.3%
Exempt management employees	39	2.1%	230	3.1%	31	2.7%	232	3.3%	36	1.5%	215	3.2%	27	1.7%	225	3.4%
Officers and executives	40	1.9%	183	2.9%	26	2.0%	196	3.0%	36	1.3%	178	2.9%	26	2.4%	195	3.1%

## → Industry groups

Agencies & Consultancies	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	2	--	5	3.8%	1	--	5	4.5%	1	--	4	--	1	--	3	--
Non-exempt employees	2	--	4	--	1	--	3	--	1	--	2	--	1	--	4	--
Exempt non-management employees	2	--	5	2.1%	1	--	4	--	1	--	3	--	1	--	4	--
Exempt management employees	2	--	5	2.4%	1	--	4	--	1	--	3	--	1	--	4	--
Officers and executives	2	--	3	--	1	--	3	--	1	--	2	--	0	--	3	--

Arts, Entertainment, & Recreation	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	0	--	1	--	0	--	1	--	0	--	1	--	0	--	1	--
Non-exempt employees	0	--	1	--	0	--	1	--	0	--	1	--	0	--	1	--
Exempt non-management employees	0	--	1	--	0	--	1	--	0	--	1	--	0	--	1	--
Exempt management employees	0	--	1	--	0	--	1	--	0	--	1	--	0	--	1	--
Officers and executives	0	--	1	--	0	--	1	--	0	--	1	--	0	--	1	--

Business Services	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	1	--	7	3.1%	3	--	6	2.9%	1	--	7	3.2%	3	--	7	3.0%
Non-exempt employees	1	--	6	2.9%	3	--	6	2.5%	1	--	6	3.0%	3	--	7	3.0%
Exempt non-management employees	1	--	7	3.1%	3	--	7	2.9%	1	--	7	3.2%	3	--	6	2.9%
Exempt management employees	1	--	7	3.2%	3	--	7	3.0%	1	--	7	3.2%	3	--	7	3.0%
Officers and executives	1	--	4	--	3	--	5	2.9%	1	--	5	3.2%	3	--	6	2.7%

Construction	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	2	--	6	3.0%	1	--	7	4.0%	2	--	7	3.3%	1	--	6	3.3%
Non-exempt employees	2	--	5	2.7%	1	--	6	2.7%	2	--	6	3.5%	1	--	6	3.3%
Exempt non-management employees	2	--	5	3.1%	1	--	6	2.9%	2	--	6	3.0%	1	--	5	3.4%
Exempt management employees	2	--	5	3.0%	1	--	7	4.5%	2	--	6	3.5%	1	--	7	4.7%
Officers and executives	2	--	5	2.2%	1	--	5	4.3%	2	--	5	3.5%	1	--	5	4.2%

Education	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	3	--	2	--	0	--	6	2.8%	3	--	2	--	1	--	5	3.2%
Non-exempt employees	3	--	0	--	0	--	5	2.2%	3	--	1	--	0	--	6	2.9%
Exempt non-management employees	3	--	1	--	0	--	5	2.0%	3	--	1	--	0	--	5	2.0%
Exempt management employees	3	--	1	--	0	--	5	2.1%	3	--	1	--	0	--	5	2.0%
Officers and executives	3	--	2	--	0	--	6	3.8%	3	--	2	--	1	--	6	3.0%

Energy & Utilities	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	1	--	11	3.3%	1	--	11	3.6%	1	--	11	3.1%	1	--	10	3.8%
Non-exempt employees	1	--	9	3.3%	1	--	9	3.6%	1	--	9	3.1%	1	--	11	3.8%
Exempt non-management employees	1	--	9	3.3%	1	--	9	3.6%	1	--	9	3.1%	1	--	9	3.9%
Exempt management employees	1	--	9	3.3%	1	--	9	3.6%	1	--	9	3.1%	1	--	9	3.9%
Officers and executives	1	--	8	3.1%	1	--	8	3.7%	1	--	8	2.6%	1	--	8	3.9%

Engineering & Science	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	2	--	5	2.8%	1	--	5	3.6%	2	--	5	2.7%	0	--	5	3.0%
Non-exempt employees	2	--	5	2.8%	1	--	5	3.4%	2	--	5	2.6%	1	--	5	3.1%
Exempt non-management employees	2	--	5	2.7%	1	--	5	3.3%	2	--	5	2.6%	1	--	5	2.9%
Exempt management employees	2	--	5	2.7%	1	--	5	3.5%	2	--	5	2.7%	1	--	5	2.9%
Officers and executives	2	--	4	--	0	--	4	--	2	--	4	--	0	--	4	--

Finance & Insurance	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	1	--	14	3.4%	1	--	15	3.5%	1	--	13	3.4%	1	--	13	3.3%
Non-exempt employees	1	--	12	3.1%	1	--	13	3.0%	1	--	10	3.4%	1	--	13	3.2%
Exempt non-management employees	1	--	12	3.6%	1	--	13	3.4%	1	--	10	3.4%	1	--	13	3.2%
Exempt management employees	1	--	12	3.3%	1	--	13	3.0%	1	--	10	3.5%	1	--	13	3.3%
Officers and executives	1	--	9	3.5%	1	--	11	3.6%	1	--	8	3.6%	1	--	11	3.3%

Food, Beverage, & Hospitality	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	0	--	6	3.1%	0	--	6	3.1%	0	--	5	3.1%	0	--	4	--
Non-exempt employees	0	--	5	3.2%	0	--	5	3.2%	0	--	4	--	0	--	5	3.1%
Exempt non-management employees	0	--	5	3.2%	0	--	5	3.2%	0	--	4	--	0	--	4	--
Exempt management employees	0	--	5	3.2%	0	--	5	3.2%	0	--	4	--	0	--	4	--
Officers and executives	0	--	5	3.5%	0	--	5	3.5%	0	--	4	--	0	--	4	--

Government (Industry)	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	1	--	2	--	0	--	1	--	1	--	1	--	0	--	1	--
Non-exempt employees	1	--	1	--	0	--	1	--	1	--	1	--	0	--	1	--
Exempt non-management employees	1	--	1	--	0	--	1	--	1	--	1	--	0	--	1	--
Exempt management employees	1	--	1	--	0	--	1	--	1	--	1	--	0	--	1	--
Officers and executives	1	--	1	--	0	--	1	--	1	--	1	--	0	--	1	--

Healthcare & Social Assistance	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	0	--	1	--	0	--	2	--	0	--	1	--	0	--	2	--
Non-exempt employees	0	--	1	--	0	--	2	--	0	--	1	--	0	--	2	--
Exempt non-management employees	0	--	1	--	0	--	2	--	0	--	1	--	0	--	2	--
Exempt management employees	0	--	1	--	0	--	2	--	0	--	1	--	0	--	2	--
Officers and executives	0	--	1	--	0	--	2	--	0	--	1	--	0	--	2	--

Manufacturing	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	7	1.1%	44	3.2%	3	--	46	3.3%	7	0.7%	47	3.1%	3	--	39	3.1%
Non-exempt employees	5	1.0%	34	3.0%	3	--	34	3.2%	5	0.9%	35	3.0%	2	--	41	3.3%
Exempt non-management employees	4	--	37	3.1%	2	--	36	3.1%	4	--	37	3.1%	2	--	36	3.1%
Exempt management employees	4	--	38	3.2%	2	--	37	3.3%	4	--	38	3.2%	2	--	38	3.4%
Officers and executives	5	0.6%	30	2.9%	2	--	31	2.9%	5	0.6%	32	3.1%	2	--	34	2.9%

Nonprofit	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	4	--	3	--	1	--	8	4.0%	4	--	4	--	1	--	5	4.1%
Non-exempt employees	4	--	2	--	1	--	6	3.5%	3	--	3	--	1	--	6	4.3%
Exempt non-management employees	4	--	2	--	1	--	6	3.9%	3	--	3	--	1	--	4	--
Exempt management employees	4	--	2	--	1	--	6	3.9%	3	--	3	--	1	--	4	--
Officers and executives	4	--	2	--	1	--	6	3.5%	3	--	3	--	1	--	4	--

Pharmaceutical & Biotechnology	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	2	--	10	3.2%	2	--	9	3.2%	2	--	8	2.9%	2	--	8	3.5%
Non-exempt employees	2	--	8	3.0%	2	--	7	2.5%	2	--	7	2.8%	2	--	8	3.5%
Exempt non-management employees	2	--	8	3.0%	2	--	7	2.4%	2	--	7	2.8%	2	--	7	3.5%
Exempt management employees	2	--	8	3.1%	2	--	7	2.5%	2	--	7	2.7%	2	--	7	3.4%
Officers and executives	2	--	6	2.6%	2	--	5	2.1%	2	--	5	2.6%	2	--	5	3.5%

Real Estate, Rental, & Leasing	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	0	--	0	--	1	--	1	--	0	--	0	--	1	--	0	--
Non-exempt employees	0	--	0	--	1	--	1	--	0	--	0	--	1	--	0	--
Exempt non-management employees	0	--	0	--	1	--	1	--	0	--	0	--	1	--	0	--
Exempt management employees	0	--	0	--	1	--	1	--	0	--	0	--	1	--	0	--
Officers and executives	0	--	0	--	1	--	1	--	0	--	0	--	1	--	0	--

Retail & Customer Service	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	2	--	17	2.8%	4	--	15	3.0%	2	--	16	3.2%	4	--	13	3.2%
Non-exempt employees	2	--	17	2.8%	4	--	15	3.0%	2	--	16	3.1%	4	--	15	3.4%
Exempt non-management employees	2	--	17	2.9%	4	--	15	3.2%	2	--	16	3.1%	4	--	14	3.5%
Exempt management employees	2	--	17	2.7%	4	--	15	3.1%	2	--	16	3.1%	4	--	14	3.5%
Officers and executives	2	--	14	2.5%	3	--	13	2.7%	2	--	14	3.1%	4	--	13	3.5%

Technology (including software)	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	6	2.0%	49	3.2%	2	--	51	3.4%	6	1.0%	46	3.3%	1	--	43	3.4%
Non-exempt employees	5	1.7%	40	3.2%	1	--	41	3.3%	5	0.6%	39	3.3%	1	--	47	3.5%
Exempt non-management employees	5	1.7%	45	3.2%	2	--	47	3.3%	5	0.6%	42	3.1%	1	--	43	3.6%
Exempt management employees	5	1.7%	47	3.2%	2	--	48	3.4%	5	0.6%	44	3.2%	1	--	46	3.5%
Officers and executives	6	1.2%	34	2.3%	1	--	36	2.4%	5	0.6%	34	2.6%	1	--	37	3.0%

Telecommunications	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	0	--	2	--	1	--	2	--	0	--	2	--	1	--	2	--
Non-exempt employees	0	--	2	--	1	--	2	--	0	--	2	--	1	--	2	--
Exempt non-management employees	0	--	2	--	1	--	2	--	0	--	2	--	1	--	2	--
Exempt management employees	0	--	2	--	1	--	2	--	0	--	2	--	1	--	2	--
Officers and executives	0	--	2	--	1	--	2	--	0	--	2	--	1	--	2	--

Transportation & Warehousing	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	2	--	10	2.9%	1	--	11	3.0%	2	--	9	2.9%	1	--	8	2.9%
Non-exempt employees	2	--	10	2.8%	1	--	10	3.0%	2	--	9	2.9%	0	--	8	2.9%
Exempt non-management employees	2	--	10	2.8%	1	--	10	3.0%	2	--	9	2.7%	0	--	8	2.9%
Exempt management employees	2	--	10	2.8%	1	--	10	3.0%	2	--	9	2.7%	0	--	8	2.9%
Officers and executives	2	--	9	2.3%	1	--	9	2.6%	2	--	8	2.4%	0	--	7	2.4%

Other (Industry)	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	8	2.6%	60	3.0%	9	3.8%	56	3.3%	8	2.6%	52	3.1%	7	1.7%	49	3.5%
Non-exempt employees	8	1.8%	48	2.6%	7	2.8%	46	3.0%	7	2.1%	45	2.9%	6	1.8%	46	3.3%
Exempt non-management employees	8	2.6%	55	2.9%	9	4.2%	50	3.5%	7	2.6%	48	3.1%	7	1.7%	47	3.4%
Exempt management employees	8	2.6%	54	3.1%	9	3.9%	47	3.6%	7	2.4%	48	3.2%	7	1.7%	48	3.5%
Officers and executives	7	2.6%	44	3.0%	7	2.0%	42	3.6%	6	2.0%	40	3.1%	7	1.7%	42	3.5%



Sectors

Public company	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	4	--	109	3.2%	13	1.8%	102	3.3%	4	--	103	3.1%	12	1.5%	85	3.4%
Non-exempt employees	4	--	86	3.1%	11	1.7%	79	3.2%	4	--	85	3.1%	10	1.4%	89	3.4%
Exempt non-management employees	4	--	94	3.3%	12	1.9%	86	3.3%	4	--	90	3.1%	10	1.4%	83	3.4%
Exempt management employees	3	--	96	3.3%	12	2.9%	86	3.4%	3	--	91	3.2%	10	1.4%	85	3.4%
Officers and executives	3	--	73	3.1%	10	1.6%	72	3.2%	3	--	73	3.2%	10	1.4%	73	3.3%

Private company	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	30	2.2%	136	3.0%	17	1.4%	140	3.4%	29	1.7%	128	3.1%	14	2.0%	121	3.3%
Non-exempt employees	27	1.6%	118	2.7%	17	1.9%	121	3.0%	25	1.4%	110	3.0%	15	1.6%	125	3.3%
Exempt non-management employees	26	1.8%	127	2.9%	17	2.4%	127	3.2%	24	1.5%	114	3.1%	15	1.6%	117	3.3%
Exempt management employees	26	1.9%	127	3.0%	17	2.2%	127	3.3%	24	1.5%	116	3.1%	15	1.9%	123	3.5%
Officers and executives	27	1.6%	102	2.6%	15	2.4%	105	2.8%	24	1.3%	96	2.7%	13	3.3%	105	3.0%

Nonprofit organization	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	8	2.3%	6	3.3%	0	--	14	3.5%	8	2.2%	7	3.2%	1	--	10	3.6%
Non-exempt employees	8	2.2%	4	--	0	--	11	2.9%	7	1.9%	5	2.4%	0	--	12	3.5%
Exempt non-management employees	8	2.5%	4	--	0	--	11	3.0%	7	2.2%	5	2.4%	0	--	9	2.6%
Exempt management employees	8	2.5%	4	--	0	--	11	3.1%	7	1.8%	5	2.4%	0	--	9	2.8%
Officers and executives	8	2.8%	5	4.4%	0	--	12	3.7%	7	1.8%	6	2.9%	1	--	10	3.2%

Government (Sector)	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	1	--	2	--	0	--	1	--	1	--	1	--	0	--	1	--
Non-exempt employees	1	--	1	--	0	--	1	--	1	--	1	--	0	--	1	--
Exempt non-management employees	1	--	1	--	0	--	1	--	1	--	1	--	0	--	1	--
Exempt management employees	1	--	1	--	0	--	1	--	1	--	1	--	0	--	1	--
Officers and executives	1	--	1	--	0	--	1	--	1	--	1	--	0	--	1	--

School/school district	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--
Non-exempt employees	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--
Exempt non-management employees	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--
Exempt management employees	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--
Officers and executives	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--

College/university	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	2	--	0	--	0	--	3	--	2	--	0	--	0	--	3	--
Non-exempt employees	2	--	0	--	0	--	3	--	2	--	0	--	0	--	3	--
Exempt non-management employees	2	--	0	--	0	--	3	--	2	--	0	--	0	--	3	--
Exempt management employees	2	--	0	--	0	--	3	--	2	--	0	--	0	--	3	--
Officers and executives	2	--	0	--	0	--	3	--	2	--	0	--	0	--	3	--

Hospital	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--
Non-exempt employees	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--
Exempt non-management employees	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--
Exempt management employees	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--
Officers and executives	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--

Trade association	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--
Non-exempt employees	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--
Exempt non-management employees	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--
Exempt management employees	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--
Officers and executives	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--

Cooperative	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	0	--	0	--	0	--	1	--	0	--	0	--	0	--	1	--
Non-exempt employees	0	--	0	--	0	--	1	--	0	--	0	--	0	--	1	--
Exempt non-management employees	0	--	0	--	0	--	1	--	0	--	0	--	0	--	1	--
Exempt management employees	0	--	0	--	0	--	1	--	0	--	0	--	0	--	1	--
Officers and executives	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--

Other (Sector)	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	0	--	2	--	2	--	2	--	0	--	2	--	2	--	2	--
Non-exempt employees	0	--	1	--	1	--	1	--	0	--	1	--	1	--	2	--
Exempt non-management employees	0	--	2	--	2	--	2	--	0	--	2	--	2	--	1	--
Exempt management employees	0	--	2	--	2	--	2	--	0	--	2	--	2	--	2	--
Officers and executives	0	--	2	--	1	--	2	--	0	--	2	--	2	--	2	--



Canada: Salary increase budgets

→ FTEs

<25 FTEs	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	8	2.8%	11	2.7%	2	--	12	4.5%	7	2.4%	10	1.4%	2	--	9	2.3%
Non-exempt employees	8	2.6%	11	1.5%	2	--	11	2.9%	6	1.9%	9	1.5%	2	--	10	2.9%
Exempt non-management employees	8	3.0%	10	1.4%	2	--	10	2.8%	6	1.9%	8	1.1%	2	--	8	2.6%
Exempt management employees	8	3.0%	11	2.0%	2	--	11	3.6%	6	1.4%	9	1.7%	2	--	9	3.5%
Officers and executives	8	2.9%	9	2.7%	2	--	10	3.3%	6	1.0%	8	0.9%	2	--	8	1.9%

25 - 49 FTEs	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	6	1.3%	4	--	0	--	8	2.6%	6	1.2%	5	2.5%	0	--	5	2.9%
Non-exempt employees	6	0.8%	5	2.1%	0	--	7	2.2%	5	0.9%	4	--	0	--	6	2.7%
Exempt non-management employees	5	0.6%	4	--	0	--	6	1.7%	4	--	2	--	0	--	5	2.1%
Exempt management employees	5	0.6%	4	--	0	--	6	1.3%	4	--	3	--	0	--	5	2.1%
Officers and executives	6	1.2%	5	1.7%	0	--	8	1.8%	6	1.8%	5	1.5%	0	--	7	2.0%

50 - 99 FTEs	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	4	--	4	--	0	--	8	3.6%	4	--	6	3.4%	1	--	8	3.3%
Non-exempt employees	3	--	3	--	0	--	6	2.9%	3	--	4	--	0	--	7	3.6%
Exempt non-management employees	3	--	3	--	0	--	7	2.9%	3	--	4	--	0	--	5	2.8%
Exempt management employees	3	--	3	--	0	--	7	2.5%	3	--	4	--	0	--	6	2.4%
Officers and executives	4	--	4	--	0	--	7	3.5%	3	--	5	2.9%	1	--	6	2.8%

100 - 199 FTEs	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	4	--	5	2.0%	2	--	7	3.2%	4	--	5	1.9%	2	--	7	3.2%
Non-exempt employees	3	--	2	--	2	--	4	--	3	--	2	--	2	--	7	3.3%
Exempt non-management employees	3	--	4	--	2	--	6	3.2%	3	--	4	--	2	--	5	3.3%
Exempt management employees	3	--	4	--	2	--	6	3.5%	3	--	4	--	2	--	6	3.8%
Officers and executives	3	--	3	--	2	--	5	4.8%	3	--	3	--	2	--	6	4.9%

