The deadline to submit the survey is April 30, 2018.
This document is provided as a tool to assist you with participation. However, the online questionnaire at www.worldatwork.org/salarybudgetsurvey must be completed and submitted in order for you to receive the complimentary survey results. Please note that only the questions that apply to the U.S. are listed on this document; therefore, some question numbers are missing, including #1.

If your organization operates in multiple industries within the U.S. or if pay practices differ across divisions, U.S. regions, business units or subsidiaries, please complete a separate question for each.

**Demographics**

2*. How should your company be listed on the participant list in the report?
   Company name: ____________________________

3*. Please indicate the industry that best describes your organization using the three-digit North American Industry Classification System (NAICS) code.

   [ ] [ ] [ ]

4*. How many full-time equivalent (FTE) employees does your company employ worldwide? (Please report your worldwide headcount, even though the budget data you are reporting may only apply to a specific country or business unit.)
   - [ ] 1 – 499
   - [ ] 500 – 2,499
   - [ ] 2,500 – 9,999
   - [ ] 10,000 – 19,999
   - [ ] 20,000+

*Mandatory question*
5. What was the total revenue (money generated by your company from sales of goods or services on a worldwide basis) for your organization at the end of 2017? (Please report in U.S. dollars.)

- Up to $30 million
- More than $30 million to $100 million
- More than $100 million to $300 million
- More than $300 million to $600 million
- More than $600 million to $1 billion
- More than $1 billion to $3 billion
- More than $3 billion to $5 billion
- More than $5 billion to $8 billion
- More than $8 billion to $10 billion
- More than $10 billion

6*. The U.S. organizational unit you are reporting data for in this questionnaire is:

- Headquarters (skip to 7)
- Subsidiary/group/division
- Regional headquarters
- Plant/branch
- Independent consultant
- Consulting firm
- Public sector
- Educational

6a*. Please describe the division, subsidiary, region, etc., for which you are reporting data in this questionnaire. (e.g., Southern region, manufacturing division, etc.) ____________________________
7*. For which region(s), state(s) and major metropolitan area(s) are you reporting data in this questionnaire? (You must check at least one region; state and metro area selections are optional.)

☐ Eastern U.S.
Optional: Please indicate the states and metro areas for which you are reporting data.
  □ All states in this region
  □ Connecticut
  □ Delaware
  □ Maine
  □ Maryland
    □ Baltimore
  □ Massachusetts
    □ Boston
  □ New Hampshire
  □ New Jersey
  □ New York
    □ New York
  □ Pennsylvania
    □ Philadelphia
    □ Pittsburgh
  □ Rhode Island
  □ Vermont
  □ Virginia
  □ Washington D.C.
  □ West Virginia

☐ Southern U.S.
Optional: Please indicate the states and metro areas for which you are reporting data.
  □ All states in this region
  □ Alabama
  □ Arkansas
  □ Florida
    □ Miami
    □ Tampa
  □ Georgia
    □ Atlanta
  □ Louisiana
  □ Mississippi
  □ North Carolina
  □ Oklahoma
  □ South Carolina
  □ Tennessee
  □ Texas
    □ Dallas
    □ Houston

☐ Central U.S.
Optional: Please indicate the states and metro areas for which you are reporting data.
  □ All states in this region
  □ Illinois
    □ Chicago
  □ Indiana
  □ Iowa
  □ Kansas
  □ Kentucky
  □ Michigan
    □ Detroit
  □ Minnesota
    □ Minneapolis
  □ Missouri
    □ St. Louis
  □ Nebraska
  □ North Dakota
  □ Ohio
    □ Cincinnati
    □ Cleveland
  □ South Dakota
  □ Wisconsin

☐ Western U.S.
Optional: Please indicate the states and metro areas for which you are reporting data.
  □ All states in this region
  □ Alaska
  □ Arizona
    □ Phoenix
  □ California
    □ Los Angeles
    □ San Diego
    □ San Francisco
    □ San Jose
  □ Colorado
    □ Denver
  □ Hawaii
  □ Idaho
  □ Montana
  □ Nevada
  □ New Mexico
  □ Oregon
    □ Portland
  □ Utah
  □ Washington
    □ Seattle
  □ Wyoming

*Mandatory question
United States - Base Salary Increases

8*. How many U.S. employees in each category are you reporting data for in this questionnaire? If your organization does not have an employee category or you are not reporting data for a given category, please enter zero for number of employees.

