

**2022–2023**

# Salary Budget Survey

Your best resource for the 2022 budgeting season has arrived. Our Salary Budget Survey features insightful analysis sourced directly from compensation professionals broken out across key firmographic and geographic segments.

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



# Compensation Trends & Data-driven Insights

As the 2022 budgeting season quickly approaches, HR and compensation professionals must narrow in on their salary increase strategies for the coming year. Labor market conditions in 2022, such as historic inflation and unprecedented turnover, have had dizzying impacts on the cost of labor. Looking ahead to 2023, the threat of recession now looms. Projecting salary increase budgets for the next year may feel like a daunting task, but the data and insights from the 2022-2023 Salary Budget Survey can help inform your talent strategies at a critical time in the market.

If one thing is clear in the larger compensation community, it is that salaries are increasing at higher rates. When put up against an inflation rate that sits at a 40-year high and a competitive labor market swelling with alluring job offers, the once typical 2-3 percent increase will likely feel lackluster to many employees.

In the U.S., respondents report on average a planned base salary increase of 3.8 percent in 2023. Among some industries and firmographic segments, base salary increases reported by respondents may surpass 4.5 or even 5 percent for their employees. These 2023 projections follow similar increase trends from 2022, where the average overall increase came in at 3.6 percent and surpassed 5 percent in some segments.

All in all, the data from the 2022-2023 Salary Budget Survey results shows a clear response to the labor market conditions of the last year. Exactly one-half of U.S. organizations expect to increase their salary budgets going into 2023. The top reason given for higher budget increases in 2023, by 85 percent of respondents, is competition for labor.

Over the last year, increased turnover has worsened the pains of labor competition. Retaining employees will require acknowledging cultural shifts towards remote work, anticipating economic pressures from inflation, and leveraging competitive pay packages. In 2022, 84 percent of non-exempt workers, exempt non-management employees, and managers were given base salary increases. In comparison, just 55 percent of managers received base pay increases in 2021.

Compensation professionals enter a critical moment in the labor market where compounding factors of inflation, labor competition, and turnover now come to bear against growing concerns of an impending recession and stock market declines. To be effective, compensation strategies must foster talent retention by meeting employee expectations without upsetting budgetary limits and the bottom-line. Payscale's Salary Budget Survey is a key data resource to help you get pay right.

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## Participate in next year's Salary Budget Survey

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

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

Sign up to participate next year!

**Put me on the list for 2023**



# Salary Increase Budgets

# United States

## Total sample

All Respondents	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	776	1.9%	1055	3.0%	730	0.7%	877	3.5%	578	1.5%	837	3.2%	585	0.6%	728	3.8%
Exempt (Non-management) Employees	773	1.9%	1061	3.0%	740	0.8%	885	3.6%	576	1.4%	840	3.2%	587	0.6%	730	3.8%
Managers	773	1.9%	1062	3.0%	738	0.7%	882	3.6%	579	1.4%	839	3.2%	588	0.6%	730	3.8%
Officers & Executives	753	1.6%	1011	2.8%	712	0.6%	847	3.3%	567	1.3%	804	3.1%	565	0.6%	706	3.6%

## Industry groups

Health Care and Social Assistance	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	102	1.6%	123	2.7%	90	0.7%	96	3.2%	81	1.3%	97	2.7%	72	0.7%	84	3.2%
Exempt (Non-management) Employees	101	1.4%	118	2.6%	90	0.6%	94	3.1%	81	1.2%	96	2.7%	71	0.6%	84	3.2%
Managers	101	1.5%	121	2.6%	90	0.6%	95	3.1%	81	1.1%	96	2.7%	72	0.6%	83	3.1%
Officers & Executives	98	1.2%	110	2.3%	86	0.5%	88	2.8%	76	1.0%	88	2.6%	67	0.6%	78	2.9%

Manufacturing	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	116	2.0%	155	2.9%	105	0.7%	130	3.8%	90	1.8%	132	3.1%	89	0.7%	103	3.9%
Exempt (Non-management) Employees	115	1.8%	158	3.0%	104	0.6%	132	3.7%	88	1.5%	133	3.1%	89	0.6%	104	3.8%
Managers	115	1.9%	156	3.1%	104	0.6%	131	3.7%	89	1.5%	131	3.2%	89	0.6%	103	3.8%
Officers & Executives	111	1.4%	150	2.9%	99	0.5%	124	3.6%	87	1.3%	126	3.1%	85	0.6%	97	3.7%