200 - 499 FTEs	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	9	2.7%	16	3.3%	2	--	18	3.7%	9	1.8%	15	3.1%	2	--	18	3.2%
Non-exempt employees	9	2.3%	15	2.8%	2	--	18	3.1%	9	1.4%	15	2.7%	2	--	18	2.9%
Exempt non-management employees	9	2.7%	16	3.2%	2	--	18	3.7%	9	1.8%	15	3.0%	2	--	18	3.3%
Exempt management employees	9	2.8%	16	3.3%	2	--	17	3.7%	9	1.8%	15	3.0%	2	--	18	3.3%
Officers and executives	9	2.4%	15	2.6%	2	--	17	2.9%	8	1.6%	13	2.8%	2	--	16	2.9%

500 - 749 FTEs	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	4	--	12	2.7%	1	--	12	3.1%	4	--	11	3.5%	1	--	9	3.2%
Non-exempt employees	4	--	10	2.5%	1	--	10	2.5%	4	--	9	3.3%	1	--	9	3.2%
Exempt non-management employees	4	--	12	2.9%	1	--	12	2.9%	4	--	11	3.5%	1	--	11	3.3%
Exempt management employees	4	--	12	2.8%	1	--	12	2.7%	4	--	11	3.5%	1	--	11	3.3%
Officers and executives	4	--	8	1.9%	1	--	9	2.0%	4	--	7	2.9%	1	--	8	3.0%

750 - 1,999 FTEs	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	4	--	38	3.4%	3	--	39	3.4%	4	--	33	3.3%	3	--	33	3.4%
Non-exempt employees	4	--	30	3.2%	3	--	31	3.1%	4	--	28	3.3%	3	--	36	3.3%
Exempt non-management employees	4	--	33	3.4%	3	--	34	3.4%	4	--	30	3.3%	3	--	32	3.4%
Exempt management employees	3	--	32	3.5%	3	--	33	3.6%	3	--	30	3.4%	3	--	34	3.5%
Officers and executives	2	--	24	2.6%	3	--	25	2.7%	2	--	23	2.9%	2	--	27	3.0%

2,000 - 4,999 FTEs	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	4	--	61	3.2%	3	--	61	3.5%	4	--	60	3.3%	2	--	53	3.5%
Non-exempt employees	3	--	45	3.2%	2	--	48	3.4%	3	--	48	3.4%	1	--	56	3.5%
Exempt non-management employees	3	--	52	3.2%	3	--	52	3.4%	3	--	52	3.3%	2	--	51	3.4%
Exempt management employees	3	--	53	3.2%	3	--	54	3.6%	3	--	53	3.3%	2	--	54	3.7%
Officers and executives	3	--	41	3.0%	2	--	44	3.3%	3	--	41	3.3%	2	--	46	3.3%

5,000 - 7,499 FTEs	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	0	--	26	3.2%	4	--	25	3.1%	0	--	24	3.3%	3	--	20	3.3%
Non-exempt employees	0	--	19	2.9%	3	--	18	3.0%	0	--	18	3.0%	3	--	21	3.2%
Exempt non-management employees	0	--	21	3.2%	4	--	21	3.1%	0	--	20	3.1%	3	--	19	3.2%
Exempt management employees	0	--	22	3.1%	4	--	21	3.2%	0	--	20	3.1%	3	--	20	3.3%
Officers and executives	0	--	15	3.2%	3	--	16	3.1%	0	--	15	3.0%	3	--	16	3.2%

7,500 - 9,999 FTEs	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	0	--	15	2.9%	4	--	15	3.1%	0	--	14	2.9%	2	--	14	3.1%
Non-exempt employees	0	--	14	2.9%	3	--	14	3.1%	0	--	14	2.9%	2	--	14	3.1%
Exempt non-management employees	0	--	15	2.9%	4	--	15	3.2%	0	--	14	2.9%	2	--	14	3.1%
Exempt management employees	0	--	15	2.9%	4	--	15	3.2%	0	--	14	2.9%	2	--	14	3.1%
Officers and executives	0	--	14	3.0%	3	--	14	3.2%	0	--	14	2.9%	2	--	14	3.0%

10,000 - 14,999 FTEs	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	0	--	14	3.2%	4	--	14	3.4%	0	--	13	3.2%	4	--	11	3.5%
Non-exempt employees	0	--	14	3.2%	4	--	13	3.2%	0	--	13	3.3%	4	--	11	3.8%
Exempt non-management employees	0	--	14	3.2%	4	--	13	3.3%	0	--	13	3.1%	4	--	11	3.6%
Exempt management employees	0	--	14	3.2%	4	--	13	3.4%	0	--	13	3.1%	4	--	11	3.6%
Officers and executives	0	--	12	2.7%	2	--	10	2.4%	0	--	11	3.2%	3	--	9	3.1%

15,000 - 49,999 FTEs	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	2	--	38	3.2%	4	--	32	3.4%	2	--	34	3.2%	4	--	25	3.7%
Non-exempt employees	2	--	32	2.9%	4	--	26	3.0%	2	--	29	3.2%	3	--	27	3.5%
Exempt non-management employees	2	--	34	3.3%	3	--	26	3.4%	2	--	30	3.4%	3	--	25	3.6%
Exempt management employees	2	--	34	3.3%	3	--	25	3.6%	2	--	30	3.6%	3	--	25	3.9%
Officers and executives	2	--	24	3.3%	3	--	20	3.8%	2	--	24	3.4%	3	--	21	3.8%

>50,000 FTEs	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	0	--	11	2.7%	3	--	12	2.8%	0	--	11	2.9%	3	--	11	3.0%
Non-exempt employees	0	--	10	2.7%	3	--	11	2.8%	0	--	9	2.6%	3	--	11	3.0%
Exempt non-management employees	0	--	10	2.7%	3	--	11	2.8%	0	--	9	2.6%	3	--	11	3.0%
Exempt management employees	0	--	10	2.7%	3	--	11	2.8%	0	--	9	2.6%	3	--	11	3.0%
Officers and executives	0	--	9	2.6%	3	--	10	2.5%	0	--	9	2.6%	3	--	10	2.9%

→ Revenue

<\$5M	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	14	2.4%	15	2.8%	1	--	20	3.5%	13	1.4%	17	1.8%	2	--	18	2.5%
Non-exempt employees	14	2.3%	15	2.0%	1	--	17	2.9%	12	1.1%	14	1.6%	1	--	18	2.4%
Exempt non-management employees	13	2.5%	14	1.9%	1	--	17	2.8%	11	1.1%	13	1.6%	1	--	14	2.0%
Exempt management employees	13	2.5%	14	1.9%	1	--	17	2.8%	11	0.8%	13	1.8%	1	--	15	2.1%
Officers and executives	14	2.5%	15	3.1%	1	--	18	3.3%	12	0.7%	15	1.7%	2	--	16	1.9%

\$5M > \$10M	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	4	--	9	3.6%	0	--	10	4.0%	4	--	9	3.6%	0	--	6	4.2%
Non-exempt employees	2	--	6	3.0%	0	--	8	3.8%	2	--	6	3.6%	0	--	8	4.7%
Exempt non-management employees	2	--	6	3.2%	0	--	7	3.6%	2	--	4	--	0	--	6	4.2%
Exempt management employees	2	--	7	3.4%	0	--	7	4.3%	2	--	6	3.1%	0	--	7	5.0%
Officers and executives	3	--	5	1.9%	0	--	6	2.0%	2	--	5	2.3%	0	--	5	2.2%

\$10M > \$50M	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	7	1.9%	9	2.3%	3	--	12	3.5%	7	1.7%	8	2.3%	3	--	11	2.9%
Non-exempt employees	6	1.3%	6	2.0%	3	--	10	2.3%	6	1.5%	6	2.0%	3	--	10	3.0%
Exempt non-management employees	6	1.3%	8	2.3%	3	--	11	2.4%	6	1.5%	7	1.9%	3	--	9	2.9%
Exempt management employees	6	1.3%	8	2.3%	3	--	10	2.5%	6	1.5%	7	2.3%	3	--	10	3.0%
Officers and executives	6	1.3%	7	2.2%	3	--	10	3.3%	6	1.5%	7	2.7%	3	--	9	3.9%

\$50M > \$200M	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	6	3.3%	12	3.3%	0	--	17	3.8%	6	2.4%	12	3.7%	0	--	14	3.4%
Non-exempt employees	6	1.5%	9	3.1%	0	--	13	3.3%	5	1.8%	8	3.9%	0	--	14	3.5%
Exempt non-management employees	6	2.0%	12	3.4%	0	--	16	3.7%	5	2.3%	11	3.9%	0	--	16	3.4%
Exempt management employees	6	2.0%	12	3.3%	0	--	16	3.5%	5	2.3%	11	3.9%	0	--	16	3.5%
Officers and executives	6	2.8%	8	2.8%	0	--	13	3.3%	6	2.8%	8	3.2%	0	--	14	3.3%

\$200M > \$500M	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	6	2.5%	27	3.2%	3	--	27	3.5%	6	1.8%	24	3.2%	3	--	23	3.2%
Non-exempt employees	6	1.8%	21	2.9%	3	--	22	2.9%	6	1.2%	20	2.9%	3	--	24	3.1%
Exempt non-management employees	6	2.5%	23	3.2%	3	--	24	3.4%	6	1.8%	22	3.1%	3	--	22	3.2%
Exempt management employees	5	2.8%	23	3.2%	3	--	24	3.4%	5	1.7%	22	3.1%	3	--	24	3.2%
Officers and executives	5	1.6%	18	2.7%	3	--	21	2.8%	4	--	16	2.9%	3	--	20	2.9%

\$500M > \$1B	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	4	--	37	3.2%	2	--	38	3.4%	4	--	36	3.5%	2	--	35	3.5%
Non-exempt employees	4	--	33	3.1%	2	--	35	3.1%	4	--	33	3.5%	2	--	38	3.6%
Exempt non-management employees	4	--	34	3.2%	2	--	36	3.3%	4	--	34	3.5%	2	--	36	3.7%
Exempt management employees	4	--	34	3.2%	2	--	36	3.3%	4	--	34	3.5%	2	--	36	3.7%
Officers and executives	3	--	28	2.5%	2	--	30	2.5%	3	--	27	3.1%	1	--	30	3.4%

\$1B > \$3B	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	1	--	53	3.1%	11	2.1%	51	3.1%	1	--	49	3.2%	8	0.9%	48	3.2%
Non-exempt employees	1	--	41	2.9%	8	0.6%	41	2.9%	1	--	43	3.1%	7	0.7%	49	3.2%
Exempt non-management employees	1	--	50	3.0%	11	2.4%	48	3.0%	1	--	47	3.1%	8	0.9%	44	3.2%
Exempt management employees	1	--	51	3.1%	11	3.5%	49	3.3%	1	--	47	3.1%	8	0.9%	48	3.4%
Officers and executives	1	--	38	2.9%	8	0.6%	40	3.0%	1	--	39	3.0%	8	0.9%	43	3.1%

\$3B > \$5B	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	1	--	32	3.1%	3	--	28	3.4%	1	--	28	3.0%	4	--	18	3.5%
Non-exempt employees	1	--	23	2.9%	3	--	18	3.1%	1	--	20	2.9%	3	--	20	3.4%
Exempt non-management employees	1	--	24	3.1%	3	--	19	3.2%	1	--	21	2.9%	3	--	18	3.4%
Exempt management employees	1	--	24	3.1%	3	--	19	3.3%	1	--	22	3.0%	3	--	18	3.6%
Officers and executives	1	--	20	2.8%	3	--	16	3.1%	1	--	18	2.8%	3	--	16	2.9%

\$5B > \$10B	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	0	--	20	3.4%	3	--	20	3.4%	0	--	19	3.3%	2	--	18	3.8%
Non-exempt employees	0	--	19	3.3%	3	--	19	3.4%	0	--	19	3.3%	3	--	19	3.4%
Exempt non-management employees	0	--	19	3.6%	3	--	19	3.8%	0	--	19	3.5%	3	--	18	3.7%
Exempt management employees	0	--	19	3.9%	3	--	19	4.1%	0	--	19	3.8%	3	--	18	4.0%
Officers and executives	0	--	13	3.8%	1	--	12	3.9%	0	--	14	3.8%	2	--	12	4.0%

\$10B > \$50B	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	1	--	32	3.2%	5	2.1%	30	3.3%	1	--	32	3.2%	4	--	25	3.4%
Non-exempt employees	1	--	29	3.1%	5	2.3%	26	3.1%	1	--	27	3.3%	3	--	26	3.6%
Exempt non-management employees	1	--	30	3.2%	4	--	26	3.3%	1	--	28	3.2%	3	--	25	3.5%
Exempt management employees	1	--	30	3.2%	4	--	26	3.3%	1	--	28	3.2%	3	--	25	3.5%
Officers and executives	1	--	24	3.2%	4	--	22	3.2%	1	--	24	3.1%	3	--	23	3.4%

>\$50B	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	0	--	4	--	1	--	5	2.7%	0	--	4	--	1	--	4	--
Non-exempt employees	0	--	3	--	1	--	4	--	0	--	3	--	1	--	4	--
Exempt non-management employees	0	--	3	--	1	--	4	--	0	--	3	--	1	--	4	--
Exempt management employees	0	--	3	--	1	--	4	--	0	--	3	--	1	--	4	--
Officers and executives	0	--	3	--	1	--	4	--	0	--	3	--	1	--	4	--

→ Regions

Atlantic	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	10	1.9%	74	3.1%	10	1.7%	75	3.3%	9	1.7%	69	3.1%	8	1.7%	61	3.3%
Non-exempt employees	10	1.5%	64	3.0%	10	1.7%	64	3.1%	8	1.0%	61	3.1%	8	1.6%	67	3.3%
Exempt non-management employees	9	1.8%	66	3.1%	9	1.8%	65	3.2%	7	1.3%	62	3.0%	8	1.6%	59	3.4%
Exempt management employees	9	1.8%	65	3.1%	9	1.8%	64	3.3%	7	1.3%	62	3.0%	8	1.6%	61	3.4%
Officers and executives	10	1.6%	54	2.7%	8	2.0%	57	2.9%	8	1.1%	54	2.7%	6	2.1%	56	3.2%

Central	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	27	2.1%	197	3.2%	20	1.5%	204	3.3%	26	1.6%	187	3.2%	18	1.3%	174	3.3%
Non-exempt employees	26	1.6%	167	3.0%	20	1.5%	171	3.1%	24	1.3%	158	3.2%	17	1.2%	181	3.3%
Exempt non-management employees	25	1.9%	181	3.2%	19	1.7%	182	3.2%	23	1.5%	166	3.2%	17	1.2%	170	3.3%
Exempt management employees	25	1.9%	180	3.2%	19	1.8%	181	3.4%	23	1.4%	167	3.3%	17	1.2%	177	3.5%
Officers and executives	25	1.5%	141	3.0%	18	1.3%	152	3.1%	23	1.2%	137	3.0%	15	1.4%	153	3.2%

Western	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	20	2.5%	146	3.1%	21	2.2%	148	3.4%	19	1.9%	138	3.2%	20	2.0%	125	3.4%
Non-exempt employees	20	2.1%	123	2.9%	20	2.1%	127	3.1%	19	1.8%	118	3.1%	17	1.7%	134	3.5%
Exempt non-management employees	20	2.4%	132	3.1%	20	3.1%	133	3.3%	19	1.9%	125	3.1%	18	1.8%	121	3.4%
Exempt management employees	20	2.4%	133	3.1%	20	3.0%	133	3.3%	19	1.8%	127	3.1%	18	2.0%	126	3.4%
Officers and executives	19	2.4%	106	2.8%	18	2.5%	112	3.2%	18	1.6%	104	3.0%	17	3.2%	109	3.3%

→ Provinces

AB Alberta	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	13	2.0%	104	3.0%	15	2.4%	104	3.2%	12	2.0%	96	3.1%	14	1.4%	90	3.4%
Non-exempt employees	13	1.8%	90	2.8%	14	1.7%	90	3.0%	12	1.8%	84	3.1%	11	1.3%	97	3.4%
Exempt non-management employees	13	2.3%	94	3.0%	14	2.8%	93	3.2%	12	2.0%	87	3.0%	12	1.3%	86	3.3%
Exempt management employees	13	2.3%	94	3.0%	14	2.9%	92	3.2%	12	1.9%	88	3.0%	12	1.3%	89	3.4%
Officers and executives	12	2.6%	74	2.8%	12	1.4%	76	3.0%	11	1.7%	72	2.8%	11	1.7%	77	3.2%

BC British Columbia	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	11	2.0%	112	3.1%	14	1.8%	115	3.4%	10	1.5%	105	3.3%	14	2.0%	94	3.4%
Non-exempt employees	11	1.3%	95	2.9%	14	1.6%	97	3.1%	10	1.2%	89	3.2%	12	1.6%	100	3.4%
Exempt non-management employees	11	1.6%	102	3.1%	13	1.9%	102	3.2%	10	1.5%	95	3.2%	12	1.6%	91	3.5%
Exempt management employees	11	1.6%	102	3.1%	13	2.0%	102	3.3%	10	1.4%	96	3.2%	12	1.6%	95	3.5%
Officers and executives	11	1.3%	83	2.8%	13	1.7%	87	3.0%	10	1.1%	82	3.0%	11	2.7%	84	3.2%

MB Manitoba	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	10	2.0%	61	2.8%	11	1.3%	61	3.1%	9	2.0%	55	3.0%	9	2.1%	54	3.4%
Non-exempt employees	10	1.8%	57	2.8%	11	2.1%	58	3.0%	9	1.7%	53	3.0%	10	2.0%	56	3.3%
Exempt non-management employees	10	2.0%	59	2.9%	11	2.6%	59	3.1%	9	2.0%	54	2.9%	10	2.0%	54	3.3%
Exempt management employees	10	2.0%	58	2.9%	11	2.1%	58	3.3%	9	2.0%	54	3.0%	10	2.5%	55	3.4%
Officers and executives	10	2.0%	49	2.7%	10	3.3%	51	3.2%	9	2.0%	47	2.8%	8	3.6%	50	3.4%

NB New Brunswick	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	6	2.0%	59	3.0%	9	1.1%	59	3.3%	6	1.8%	55	3.0%	7	1.4%	48	3.4%
Non-exempt employees	6	1.0%	52	3.0%	9	1.1%	52	3.1%	6	0.9%	50	3.1%	7	1.3%	52	3.3%
Exempt non-management employees	5	1.3%	53	3.0%	8	1.2%	52	3.2%	5	1.3%	50	3.1%	7	1.3%	46	3.4%
Exempt management employees	5	1.3%	52	3.1%	8	1.2%	51	3.3%	5	1.3%	50	3.1%	7	1.3%	47	3.4%
Officers and executives	6	1.1%	43	2.7%	7	1.2%	45	2.8%	6	1.1%	43	2.7%	5	1.7%	43	3.1%