<table>
<thead>
<tr>
<th>Category</th>
<th>Nonexempt Hourly Nonunion</th>
<th>Nonexempt Salaried</th>
<th>Exempt Salaried</th>
<th>Officers/Executives</th>
</tr>
</thead>
</table>

8a. Where does your organization approximately target its base pay levels in comparison to the market?

<table>
<thead>
<tr>
<th>Category</th>
<th>10th percentile</th>
<th>25th percentile</th>
<th>50th percentile (median)</th>
<th>75th percentile</th>
<th>90th percentile</th>
<th>Other percentile</th>
<th>No formal compensation strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nonexempt Hourly Nonunion</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Nonexempt Salaried</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Exempt Salaried</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Officers/Executives</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>

8a1. If your organization targets the market at a percentile different than the options in the previous question (10th, 25th, 50th, 75th, or 90th), what is the target? _______________________

8b. Please complete the table below.

<table>
<thead>
<tr>
<th>Category</th>
<th>How many months between base pay increases in 2018?</th>
<th>How many months are projected to be between base pay increases in 2019?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nonexempt Hourly Nonunion</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nonexempt Salaried</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exempt Salaried</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Officers/Executives</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

9*. What is your organization’s actual 2018 budget for base pay increases?

*Note: Fill in “0” (zero) only if there is no increase budgeted where one typically is budgeted. If a particular type of increase program is not used/applicable in your organization, please leave the field blank.

<table>
<thead>
<tr>
<th>Category</th>
<th>General increase/COLA</th>
<th>Merit increase</th>
<th>Other increase</th>
<th>Total increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nonexempt Hourly Nonunion</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Nonexempt Salaried</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Exempt Salaried</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Officers/Executives</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
</tbody>
</table>

*Mandatory question
9a. If you have included an increase in the "Other increase" column of the previous question, what is the nature of this increase? (Check all that apply.)

- Accelerated increase cycle to move employee closer to midpoint (salary progression)
- Adjustment related to state/local minimum wage increase
- Adjustment related to tax savings
- Compression
- Internal equity
- Market adjustment/competitive adjustment
- Retention/critical skill adjustment
- Salary range adjustment
- Skill-based pay increase
- Step rate
- Other increase not listed above

9b. Is your organization planning higher salary budget increases in 2018 due to the Tax Cuts and Jobs Act (TCJA)?

- No, because our organization did not experience any tax savings as a result of the TCJA.
- No, our organization is not passing on tax savings in the form of base salary increases.
- Yes, our organization is passing on tax savings with higher increases to our general increases/COLA budget.
- Yes, our organization is passing on tax savings with higher increases to our merit budget.
- Yes, our organization is passing on tax savings with higher increases to our other increases budget.
- We have not yet considered sharing any tax savings with employees.
- I don’t know.

10. Does your organization give lump-sum awards?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nonexempt Hourly Nonunion</td>
<td>o</td>
<td>o</td>
</tr>
<tr>
<td>Nonexempt Salaried</td>
<td>o</td>
<td>o</td>
</tr>
<tr>
<td>Exempt Salaried</td>
<td>o</td>
<td>o</td>
</tr>
<tr>
<td>Officers/Executives</td>
<td>o</td>
<td>o</td>
</tr>
</tbody>
</table>

10a. What percentage of employees received a lump sum award in 2017?