Nonprofit	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	73	2.5%	81	2.1%	57	0.4%	58	3.3%	49	2.4%	50	2.4%	39	0.2%	46	4.2%
Exempt (Non-management) Employees	72	2.6%	82	2.2%	59	0.4%	59	3.2%	50	2.3%	51	2.5%	39	0.2%	46	4.1%
Managers	73	2.5%	82	2.2%	59	0.4%	59	3.3%	50	2.3%	51	2.5%	39	0.2%	47	4.0%
Officers & Executives	75	2.2%	80	2.1%	61	0.3%	59	3.0%	50	2.1%	52	2.3%	40	0.2%	49	3.6%

Agencies & Consultancies	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	19	1.2%	24	2.6%	18	0.5%	20	2.9%	14	0.5%	16	3.0%	12	0.3%	13	3.7%
Exempt (Non-management) Employees	20	1.4%	25	2.5%	18	0.5%	21	2.9%	14	0.7%	16	3.0%	12	0.4%	15	3.5%
Managers	20	1.3%	25	2.6%	18	0.5%	20	3.2%	14	0.6%	16	2.8%	12	0.4%	14	3.3%
Officers & Executives	19	1.2%	24	1.9%	18	0.5%	21	2.6%	14	0.4%	16	2.0%	12	0.4%	15	2.5%

Real Estate and Rental and Leasing	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	9	4.3%	10	2.8%	7	0.2%	10	5.2%	6	3.0%	7	1.6%	6	0.2%	9	4.1%
Exempt (Non-management) Employees	8	3.8%	10	3.3%	8	0.4%	10	5.1%	6	3.0%	7	1.6%	6	0.2%	9	4.1%
Managers	8	3.8%	10	3.2%	8	0.4%	10	5.2%	6	3.0%	7	1.6%	6	0.2%	9	4.1%
Officers & Executives	7	2.6%	10	2.7%	7	0.2%	9	3.9%	5	2.9%	7	1.9%	6	0.2%	8	4.4%

Arts, Entertainment & Recreation	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	8	2.3%	10	2.6%	7	1.0%	9	3.8%	5	1.0%	7	2.0%	6	0.3%	5	2.8%
Exempt (Non-management) Employees	8	2.3%	10	2.6%	7	1.0%	9	4.4%	5	1.0%	7	3.2%	6	0.3%	5	4.4%
Managers	8	2.3%	10	2.7%	7	0.3%	9	3.8%	5	1.0%	7	3.2%	6	0.3%	5	4.4%
Officers & Executives	7	2.1%	8	2.6%	6	0.3%	8	3.9%	5	1.0%	7	3.2%	6	0.3%	5	4.4%

Construction	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	29	2.2%	29	2.5%	27	0.5%	25	3.1%	21	1.1%	26	3.0%	23	0.3%	26	2.9%
Exempt (Non-management) Employees	29	2.2%	29	2.8%	27	0.7%	25	3.2%	21	1.1%	25	2.8%	23	0.3%	25	2.8%
Managers	28	2.2%	29	2.6%	27	0.4%	26	3.1%	22	1.1%	26	2.7%	23	0.3%	24	2.9%
Officers & Executives	29	1.4%	28	1.7%	24	0.1%	25	2.3%	22	0.9%	24	2.5%	21	0.2%	24	2.4%

Retail & Customer Service	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	28	2.1%	44	3.3%	25	1.3%	40	3.5%	22	1.3%	37	3.4%	20	0.8%	30	3.9%
Exempt (Non-management) Employees	28	2.1%	44	3.2%	25	1.3%	40	3.6%	22	1.2%	38	3.4%	20	0.9%	30	3.9%
Managers	28	2.2%	44	3.3%	25	1.2%	39	3.8%	22	1.2%	37	3.3%	20	0.9%	29	3.8%
Officers & Executives	26	2.3%	39	3.2%	23	1.3%	37	3.5%	21	1.2%	31	3.3%	19	1.0%	25	3.7%