NL Newfoundland and Labrador	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	6	2.0%	37	2.8%	5	0.8%	39	3.1%	6	1.8%	34	2.8%	4	--	31	3.2%
Non-exempt employees	5	1.2%	33	2.7%	5	0.8%	34	2.8%	5	1.1%	30	2.8%	4	--	33	3.1%
Exempt non-management employees	4	--	33	2.8%	5	0.8%	34	3.0%	4	--	30	2.9%	4	--	30	3.2%
Exempt management employees	4	--	32	2.8%	5	0.8%	33	3.2%	4	--	30	2.9%	4	--	31	3.3%
Officers and executives	6	1.4%	26	2.4%	5	0.8%	29	2.7%	5	1.3%	26	2.6%	3	--	29	3.1%



NS Nova Scotia	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	7	1.5%	57	2.9%	8	2.0%	60	3.2%	7	1.6%	53	3.0%	7	1.8%	48	3.2%
Non-exempt employees	7	1.5%	49	2.8%	8	2.0%	52	2.9%	6	1.1%	47	3.0%	7	1.8%	53	3.2%
Exempt non-management employees	7	1.8%	51	2.9%	8	2.0%	53	3.2%	6	1.5%	48	3.0%	7	1.8%	49	3.3%
Exempt management employees	7	1.8%	50	3.0%	8	2.0%	52	3.3%	6	1.5%	48	3.0%	7	1.8%	50	3.3%
Officers and executives	7	1.8%	42	2.6%	8	2.0%	46	2.9%	6	1.5%	42	2.8%	6	2.1%	46	3.2%

NT Northwest Territories	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	2	--	21	2.9%	3	--	21	3.1%	2	--	19	3.1%	3	--	16	3.5%
Non-exempt employees	2	--	17	2.9%	3	--	17	2.9%	2	--	16	3.1%	3	--	17	3.4%
Exempt non-management employees	2	--	18	2.9%	3	--	18	3.1%	2	--	17	3.1%	3	--	15	3.5%
Exempt management employees	2	--	18	2.9%	3	--	18	3.3%	2	--	17	3.1%	3	--	16	3.5%
Officers and executives	2	--	14	2.7%	3	--	15	2.7%	2	--	15	3.1%	3	--	15	3.5%

NU Nunavut	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	0	--	18	3.0%	3	--	18	3.3%	0	--	16	3.1%	3	--	13	3.5%
Non-exempt employees	0	--	14	3.0%	3	--	14	3.0%	0	--	13	3.0%	3	--	14	3.4%
Exempt non-management employees	0	--	15	3.0%	3	--	15	3.3%	0	--	14	3.0%	3	--	12	3.5%
Exempt management employees	0	--	15	3.0%	3	--	15	3.5%	0	--	14	3.0%	3	--	13	3.5%
Officers and executives	0	--	11	2.8%	3	--	12	2.9%	0	--	12	3.0%	3	--	12	3.5%

ON Ontario	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	24	2.2%	188	3.2%	18	1.6%	196	3.4%	23	1.8%	179	3.2%	16	1.4%	166	3.3%
Non-exempt employees	23	1.6%	159	3.0%	18	1.6%	164	3.1%	21	1.4%	150	3.2%	15	1.3%	173	3.3%
Exempt non-management employees	22	1.9%	172	3.2%	17	1.9%	174	3.3%	20	1.7%	158	3.2%	15	1.3%	162	3.4%
Exempt management employees	22	1.9%	171	3.2%	17	2.0%	173	3.4%	20	1.6%	159	3.3%	15	1.3%	169	3.5%
Officers and executives	22	1.5%	134	3.0%	16	1.4%	145	3.1%	20	1.4%	130	3.1%	13	1.5%	145	3.2%

PE Prince Edward Island	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	5	1.9%	29	2.9%	4	--	29	3.1%	4	--	25	2.9%	3	--	23	3.2%
Non-exempt employees	5	1.4%	24	2.8%	4	--	24	2.9%	4	--	21	2.7%	3	--	24	3.2%
Exempt non-management employees	5	1.9%	26	2.9%	4	--	26	3.1%	4	--	23	2.7%	3	--	21	3.3%
Exempt management employees	5	1.9%	26	2.9%	4	--	26	3.2%	4	--	23	2.7%	3	--	23	3.3%
Officers and executives	5	1.9%	20	2.5%	4	--	23	2.9%	4	--	20	2.4%	3	--	22	3.4%

QC Quebec	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	9	2.2%	104	3.1%	13	1.5%	102	3.2%	8	1.4%	94	3.2%	13	1.3%	85	3.3%
Non-exempt employees	9	1.9%	89	3.0%	13	1.4%	87	3.1%	8	1.1%	83	3.2%	12	1.2%	88	3.4%
Exempt non-management employees	9	2.2%	95	3.1%	13	1.6%	92	3.2%	8	1.4%	86	3.1%	12	1.3%	83	3.4%
Exempt management employees	9	2.2%	94	3.1%	13	1.7%	91	3.3%	8	1.4%	87	3.1%	12	1.3%	85	3.4%
Officers and executives	9	1.6%	74	3.0%	13	1.4%	77	3.1%	8	1.4%	72	3.0%	11	1.4%	76	3.2%

SK Saskatchewan	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	8	1.8%	64	3.0%	9	1.0%	65	3.1%	8	1.1%	59	3.1%	7	1.2%	55	3.2%
Non-exempt employees	8	1.4%	59	2.8%	9	1.0%	60	3.0%	8	0.8%	55	3.0%	8	1.1%	59	3.2%
Exempt non-management employees	8	1.8%	61	2.9%	9	1.0%	62	3.1%	8	1.1%	57	2.9%	8	1.1%	55	3.3%
Exempt management employees	8	1.8%	60	2.9%	9	1.0%	61	3.2%	8	1.1%	57	3.0%	8	1.1%	57	3.3%
Officers and executives	8	1.8%	50	2.7%	8	1.1%	53	3.0%	8	1.1%	50	2.8%	6	1.4%	52	3.2%

YT Yukon	2025 actual base-pay increases								2026 expected base-pay increases							
	Inflation/COLA increase		Merit increase		Other increase		Total increase		Inflation/COLA increase		Merit increase		Other increase		Total increase	
Employee type	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
All employees	1	--	22	2.9%	3	--	21	3.2%	1	--	20	3.1%	3	--	16	3.5%
Non-exempt employees	1	--	18	2.8%	3	--	17	2.9%	1	--	17	3.1%	3	--	17	3.4%
Exempt non-management employees	1	--	19	3.0%	3	--	18	3.2%	1	--	18	3.1%	3	--	15	3.5%
Exempt management employees	1	--	19	2.9%	3	--	18	3.3%	1	--	18	3.1%	3	--	16	3.5%
Officers and executives	1	--	15	2.7%	3	--	15	2.8%	1	--	16	3.1%	3	--	15	3.5%

Australia	2025 actual base-pay increase		2026 expected base-pay increase	
Employee type	Count	Average	Count	Average
All employees	80	3.6%	72	3.3%
Non-exempt employees	46	3.3%	47	3.1%
Exempt non-management employees	64	3.4%	60	3.3%
Exempt management employees	59	3.4%	55	3.3%
Officers and executives	36	3.1%	38	3.1%

Brazil	2025 actual base-pay increase		2026 expected base-pay increase	
Employee type	Count	Average	Count	Average
All employees	51	4.1%	45	4.5%
Non-exempt employees	35	4.0%	35	4.0%
Exempt non-management employees	42	4.4%	39	4.4%
Exempt management employees	40	4.2%	39	4.3%
Officers and executives	28	4.0%	28	4.1%

China	2025 actual base-pay increase		2026 expected base-pay increase	
Employee type	Count	Average	Count	Average
All employees	75	4.5%	67	4.7%
Non-exempt employees	45	4.4%	45	4.5%
Exempt non-management employees	60	4.6%	54	4.7%
Exempt management employees	58	4.5%	52	4.6%
Officers and executives	42	4.2%	41	4.3%

Finland	2025 actual base-pay increase		2026 expected base-pay increase	
Employee type	Count	Average	Count	Average
All employees	18	3.0%	16	2.8%
Non-exempt employees	15	2.6%	15	2.8%
Exempt non-management employees	17	2.7%	16	2.8%
Exempt management employees	17	2.7%	15	3.0%
Officers and executives	11	2.0%	11	2.3%

France	2025 actual base-pay increase		2026 expected base-pay increase	
Employee type	Count	Average	Count	Average
All employees	70	3.5%	65	3.3%
Non-exempt employees	46	3.0%	44	3.1%
Exempt non-management employees	58	3.1%	57	3.2%
Exempt management employees	58	3.2%	56	3.2%
Officers and executives	41	2.8%	41	2.9%

Germany	2025 actual base-pay increase		2026 expected base-pay increase	
Employee type	Count	Average	Count	Average
All employees	97	3.8%	88	3.4%
Non-exempt employees	56	3.2%	56	3.2%
Exempt non-management employees	81	3.4%	74	3.4%
Exempt management employees	77	3.3%	71	3.3%
Officers and executives	51	2.9%	49	2.9%

India	2025 actual base-pay increase		2026 expected base-pay increase	
Employee type	Count	Average	Count	Average
All employees	100	9.0%	90	8.5%
Non-exempt employees	68	8.5%	64	8.0%
Exempt non-management employees	84	8.8%	76	8.4%
Exempt management employees	83	8.8%	76	8.3%
Officers and executives	59	7.8%	55	7.8%

Ireland	2025 actual base-pay increase		2026 expected base-pay increase	
Employee type	Count	Average	Count	Average
All employees	55	3.9%	50	3.6%
Non-exempt employees	34	3.3%	35	3.3%
Exempt non-management employees	44	3.6%	41	3.5%
Exempt management employees	44	3.5%	42	3.5%
Officers and executives	27	2.7%	29	2.8%

Japan	2025 actual base-pay increase		2026 expected base-pay increase	
Employee type	Count	Average	Count	Average
All employees	63	3.0%	57	3.1%
Non-exempt employees	38	2.8%	38	2.8%
Exempt non-management employees	53	3.0%	49	3.1%
Exempt management employees	51	3.0%	48	3.0%
Officers and executives	30	2.5%	31	2.7%

Mexico	2025 actual base-pay increase		2026 expected base-pay increase	
Employee type	Count	Average	Count	Average
All employees	98	4.8%	89	4.6%
Non-exempt employees	69	4.6%	66	4.5%
Exempt non-management employees	82	4.6%	76	4.4%
Exempt management employees	80	4.5%	75	4.3%
Officers and executives	59	3.7%	58	3.8%

Netherlands	2025 actual base-pay increase		2026 expected base-pay increase	
Employee type	Count	Average	Count	Average
All employees	73	3.6%	68	3.5%
Non-exempt employees	45	3.1%	47	3.4%
Exempt non-management employees	62	3.4%	60	3.5%
Exempt management employees	58	3.3%	57	3.5%
Officers and executives	41	2.8%	41	2.9%

New Zealand	2025 actual base-pay increase		2026 expected base-pay increase	
Employee type	Count	Average	Count	Average
All employees	29	3.1%	26	3.3%
Non-exempt employees	21	3.0%	22	3.2%
Exempt non-management employees	23	3.1%	22	3.2%
Exempt management employees	24	3.1%	23	3.3%
Officers and executives	18	2.8%	17	2.9%

Poland	2025 actual base-pay increase		2026 expected base-pay increase	
Employee type	Count	Average	Count	Average
All employees	54	5.0%	49	4.9%
Non-exempt employees	37	4.9%	34	4.6%
Exempt non-management employees	46	4.9%	41	4.6%
Exempt management employees	44	4.9%	39	4.7%
Officers and executives	32	4.2%	30	4.0%

Singapore	2025 actual base-pay increase		2026 expected base-pay increase	
Employee type	Count	Average	Count	Average
All employees	68	3.6%	62	3.6%
Non-exempt employees	43	3.3%	43	3.3%
Exempt non-management employees	57	3.6%	53	3.6%
Exempt management employees	55	3.5%	51	3.5%
Officers and executives	38	2.8%	35	2.9%

South Africa	2025 actual base-pay increase		2026 expected base-pay increase	
Employee type	Count	Average	Count	Average
All employees	26	5.1%	26	4.9%
Non-exempt employees	19	4.8%	19	4.5%
Exempt non-management employees	21	4.8%	21	4.6%
Exempt management employees	21	5.0%	20	4.7%
Officers and executives	16	4.9%	16	4.7%

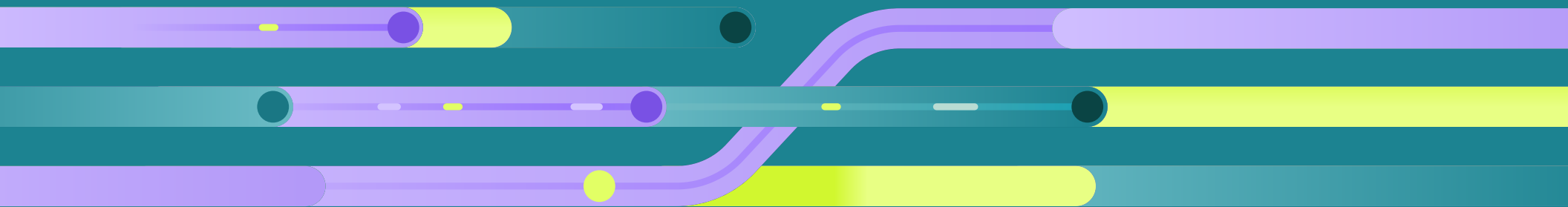
South Korea	2025 actual base-pay increase		2026 expected base-pay increase	
Employee type	Count	Average	Count	Average
All employees	43	3.9%	41	4.1%
Non-exempt employees	26	3.7%	26	3.9%
Exempt non-management employees	32	3.7%	31	3.9%
Exempt management employees	29	3.7%	28	4.0%
Officers and executives	22	3.8%	23	3.4%

Spain	2025 actual base-pay increase		2026 expected base-pay increase	
Employee type	Count	Average	Count	Average
All employees	66	3.7%	60	3.4%
Non-exempt employees	40	3.1%	41	3.1%
Exempt non-management employees	53	3.3%	49	3.3%
Exempt management employees	49	3.3%	46	3.3%
Officers and executives	32	3.2%	32	3.0%

Sweden	2025 actual base-pay increase		2026 expected base-pay increase	
Employee type	Count	Average	Count	Average
All employees	43	3.0%	42	3.2%
Non-exempt employees	29	3.0%	30	2.9%
Exempt non-management employees	35	2.9%	34	3.1%
Exempt management employees	34	2.9%	32	3.1%
Officers and executives	26	2.7%	25	2.7%

United Kingdom	2025 actual base-pay increase		2026 expected base-pay increase	
Employee type	Count	Average	Count	Average
All employees	152	3.6%	140	3.4%
Non-exempt employees	98	3.3%	98	3.2%
Exempt non-management employees	130	3.4%	123	3.3%
Exempt management employees	130	3.4%	123	3.3%
Officers and executives	99	3.1%	93	2.8%

# Promotional increases

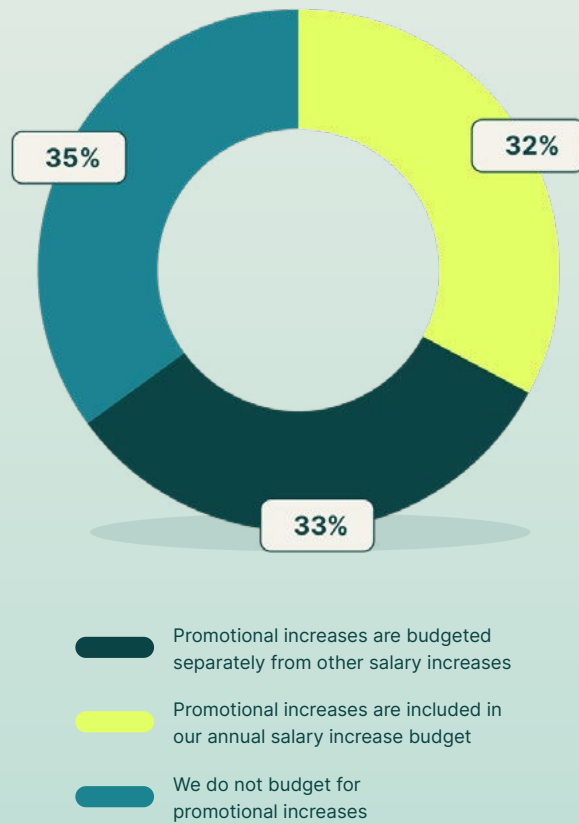




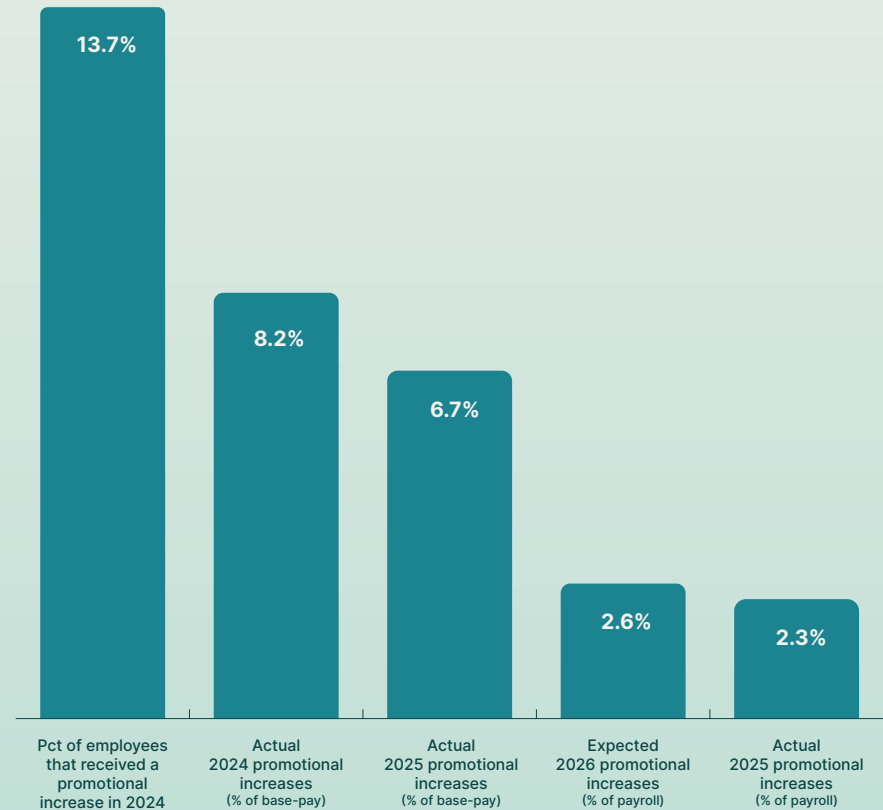
# Promotional increases

For promotions, we look at actual 2025 increases compared to 2024 and expectations for 2026 as both a percent of payroll and a percent of base-pay.

How does your organization budget for promotional increases?