<table>
<thead>
<tr>
<th></th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nonexempt Hourly Nonunion</td>
<td></td>
</tr>
<tr>
<td>Nonexempt Salaried</td>
<td></td>
</tr>
<tr>
<td>Exempt Salaried</td>
<td></td>
</tr>
<tr>
<td>Officers/Executives</td>
<td></td>
</tr>
</tbody>
</table>
11. What percentage of your organization’s employees, by category, will be receiving a base salary increase (e.g., general increase/COLA, merit increase or other) in 2018?

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nonexempt Hourly Nonunion</td>
<td>%</td>
</tr>
<tr>
<td>Nonexempt Salaried</td>
<td>%</td>
</tr>
<tr>
<td>Exempt Salaried</td>
<td>%</td>
</tr>
<tr>
<td>Officers/Executives</td>
<td>%</td>
</tr>
</tbody>
</table>

11a. Does the percentage of employees who will be receiving a 2018 base salary increase, which you reported in the previous question, represent a larger, similar or smaller percentage of employees compared to 2017?

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage is larger than 2017</th>
<th>Percentage is similar to 2017</th>
<th>Percentage is smaller than 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nonexempt Hourly Nonunion</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Nonexempt Salaried</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Exempt Salaried</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Officers/Executives</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>

12. What is your organization’s projected 2019 budget for base pay increases?

*Note: Fill in “0” (zero) only if there is no increase budgeted where one is typically budgeted. If a particular type of increase program is not used/applicable in your organization, please leave the field blank.*

<table>
<thead>
<tr>
<th>Category</th>
<th>General increase/ COLA</th>
<th>Merit increase</th>
<th>Other increase</th>
<th>Total increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nonexempt Hourly Nonunion</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Nonexempt Salaried</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Exempt Salaried</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Officers/Executives</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
</tbody>
</table>

12a. If you have included an increase in the “Other increase” column in the previous question, what is the nature of this increase? (Check all that apply.)

- Accelerated increase cycle to move employee closer to midpoint (salary progression)
- Adjustment related to state/local minimum wage increase
- Adjustment related to tax savings
- Compression
- Internal equity
- Market adjustment/competitive adjustment
- Retention/critical skill adjustment
- Salary range adjustment
- Skill-based pay increase
- Step rate
- Other increase not listed above

*Mandatory question*
13. Please complete the following table based only on those employees eligible for a merit increase:

<table>
<thead>
<tr>
<th>Performance Category</th>
<th>What percentage of your workforce was rated in this performance category for 2017?</th>
<th>What was the average merit increase awarded for this 2017 performance category?</th>
<th>What percentage of your workforce is estimated to be rated in this performance category for 2018?</th>
<th>What is the average merit increase award estimate for this 2018 performance category?</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Middle Performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low Performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total*</td>
<td>100%</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

United States - Salary Structures

14. If your organization uses a formal salary range structure, please complete the table below.

*Note: Fill in “0” (zero) only if there is no increase planned where one typically is given.*

<table>
<thead>
<tr>
<th></th>
<th>Actual 2018 Percent Increase</th>
<th>Projected 2019 Percent Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nonexempt Hourly Nonunion</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Nonexempt Salaried</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Exempt Salaried</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Officers/Executives</td>
<td>%</td>
<td>%</td>
</tr>
</tbody>
</table>

15. If no 2018 salary range structure increase was made, how many months has it been since the last structure increase?

*Mandatory question
**UNITED STATES – Promotions**

16a. What is the impact of promotional increases on your organization’s salary budget?

- We budget an additional amount for promotional increases as part of our salary budget but separate from other pay increase budgets. (Skip to 16c.)
- We budget an additional amount for promotional increases as part of our merit budget. (Skip to 16c.)
- We budget an additional amount for promotional increases as part of our general increase/ COLA budget. (Skip to 16c.)
- We budget an additional amount for promotional increases as part of our other increase budget. (Skip to 16c.)
- We do not budget for promotional increases. (Proceed to 16b.)

16b. If your organization does not budget for promotional increases, how are they paid for/funded? (Check all that apply.)