Education	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	23	1.9%	23	2.3%	25	0.7%	21	2.7%	20	1.4%	16	1.8%	17	0.6%	18	2.5%
Exempt (Non-management) Employees	23	1.9%	24	2.2%	25	0.6%	22	2.8%	20	1.3%	17	1.9%	18	0.6%	18	2.7%
Managers	23	1.9%	24	2.1%	25	0.9%	22	2.6%	20	1.2%	17	1.7%	17	0.6%	18	2.5%
Officers & Executives	25	1.7%	23	2.1%	25	0.7%	23	2.8%	21	1.3%	17	1.7%	17	0.6%	18	2.4%

Technology (including software)	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	75	1.5%	110	3.2%	83	0.6%	100	3.6%	54	1.4%	83	3.8%	61	0.8%	80	4.2%
Exempt (Non-management) Employees	76	1.8%	110	3.2%	85	0.9%	102	4.0%	54	1.3%	83	3.8%	61	0.9%	81	4.2%
Managers	75	1.8%	111	3.3%	85	0.7%	103	3.9%	55	1.4%	83	3.8%	62	0.9%	82	4.2%
Officers & Executives	76	1.6%	110	2.9%	82	0.7%	102	3.6%	54	1.3%	83	3.5%	60	0.7%	82	4.0%

Energy & Utilities	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	30	1.8%	43	3.3%	26	0.8%	37	4.0%	23	1.2%	38	3.6%	24	0.6%	32	3.9%
Exempt (Non-management) Employees	28	1.9%	43	3.4%	25	0.8%	36	4.0%	21	0.9%	38	3.7%	23	0.6%	31	3.8%
Managers	29	1.8%	44	3.4%	24	0.8%	36	4.0%	22	1.0%	39	3.7%	23	0.6%	32	3.9%
Officers & Executives	24	1.7%	39	3.4%	22	0.7%	33	4.0%	20	0.9%	36	3.6%	22	0.6%	30	3.9%

Engineering & Science	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	24	2.6%	32	3.2%	27	0.6%	30	4.2%	18	1.9%	27	3.3%	23	0.7%	24	4.7%
Exempt (Non-management) Employees	24	2.7%	32	3.2%	27	0.6%	30	4.3%	18	1.9%	27	3.3%	23	0.7%	24	4.6%
Managers	24	2.7%	32	3.2%	27	0.6%	30	4.3%	18	1.9%	27	3.2%	23	0.7%	24	4.6%
Officers & Executives	23	2.1%	31	2.7%	26	0.6%	29	3.5%	18	1.8%	27	2.9%	23	0.7%	24	4.1%

Finance & Insurance	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	71	1.2%	130	3.3%	72	0.9%	109	3.7%	55	1.1%	113	3.8%	69	0.7%	97	4.0%
Exempt (Non-management) Employees	68	1.2%	129	3.4%	72	0.9%	108	3.7%	55	1.1%	113	3.8%	69	0.7%	97	4.0%
Managers	68	1.1%	128	3.3%	72	0.9%	108	3.6%	55	1.0%	112	3.8%	69	0.7%	97	3.9%
Officers & Executives	66	1.0%	123	3.3%	68	0.6%	104	3.4%	54	0.9%	107	3.7%	65	0.7%	94	3.8%

Food, Beverage & Hospitality	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	20	1.5%	30	3.2%	19	1.0%	19	2.9%	14	2.3%	24	3.8%	14	0.3%	19	4.3%
Exempt (Non-management) Employees	21	1.7%	31	3.1%	20	1.0%	20	2.8%	16	2.4%	25	3.8%	15	0.7%	19	4.1%
Managers	21	1.5%	30	3.0%	20	0.9%	20	2.8%	15	2.5%	25	3.8%	15	0.7%	19	4.1%
Officers & Executives	22	1.5%	32	2.9%	20	0.9%	21	2.6%	16	2.1%	25	3.4%	15	0.6%	19	3.4%

Government	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	22	2.9%	20	1.9%	19	0.8%	20	3.3%	16	2.6%	15	2.1%	14	0.5%	16	4.0%
Exempt (Non-management) Employees	23	2.8%	22	1.9%	20	0.8%	21	3.2%	16	2.6%	15	2.1%	14	0.5%	16	4.0%
Managers	23	2.8%	22	1.9%	19	0.8%	21	3.2%	16	2.6%	15	2.1%	14	0.5%	16	4.0%
Officers & Executives	23	2.8%	22	2.2%	20	0.9%	20	3.0%	15	2.6%	15	2.1%	14	0.5%	16	4.0%