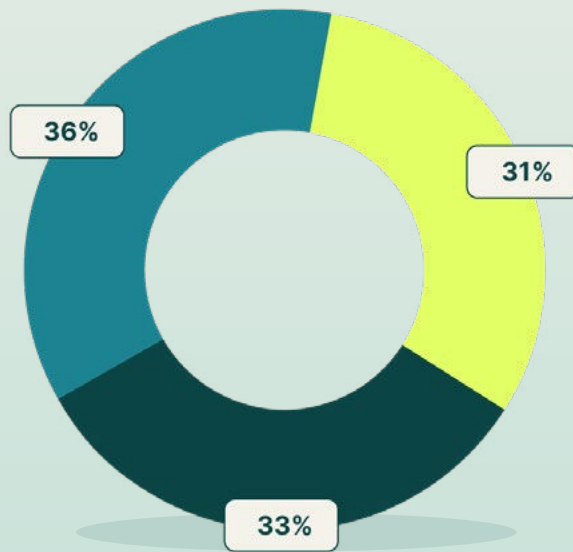
Promotional increases






# Promotional increases

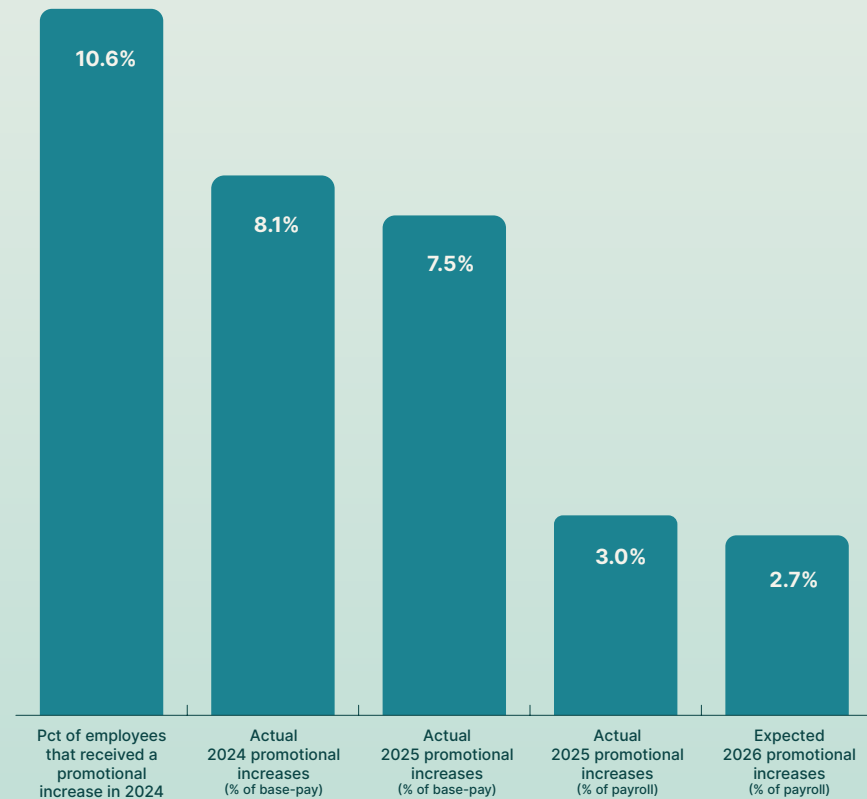
For promotions, we look at actual 2025 increases compared to 2024 and expectations for 2026 as both a percent of payroll and the percent of base-pay.

How does your organization budget for promotional increases?

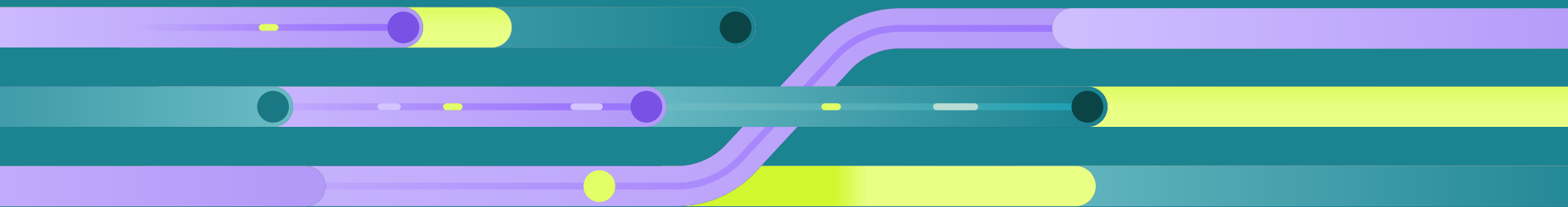


-  Promotional increases are budgeted separately from other salary increases
-  We do not budget for promotional increases
-  Promotional increases are included in our annual salary increase budget

Promotional increases



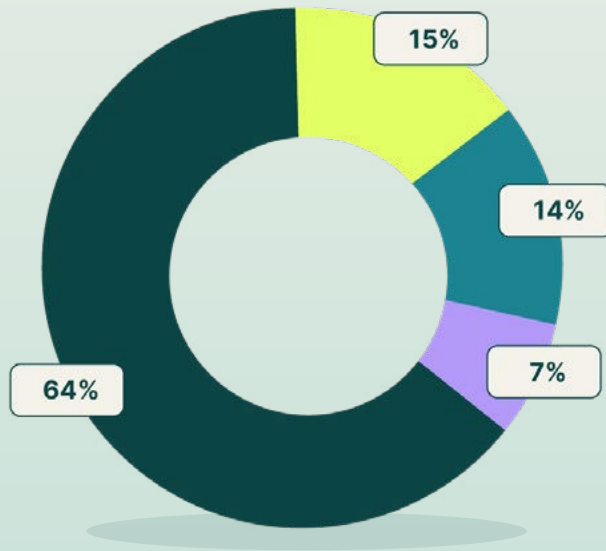
# Salary structure increases



# Salary structure increases

United States: Total sample

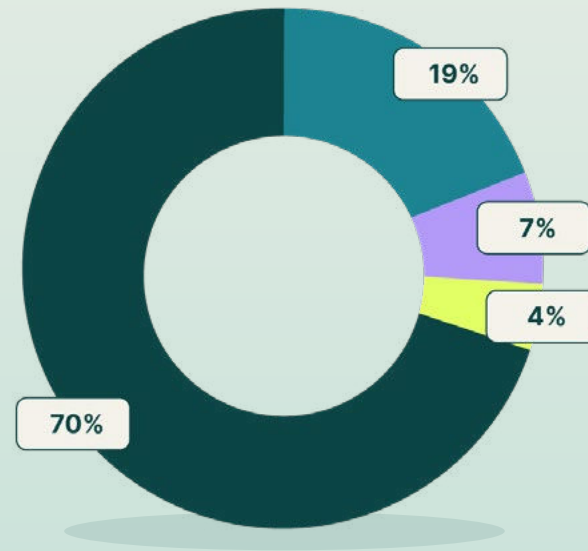
How often does your organization adjust its salary structure and/or salary ranges?



- Every year
- Every two years
- Other
- Every three years

Canada: Total sample

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



- Every year
- Every two years
- Other
- Every three years

United States: total sample	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	385	2.4%	363	2.3%
Non-exempt employees	367	2.3%	351	2.1%
Exempt non-management employees	369	2.3%	354	2.1%
Exempt management employees	368	2.3%	356	2.2%
Officers and executives	328	2.2%	319	2.0%

→ Industry groups

Agencies & Consultancies	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	5	2.1%	5	3.1%
Non-exempt employees	4	--	4	--
Exempt non-management employees	5	2.1%	5	3.1%
Exempt management employees	5	2.1%	5	3.1%
Officers and executives	5	1.1%	5	1.9%

Arts, Entertainment, & Recreation	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	4	--	3	--
Non-exempt employees	3	--	3	--
Exempt non-management employees	3	--	3	--
Exempt management employees	3	--	3	--
Officers and executives	3	--	3	--

Business Services	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	8	3.5%	8	3.1%
Non-exempt employees	6	1.5%	6	1.5%
Exempt non-management employees	7	2.1%	7	1.6%
Exempt management employees	7	2.1%	7	1.6%
Officers and executives	7	2.1%	7	1.6%

Construction	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	11	1.9%	12	2.1%
Non-exempt employees	11	1.9%	12	2.1%
Exempt non-management employees	11	1.9%	12	2.1%
Exempt management employees	11	1.9%	12	2.2%
Officers and executives	10	3.9%	11	4.1%

Education	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	6	1.8%	5	1.6%
Non-exempt employees	5	1.4%	4	--
Exempt non-management employees	5	1.4%	4	--
Exempt management employees	5	1.4%	4	--
Officers and executives	5	1.4%	4	--

Energy & Utilities	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	23	2.7%	20	2.7%
Non-exempt employees	23	2.8%	19	2.7%
Exempt non-management employees	23	2.6%	20	2.5%
Exempt management employees	24	2.5%	20	2.5%
Officers and executives	19	2.3%	17	2.2%

Engineering & Science	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	3	--	3	--
Non-exempt employees	3	--	3	--
Exempt non-management employees	3	--	3	--
Exempt management employees	3	--	3	--
Officers and executives	3	--	3	--

Finance & Insurance	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	53	2.5%	49	2.3%
Non-exempt employees	51	2.5%	50	2.2%
Exempt non-management employees	51	2.4%	51	2.2%
Exempt management employees	50	2.4%	51	2.2%
Officers and executives	40	2.1%	40	1.9%

Food, Beverage, & Hospitality	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	13	1.3%	12	1.8%
Non-exempt employees	12	1.4%	11	2.6%
Exempt non-management employees	12	1.5%	10	1.0%
Exempt management employees	11	1.3%	11	1.2%
Officers and executives	9	0.9%	8	0.9%

Government (Industry)	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	19	2.9%	18	2.7%
Non-exempt employees	20	3.0%	18	2.4%
Exempt non-management employees	20	2.8%	18	2.4%
Exempt management employees	20	2.6%	18	2.4%
Officers and executives	20	2.5%	18	2.3%

Healthcare & Social Assistance	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	41	2.0%	40	2.0%
Non-exempt employees	41	2.2%	40	1.9%
Exempt non-management employees	41	2.0%	40	1.9%
Exempt management employees	41	2.0%	40	1.9%
Officers and executives	35	1.6%	33	1.6%

Manufacturing	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	50	2.4%	46	2.3%
Non-exempt employees	47	2.6%	45	2.3%
Exempt non-management employees	47	2.4%	43	2.2%
Exempt management employees	47	2.7%	46	2.4%
Officers and executives	43	1.8%	41	1.8%

Nonprofit	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	31	1.8%	31	1.7%
Non-exempt employees	30	1.7%	30	1.6%
Exempt non-management employees	30	1.8%	30	1.7%
Exempt management employees	30	1.9%	30	1.9%
Officers and executives	28	2.2%	29	1.5%

Pharmaceutical & Biotechnology	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	7	1.5%	7	1.8%
Non-exempt employees	6	1.8%	6	1.7%
Exempt non-management employees	6	1.8%	6	1.7%
Exempt management employees	6	1.8%	6	1.7%
Officers and executives	6	1.8%	6	1.7%



Real Estate, Rental, & Leasing	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	5	2.1%	5	1.9%
Non-exempt employees	5	1.8%	5	1.9%
Exempt non-management employees	5	1.8%	5	1.9%
Exempt management employees	5	1.8%	5	1.9%
Officers and executives	5	1.2%	5	1.2%

Retail & Customer Service	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	16	1.6%	16	2.3%
Non-exempt employees	16	1.6%	16	2.3%
Exempt non-management employees	17	1.6%	17	2.2%
Exempt management employees	17	1.6%	17	2.2%
Officers and executives	15	1.5%	16	2.2%

Technology (including software)	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	20	2.8%	19	2.2%
Non-exempt employees	18	2.7%	17	1.5%
Exempt non-management employees	18	2.9%	18	2.0%
Exempt management employees	18	2.7%	18	2.0%
Officers and executives	16	2.5%	16	2.0%

Telecommunications	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	4	--	4	--
Non-exempt employees	4	--	4	--
Exempt non-management employees	4	--	4	--
Exempt management employees	4	--	3	--
Officers and executives	4	--	4	--

Transportation & Warehousing	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	15	2.7%	15	2.1%
Non-exempt employees	14	2.6%	14	2.0%
Exempt non-management employees	14	2.6%	14	2.0%
Exempt management employees	14	2.7%	14	2.0%
Officers and executives	14	2.7%	14	2.0%

Other (Industry)	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	51	2.2%	45	2.0%
Non-exempt employees	48	2.0%	44	2.0%
Exempt non-management employees	47	2.0%	44	2.0%
Exempt management employees	47	2.1%	43	2.0%
Officers and executives	41	2.1%	39	1.8%

→ Sectors

Public company	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	78	2.2%	73	2.0%
Non-exempt employees	75	2.3%	71	2.1%
Exempt non-management employees	74	2.2%	71	2.0%
Exempt management employees	74	2.2%	71	2.0%
Officers and executives	63	2.0%	61	1.7%

Private company	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	175	2.7%	165	2.6%
Non-exempt employees	164	2.4%	160	2.3%
Exempt non-management employees	167	2.5%	162	2.3%
Exempt management employees	166	2.6%	164	2.4%
Officers and executives	150	2.5%	149	2.2%

Nonprofit organization	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	76	1.9%	74	1.7%
Non-exempt employees	74	2.0%	72	1.7%
Exempt non-management employees	74	1.8%	72	1.7%
Exempt management employees	74	1.9%	72	1.8%
Officers and executives	67	2.0%	65	1.6%

Government (Sector)	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	27	3.5%	26	2.7%
Non-exempt employees	28	2.9%	25	2.5%
Exempt non-management employees	28	2.7%	26	2.5%
Exempt management employees	28	2.6%	26	2.5%
Officers and executives	27	2.5%	25	2.4%

School/school district	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	0	--	0	--
Non-exempt employees	0	--	0	--
Exempt non-management employees	0	--	0	--
Exempt management employees	0	--	0	--
Officers and executives	0	--	0	--

College/university	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	4	--	3	--
Non-exempt employees	3	--	2	--
Exempt non-management employees	3	--	2	--
Exempt management employees	3	--	2	--
Officers and executives	3	--	2	--

Hospital	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	3	--	3	--
Non-exempt employees	3	--	3	--
Exempt non-management employees	3	--	3	--
Exempt management employees	3	--	3	--
Officers and executives	3	--	3	--

Trade association	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	0	--	0	--
Non-exempt employees	0	--	0	--
Exempt non-management employees	0	--	0	--
Exempt management employees	0	--	0	--
Officers and executives	0	--	0	--

Cooperative	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	5	1.8%	4	--
Non-exempt employees	4	--	4	--
Exempt non-management employees	4	--	4	--
Exempt management employees	4	--	4	--
Officers and executives	3	--	3	--

Other (sector)	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	15	2.3%	13	2.1%
Non-exempt employees	14	2.4%	12	1.7%
Exempt non-management employees	14	2.4%	12	1.7%
Exempt management employees	14	2.4%	12	1.7%
Officers and executives	11	2.2%	10	1.6%

→ FTEs

<25 FTEs	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	24	3.5%	23	2.5%
Non-exempt employees	23	2.0%	23	1.6%
Exempt non-management employees	23	2.5%	23	1.8%
Exempt management employees	23	2.6%	23	1.7%
Officers and executives	23	2.1%	22	1.7%

25 - 49 FTEs	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	24	1.6%	23	1.3%
Non-exempt employees	23	1.6%	23	1.2%
Exempt non-management employees	24	1.8%	23	1.2%
Exempt management employees	23	1.7%	23	1.3%
Officers and executives	22	1.5%	23	0.8%

50 - 99 FTEs	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	13	2.2%	13	1.7%
Non-exempt employees	13	2.5%	12	1.2%
Exempt non-management employees	13	2.3%	13	1.4%
Exempt management employees	13	2.0%	13	1.3%
Officers and executives	11	1.0%	11	0.6%

100 - 199 FTEs	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	20	3.2%	19	3.3%
Non-exempt employees	19	2.9%	18	3.3%
Exempt non-management employees	19	2.8%	18	3.1%
Exempt management employees	20	3.4%	19	3.5%
Officers and executives	19	3.8%	17	3.7%

200 - 499 FTEs	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	29	2.1%	28	2.3%
Non-exempt employees	28	1.9%	27	2.4%
Exempt non-management employees	28	1.9%	26	2.0%
Exempt management employees	28	2.0%	27	2.3%
Officers and executives	27	1.9%	26	2.1%

500 - 749 FTEs	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	17	2.7%	15	2.4%
Non-exempt employees	15	2.3%	15	2.3%
Exempt non-management employees	16	2.5%	15	2.3%
Exempt management employees	16	2.5%	15	2.4%
Officers and executives	12	1.8%	12	2.4%

750 - 1,999 FTEs	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	72	2.0%	67	2.4%
Non-exempt employees	69	2.0%	65	2.2%
Exempt non-management employees	68	2.0%	65	2.3%
Exempt management employees	67	2.0%	64	2.2%
Officers and executives	61	2.4%	62	1.9%

2,000 - 4,999 FTEs	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	82	2.0%	78	1.9%
Non-exempt employees	80	2.2%	75	2.0%
Exempt non-management employees	81	2.0%	77	2.0%
Exempt management employees	81	2.0%	77	2.0%
Officers and executives	71	1.8%	68	1.6%

5,000 - 7,499 FTEs	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	24	1.9%	21	2.1%
Non-exempt employees	21	2.0%	20	2.0%
Exempt non-management employees	22	2.0%	20	1.9%
Exempt management employees	22	2.0%	21	2.0%
Officers and executives	19	1.8%	19	2.0%

7,500 - 9,999 FTEs	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	19	2.2%	18	2.3%
Non-exempt employees	17	2.1%	16	2.1%
Exempt non-management employees	17	2.1%	16	2.1%
Exempt management employees	17	2.1%	16	2.1%
Officers and executives	13	1.9%	12	2.0%

10,000 - 14,999 FTEs	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	11	3.2%	11	2.5%
Non-exempt employees	12	3.4%	11	2.4%
Exempt non-management employees	11	3.2%	11	2.4%
Exempt management employees	11	3.2%	11	2.4%
Officers and executives	8	3.2%	8	2.4%

15,000 - 49,999 FTEs	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	40	2.6%	38	1.9%
Non-exempt employees	38	2.5%	37	1.8%
Exempt non-management employees	38	2.4%	37	1.8%
Exempt management employees	38	2.4%	37	1.8%
Officers and executives	33	2.5%	30	1.8%

>50,000 FTEs	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	8	1.5%	7	1.4%
Non-exempt employees	7	1.4%	7	1.4%
Exempt non-management employees	7	1.4%	8	1.5%
Exempt management employees	7	1.4%	8	1.5%
Officers and executives	7	1.4%	7	1.4%

→ Revenue

<\$5M	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	29	4.7%	28	3.8%
Non-exempt employees	28	3.2%	28	3.2%
Exempt non-management employees	28	3.5%	27	3.0%
Exempt management employees	27	3.7%	28	3.1%
Officers and executives	25	2.9%	25	2.5%

\$5M > \$10M	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	20	2.2%	18	1.7%
Non-exempt employees	18	1.9%	18	1.6%
Exempt non-management employees	19	2.3%	20	1.7%
Exempt management employees	19	2.3%	20	1.7%
Officers and executives	17	2.8%	17	1.5%

\$10M > \$50M	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	36	2.6%	35	2.4%
Non-exempt employees	35	2.6%	33	2.3%
Exempt non-management employees	36	2.5%	35	2.3%
Exempt management employees	36	2.4%	35	2.3%
Officers and executives	35	2.3%	34	2.1%