- We pay for promotional increases out of the merit budget, even though the merit budget is not inflated to cover promotional increases.
- We pay for promotional increases out of the general increase/ COLA budget, even though the general increase/ COLA budget is not inflated to cover promotional increases.
- We pay for promotional increases out of the other increase budget, even though the other increase budget is not inflated to cover promotional increases.
- We pay for promotional increases with savings (e.g., savings realized from vacant positions, hiring at a lower rate than the previous incumbent, downsizing).

16c. How much does your organization plan to spend on promotional increases as a percentage of total base salaries in **2018**? ____%

16d. How does your organization’s planned promotional increases for **2018** (the answer to question 16c) compare with what was spent in **2017** and what is projected to be spent in **2019**?

<table>
<thead>
<tr>
<th>Planned spending on promotional increases in <strong>2018</strong> is … than 2017</th>
<th>More</th>
<th>Similar</th>
<th>Less</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>o</td>
<td>o</td>
<td>o</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Estimated spending on promotional increases in <strong>2019</strong> will be … than 2018</th>
<th>More</th>
<th>Similar</th>
<th>Less</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>o</td>
<td>o</td>
<td>o</td>
</tr>
</tbody>
</table>

Please complete the table below.

<table>
<thead>
<tr>
<th>17. In <strong>2017</strong>, what percentage of the total employee population received a promotional increase?</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>18. In <strong>2017</strong>, what was the average promotional increase as a percentage of the promoted employee’s base salary (prior to promotion)?</td>
<td>%</td>
</tr>
</tbody>
</table>

*Mandatory question*
United States - Variable Pay

For purposes of this survey, variable pay is defined as short-term cash awards that are contingent upon performance, discretion or results achieved. Variable pay types include:

- Profit-sharing
- Performance sharing (e.g., gain-sharing or goal-sharing)
- Individual incentives
- Bonuses.

The following pay types **should not** be included:

- Sales commission plans
- Long-term incentives, such as stock plans or multiyear cash performance plans
- Noncash-based awards such as merchandise, trips, plaques or trophies
- Plans that require cash awards to be placed in accounts that are not readily accessible to employees (e.g., 401(k) accounts, pension plans, deferred compensation plans)
- Cash awards for recognition.

19. Does your organization currently use variable pay as defined above?
   - Yes
   - No (skip to 25)

20. Which of the following formal plan award types does your organization use? (Check all that apply.)

   - Organizationwide awards based solely on the success of the entire organization (e.g., cash profit-sharing)
   - Unit/strategic business unit awards based solely on the success of the unit/strategic business unit (e.g., department incentive programs, manufacturing goal sharing, call-center incentives)
   - Individual incentive awards based on employees’ performance in designated jobs (other than sales)
   - Combination awards based on both organizationwide/unit/strategic business unit success and individual performance

21. For the 2017 plan year, which employee categories were eligible for variable pay? (Check all that apply.)

   - Nonexempt Hourly Nonunion
   - Nonexempt Salaried
   - Exempt Salaried
   - Officers/Executives

*Mandatory question*
21a. For the 2017 plan year, what was the percentage of employees eligible for variable pay and percentage of those employees actually paid variable pay?

<table>
<thead>
<tr>
<th></th>
<th>Percentage of employees eligible for variable pay for 2017 plan year</th>
<th>Percentage of eligible employees actually paid variable pay for 2017 plan year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nonexempt Hourly Nonunion</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Nonexempt Salaried</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Exempt Salaried</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Officers/Executives</td>
<td>%</td>
<td>%</td>
</tr>
</tbody>
</table>

22. For which employee categories does your organization have a formal budget process for variable pay?

- [ ] Nonexempt Hourly Nonunion
- [ ] Nonexempt Salaried
- [ ] Exempt Salaried
- [ ] Officers/Executives

22a. Please indicate the average percentage of base pay budgeted for variable pay in each employee category. Fill in “0” (zero) only if your organization typically budgets for variable pay for that employee group, but has not budgeted or will not budget for the program in the respective plan year.