Other (please specify)	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	127	1.6%	190	3.3%	123	0.8%	152	3.5%	90	1.2%	148	3.4%	96	0.6%	125	3.9%
Exempt (Non-management) Employees	129	1.8%	193	3.4%	128	0.9%	155	3.5%	89	1.1%	148	3.4%	98	0.6%	125	3.8%
Managers	129	1.8%	193	3.4%	128	1.0%	152	3.5%	89	1.1%	149	3.4%	98	0.6%	127	3.8%
Officers & Executives	122	1.5%	181	3.2%	125	0.7%	143	3.3%	89	1.0%	142	3.2%	93	0.5%	121	3.6%

## Sectors

Public Company	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	154	1.2%	283	3.2%	177	0.9%	240	3.6%	130	0.9%	238	3.5%	156	0.8%	207	3.9%
Exempt (Non-management) Employees	155	1.2%	284	3.3%	177	0.9%	239	3.6%	127	0.8%	239	3.5%	155	0.8%	208	3.9%
Managers	154	1.2%	285	3.3%	176	0.9%	239	3.6%	128	0.8%	239	3.5%	155	0.8%	208	3.9%
Officers & Executives	148	1.1%	269	3.2%	168	0.7%	228	3.5%	127	0.8%	227	3.5%	151	0.7%	201	3.9%

Private Company	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	393	2.1%	505	3.0%	352	0.7%	428	3.6%	282	1.6%	398	3.2%	281	0.6%	343	3.8%
Exempt (Non-management) Employees	392	2.1%	511	3.0%	359	0.8%	436	3.6%	283	1.5%	398	3.2%	283	0.6%	346	3.7%
Managers	391	2.1%	507	3.1%	358	0.7%	432	3.7%	284	1.5%	396	3.2%	283	0.6%	344	3.8%
Officers & Executives	380	1.7%	491	2.7%	342	0.6%	417	3.2%	276	1.3%	382	2.9%	269	0.5%	332	3.4%

Nonprofit Organization	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	146	1.9%	169	2.4%	122	0.6%	125	3.5%	99	1.8%	120	2.8%	91	0.4%	108	3.8%
Exempt (Non-management) Employees	142	2.0%	165	2.4%	123	0.6%	124	3.3%	99	1.7%	121	2.8%	90	0.4%	106	3.7%
Managers	144	1.9%	168	2.4%	123	0.5%	126	3.3%	100	1.7%	121	2.8%	91	0.4%	108	3.7%
Officers & Executives	144	1.7%	159	2.3%	124	0.4%	119	3.0%	101	1.6%	119	2.6%	89	0.3%	105	3.4%

Government	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	27	2.8%	25	2.4%	20	0.6%	21	3.8%	16	2.6%	18	2.6%	12	0.7%	17	4.8%
Exempt (Non-management) Employees	28	2.8%	27	2.3%	22	0.6%	23	3.6%	17	2.5%	19	2.6%	13	0.7%	18	4.7%
Managers	29	2.7%	28	2.3%	21	0.6%	23	3.6%	17	2.5%	19	2.6%	13	0.7%	18	4.7%
Officers & Executives	27	2.7%	24	2.3%	21	0.7%	22	3.4%	16	2.6%	17	2.6%	12	0.7%	17	4.6%

School / School District	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	4	--	4	--	5	1.2%	3	--	3	--	1	--	1	--	1	--
Exempt (Non-management) Employees	4	--	5	1.9%	4	--	3	--	3	--	1	--	2	--	1	--
Managers	4	--	5	1.8%	5	1.8%	3	--	3	--	1	--	1	--	1	--
Officers & Executives	5	2.5%	5	1.2%	5	0.6%	4	--	3	--	1	--	1	--	1	--