\$50M > \$200M	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	37	2.4%	35	2.2%
Non-exempt employees	35	2.2%	34	2.0%
Exempt non-management employees	34	2.2%	32	1.8%
Exempt management employees	36	2.5%	34	2.2%
Officers and executives	31	2.7%	30	2.4%

\$200M > \$500M	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	35	2.0%	33	2.4%
Non-exempt employees	31	2.4%	30	2.3%
Exempt non-management employees	32	2.0%	31	2.3%
Exempt management employees	31	2.0%	31	2.4%
Officers and executives	30	2.0%	31	2.1%

\$500M > \$1B	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	46	2.4%	42	2.5%
Non-exempt employees	44	2.2%	40	2.6%
Exempt non-management employees	45	2.3%	40	2.6%
Exempt management employees	45	2.3%	39	2.6%
Officers and executives	42	1.9%	38	2.4%

\$1B > \$3B	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	66	1.9%	63	1.8%
Non-exempt employees	65	2.0%	62	1.8%
Exempt non-management employees	64	1.9%	62	1.8%
Exempt management employees	64	1.9%	63	1.8%
Officers and executives	58	1.8%	57	1.6%

\$3B > \$5B	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	32	2.1%	28	1.8%
Non-exempt employees	28	2.2%	26	1.7%
Exempt non-management employees	28	2.1%	26	1.6%
Exempt management employees	28	2.1%	26	1.6%
Officers and executives	26	1.7%	24	1.4%

\$5B > \$10B	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	30	2.3%	28	2.3%
Non-exempt employees	30	2.4%	28	2.2%
Exempt non-management employees	29	2.3%	28	2.2%
Exempt management employees	29	2.3%	28	2.2%
Officers and executives	22	2.1%	21	1.9%

\$10B > \$50B	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	35	2.5%	35	2.2%
Non-exempt employees	34	2.4%	34	2.2%
Exempt non-management employees	35	2.4%	35	2.2%
Exempt management employees	34	2.4%	35	2.2%
Officers and executives	25	2.3%	25	2.1%

>\$50B	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	5	0.7%	5	0.7%
Non-exempt employees	5	0.7%	5	0.7%
Exempt non-management employees	5	0.7%	5	0.7%
Exempt management employees	5	0.7%	5	0.7%
Officers and executives	5	0.7%	5	0.7%

→ Regions

Northeast	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	123	2.2%	117	2.2%
Non-exempt employees	114	2.1%	111	2.1%
Exempt non-management employees	114	2.0%	113	2.0%
Exempt management employees	113	2.1%	113	2.0%
Officers and executives	107	1.9%	105	1.7%

Middle Atlantic	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	185	2.2%	172	2.1%
Non-exempt employees	169	2.1%	164	2.0%
Exempt non-management employees	172	2.1%	167	1.9%
Exempt management employees	171	2.1%	168	1.9%
Officers and executives	154	1.9%	152	1.6%

Midwest	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	231	2.3%	220	2.3%
Non-exempt employees	219	2.3%	211	2.1%
Exempt non-management employees	221	2.3%	214	2.0%
Exempt management employees	219	2.2%	214	2.1%
Officers and executives	198	2.2%	194	1.8%

South	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	201	2.4%	189	2.2%
Non-exempt employees	189	2.3%	185	2.1%
Exempt non-management employees	191	2.2%	187	2.1%
Exempt management employees	190	2.3%	189	2.1%
Officers and executives	171	2.0%	168	1.8%

West	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	216	2.3%	201	2.0%
Non-exempt employees	203	2.0%	196	1.9%
Exempt non-management employees	206	2.1%	198	1.8%
Exempt management employees	203	2.1%	200	1.9%
Officers and executives	185	2.0%	180	1.7%

→ States

Alabama	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	81	2.2%	77	2.0%
Non-exempt employees	74	2.1%	73	1.9%
Exempt non-management employees	74	2.0%	74	1.9%
Exempt management employees	73	2.0%	74	1.9%
Officers and executives	69	1.8%	68	1.6%

Alaska	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	43	2.6%	41	2.2%
Non-exempt employees	37	2.6%	37	2.1%
Exempt non-management employees	37	2.5%	38	2.0%
Exempt management employees	36	2.5%	38	2.0%
Officers and executives	34	2.2%	34	2.0%

Arizona	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	106	2.1%	100	2.0%
Non-exempt employees	98	2.0%	97	1.9%
Exempt non-management employees	101	2.0%	100	1.9%
Exempt management employees	100	2.1%	100	1.9%
Officers and executives	93	1.8%	92	1.6%

Arkansas	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	81	2.3%	73	2.2%
Non-exempt employees	74	2.3%	71	2.0%
Exempt non-management employees	74	2.3%	73	2.0%
Exempt management employees	73	2.2%	73	2.0%
Officers and executives	68	1.9%	67	1.7%

California	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	147	2.2%	139	2.1%
Non-exempt employees	139	2.1%	136	2.1%
Exempt non-management employees	140	2.1%	138	2.0%
Exempt management employees	138	2.1%	139	2.0%
Officers and executives	124	1.9%	124	1.6%

Colorado	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	127	2.1%	120	2.1%
Non-exempt employees	118	2.0%	116	2.0%
Exempt non-management employees	119	2.0%	118	1.9%
Exempt management employees	118	2.0%	118	1.9%
Officers and executives	111	1.8%	108	1.7%

Connecticut	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	89	2.2%	85	2.1%
Non-exempt employees	83	2.1%	82	2.0%
Exempt non-management employees	83	2.1%	83	2.0%
Exempt management employees	82	2.1%	83	2.0%
Officers and executives	76	2.0%	76	1.7%

Delaware	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	65	2.3%	62	2.1%
Non-exempt employees	59	2.2%	59	1.9%
Exempt non-management employees	59	2.2%	60	1.9%
Exempt management employees	58	2.2%	60	2.0%
Officers and executives	56	2.0%	55	1.7%

Florida	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	130	2.2%	123	2.1%
Non-exempt employees	121	2.0%	120	1.9%
Exempt non-management employees	123	1.9%	121	1.9%
Exempt management employees	122	2.0%	122	1.9%
Officers and executives	113	1.8%	111	1.6%

Georgia	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	114	2.3%	108	2.2%
Non-exempt employees	106	2.2%	104	2.0%
Exempt non-management employees	107	2.2%	106	2.0%
Exempt management employees	106	2.2%	107	2.0%
Officers and executives	98	2.0%	97	1.7%

Hawaii	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	57	2.4%	54	2.1%
Non-exempt employees	51	2.3%	51	2.1%
Exempt non-management employees	51	2.2%	52	1.9%
Exempt management employees	50	2.2%	52	1.9%
Officers and executives	48	2.0%	49	1.8%

Idaho	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	78	2.4%	74	2.0%
Non-exempt employees	69	2.1%	69	1.9%
Exempt non-management employees	71	2.2%	72	1.9%
Exempt management employees	70	2.2%	72	1.9%
Officers and executives	64	2.3%	66	2.0%

Illinois	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	131	2.3%	123	2.3%
Non-exempt employees	120	2.2%	117	2.1%
Exempt non-management employees	121	2.1%	119	2.0%
Exempt management employees	119	2.1%	120	2.0%
Officers and executives	108	1.9%	107	1.8%

Indiana	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	105	2.1%	99	2.0%
Non-exempt employees	97	2.2%	96	2.0%
Exempt non-management employees	98	2.0%	98	2.0%
Exempt management employees	97	2.0%	98	2.0%
Officers and executives	90	1.8%	89	1.7%

Iowa	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	90	2.3%	83	2.1%
Non-exempt employees	84	2.2%	82	1.9%
Exempt non-management employees	84	2.1%	83	1.9%
Exempt management employees	83	2.1%	83	1.9%
Officers and executives	76	1.8%	76	1.6%

Kansas	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	83	2.2%	78	2.0%
Non-exempt employees	77	2.2%	75	1.9%
Exempt non-management employees	76	2.2%	76	1.8%
Exempt management employees	75	2.1%	76	1.9%
Officers and executives	69	1.9%	69	1.6%

Kentucky	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	94	2.2%	87	2.1%
Non-exempt employees	85	2.2%	83	2.0%
Exempt non-management employees	86	2.2%	85	2.0%
Exempt management employees	85	2.2%	85	2.0%
Officers and executives	79	1.9%	77	1.6%

Louisiana	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	80	2.3%	74	2.2%
Non-exempt employees	71	2.1%	70	1.9%
Exempt non-management employees	71	2.1%	71	1.9%
Exempt management employees	69	2.1%	71	1.9%
Officers and executives	65	1.9%	65	1.7%

Maine	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	69	2.2%	65	2.0%
Non-exempt employees	62	2.2%	61	2.0%
Exempt non-management employees	62	2.2%	62	2.0%
Exempt management employees	61	2.2%	62	2.0%
Officers and executives	58	1.9%	57	1.7%



Maryland	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	102	2.1%	97	2.2%
Non-exempt employees	93	2.0%	92	2.0%
Exempt non-management employees	94	2.0%	94	1.9%
Exempt management employees	93	2.0%	94	1.9%
Officers and executives	85	1.8%	84	1.6%

Massachusetts	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	105	2.2%	100	2.2%
Non-exempt employees	97	2.1%	95	2.2%
Exempt non-management employees	97	2.1%	97	2.1%
Exempt management employees	96	2.2%	97	2.1%
Officers and executives	91	1.9%	91	1.9%

Michigan	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	117	2.4%	110	2.2%
Non-exempt employees	109	2.4%	106	2.0%
Exempt non-management employees	111	2.4%	109	2.0%
Exempt management employees	110	2.3%	108	2.1%
Officers and executives	98	2.5%	97	1.8%

Minnesota	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	106	2.2%	101	2.1%
Non-exempt employees	98	2.3%	98	2.1%
Exempt non-management employees	99	2.2%	100	2.1%
Exempt management employees	98	2.3%	100	2.1%
Officers and executives	87	1.9%	89	1.8%

Mississippi	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	72	2.5%	65	2.3%
Non-exempt employees	63	2.3%	62	2.1%
Exempt non-management employees	63	2.3%	63	2.1%
Exempt management employees	62	2.3%	63	2.1%
Officers and executives	58	2.1%	58	1.8%

Missouri	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	104	2.1%	99	2.0%
Non-exempt employees	94	2.0%	94	1.8%
Exempt non-management employees	95	2.0%	96	1.8%
Exempt management employees	94	2.0%	96	1.8%
Officers and executives	87	1.7%	88	1.6%

Montana	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	63	2.1%	58	1.9%
Non-exempt employees	56	2.1%	54	1.9%
Exempt non-management employees	57	2.0%	56	1.9%
Exempt management employees	56	2.0%	56	1.9%
Officers and executives	50	2.2%	49	2.1%

Nebraska	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	78	2.5%	73	2.3%
Non-exempt employees	70	2.3%	67	2.0%
Exempt non-management employees	71	2.3%	70	2.1%
Exempt management employees	70	2.3%	70	2.0%
Officers and executives	65	2.2%	63	1.8%

Nevada	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	82	2.4%	77	2.1%
Non-exempt employees	76	2.3%	74	2.0%
Exempt non-management employees	77	2.2%	76	2.0%
Exempt management employees	76	2.3%	76	2.0%
Officers and executives	71	2.0%	70	1.7%

New Hampshire	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	81	2.3%	76	2.1%
Non-exempt employees	73	2.1%	71	1.8%
Exempt non-management employees	74	2.1%	73	1.8%
Exempt management employees	73	2.1%	73	1.8%
Officers and executives	70	1.9%	69	1.5%

New Jersey	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	110	2.2%	103	2.2%
Non-exempt employees	100	2.1%	98	2.0%
Exempt non-management employees	101	2.1%	100	1.9%
Exempt management employees	99	2.1%	100	1.9%
Officers and executives	92	2.0%	91	1.7%

New Mexico	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	65	2.4%	61	2.1%
Non-exempt employees	58	2.3%	57	1.9%
Exempt non-management employees	58	2.4%	58	2.0%
Exempt management employees	57	2.4%	58	2.0%
Officers and executives	52	2.1%	51	1.7%

New York	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	120	2.1%	111	2.0%
Non-exempt employees	110	2.0%	107	1.9%
Exempt non-management employees	110	2.0%	109	1.8%
Exempt management employees	110	2.0%	109	1.7%
Officers and executives	99	1.7%	97	1.5%

North Carolina	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	119	2.4%	112	2.2%
Non-exempt employees	110	2.4%	108	2.0%
Exempt non-management employees	112	2.3%	111	2.0%
Exempt management employees	111	2.3%	111	2.0%
Officers and executives	103	2.1%	100	1.8%

North Dakota	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	56	2.6%	52	2.2%
Non-exempt employees	50	2.5%	49	2.0%
Exempt non-management employees	50	2.5%	50	2.1%
Exempt management employees	49	2.6%	50	2.1%
Officers and executives	46	2.2%	46	2.0%

Ohio	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	122	2.3%	115	2.2%
Non-exempt employees	111	2.1%	110	2.0%
Exempt non-management employees	113	2.1%	111	2.0%
Exempt management employees	112	2.0%	112	2.0%
Officers and executives	103	1.9%	100	1.8%

Oklahoma	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	83	2.3%	76	2.2%
Non-exempt employees	76	2.3%	74	2.1%
Exempt non-management employees	77	2.2%	76	2.1%
Exempt management employees	76	2.2%	76	2.1%
Officers and executives	71	2.0%	70	1.9%

Oregon	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	98	2.2%	92	2.0%
Non-exempt employees	89	2.1%	88	1.9%
Exempt non-management employees	91	2.1%	90	1.9%
Exempt management employees	90	2.2%	91	1.9%
Officers and executives	81	2.1%	81	1.6%

Pennsylvania	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	127	2.2%	121	2.1%
Non-exempt employees	116	2.0%	115	2.0%
Exempt non-management employees	118	2.0%	116	1.9%
Exempt management employees	117	2.1%	117	1.9%
Officers and executives	109	1.9%	107	1.6%

Rhode Island	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	73	2.3%	69	2.1%
Non-exempt employees	65	2.2%	64	2.1%
Exempt non-management employees	65	2.2%	65	2.1%
Exempt management employees	64	2.2%	65	2.1%
Officers and executives	59	2.0%	58	1.8%

South Carolina	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	103	2.3%	98	2.1%
Non-exempt employees	97	2.2%	96	1.9%
Exempt non-management employees	97	2.1%	96	1.9%
Exempt management employees	96	2.2%	97	1.9%
Officers and executives	91	1.9%	90	1.6%

South Dakota	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	60	2.5%	59	2.2%
Non-exempt employees	55	2.4%	56	2.1%
Exempt non-management employees	55	2.4%	57	2.1%
Exempt management employees	54	2.4%	57	2.1%
Officers and executives	49	2.3%	51	2.0%

Tennessee	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	110	2.2%	104	2.2%
Non-exempt employees	105	2.0%	103	2.0%
Exempt non-management employees	104	2.0%	103	2.0%
Exempt management employees	103	2.1%	104	2.0%
Officers and executives	95	1.8%	94	1.7%

Texas	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	146	2.2%	137	2.1%
Non-exempt employees	135	2.2%	132	2.0%
Exempt non-management employees	137	2.2%	135	2.0%
Exempt management employees	136	2.2%	136	2.0%
Officers and executives	125	1.9%	124	1.7%

Utah	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	89	2.3%	83	2.0%
Non-exempt employees	81	2.2%	78	1.9%
Exempt non-management employees	83	2.2%	81	1.9%
Exempt management employees	81	2.2%	81	1.9%
Officers and executives	76	2.0%	75	1.7%

Vermont	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	63	2.2%	59	2.0%
Non-exempt employees	58	2.2%	57	1.9%
Exempt non-management employees	58	2.1%	58	1.9%
Exempt management employees	57	2.1%	58	1.9%
Officers and executives	53	1.9%	53	1.6%

Virginia	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	108	2.2%	103	2.1%
Non-exempt employees	100	2.2%	99	2.1%
Exempt non-management employees	101	2.1%	101	2.0%
Exempt management employees	100	2.1%	101	2.0%
Officers and executives	93	1.9%	92	1.7%

Washington	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	110	2.3%	101	2.1%
Non-exempt employees	99	2.2%	96	1.9%
Exempt non-management employees	101	2.2%	100	2.0%
Exempt management employees	100	2.2%	100	1.9%
Officers and executives	90	2.0%	90	1.6%

Washington, D.C. (District of Columbia)	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	79	2.2%	75	2.2%
Non-exempt employees	73	2.0%	72	2.1%
Exempt non-management employees	73	2.1%	73	2.0%
Exempt management employees	72	2.1%	73	2.0%
Officers and executives	66	1.8%	65	1.8%

West Virginia	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	69	2.3%	65	2.1%
Non-exempt employees	60	2.2%	61	2.0%
Exempt non-management employees	61	2.3%	63	2.0%
Exempt management employees	60	2.3%	63	2.0%
Officers and executives	56	2.1%	58	1.9%

Wisconsin	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	117	2.2%	111	2.1%
Non-exempt employees	109	2.2%	107	2.0%
Exempt non-management employees	109	2.1%	107	2.0%
Exempt management employees	108	2.1%	108	2.0%
Officers and executives	100	1.9%	99	1.7%

Wyoming	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	57	2.4%	55	2.2%
Non-exempt employees	53	2.3%	53	2.1%
Exempt non-management employees	53	2.3%	54	2.2%
Exempt management employees	52	2.3%	54	2.2%
Officers and executives	50	2.6%	49	2.4%



Canada: total sample	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	78	2.3%	61	1.9%
Non-exempt employees	65	2.2%	69	2.2%
Exempt non-management employees	66	2.3%	64	2.0%
Exempt management employees	68	2.2%	65	2.1%
Officers and executives	61	1.9%	66	2.1%

→ Industry groups

Agencies & Consultancies	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	1	--	1	--
Non-exempt employees	1	--	1	--
Exempt non-management employees	1	--	1	--
Exempt management employees	1	--	1	--
Officers and executives	1	--	1	--

Arts, Entertainment, & Recreation	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	0	--	0	--
Non-exempt employees	0	--	0	--
Exempt non-management employees	0	--	0	--
Exempt management employees	0	--	0	--
Officers and executives	0	--	0	--

Business Services	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	3	--	2	--
Non-exempt employees	2	--	3	--
Exempt non-management employees	3	--	2	--
Exempt management employees	3	--	3	--
Officers and executives	2	--	3	--

Construction	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	1	--	1	--
Non-exempt employees	1	--	1	--
Exempt non-management employees	1	--	1	--
Exempt management employees	1	--	1	--
Officers and executives	1	--	1	--

Education	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	3	--	3	--
Non-exempt employees	3	--	3	--
Exempt non-management employees	3	--	3	--
Exempt management employees	3	--	3	--
Officers and executives	3	--	3	--

Energy & Utilities	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	1	--	1	--
Non-exempt employees	1	--	1	--
Exempt non-management employees	1	--	1	--
Exempt management employees	1	--	1	--
Officers and executives	1	--	1	--