<table>
<thead>
<tr>
<th></th>
<th>Average % budgeted for variable pay in 2017 plan year</th>
<th>Average % budgeted for variable pay in 2018 plan year</th>
<th>Projected average % budgeted for variable pay in 2019 plan year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nonexempt Hourly Nonunion</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nonexempt Salaried</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exempt Salaried</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Officers/Executives</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

23. Please provide the average percentage of base pay your variable pay plans actually paid for the 2017 plan year and the average percentage projected to be paid for the 2018 plan year.

<table>
<thead>
<tr>
<th></th>
<th>Average % paid for variable pay for 2017 plan year</th>
<th>Projected % paid for variable pay for 2018 plan year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nonexempt Hourly Nonunion</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nonexempt Salaried</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exempt Salaried</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Officers/Executives</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Mandatory question*
24. What impact does your variable pay program have on base salary budget recommendations?

<table>
<thead>
<tr>
<th>Employee Group</th>
<th>No impact</th>
<th>Some impact</th>
<th>Significant impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nonexempt Hourly Nonunion</td>
<td>O</td>
<td>O</td>
<td>O</td>
</tr>
<tr>
<td>Nonexempt Salaried</td>
<td>O</td>
<td>O</td>
<td>O</td>
</tr>
<tr>
<td>Exempt Salaried</td>
<td>O</td>
<td>O</td>
<td>O</td>
</tr>
<tr>
<td>Officers/Executives</td>
<td>O</td>
<td>O</td>
<td>O</td>
</tr>
</tbody>
</table>

United States - Health-Care Cost Impact

25. Does the size of health-care cost increases impact your base salary budget recommendations?

- Yes
- No

United States - Compensation Programs/Practices

26. Which of the following has your organization used in the past 12 months? (Check all that apply.)

- Employee referral bonus
- Exempt overtime pay or time off
- Larger merit increase budgets
- Market adjustments/increase to base salary
- Noncash recognition and rewards
- Paying above market
- Project milestone/completion bonus
- Retention/stay bonus
- Separate salary structures
- Sign-on/hiring bonus
- Special cash bonus/group incentives (not organizationwide)
- Spot bonus (individual)
- Stock grant programs
- Stock option program
Participant Information

27*. As a survey participant, you will receive the Executive Report & Analysis and a two-year subscription to the 2018-2019 data in the Online Reporting Tool that will allow you to customize your survey results. In which format would you prefer to receive your complimentary copy of the Executive Report & Analysis?

- Electronic (.pdf) copy only
- Hard copy only
- Electronic (.pdf) and hard copy

28*. Please provide the name and contact information of the person completing this survey. You must be a WorldatWork member to participate in the WorldatWork 2018-2019 Salary Budget Survey. (If you are completing this survey on behalf of a member, please note that the survey results will be sent directly to the member’s address on file.)

WorldatWork Member Number: ____________

Name: ____________________________________________
Title: ____________________________________________
Company: _________________________________________
Phone: ___________________________________________
Email: ___________________________________________

29*. By submitting this survey form, I understand that if mandatory (*) sections of the survey are not completed correctly, I will not be eligible as a participant to receive a complimentary copy of the survey report.

- I understand and agree to the statement above.

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14040 N. Northsight Blvd. • Scottsdale, AZ 85260

*Mandatory question
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If your organization operates in multiple industries within Canada or if pay practices differ across divisions, Canadian regions, business units or subsidiaries, please complete a separate question for each.

Demographics

2*. How should your company be listed on the participant list in the report?
Company name: ____________________________

3*. Please indicate the industry that best describes your organization using the three-digit North American Industry Classification System (NAICS) code.