College / University	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	11	1.2%	13	2.9%	11	0.8%	10	2.8%	11	1.4%	9	3.0%	6	0.5%	8	3.3%
Exempt (Non-management) Employees	10	1.3%	14	2.9%	12	1.1%	10	2.9%	10	1.5%	10	2.7%	6	0.5%	8	3.3%
Managers	10	1.3%	13	3.0%	12	1.1%	10	2.9%	10	1.5%	10	2.7%	6	0.5%	8	3.3%
Officers & Executives	10	1.3%	11	2.8%	11	1.2%	10	2.9%	9	1.1%	10	2.6%	6	0.5%	8	3.3%

Hospital	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	13	1.5%	17	2.7%	13	0.9%	15	2.8%	13	1.7%	16	3.1%	12	0.8%	14	2.9%
Exempt (Non-management) Employees	13	1.5%	17	2.7%	13	0.8%	15	2.8%	13	1.3%	16	3.1%	12	0.8%	14	2.9%
Managers	13	1.5%	16	2.8%	13	0.8%	14	2.7%	13	1.5%	16	3.1%	12	0.8%	13	2.7%
Officers & Executives	12	1.3%	14	3.0%	12	0.6%	14	2.7%	13	1.2%	14	3.1%	12	0.8%	13	2.7%

Trade Association	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	1	--	1	--	1	--	1	--	1	--	1	--	1	--	1	--
Exempt (Non-management) Employees	1	--	1	--	1	--	1	--	1	--	1	--	1	--	1	--
Managers	1	--	1	--	1	--	1	--	1	--	1	--	1	--	1	--
Officers & Executives	1	--	1	--	1	--	1	--	1	--	1	--	1	--	1	--

Cooperative	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	6	1.4%	7	3.4%	8	1.2%	8	3.7%	6	1.4%	9	3.2%	6	1.4%	7	4.6%
Exempt (Non-management) Employees	6	1.4%	7	2.9%	7	0.6%	8	3.3%	6	1.4%	8	3.0%	6	1.4%	6	4.6%
Managers	6	2.3%	7	3.4%	8	1.2%	8	4.0%	6	1.4%	9	3.7%	6	1.4%	7	4.6%
Officers & Executives	6	1.4%	7	3.0%	8	1.1%	8	4.0%	6	1.4%	9	3.5%	6	1.4%	7	4.9%

Other (please specify)	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	19	1.7%	26	3.8%	19	0.7%	21	3.2%	14	1.0%	22	4.0%	17	0.3%	18	3.1%
Exempt (Non-management) Employees	20	1.4%	25	3.7%	20	0.9%	21	3.1%	14	0.8%	22	4.0%	17	0.3%	18	3.1%
Managers	19	1.3%	27	4.1%	19	0.5%	21	3.2%	14	0.8%	22	4.0%	18	0.5%	18	3.1%
Officers & Executives	19	1.1%	26	3.8%	18	0.9%	20	3.1%	13	0.9%	20	4.1%	16	0.3%	17	3.1%

#### FTE

<50	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	133	2.8%	135	2.1%	109	0.4%	113	3.1%	88	2.2%	98	2.4%	74	0.1%	85	3.5%
Exempt (Non-management) Employees	135	2.9%	136	2.2%	113	0.6%	119	3.1%	89	2.1%	97	2.4%	74	0.2%	87	3.4%
Managers	131	2.9%	137	2.2%	113	0.4%	118	3.1%	90	2.0%	97	2.3%	76	0.2%	86	3.4%
Officers & Executives	128	2.3%	135	1.6%	108	0.4%	115	2.4%	87	1.6%	97	1.8%	74	0.2%	88	2.6%

50 - 99	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	61	2.7%	67	2.5%	46	0.8%	48	3.9%	35	1.8%	44	2.4%	30	0.5%	37	3.4%
Exempt (Non-management) Employees	60	2.8%	65	2.6%	44	0.8%	46	3.9%	35	1.6%	43	2.4%	29	0.4%	35	3.4%
Managers	62	2.7%	66	2.6%	45	0.8%	47	4.1%	35	1.6%	44	2.4%	29	0.4%	37	3.6%
Officers & Executives	62	2.3%	65	2.2%	47	0.8%	47	3.3%	35	1.4%	44	2.1%	30	0.4%	38	3.3%