Engineering & Science	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	0	--	0	--
Non-exempt employees	0	--	0	--
Exempt non-management employees	0	--	0	--
Exempt management employees	0	--	0	--
Officers and executives	0	--	0	--

Finance & Insurance	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	4	--	3	--
Non-exempt employees	3	--	3	--
Exempt non-management employees	3	--	4	--
Exempt management employees	3	--	4	--
Officers and executives	3	--	4	--

Food, Beverage, & Hospitality	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	1	--	0	--
Non-exempt employees	0	--	1	--
Exempt non-management employees	0	--	0	--
Exempt management employees	0	--	0	--
Officers and executives	0	--	0	--

Government (Industry)	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	0	--	0	--
Non-exempt employees	0	--	0	--
Exempt non-management employees	0	--	0	--
Exempt management employees	0	--	0	--
Officers and executives	0	--	0	--

Healthcare & Social Assistance	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	0	--	0	--
Non-exempt employees	0	--	0	--
Exempt non-management employees	0	--	0	--
Exempt management employees	0	--	0	--
Officers and executives	0	--	0	--

Manufacturing	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	15	2.4%	9	2.3%
Non-exempt employees	11	2.3%	11	2.3%
Exempt non-management employees	11	2.9%	10	2.2%
Exempt management employees	12	2.6%	10	2.3%
Officers and executives	9	2.3%	10	2.3%

Nonprofit	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	1	--	1	--
Non-exempt employees	1	--	1	--
Exempt non-management employees	1	--	1	--
Exempt management employees	1	--	1	--
Officers and executives	1	--	1	--

Pharmaceutical & Biotechnology	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	2	--	2	--
Non-exempt employees	2	--	2	--
Exempt non-management employees	2	--	2	--
Exempt management employees	2	--	2	--
Officers and executives	2	--	2	--

Real Estate, Rental, & Leasing	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	0	--	0	--
Non-exempt employees	0	--	0	--
Exempt non-management employees	0	--	0	--
Exempt management employees	0	--	0	--
Officers and executives	0	--	0	--

Retail & Customer Service	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	5	1.5%	4	--
Non-exempt employees	5	1.5%	5	3.4%
Exempt non-management employees	4	--	5	3.4%
Exempt management employees	5	1.5%	4	--
Officers and executives	4	--	5	3.4%

Technology (including software)	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	11	2.4%	8	1.6%
Non-exempt employees	8	2.2%	10	2.1%
Exempt non-management employees	9	2.8%	8	1.8%
Exempt management employees	9	2.3%	9	2.1%
Officers and executives	8	1.6%	9	2.1%

Telecommunications	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	1	--	1	--
Non-exempt employees	1	--	1	--
Exempt non-management employees	1	--	1	--
Exempt management employees	1	--	1	--
Officers and executives	1	--	1	--

Transportation & Warehousing	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	6	2.4%	6	2.3%
Non-exempt employees	6	2.4%	6	1.3%
Exempt non-management employees	6	2.4%	6	1.3%
Exempt management employees	6	2.4%	6	1.3%
Officers and executives	6	2.3%	6	1.3%

Other (industry)	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	23	2.3%	19	1.8%
Non-exempt employees	20	2.3%	20	2.0%
Exempt non-management employees	20	2.1%	19	1.7%
Exempt management employees	20	2.1%	19	1.7%
Officers and executives	19	1.8%	19	1.7%

→ Sectors

Public company	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	23	2.6%	19	2.4%
Non-exempt employees	21	2.7%	22	2.0%
Exempt non-management employees	21	2.8%	21	2.0%
Exempt management employees	21	2.8%	21	2.0%
Officers and executives	19	2.4%	21	2.0%

Private company	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	50	2.2%	38	1.6%
Non-exempt employees	39	2.0%	42	2.3%
Exempt non-management employees	41	2.2%	38	2.1%
Exempt management employees	42	2.0%	40	2.2%
Officers and executives	38	1.6%	40	2.2%

Nonprofit organization	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	1	--	1	--
Non-exempt employees	1	--	1	--
Exempt non-management employees	1	--	1	--
Exempt management employees	1	--	1	--
Officers and executives	1	--	1	--

Government (Sector)	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	0	--	0	--
Non-exempt employees	0	--	0	--
Exempt non-management employees	0	--	0	--
Exempt management employees	0	--	0	--
Officers and executives	0	--	0	--

School/school district	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	0	--	0	--
Non-exempt employees	0	--	0	--
Exempt non-management employees	0	--	0	--
Exempt management employees	0	--	0	--
Officers and executives	0	--	0	--

College/university	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	3	--	3	--
Non-exempt employees	3	--	3	--
Exempt non-management employees	3	--	3	--
Exempt management employees	3	--	3	--
Officers and executives	3	--	3	--

Hospital	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	0	--	0	--
Non-exempt employees	0	--	0	--
Exempt non-management employees	0	--	0	--
Exempt management employees	0	--	0	--
Officers and executives	0	--	0	--

Trade association	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	0	--	0	--
Non-exempt employees	0	--	0	--
Exempt non-management employees	0	--	0	--
Exempt management employees	0	--	0	--
Officers and executives	0	--	0	--

Cooperative	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	1	--	0	--
Non-exempt employees	1	--	1	--
Exempt non-management employees	0	--	1	--
Exempt management employees	1	--	0	--
Officers and executives	0	--	1	--

Other (Sector)	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	0	--	0	--
Non-exempt employees	0	--	0	--
Exempt non-management employees	0	--	0	--
Exempt management employees	0	--	0	--
Officers and executives	0	--	0	--



FTEs

<25 FTEs	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	4	--	3	--
Non-exempt employees	4	--	4	--
Exempt non-management employees	3	--	4	--
Exempt management employees	4	--	4	--
Officers and executives	3	--	4	--



25 - 49 FTEs	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	4	--	4	--
Non-exempt employees	3	--	4	--
Exempt non-management employees	2	--	3	--
Exempt management employees	2	--	2	--
Officers and executives	4	--	2	--

50 - 99 FTEs	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	2	--	2	--
Non-exempt employees	2	--	2	--
Exempt non-management employees	2	--	2	--
Exempt management employees	2	--	2	--
Officers and executives	2	--	2	--

100 - 199 FTEs	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	4	--	3	--
Non-exempt employees	3	--	3	--
Exempt non-management employees	3	--	2	--
Exempt management employees	4	--	3	--
Officers and executives	3	--	3	--

200 - 499 FTEs	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	3	--	3	--
Non-exempt employees	3	--	3	--
Exempt non-management employees	3	--	3	--
Exempt management employees	3	--	3	--
Officers and executives	3	--	3	--

500 - 749 FTEs	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	6	3.3%	4	--
Non-exempt employees	4	--	5	4.1%
Exempt non-management employees	6	3.6%	4	--
Exempt management employees	5	2.8%	5	4.1%
Officers and executives	4	--	5	4.1%

750 - 1,999 FTEs	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	8	2.3%	6	1.8%
Non-exempt employees	6	2.2%	5	2.0%
Exempt non-management employees	7	2.3%	5	2.0%
Exempt management employees	7	2.3%	5	2.0%
Officers and executives	6	1.8%	5	2.0%

2,000 - 4,999 FTEs	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	21	2.1%	16	1.9%
Non-exempt employees	17	2.1%	19	2.3%
Exempt non-management employees	17	2.1%	17	2.3%
Exempt management employees	18	2.1%	17	2.3%
Officers and executives	16	1.9%	18	2.3%

5,000 - 7,499 FTEs	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	8	2.4%	5	2.2%
Non-exempt employees	6	2.4%	7	2.3%
Exempt non-management employees	6	2.8%	6	2.2%
Exempt management employees	6	2.8%	6	2.2%
Officers and executives	5	2.2%	6	2.2%

7,500 - 9,999 FTEs	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	1	--	1	--
Non-exempt employees	1	--	1	--
Exempt non-management employees	1	--	1	--
Exempt management employees	1	--	1	--
Officers and executives	1	--	1	--

10,000 - 14,999 FTEs	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	0	--	0	--
Non-exempt employees	0	--	0	--
Exempt non-management employees	0	--	0	--
Exempt management employees	0	--	0	--
Officers and executives	0	--	0	--

15,000 - 49,999 FTEs	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	13	3.1%	11	2.5%
Non-exempt employees	13	3.5%	13	2.2%
Exempt non-management employees	13	3.1%	13	2.2%
Exempt management employees	13	3.1%	13	2.2%
Officers and executives	11	2.5%	13	2.2%

>50,000 FTEs	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	3	--	2	--
Non-exempt employees	2	--	2	--
Exempt non-management employees	2	--	3	--
Exempt management employees	2	--	3	--
Officers and executives	2	--	3	--

→ Revenue

<\$5M	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	5	1.0%	5	0.6%
Non-exempt employees	5	1.0%	5	2.3%
Exempt non-management employees	4	--	5	2.3%
Exempt management employees	4	--	4	--
Officers and executives	5	0.6%	4	--

\$5M > \$10M	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	3	--	1	--
Non-exempt employees	2	--	2	--
Exempt non-management employees	1	--	3	--
Exempt management employees	2	--	3	--
Officers and executives	1	--	3	--

\$10M > \$50M	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	5	1.9%	5	2.0%
Non-exempt employees	4	--	5	2.2%
Exempt non-management employees	5	1.5%	4	--
Exempt management employees	5	1.6%	5	1.6%
Officers and executives	5	2.0%	5	1.6%

\$50M > \$200M	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	7	2.8%	5	2.6%
Non-exempt employees	5	1.1%	6	1.9%
Exempt non-management employees	5	2.7%	4	--
Exempt management employees	6	2.3%	5	1.8%
Officers and executives	5	2.6%	5	1.8%

\$200M > \$500M	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	8	1.7%	6	1.2%
Non-exempt employees	6	1.5%	7	2.1%
Exempt non-management employees	8	1.7%	6	2.0%
Exempt management employees	8	1.6%	7	2.0%
Officers and executives	6	1.2%	7	2.0%

\$500M > \$1B	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	14	2.9%	13	2.2%
Non-exempt employees	12	2.9%	12	3.3%
Exempt non-management employees	13	2.9%	11	3.4%
Exempt management employees	12	2.9%	11	3.4%
Officers and executives	13	2.2%	11	3.4%

\$1B > \$3B	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	10	1.7%	8	1.5%
Non-exempt employees	8	1.8%	8	1.7%
Exempt non-management employees	8	1.8%	8	1.7%
Exempt management employees	8	1.8%	8	1.7%
Officers and executives	8	1.5%	8	1.7%

\$3B > \$5B	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	8	2.7%	5	1.9%
Non-exempt employees	5	2.7%	7	1.5%
Exempt non-management employees	5	2.7%	5	1.0%
Exempt management employees	5	2.7%	5	1.0%
Officers and executives	5	1.9%	5	1.0%

\$5B > \$10B		2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average	
All employees	7	2.4%	4	--	
Non-exempt employees	7	2.5%	6	2.4%	
Exempt non-management employees	6	2.9%	7	2.5%	
Exempt management employees	7	2.8%	6	2.5%	
Officers and executives	4	--	7	2.5%	

\$10B > \$50B		2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average	
All employees	9	3.3%	7	3.1%	
Non-exempt employees	9	3.8%	9	2.6%	
Exempt non-management employees	9	3.3%	9	2.6%	
Exempt management employees	9	3.3%	9	2.6%	
Officers and executives	7	3.1%	9	2.6%	

>\$50B		2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average	
All employees	1	--	1	--	
Non-exempt employees	1	--	1	--	
Exempt non-management employees	1	--	1	--	
Exempt management employees	1	--	1	--	
Officers and executives	1	--	1	--	

→ Regions

Atlantic		2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average	
All employees	26	2.6%	22	2.0%	
Non-exempt employees	22	2.5%	23	1.9%	
Exempt non-management employees	21	2.6%	22	1.7%	
Exempt management employees	21	2.7%	21	1.9%	
Officers and executives	22	2.0%	21	1.9%	

Central	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	65	2.4%	49	2.0%
Non-exempt employees	52	2.3%	56	2.2%
Exempt non-management employees	54	2.5%	51	2.0%
Exempt management employees	55	2.4%	53	2.2%
Officers and executives	49	2.0%	53	2.2%

Western	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	47	2.4%	37	2.0%
Non-exempt employees	40	2.4%	43	2.3%
Exempt non-management employees	41	2.5%	39	2.1%
Exempt management employees	42	2.4%	40	2.3%
Officers and executives	37	2.0%	41	2.3%

→ Provinces

AB Alberta	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	34	2.4%	28	2.0%
Non-exempt employees	29	2.3%	30	2.3%
Exempt non-management employees	28	2.4%	28	2.2%
Exempt management employees	29	2.5%	27	2.3%
Officers and executives	28	2.0%	28	2.4%

BC British Columbia	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	36	2.3%	30	1.8%
Non-exempt employees	31	2.4%	33	2.2%
Exempt non-management employees	31	2.3%	30	2.1%
Exempt management employees	32	2.4%	30	2.2%
Officers and executives	30	1.8%	31	2.2%

MB Manitoba	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	22	2.7%	17	2.0%
Non-exempt employees	21	2.9%	20	2.5%
Exempt non-management employees	20	2.9%	21	2.4%
Exempt management employees	21	3.0%	20	2.6%
Officers and executives	17	2.0%	21	2.6%

NB New Brunswick	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	18	2.8%	16	2.3%
Non-exempt employees	16	2.7%	17	2.1%
Exempt non-management employees	15	2.9%	16	2.0%
Exempt management employees	15	3.0%	15	2.2%
Officers and executives	16	2.3%	15	2.2%

NL Newfoundland and Labrador	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	16	2.8%	14	2.5%
Non-exempt employees	14	2.8%	14	2.3%
Exempt non-management employees	13	3.0%	14	2.2%
Exempt management employees	13	3.2%	13	2.5%
Officers and executives	14	2.5%	13	2.5%

NS Nova Scotia	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	24	2.5%	20	2.2%
Non-exempt employees	20	2.4%	21	2.0%
Exempt non-management employees	20	2.6%	20	1.8%
Exempt management employees	20	2.7%	20	2.0%
Officers and executives	20	2.2%	20	2.0%



NT Northwest Territories	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	7	3.4%	6	2.0%
Non-exempt employees	6	3.4%	6	4.2%
Exempt non-management employees	6	3.5%	6	4.2%
Exempt management employees	6	3.5%	6	4.2%
Officers and executives	6	2.0%	6	4.2%

NU Nunavut	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	5	4.2%	4	--
Non-exempt employees	4	--	4	--
Exempt non-management employees	4	--	4	--
Exempt management employees	4	--	4	--
Officers and executives	4	--	4	--

ON Ontario	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	61	2.4%	46	1.9%
Non-exempt employees	50	2.3%	54	2.2%
Exempt non-management employees	51	2.5%	49	2.0%
Exempt management employees	53	2.4%	51	2.1%
Officers and executives	46	1.9%	51	2.1%

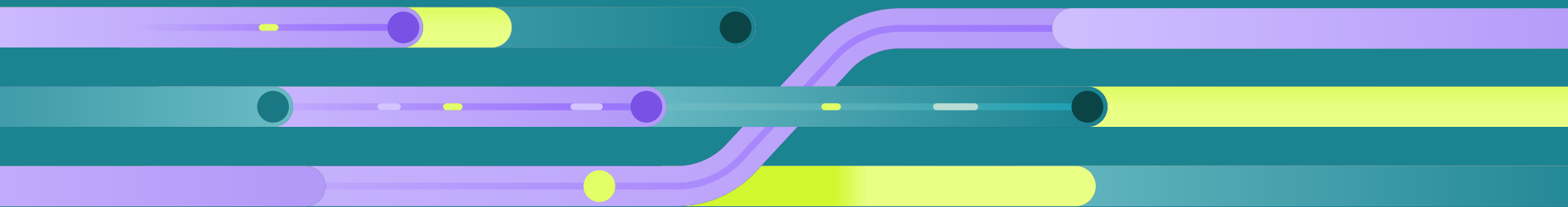
PE Prince Edward Island	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	13	3.3%	12	2.6%
Non-exempt employees	12	3.1%	12	2.5%
Exempt non-management employees	12	3.3%	12	2.3%
Exempt management employees	12	3.4%	12	2.6%
Officers and executives	12	2.6%	12	2.6%

QC Quebec	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	33	2.5%	25	2.2%
Non-exempt employees	27	2.7%	29	2.2%
Exempt non-management employees	28	2.7%	27	2.1%
Exempt management employees	27	2.8%	27	2.2%
Officers and executives	25	2.2%	27	2.2%

SK Saskatchewan	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	23	2.7%	19	2.0%
Non-exempt employees	20	2.3%	21	2.5%
Exempt non-management employees	20	2.7%	20	2.1%
Exempt management employees	21	2.5%	20	2.4%
Officers and executives	19	2.0%	21	2.4%

YT Yukon	2025 actual salary structure increase		2026 expected salary structure increase	
Employee type	Count	Average	Count	Average
All employees	6	3.5%	5	2.0%
Non-exempt employees	5	3.6%	5	4.6%
Exempt non-management employees	5	3.6%	5	4.6%
Exempt management employees	5	3.6%	5	4.6%
Officers and executives	5	2.0%	5	4.6%

# Participant list



# Participant list

2001 Condominium Association  
 3G Companies  
 42 North Partners  
 66degrees  
 7-Eleven, inc  
 805 Law Group  
 A&A Decorative and Design Inc  
 A.W Chesterton Company  
 AAA Club Alliance  
 AAA Northeast  
 AAA Western and Central New York  
 AAA, Inc.  
 ABC  
 Abington Pediatric Associates  
 Academy Of Television Arts & Sciences  
 ACBSP  
 ACC Electronix  
 ACCA Child Development Center  
 Access Sciences Corporation  
 ACERO Building Components  
 Acosta Group  
 Acushnet Company  
 Adapive Protocols Inc  
 ADC Aerospace  
 Adimab, LLC  
 Adirondack Health  
 Adtalem Global Education  
 Advanced Technology Services  
 Adventurer Manufacturing Inc  
 AdvisorNet Financial, Inc.  
 AEG FUELS  
 Aeristo  
 AESC US, LLC  
 Aevox Aerospace  
 Affinity Plus Federal Credit Union  
 Aflac  
 Agbara Engineering  
 Agero  
 Agri-Fab  
 Agri-Service, LLC  
 Agropur inc.  
 AJC  
 Ajinomoto Health & Nutrition North America Inc  
 Akron Children's Hospital

Alaska Airlines  
 ALC Media Inc  
 Algonquin College  
 Alight, Inc.  
 Alithya  
 All Staffing Warehouse Logistics Inc  
 Allegacy Federal Credit Union  
 Alliance Door Products  
 Alliance Health Chesterfield  
 Alliant Energy Corporation  
 Allied Solutions, LLC  
 Allied Universal Services  
 Allina Health System  
 Allstate Insurance  
 Ally Financial  
 Alnylam Pharmaceuticals  
 Alunitank, Inc.  
 American Academy of Pediatrics  
 American Chemical Society  
 American Eagle Outfitters INC.  
 American Greetings  
 American Medical Association  
 American National  
 American Red Cross  
 American Textile Company  
 American Tire Distributors  
 America's Credit Unions  
 Amey UK Ltd  
 Amica Senior Lifestyles  
 Amneal Pharmaceuticals, LLC  
 Amphenol Borisch Technologies  
 Andaz Savannah by Hyatt  
 Anne Arundel County Public Schools  
 AnonCTCo  
 Ansys  
 Anywhere Real Estate  
 AO  
 Apache Corporation  
 Apartment Income REIT  
 API Group, Inc  
 Applied Systems  
 Apps Associates  
 Arapahoe County Government