4*. How many full-time equivalent (FTE) employees does your company employ worldwide? (Please report your worldwide headcount, even though the budget data you are reporting may only apply to a specific country or business unit.)

  o  1 – 499  
  o  500 – 2,499  
  o  2,500 – 9,999  
  o  10,000 – 19,999  
  o  20,000+

*Mandatory question
5. What was the total revenue (money generated by your company from sales of goods or services on a worldwide basis) for your organization at the end of 2017? (Please report in U.S. dollars.)

- Up to $30 million
- More than $30 million to $100 million
- More than $100 million to $300 million
- More than $300 million to $600 million
- More than $600 million to $1 billion
- More than $1 billion to $3 billion
- More than $3 billion to $5 billion
- More than $5 billion to $8 billion
- More than $8 billion to $10 billion
- More than $10 billion

6*. The Canadian organizational unit you are reporting data for in this questionnaire is:

- Headquarters (skip to 7)
- Subsidiary/group/division
- Regional headquarters
- Plant/branch
- Independent consultant
- Consulting firm
- Public sector
- Educational

6a*. Please describe the division, subsidiary, region, etc., for which you are reporting data in this questionnaire. (e.g., Western region, manufacturing division, etc.) ____________________________

7*. For which province(s)/territories and major metropolitan areas are you reporting data? (Check all that apply.)

- Alberta
  - Calgary
  - Edmonton
- British Columbia
  - Vancouver
- Manitoba
  - Winnipeg
- New Brunswick
- Newfoundland
- Northwest Territories
  - Nova Scotia
- Nunavut
- Ontario
  - Hamilton
  - Ottawa
  - Toronto
- Prince Edward Island
- Quebec
  - Montreal
  - Quebec
- Saskatchewan
- Yukon

*Mandatory question
Canada - Base Salary Increases

8*. How many Canadian employees in each category are you reporting data for in this questionnaire? If your organization does not have an employee category or you are not reporting data for a given category, please enter zero for number of employees.

<table>
<thead>
<tr>
<th>Category</th>
<th>Nonmanagement Hourly</th>
<th>Nonmanagement Salaried</th>
<th>Management Salaried</th>
<th>Officers/Executives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nonunion</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

8b. Please complete the table below.

<table>
<thead>
<tr>
<th>Category</th>
<th>How many months between base pay increases in 2018?</th>
<th>How many months are projected to be between base pay increases in 2019?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nonmanagement Hourly</td>
<td></td>
<td></td>
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<tr>
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<td></td>
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<tr>
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<td></td>
</tr>
</tbody>
</table>

9*. What is your organization’s actual 2018 budget for base pay increases?

*Note: Fill in “0” (zero) only if there is no increase budgeted where one typically is budgeted. If a particular type of increase program is not used/applicable in your organization, please leave the field blank.

<table>
<thead>
<tr>
<th>Category</th>
<th>General increase/ COLA</th>
<th>Merit increase</th>
<th>Other increase</th>
<th>Total increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nonmanagement Hourly</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Nonunion</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nonmanagement Salaried</td>
<td>%</td>
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<tr>
<td>Management Salaried</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Officers/Executives</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
</tbody>
</table>

9a. If you have included an increase in the “Other increase” column of the previous question, please explain the nature of this increase. _______________________________

12. What is your organization’s projected 2019 budget for base pay increases?

*Note: Fill in “0” (zero) only if there is no increase budgeted where one is typically budgeted. If a particular type of increase program is not used/applicable in your organization, please leave the field blank.