100 - 1999	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	314	1.8%	395	3.0%	286	0.7%	329	3.5%	232	1.6%	305	3.3%	227	0.7%	267	3.9%
Exempt (Non-management) Employees	309	1.9%	395	3.0%	292	0.8%	331	3.6%	232	1.6%	307	3.3%	229	0.7%	267	3.9%
Managers	312	1.9%	395	3.0%	290	0.8%	331	3.6%	233	1.6%	306	3.3%	228	0.7%	268	3.9%
Officers & Executives	302	1.6%	379	2.9%	285	0.6%	321	3.4%	227	1.5%	296	3.1%	221	0.6%	260	3.8%

2,000 - 4,999	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	102	1.2%	166	3.4%	104	0.9%	138	3.9%	90	1.0%	146	3.6%	94	0.7%	125	4.1%
Exempt (Non-management) Employees	99	1.0%	169	3.3%	104	0.8%	136	3.9%	87	0.7%	148	3.6%	93	0.7%	125	4.1%
Managers	99	1.0%	168	3.4%	104	0.7%	135	3.9%	87	0.7%	148	3.6%	93	0.7%	124	4.1%
Officers & Executives	96	1.0%	158	3.2%	98	0.6%	129	3.7%	86	0.7%	139	3.6%	90	0.6%	118	4.0%

5,000 - 15,000	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	76	1.4%	114	3.2%	81	0.8%	101	3.4%	60	1.2%	96	3.5%	69	0.6%	84	3.7%
Exempt (Non-management) Employees	80	1.3%	119	3.3%	82	0.7%	104	3.5%	61	1.1%	97	3.6%	70	0.6%	84	3.7%
Managers	80	1.3%	118	3.3%	82	0.7%	103	3.6%	61	1.1%	97	3.7%	70	0.6%	84	3.7%
Officers & Executives	77	1.1%	110	3.2%	77	0.7%	99	3.3%	62	1.0%	92	3.6%	66	0.5%	82	3.5%

>15,000	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	90	1.1%	176	3.2%	104	0.9%	146	3.5%	73	1.1%	146	3.4%	91	0.9%	128	3.8%
Exempt (Non-management) Employees	90	1.1%	175	3.2%	105	0.9%	147	3.4%	72	1.0%	146	3.4%	92	0.8%	130	3.8%
Managers	89	1.1%	176	3.2%	104	0.9%	146	3.4%	73	1.0%	145	3.4%	92	0.8%	129	3.8%
Officers & Executives	88	1.1%	162	3.1%	97	0.7%	134	3.3%	70	1.0%	134	3.3%	84	0.7%	118	3.6%

## Revenue

<\$5M	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	94	2.6%	101	2.2%	83	0.6%	81	3.3%	60	2.0%	70	2.5%	58	0.3%	61	3.6%
Exempt (Non-management) Employees	93	2.5%	100	2.2%	86	0.5%	84	3.1%	60	1.7%	68	2.5%	57	0.3%	63	3.3%
Managers	93	2.6%	103	2.3%	86	0.6%	85	3.1%	61	1.7%	69	2.3%	59	0.3%	62	3.2%
Officers & Executives	93	2.0%	100	1.7%	82	0.4%	83	2.6%	64	1.3%	69	2.1%	57	0.2%	64	2.7%

\$5M - \$50M	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	175	2.4%	196	2.5%	146	0.5%	152	3.3%	125	1.9%	138	2.6%	107	0.5%	119	3.6%
Exempt (Non-management) Employees	173	2.5%	194	2.6%	146	0.5%	153	3.4%	127	1.8%	138	2.6%	106	0.5%	118	3.6%
Managers	173	2.4%	193	2.6%	146	0.6%	152	3.4%	126	1.8%	137	2.6%	104	0.5%	118	3.6%
Officers & Executives	176	2.1%	194	2.3%	152	0.4%	154	3.0%	124	1.6%	140	2.4%	106	0.5%	120	3.4%

\$50M - \$500M	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	185	1.9%	213	3.0%	162	0.7%	187	3.6%	133	1.4%	169	3.3%	126	0.6%	152	3.9%
Exempt (Non-management) Employees	184	1.9%	217	3.0%	167	0.7%	191	3.6%	133	1.5%	172	3.3%	129	0.6%	152	3.9%
Managers	185	1.9%	214	3.0%	166	0.7%	190	3.6%	134	1.5%	171	3.3%	129	0.6%	153	3.9%
Officers & Executives	176	1.7%	203	2.8%	160	0.6%	180	3.4%	129	1.3%	165	3.1%	124	0.5%	146	3.7%