ArcBest  
 Arch Environmental Group  
 ArchKey Solutions  
 Arctic Glacier  
 Area Five Agency on Aging and Community Services, Inc.  
 Argonne National Laboratory  
 Arkansas Blue Cross Blue Shield  
 Arkose Labs  
 Arrow Electronics Inc  
 ARSEAL  
 Ascendium Education Group, Inc.  
 ASML  
 ASRC Federal Holding Co LLC  
 Assets Unlimited, Inc.  
 Associated Bank  
 Associated Materials  
 Astron Solutions  
 Asurion  
 ATC, LLC  
 Athene  
 Atlantic Council for International Cooperation  
 Attentive  
 Aultman Health System  
 Aurora Cannabis  
 Austin Industries  
 Austin Wood Recycling  
 Auvik  
 Auxo Advisors  
 Ava Community Energy  
 Availity  
 AvalonBay Communities  
 Avis Budget Group, Inc.  
 Axia Women's Health  
 B&G Foods  
 Bakelite Synthetics  
 Baker Landscaping & Concrete  
 BakerRipley  
 Ball Corporation  
 Balsam Brands  
 BambooHR  
 Bandit Industries  
 Bandwidth  
 Baptist Memorial Healthcare

Barbour Community Health Association  
 Barco Uniforms Inc  
 Barry Wehmiller Inc  
 Bath & Body Works  
 BCRC, Inc.  
 BCU  
 BD- Becton Dickinson  
 Beachside Roofing  
 Beacon Health System  
 Beacon Offshore Energy LLC  
 Bear Mountain Orchards, Inc.  
 Bechtel Global Corporation  
 BECU  
 Bekum America Corp.  
 Bell & Pollock, P.C.  
 Benchmark Electrical Solutions  
 Benchmark Electronics  
 Berea College  
 Berkshire Hathaway Energy  
 Best Version Media  
 Best Western Hotels  
 Bethany Christian Services  
 Betty Jean Kerr People's Health Centers  
 Beutler Ink  
 Bi State Development  
 Billings Clinic  
 Billingsley Construction  
 bioMÃ@rieux  
 Biomerics, LLC  
 bioMerieux Inc  
 Bio-Rad Laboratories  
 BioStem Technologies  
 Biscuitville  
 bitHeads  
 BJK People's Health Centers  
 Black Hills & Badlands Tourism Association  
 Black Hills Energy  
 BLG  
 Blinn  
 Blue Cross and Blue Shield of Kansas  
 Blue Cross and Blue Shield of Nebraska  
 Blue Cross Blue Shield Florida  
 Blue Cross Blue Shield of North Dakota  
 BLUE SHIELD OF CALIFORNIA

BlueCross BlueShield of South Carolina	Burns & McDonnell	CF Industries	CMC
Bluedrop ISM Ltd	Butte County Office of Education - SLSS Program	CFR Engines	CMCDC, Inc.
BlueScope	Butterball LLC	Chamberlain Group	CNM LLP
BMW Manufacturing Co., LLC	Buzzi Unicem USA, Inc.	Charles H. Revson Foundation, Inc.	Coastal Community Credit Union
BNP Paribas	C&S Wholesale Grocers, LLC	Charles River Laboratories	CoBank
Board of Governors of the Federal Reserve System	C2MG Builders	Charles Schwab	COBRA Firing Systems
Boileau & Co.	Caidya	Charlotte Regional Visitors Authority	Coca-Cola Beverages Northeast
Bon Secours Mercy Health	Calendly	Charter Manufacturing Company, Inc.	COCC
Borden Ladner Gervais LLP	Calian Group Ltd.	Charter Research	Cochrane Lake Gas Co-op Ltd.
Bose	California Casualty Management Company	Cheyenne Laramie County Public Health	COCO
Bosma Enterprises	California Institute of Technology	Chicago Community Loan Fund	Cohere Inc.
Bott Radio Network	Caltech Group	Chicago Cubs Baseball Club, LLC	Coinstar
Boulder Community Health	Calvert Systems Engineering, Inc.	Children & Family Services (CFS)	College of Alberta School Superintendents
Brad's of Pismo Beach, Inc	Cambia Health Solutions	Children's Hospital Colorado	Collier County
BrandSafway	Canadian National Railway Company - CN IC HOMEWOOD	Choice Hotels	Colorado Springs Utilities
Brasfield & Gorrie, LLC	Canon Medical Systems USA, Inc	Choice Hotels International Inc	COLSA Corporation
Bread Financial	Canpotex Limited	ChristianaCare	Colton Modern Dentistry
Breeze Thru Car Wash, LLC	Cape Preton University	Christianson PLLP	Columbia Sportswear Company
Bright Horizons	Capgemini	CHS Inc.	Columbia University
Brighthouse Financial	Capital Blue Cross	Church & Dwight Co., Inc.	Commerce Bancshares
Brightspring Health Services	Capital CDC	Cimpress USA Incorporated	Commerce Bancshares, Inc.
Bristow Group Inc.	Capital Farm Credit	Cincinnati Youth Collaborative	Commerce Bank & Trust
British Columbia Automobile Association	Capital One	CIR	Commercial Bank of California
Broadspire	Care Partners at Home	CITI Group	Community State Bank
Bronson Healthcare	CareFirst BlueCross BlueShield	Citibank	Commvault
Brook & Whittle	Careforth	City of Boise	Comp Savvy Inc.
Brookdale Senior Living	Carel USA	City of Cape Canaveral	ComWell
Brookhaven National Laboratory	CareQuest Institute for Oral Health	City of Charlotte	ConnectiveRx
Brooklin Concrete Products Corp	Carestream Health	City of Detroit	ConnectPay
Brooks Automation	Carfax Inc	City of Glendale	Consolidated Edition
Brooks Sports Inc	Carhartt	City of Grand Forks Cities Area Transit	Construction LLC
Brookshire's Grocery Company	Carina Group, Inc.	City of Greenwood Village	Constructive Dialogue Institute, Inc.
Brother International Corporation	Carina Health Network	City of Hazelwood	Consumer Cellular Inc.
Brown University	Carmeuse	City of Hondo	Continental Expedited Services Inc.
Bryan Contruction Inc	Carole Robertson Center for Learning	City of Lakewood	Continental Tire Americas
Bryan's Auction Services Ltd.	Carter's Inc	City of Littleton	Continuing Life
Bryce Corporation	CASA for Children, Inc.	City of Los Angeles	Convatec
bswift LLC	Cascade Employers Association	City of Loveland	Convera
Bucketlist Rewards	CCHPBC	city of oxnard	Cook Childrens Health Care Systems
budd van lines	CCI	City of Santa Clarita	COOK MYOSITE, INC.
Bugcrowd Inc.	CCR	CitySprouts	Cooper Machinery Services
Builders FirstSource	CEA	CLA (CliftonLarsonAllen LLP)	Coordinated Transportation Solutions, Inc.
Built In	CenterPoint Energy	ClarisHealth	CORE Electric Cooperative
Bunzl Processor	Centerstone	Classy Llama	Core Molding Technologies, Inc.
Burke Construction Group	Centric Consulting, LLC	Clearway Energy Group LLC	Corporation for a Skilled Workforce
Burleigh County	CENTURY AC SUPPLY	Cleveland Clinic	Corrosion Service
		Club Car LLC	

Cosmo Music  
 Cotiviti  
 COUNTRY Financial  
 Cox Enterprises, Inc.  
 CPS Energy  
 Cranston Machinery Co Inc  
 Cru  
 CSG International  
 Culver Palms Meals On Wheels  
 Cummins, Goodman, Denley Vickers PC  
 CUNY  
 Curtiss Wright Corp.  
 Custom Automated Manufacturing, Inc.  
 CW Talent Strategies  
 CXI  
 Cyber Power Systems USA Inc  
 Cystic Fibrosis Foundation  
 Cytek Biosciences, Inc  
 D~N,  
 DAC Systems  
 Daiichi Sankyo Inc  
 Daimler Truck North America  
 Dairy Farmers of America  
 Danieli Corporation  
 Danone  
 Dassault Falcon Jet  
 Data Center, Inc  
 Datadog  
 Datasite LLC  
 Datum Engineers  
 Dawson Group  
 Day & Zimmermann  
 DBlack Entertainment  
 DBwiz  
 De Nora Tech, LLC  
 Dealer Tire  
 Deckers Brands  
 Del Monte Foods  
 Delta Grand Okanagan Resort  
 Deluxe Corporation  
 Democracy North Carolina  
 Denso International America  
 Dental Office  
 Dentsply Sirona  
 Desert Financial Credit Union  
 Designer Brands  
 Devolder Farms Inc

Didi Hirsch Mental Health Services  
 Diebold Nixdorf  
 Digi-Key  
 Discover Financial Services  
 DLA Piper LLP (US)  
 Dominion Energy, Inc.  
 Donnelley Financial Solutions  
 DoorDash  
 Dotdash Meredith  
 DPR Construction  
 DraftKings  
 Draper Laboratory  
 Drexan Energy Systems Inc  
 Drummond Company, Inc.  
 Druva  
 DTE Energy  
 Dwolla, Inc.  
 Eagle River Water and Sanitation District  
 EAH Housing  
 EANDC  
 Earthchild Project NPC  
 East/West Hospitality-The Viceroy Hotel  
 Eastern States Exposition  
 Edward Jones  
 EEES  
 Ehrhardt Automation Systems  
 EIG Services Inc  
 El Centro Hispano Inc.  
 El Paso County, Colorado  
 Elbit Systems of America  
 Elias Interconnect, Inc.  
 Ellucian  
 EMAC, Inc  
 Embla Medical  
 EMC Insurance  
 Emmes  
 Emory University  
 EMPI Inc.  
 Empire Southwest  
 Emplify Health  
 Employees Retirement System of Texas  
 Employers Association of the NorthEast  
 Employment Transition Solutions, LLC  
 Endo USA, Inc.  
 Energy Trust of Oregon  
 engage2Learn

ENGIE North America  
 Ensemble Health Partners  
 Environmental Defense Fund  
 Environmental Leadership Program  
 Envision Building Products  
 Ephemeris  
 Epsilon  
 Equity Residential  
 ERG  
 ERG, Inc.  
 Estes Express Lines  
 Etsy Inc.  
 Evergreen Management Associates Inc  
 EVERY  
 Everybody Matters Inc.  
 Evonik  
 EvoTech, LLC  
 Exact Sciences  
 Experian  
 F2 Strategy  
 Fairlawn  
 Fairview Inc.  
 Family Medicine  
 Family Service & Guidance Center  
 Family Trust Federal Credit Union  
 Fannie Mae  
 Farm Credit East, ACA  
 Farm Credit Services of America  
 Farmers Insurance  
 Fashion Institute of Technology  
 Fayeze Sarofim & Company  
 FCI  
 Federal Reserve Bank of Dallas  
 Federal Reserve Bank of St. Louis  
 Federated Co-operatives Limited  
 Federated Mutual Insurance  
 Fence Outlet Inc.  
 FIFCO USA  
 Fiore & Sons, Inc.  
 First American Insurance Agency  
 First Merchants Bank  
 First Orion  
 First Peoples CFCEU  
 First Presbyterian Church Fort Worth  
 First Security Bank of Nevada  
 First Solar Inc  
 First United Bank

FirstEnergy  
 FirstService Residential  
 Fisher Tank Company  
 Fivetran  
 Flex Craft  
 Flexcon  
 Flix SE  
 Florida Digestive Health Specialists, LLP  
 Flowers Foods  
 FOCUS Broadband  
 Fontainebleau Las Vegas  
 Forest Properties Management  
 Formwerks Boutique Properties  
 Fort Worth Animal Emergency Hospital  
 Forter  
 Fortis Construction, Inc  
 FORTNA  
 Fortun Insurance  
 Four Winds Technology Group  
 Franciscan Health  
 Frank M. Booth, Inc.  
 Franke Group  
 FranklinCovey  
 Fredrikson & Byron  
 Freeman  
 Freeport-McMoRan Inc.  
 Fresenius Kabi  
 Fresenius Kabi USA  
 Freymiller  
 Froedtert Health  
 Frontdoor  
 Fruit of the Loom, Inc.  
 FTC Solar, Inc.  
 Fuels  
 Fujikura Composite America, Inc.  
 Furlonger Associates  
 FXI  
 G&G Industrial Lighting  
 G&W Electric  
 G3 Enterprises  
 Gabriel & Co.  
 GAP Inc  
 GARCOA  
 Garmin International, Inc.  
 Gastroenterology Associates of the Piedmont  
 Gaudenzia INC

GBU Life  
 Gemological Institute of America, Inc.  
 General Atomics  
 General Dynamics Information Technology  
 Genesco Inc.  
 Genesis Healthcare, Inc.  
 Genesis Women's Shelter & Support  
 Genmab  
 Genworth Financial  
 Geoquest  
 Georgetown University  
 Gerdau  
 Getinge  
 GIG  
 GLEF  
 Global Excel  
 Globalstar Inc.  
 Go Rentals  
 GoodLife Fitness  
 Goodwill Industries of Greater Milwaukee & Chicago  
 Goodwill of North Georgia  
 Goodwin Procter  
 GoTo Technologies  
 G-P (Globalization Partners)  
 Graco Inc.  
 Graham Construction & Engineering Inc.  
 Grand forks Cities Area Transit  
 Grand River Dam Authority  
 Grandma's Place, Inc.  
 GRC CONSULTANTS  
 Great Canadian Entertainment  
 Great Lakes Copper  
 Great Lakes Credit Union  
 Great New York Insurance Companies  
 Greater Texas Credit Union  
 Greater Texas Foundation  
 Greatland Corporation  
 Green Thumb Industries  
 GreenGrowth CPAs  
 Greystar  
 Grow Progress  
 GROWMARK, Inc.  
 GSC- Government Solutions Consulting  
 GSD  
 GU Energy Labs  
 Guardant Health  
 Gulfstream Aerospace Corporation

Gunnison County Library District  
 Gwynedd Mercy Academy High School  
 H&R Block  
 Haas Automation  
 Hackensack Meridian Health  
 hadley family dentistry  
 Hallstar  
 HanesBrands  
 Hardcoat Technologies, LLC  
 Hargrove Engineers & Constructors  
 Hari Krishna Jewels pvt ltd  
 Harley-Davidson Inc  
 Harry's organization  
 Harvestone  
 Hawaiiana Management Company  
 Hazelden Betty Ford Foundation  
 HDR, Inc.  
 Healthcare  
 Healthcare Excellence Canada  
 Healthcare Management Administrators  
 HealthEdge  
 HealthPartners  
 Heartland Trailways  
 Heat Transfer Tubular Products LLC  
 H-E-B,LP  
 Heerema Marine Contractors US Inc  
 HEI Hotels & Resorts  
 Heidelberg Materials  
 Helen of Troy  
 Hendricks Regional Hospital  
 Henke Sass Wolf of America  
 HF Sinclair  
 Hibbett  
 HII  
 HII - Mission Technology  
 Hilltop Holdings  
 Hilton Grand Vacations  
 HIMSS  
 Hint, Inc.  
 Hitachi Vantara Corp  
 HM White, LLC  
 HNTB Corporation  
 Hoffmaster Group INC  
 Holcim  
 Hollister Inc  
 Holman

Holy Name  
 Home Hardware Stores Limited  
 HOP  
 Horizon Blue Cross Blue Shield of NJ  
 Horizon Counseling Center  
 Houston Community College  
 Houzz Inc.  
 HR Executives  
 HR Green, Inc.  
 HR&Q, LLC  
 HUB International  
 Hubbell Incorporated  
 Hunt Companies  
 IAVI  
 IBT, Inc.  
 Ideate Design-Build  
 IEEE  
 IGS Energy  
 IHG Hotels & Resorts  
 Imageon Consulting, Inc.  
 Immigrant Justice Corps  
 Impact Advisors  
 Imperial Dade  
 Impossible Foods  
 IMT Insurance  
 Incora  
 Independence Blue Cross  
 Independent Bank  
 Independent Can Company  
 Indiana University Health  
 Indicor  
 Infoblox, Inc.  
 Information Technology Solutions, Corp.  
 InfoTrust LLC  
 Ingevity  
 INK ENTERTAINMENT  
 Inmar, inc  
 Innophos  
 InnovAge  
 Innovative Eyewear  
 Innovative Tool & Die Inc.  
 Innovista Health  
 Inova  
 Insperity, Inc  
 Insta-Pro International  
 Institute of Internal Auditors South Africa  
 Insurance Institute of Canada

Interface  
 Intermountain Health  
 International Paper  
 Internews  
 Interstate Batteries  
 InterSystems  
 Intrepid Control Systems, Inc.  
 Inviso Corporation  
 Involvi Consulting  
 Iredell Health System  
 IREM  
 iSoftstone inc  
 ITC Holdings Corp.  
 iTHINK Financial Credit Union  
 J&P Hospitality Management  
 J.S. Held LLC  
 JAC  
 Jack in the Box, Inc  
 Jack.org  
 Jackson  
 James Madison University  
 Jamf  
 JB Hunt Transport, Inc  
 JD Sweid Foods  
 JEWISH FAMILY SERVICE OF THE DESERT  
 JFG  
 JM Family  
 JM Huber  
 JNR INC  
 Johnson County, KS Government  
 Johnson, Spellman & Associates, Inc.  
 Jonar Systems  
 JSX  
 JTS Financial Services, LLC  
 K & M International Inc.  
 Kachi Amaobi  
 Kalsec  
 KaMin  
 Kansas University Medical Center  
 Kawasaki Motors Corp., U.S.A.  
 KBR  
 KDS  
 Kellenberger  
 Kenco Group  
 Kettler International  
 Kimray, Inc.