<table>
<thead>
<tr>
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<td>Nonmanagement Hourly</td>
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<td>%</td>
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<td></td>
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</tr>
<tr>
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<td>%</td>
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<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
</tbody>
</table>

*Mandatory question
12a. If you have included an increase in the “Other increase” column in the previous question, please explain the nature of this increase. ____________________________________________

Canada - Salary Structures

14. If your organization uses a formal salary range structure, please complete the table below.

*Note: Fill in “0” (zero) only if there is no increase planned where one typically is given.*

<table>
<thead>
<tr>
<th></th>
<th>Actual 2018 Percent Increase</th>
<th>Projected 2019 Percent Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nonmanagement Hourly</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Nonunion</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Nonmanagement Salaried</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Management Salaried</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Officers/Executives</td>
<td>%</td>
<td>%</td>
</tr>
</tbody>
</table>

15. If no 2018 salary range structure increase was made, how many months has it been since the last structure increase?

<table>
<thead>
<tr>
<th></th>
<th>Nonmanagement Hourly</th>
<th>Nonmanagement Salaried</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nonunion</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Management Salaried</td>
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</tr>
<tr>
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</table>

Participant Information

27*. As a survey participant, you will receive the Executive Report & Analysis and a two-year subscription to the 2018-2019 data in the Online Reporting Tool that will allow you to customize survey results for the countries where enough data are collected. In which format would you prefer to receive your complimentary copy of the Executive Report & Analysis?

- Electronic (.pdf) copy only
- Hard copy only
- Electronic (.pdf) and hard copy

*Mandatory question*
28*. Please provide the name and contact information of the person completing this survey. You must be a WorldatWork member to participate in the WorldatWork 2018-2019 Salary Budget Survey. (If you are completing this survey on behalf of a member, please note that the survey results will be sent directly to the member’s address on file.)

<table>
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<tbody>
<tr>
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Name: _________________________________________________________
Title: _________________________________________________________
Company: _________________________________________________________
Phone: _________________________________________________________
Email: _________________________________________________________

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*Mandatory question
Countries Outside of U.S./Canada

[Australia, Belgium, Brazil, China, France, Germany, India, Italy, Japan, Mexico, Netherlands, Russia, Singapore, Spain, Sweden, Switzerland, United Kingdom (UK)]

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If your organization operates in multiple industries within a country or if pay practices differ from country to country, across divisions, regions, business units or subsidiaries, please complete a separate question for each.

Demographics

1*. Of the countries below that your organization operates in, which would you like to report salary budget data for in this questionnaire? (Check all that apply.)

- Australia
- Belgium
- Brazil
- China
- France
- Germany
- India
- Italy
- Japan
- Mexico
- Netherlands
- Russia
- Singapore
- Spain
- Sweden
- Switzerland
- United Kingdom (UK)

2*. How should your company be listed on the participant list in the report?

Company name: ____________________________

*Mandatory question
3*. Please indicate the industry that best describes your organization using the three-digit North American Industry Classification System (NAICS) code.


4*. How many full-time equivalent (FTE) employees does your company employ worldwide? (Please report your worldwide headcount, even though the budget data you are reporting may only apply to a specific country or business unit.)

- 1 – 499
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5. What was the total revenue (money generated by your company from sales of goods or services on a worldwide basis) for your organization at the end of 2017? (Please report in U.S. dollars.)

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6*. The organizational unit you are reporting data for in this section is:

- Headquarters (skip to 8)
- Subsidiary/group/division
- Regional headquarters
- Plant/branch
- Independent consultant
- Consulting firm
- Public sector
- Educational

6a*. Please describe the division, subsidiary, region, etc., for which you are reporting data in this section. (e.g., Southern region, manufacturing division, etc.): ____________________________

*Mandatory question
Questionnaire

Base Salary Increases

8* How many employees in each category are you reporting data for in this questionnaire? If your organization does not have an employee category or you are not reporting data for a given category, please enter zero for number of employees.

* Mandatory question

NOTE: This document has been modified from the online questionnaire to allow you to note the number of employees in each country for which you are reporting. When you complete the online questionnaire, you will respond to question #8 for each country that you selected in question #1.

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9*. What is your organization’s actual 2018 budget for base pay increases?  
Note: Fill in “0” (zero) only if there is no increase budgeted where one typically is budgeted. If a particular type of increase program is not used/applicable in your organization, please leave the field blank.

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<table>
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<table>
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<th>Title:</th>
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<table>
<thead>
<tr>
<th>Company:</th>
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