Kindeva Drug Delivery  
 Kingfisher  
 Kinross Gold Corporation  
 Kirby Bates Associates  
 Kirby-Smith Machinery, Inc.  
 Kitagawa NorthTech, Inc.  
 KLJ Engineering  
 Kodiak Gas Services  
 Konecranes  
 KRI  
 KSR International  
 Kupu  
 L. A. Fuess Partners  
 La MontaÃ±ita Food Cooperative  
 LAG Enterprises, LLC  
 LAIKA, LLC  
 Lamb Weston  
 Land O'Lakes  
 Language Essentials Speech and Occupational  
 Therapy  
 Launch Potato  
 Launchspace Technologies Corporation  
 LCS  
 Leaf Home  
 Left Turn Right Turn Ltd.  
 Legacy Group Interiors  
 Legacy Health  
 Leidos  
 Leidos QTC Medical Health  
 Lendmark Financial Services  
 Lennox International Inc  
 Leukemia & Lymphoma Society  
 LG H&H USA  
 LG Magna E-Powertrain USA, Inc.  
 LGNB  
 Liberty Mutual Insurance  
 Lifepoint Health  
 Lifetime Workforce Solutions  
 Lifeway Christian Resources  
 Light & Wonder  
 Lighthouse Property Management  
 Lighthouse Youth & Family Services  
 Lincoln Financial  
 Lineage  
 Link Logistics Real Estate  
 Link Snacks, Inc.  
 Lionbridge Games

Lions International  
 LiquidPower Specialty Products Inc  
 LIXIL  
 LMS  
 Lockheed Martin  
 Lockton Company  
 Loews Hotels & Co  
 Logix Federal Credit Union  
 Longroad Energy  
 Love's Travel Stops & Country Stores  
 Lowenstein and Associates, PC  
 Luck Companies  
 Lumen Technologies, Inc.  
 Lurie Childrens Hospital  
 Macy's  
 Magellan Health  
 Magic Leap  
 Magic Village  
 Magna International Inc.  
 Magnite, Inc.  
 Main Line Health  
 MaJIC  
 MAKR Play Group  
 Mamaweswen the North Shore Tribal Council  
 Manitoba Egg Farmers  
 Mansfield Energy  
 Mantis Innovation  
 Mapei Corporation  
 Mapes Industries  
 Maple Leaf Foods  
 Margaret Keag HR Consulting  
 Marriott International  
 Marvin  
 Mary Kay Inc.  
 Marymount University  
 MASA  
 Mass General Brigham  
 MASS MoCA  
 Massachusetts Mutual Life Insurance Company  
 MasterBrand Cabinets, LLC  
 Matrix Analytics  
 Matrix Service Company  
 McAneny Brothers, Inc.  
 McCain Capital Partners  
 McCownGordon Construction  
 McDermott Will & Emery  
 McGrath RentCorp

McGraw Hill Education  
 McLaren Health Care Corporation  
 Measurlogic, Inc  
 Medecision  
 Medical College of Wisconsin  
 Medpace  
 Medrio, Inc.  
 Melton Design Build  
 Memorial Health  
 Memorial Sloan Kettering Cancer Center  
 Merakey  
 Merative  
 Merck  
 Meritage Hospitality Group  
 Merrick & Company  
 Meso Scale Diagnostics  
 Metal Craft & Riverside Machine and Engineering  
 Metrocare Services  
 Metropolitan Family Services  
 Metropolitan Utilities District  
 MGIC  
 Miami Airport Marriott  
 Michigan Medicine - University of Michigan  
 Michigan Technological University  
 MicroVenton, Inc.  
 Midfield Interactive  
 Midwest Energy & Communications  
 Midwest Public Risk  
 Mincing Trading Corporation  
 Mississippi Boulevard Christian Church - Memphis,  
 TN  
 MJ  
 MKS, Inc.  
 MOCSA  
 Modern Technology Solutions, Inc.  
 Modern Woodmen of America  
 Moffitt Cancer Center  
 Mohawk Valley Health System  
 Molina Healthcare, Inc  
 Moloco  
 Molson Coors Beverage Company  
 Monogram Aerospace Fasteners  
 Moog, Inc.  
 Motiva Enterprises  
 Motorola Solutions  
 Mount Nittany Health  
 MSE Express America Inc.

Multnomah County  
 Municipal  
 MyCHN - Stephen F. Austin Community  
 Health Network  
 Myriad Genetics  
 NA  
 NAES  
 Nakupuna Companies  
 NASC Engineering  
 Nasuni Corporation  
 National Church Residences  
 National Grid  
 National Renewable Energy Laboratory  
 National Student Clearinghouse  
 Nationwide  
 Navient  
 Navy Federal Credit Union  
 Nazdar  
 NBT Bank  
 NC Office of State Human Resources  
 NCCI Holdings Inc  
 NCSoft West  
 Nebraska Public Power District  
 Nedap Inc.  
 NeoGenomics  
 Network Right  
 New Covenant Christian School  
 New York Power Authority  
 New York Public Library  
 NewMarket Corporation  
 Newmont Corporation  
 Newnan Utilities  
 Niagara Bottling, LLC  
 Niche  
 Nickson General Contractors  
 Niguel Shores HOS  
 NiSource Corporate Services  
 NMDP  
 No Comment  
 No More Empty pots  
 Nordex North America  
 Nordic Naturals  
 Norican Group NA, Inc.  
 Noridian Healthcare Solutions LLC  
 Nortech Systems Inc.  
 Nortera  
 North Carolina State Government



North Table Mountain Water & Sanitation District  
 North Wind Group  
 Northeast Texas Public Health District  
 Northland Properties - Construction & Design  
 Northwest Multiple Listing Service  
 NorthWestern Energy  
 Novolex  
 NRG Energy, Inc.  
 NSLM  
 NT Logistics  
 Nttx  
 Numerica Credit Union  
 Nutrien  
 NVR, Inc.  
 NWMO  
 o9 Solutions Inc.  
 Oakland Unified School District, Risk Management Department  
 ODU Rent  
 ODUC  
 Ohio Machinery Company  
 O-I Glass, Inc  
 OIA Global  
 OLBR-LMOH  
 Old Dominion Electric Cooperative  
 Omaha Public Power District  
 OMERS  
 Omnitrans  
 Oncology Practice Solutions, LLC  
 OneM NetHealth  
 OneOncology  
 onsemi  
 Onyx Centersource  
 OOCL (USA) Inc.  
 OPENLANE  
 OPSWAT  
 Option Care Health  
 OPTrust  
 ORAU  
 ORB Technologies  
 Organic Valley  
 Orscheln Industries  
 Oshkosh Corporation  
 Otak, Inc.  
 Otsuka America Pharmaceutical Inc.  
 Ottawa Senators  
 Otterbein SeniorLife

Outward Bound California  
 Owens & Minor, Inc.  
 Ozinga  
 Pacific Life Insurance Company  
 PACIFIC NEUROPSYCHIATRIC SPECIALISTS INC.  
 Pacific Nutritional Foods, Inc.  
 Palermo Villa, Inc.  
 Palomar Holdings, Inc.  
 Panzitta Enterprises, Inc.  
 Par Pacific Holdings Inc.  
 Park National Bank  
 Party Reflections  
 Patelco Credit Union  
 Path2Response LLC  
 Pathward Financial  
 Patterson Companies, Inc.  
 Patterson-UTI  
 Paul Hastings  
 PAX Technology, Inc.  
 PayIt, LLC  
 Payscale  
 PCAOB  
 Pearl Meyer  
 Pechanga Resort Casino  
 PEI Real Estate Association  
 Pelican Cove Condominium Association  
 Penn National Insurance  
 Pennichuck Water Works  
 Penske  
 Pernod Ricard North America  
 Pet Honesty  
 Peter Cremer NA  
 Petra Community Housing  
 PFMC  
 PG Arnold Construction LLC  
 PGA TOUR  
 Philip J. Boren Inc.  
 Picford Apothecary Limited  
 Pierce County, WA  
 PIH Health  
 Pittsburgh Regional Transit  
 Plains Human Resources Services  
 Planned Parenthood Federation of America  
 Plasma Surgical, Inc.  
 Plexus Worldwide  
 Plum Creek Water Reclamation Authority

Pocatello-Chubbuck Auditorium District  
 Point Builders  
 Point32Health  
 Polaris  
 Polymer Science, Inc.  
 PopularSelectionWorld  
 Port Authority of NY & NJ  
 Port Houston  
 Posit PBC  
 Post  
 PotlatchDeltic Corporation  
 Prasco  
 Precision Medicine Group  
 Precision Resource, Inc  
 Premier Biotech  
 Premier Health  
 Press Ganey Associates LLC  
 Presso  
 Prime Materials Recovery, Inc.  
 Prime Therapeutics  
 Principal Financial Group  
 Printpack  
 Prisma Health  
 Procedure Solutions Management  
 Progress  
 Progressive Components  
 Prosper  
 Provo City Human Resources  
 Pueblo Department of Public Health and Environment  
 Pure Storage  
 Purolator Inc.  
 Purple Wave, Inc.  
 QCR Holdings, Inc.  
 QSC  
 Quad  
 Quanex Building Products Corporation  
 Quanterix Corporation  
 Quantinuum  
 Quartz Health Solutions  
 Quatt Associates  
 Quest Diagnostics  
 Quicksilver Scientific, Inc  
 Quiring General LLC  
 Rackspace Technology  
 Radian Group  
 Radius Aerospace  
 Randolph County Care Center

Range Mental Health Center  
 Ranpak  
 RB Global  
 RBC  
 REAL Life Community Services  
 RED BULL  
 ReDiscover  
 Refresco North America  
 Regal Cinemas  
 Rehlko  
 Related Companies  
 Relationship One  
 Relativity  
 Remington Hospitality  
 Renaissance Lakewood, LLC  
 Rennova Community Health, Inc.  
 Republic Bank & Trust Company  
 Republic Services  
 Reputation  
 RES  
 Reser's Fine Foods, Inc.  
 Resource Oversight & Guidance Services, Inc.  
 REV Group, Inc.  
 Revo/i-Health  
 Rgenta Therapeutics  
 RHI Magnesita  
 Richardson International Limited  
 Rifco National Auto Finance  
 RIMES Technologies  
 Rio Grande Water Conservation District  
 Rittal LLC  
 RIVERFRONT MUSEUM PARK, INC.  
 Riverland Hills Baptist Church  
 rivian  
 RLI Insurance  
 RLO  
 ROAD iD  
 Robert Half International Inc.  
 Robert W Baird  
 Roblox  
 Rockefeller Group  
 Rocket Companies  
 Rockford Construction  
 Rogers Communications Inc.  
 Rolling Plains Management Corporation  
 Rolls-Royce North America

Ronstan  
 Ropes & Gray LLP  
 Rosenberg Richmond Helping Hands  
 Ross Stores, Inc.  
 Ross Video  
 Royal Palm Golf Club  
 Royal Technologies  
 RR Donnelley  
 RTI  
 Rubino Consulting Services  
 RVO Health  
 RWECE  
 Ryan Companies  
 Ryan Specialty  
 Safety National Casualty Corporation  
 Sage Realty Corporation  
 SAIF  
 SailPoint  
 Saint Francis Health System  
 Salem Health  
 SALT LAKE CITY  
 Samyang America, Inc.  
 San Juan Center for Independence  
 San Manuel Band of Mission Indians  
 Sandvik  
 Sargent  
 Sattler Corp  
 Sauder's Eggs  
 Savage, Co.  
 Save A Lot  
 Savista, LLC  
 SCAN Health Plan  
 Scarborough Transit Connect  
 SCH Services, Inc.  
 Schley Nelson Architects, Inc.  
 Scott Bridge Company, Inc.  
 Scottish Rite for Children  
 SCP Health  
 SCTC  
 Sea Club V Beach Resort  
 Sea Island Acwi  
 SeatGeek  
 Seattle 37 Partners  
 Seattle Children's  
 Second Harvest Food Bank of North Central Ohio  
 Security Financial Bank  
 Segra

Seidel Schroeder  
 Seneca Polytechnic  
 Separators, Inc.  
 Service Corporation International  
 Service Master Company, LLC  
 Service Source Inc  
 ServiceSource  
 Servier Pharmaceuticals  
 Seven Oaks Recreation  
 SGP  
 Shamrock Foods Company  
 Shasta QA  
 Shell Technology B.V.  
 Shurtape Technologies, LLC  
 Sidley Austin LLP  
 Sierra Nevada Corporation  
 SightMD  
 Sikich, LLC  
 Siloam Health  
 Simon Group Holdings  
 Simpson Strong-Tie  
 SingleStore  
 Siouxland Fabricating, Inc  
 Sisters of Mercy of the Americas  
 SJS Executives, LLC  
 Skin Cancer and Dermatology Center  
 Slalom  
 Small Town Law Firm  
 Smart Technologies  
 Smartsheet  
 SmithGroup  
 SMMI  
 Smurfit Westrock  
 Sohacki Industries INC  
 Somo International  
 SOS International LLC  
 Sotera Health  
 South Carolina Internal Medicine  
 South Jersey Industries  
 South Jersey Industries, Inc.  
 Southeastern Freight Lines  
 Southern Star Central Gas Pipeline  
 Southwest Gas  
 Specialty Surgery Center Of Central New York  
 SpecialtyCare  
 Spellman High Voltage

Spinnaker Support  
 Spirit Aerosystems  
 Spokane Teachers Credit Union  
 SPORTFIVE  
 Sprouts Farmers Market  
 SSOE Group  
 St. Charles Health System  
 St. Johns Packaging USA, LLC  
 Stantec  
 State of California  
 State of Colorado - Department of  
 Personnel and Administration  
 State of Illinois  
 State of Tennessee  
 State of Wyoming  
 Steele Solutions Inc  
 Stellantis  
 Stellantis N.V.  
 Steven Label, LLC  
 Stewart Signs  
 Stewart Title  
 Stimson Lumber  
 STO Building Group  
 Stoneridge, Inc  
 Storyteller Children's Center  
 Stratford Festival  
 SubC Control Ltd.  
 Subway Franchise World Headquarters  
 Sugaright LLC  
 Summit Properties  
 Sun Life  
 Sun Life Financial  
 Suncoast Credit Union  
 Sundt Construction  
 Sunmark Credit Union  
 Sunvair Aerospace Group  
 Swagelok Company  
 Switch  
 Symetra  
 Synovus Bank  
 TAB Computer Systems  
 Tabor Street  
 Taft Stettinius & Hollister LLP  
 taiyo yuden  
 Tandem Diabetes  
 Taste of Nature Foods Inc.  
 Taylor McCaffrey LLP

Taylor Morrison  
 TC Energy  
 Teacher Retirement System of Texas  
 Tech-Cost Consultants Ltd  
 Teck Resources Limited  
 Tekni-Plex  
 Teladoc Health  
 Telecare Corporation  
 Tellico Village POA  
 Tenderly  
 Tenet Healthcare  
 Teranet Inc.  
 Terex  
 TerrAscend  
 Test  
 Texas A&M Foundation  
 Texas Children's Hospital  
 Texas Health Resources  
 The AA  
 The American Society for the Prevention of  
 Cruelty to Animals (ASPCA)  
 The Andersons Inc.  
 The AZEK Company  
 The Bernard Group. Inc.  
 The Boldt Group, Inc.  
 The Center at Lowry  
 The Chemours Company  
 The Children's Aid Society of the Districts  
 of Sudbury and Manitoulin  
 The Cigna Group  
 The Doctors Company  
 The Driving Force Group  
 The Family Center/La Familia  
 The Greenbrier Companies  
 The Haskell Company  
 The Hershey Company  
 The Home Depot  
 The Imagine Group, LLC  
 The Institution of Engineering and Technology  
 The Jackson Laboratory  
 The Jeffcoat Firm  
 The Jellyvision Lab, Inc.  
 The KonTerra Group  
 The Lane Construction Corporation  
 The Moriah Group Inc  
 The National Academies of Sciences, Engineering,  
 and Medicine  
 The Outlaw Group

The Pacific Club	Tribal Group	Upstream Rehabilitation	Washington County Commission on Aging, Inc./Area Agency on Aging	Yuhaaviatam of San Manuel Nation
The Pasha Group	Tribu America, LLC	Urban Science	Washington University	Yum Brands
The Pokemon Company International (TPCI)	Tri-Core Projects Ltd.	URBN	Washington University in St. Louis	YWCA Greater Pittsburgh
The Progressive Corporation	Trimble, Inc.	Ursuline Sisters Mission	Wavo	Zimmer Biomet
The QTI Group	TRIMEDX	US Acute Care Solutions	WCI, Inc.	ZimVie
The Queen's Health Systems	Trinet	US Pharmacopeia	WebCE	ZOLL Medical
The Royal Mint	TRINITY Group Construction	US Silica	Webflow	ZoomInfo
The Sherwin-Williams Company	Trinity Industries	USAA	Wedgewood Pharmacy	Zumiez
The Spine and Pain Institute of NY	Trinseo LLC	UScellular	Wellabe	Zuora
The Standard	Triwest Healthcare Alliance	USG Corporation	Wellington Charles Advisors	
The university of Chicago medicine	TRUE CABLE HOLDINGS LLC	Utah State Univeristy Space Dynamics Laboratory	Wellpoint Care Network	
The University of Rochester	True North HR	Utah Transit Authority	West Coast Self-Storage	
The Up Center	TruGreen	UVA community health	West Salem Machinery	
The UPS Store	Trustmark Benefits	UW Credit Union	WESTAT	
The Western States Machine Company	TS	Valero Energy Services, Inc.	Westbrook Health Services	
The Women's Center of Tarrant County	TSI Plastics	VAMAC	Western & Southern Financial Group	
Thompson Thrift	Tucson Hotel Mangement	Vaniman Manufacturing Company	Western National Insurance Group	
Thumbtack, Inc.	Tufts Medicine	Vantage West Credit Union	Westfield Insurance	
thyssenkrupp Materials NA	Tulip.io, Inc.	Velocity EHS	Westlake Corporation	
Tia Inc	Tungsten Automation Corporation	Verian Group Australia	Wharton-Smith	
Tiffany & Co.	Twin County Recovery Services, Inc.	Verifone	White Birch Educational Services, LLC	
TigerGraph	Tyfone	Verizon	Whitley Law Firm	
Timken/Lovejoy	U.S. Venture, Inc	Vermeer Corporation	Whitney Benefits	
Titan America	UberDisplays	Vermont Public	Wildlife Conservation Network	
Tivity Health	UCHealth	Vessco Water	Williams County	
Toast, Inc	UFG Insurance	Vestmark, Inc.	WILSON SONSINI GOODRICH & ROSATI	
Tokio Marine HCC	UK King's Daughters Medical Center	Vetsource	Win Empresas	
Top Lift Enterprises Inc.	Uline	VF Corporation	WinCo Foods	
Toppan USA Inc.	UNBC Northern Undergraduate Student Society	Viking Engineering & Development	Wings Credit Union	
Torchy's Tacos	Union Pacific Corporation	VillageMD	WinnCompanies	
Torgersons Equipment	Unipart Services America Inc.	VineBrook Homes	Wipro	
Toshiba Americas Group	United Active Living	VIR Consultant LLC	WK Kellogg Co	
Town of Eagle	United Chemi-Con, Inc.	Visioneering Inc	WMH	
Town of Little Elm	United Food & Commercial Workers	Visit Eau Claire	Wolverine Worldwide	
trailersplus	United Launch Alliance	Vista Services	Woodland Gourmet	
Trans Mountain	United Rentals	Vistra Corp	Woodside Homes	
TransAlta	United Seating & Mobility, LLC	Vitable, Inc.	Woodward Communications, Inc.	
Transamerica	United Therapeutics	Vital CxNs	Workiva Inc	
Trans-Bridge, Inc.	University of Florida	Viterra US	Worthington Steel	
Transcend Inc	University of Minnesota	Vituity	Wright Manufacturing	
Transocean Ltd.	University of Pittsburgh Medical Center (UPMC)	VOGLIO Marketing	WSB	
TransPak, Inc.	University of South Florida	Volvo Group NA	WSECU	
Treasury Prime	University of Vermont Medical Center	VSP Vision	Wycliffe Bible Translators	
TreePeople	Unyxon	Wacker Chemical Company	XPEL	
Trellix	UPM	Wake Radiology	YMCA of Greater St. Petersburg	
Tri Star Energy, LLC.		Walker Sands	York County Planning Commission	

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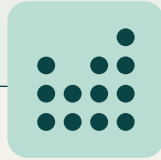
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