\$500M - \$1B	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	68	1.3%	107	3.3%	69	0.7%	86	3.5%	54	1.2%	86	3.4%	56	0.6%	75	3.6%
Exempt (Non-management) Employees	69	1.3%	108	3.3%	69	0.8%	86	3.5%	54	1.1%	86	3.4%	56	0.6%	75	3.6%
Managers	68	1.2%	107	3.3%	69	0.7%	86	3.4%	54	1.1%	86	3.4%	57	0.6%	75	3.6%
Officers & Executives	67	1.2%	102	3.4%	67	0.8%	84	3.4%	52	1.2%	83	3.5%	54	0.5%	73	3.6%

\$1B - \$5B	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	125	1.2%	208	3.5%	138	1.0%	181	3.7%	109	1.2%	187	3.7%	122	0.8%	156	4.0%
Exempt (Non-management) Employees	123	1.0%	211	3.4%	139	0.9%	180	3.8%	106	1.0%	189	3.7%	121	0.8%	157	4.0%
Managers	123	1.0%	212	3.4%	139	0.9%	178	3.8%	106	1.0%	189	3.7%	121	0.8%	156	4.0%
Officers & Executives	116	0.8%	193	3.3%	129	0.7%	167	3.5%	105	0.8%	175	3.7%	115	0.8%	150	3.9%

>\$5B	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	90	1.3%	178	3.2%	100	0.8%	147	3.5%	76	1.2%	147	3.5%	88	0.7%	129	3.9%
Exempt (Non-management) Employees	91	1.3%	177	3.3%	99	0.9%	147	3.5%	75	1.1%	146	3.5%	88	0.8%	129	3.9%
Managers	91	1.3%	178	3.3%	98	0.8%	147	3.5%	76	1.1%	145	3.5%	88	0.8%	129	3.9%
Officers & Executives	90	1.2%	167	3.2%	92	0.6%	138	3.4%	74	1.2%	133	3.4%	82	0.7%	119	3.8%

## Regions

Northeast	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	247	1.5%	395	3.2%	269	0.8%	333	3.6%	189	0.9%	319	3.4%	217	0.7%	276	3.9%
Exempt (Non-management) Employees	249	1.5%	399	3.2%	273	0.8%	337	3.6%	189	0.9%	321	3.4%	217	0.7%	277	3.8%
Managers	249	1.5%	399	3.2%	272	0.8%	334	3.6%	190	0.9%	317	3.4%	217	0.7%	278	3.8%
Officers & Executives	241	1.3%	378	3.0%	257	0.6%	318	3.4%	189	0.9%	304	3.2%	208	0.6%	270	3.7%

Middle Atlantic	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	293	1.4%	455	3.2%	312	0.8%	381	3.6%	230	1.2%	376	3.4%	264	0.7%	322	3.9%
Exempt (Non-management) Employees	293	1.4%	455	3.2%	316	0.8%	383	3.6%	230	1.1%	375	3.5%	263	0.6%	322	3.8%
Managers	292	1.4%	455	3.2%	316	0.7%	383	3.6%	231	1.1%	373	3.5%	264	0.7%	323	3.8%
Officers & Executives	283	1.2%	430	3.1%	297	0.6%	360	3.4%	227	1.1%	352	3.4%	250	0.6%	308	3.7%

Midwest	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	397	1.6%	593	3.1%	403	0.8%	494	3.6%	306	1.3%	487	3.4%	324	0.7%	414	3.8%
Exempt (Non-management) Employees	396	1.6%	598	3.2%	407	0.8%	497	3.6%	304	1.2%	489	3.4%	325	0.6%	417	3.8%
Managers	396	1.6%	598	3.2%	406	0.7%	496	3.6%	308	1.2%	487	3.4%	326	0.6%	416	3.8%
Officers & Executives	386	1.4%	567	3.0%	391	0.6%	471	3.3%	300	1.1%	458	3.3%	311	0.6%	398	3.7%

South	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	387	1.6%	584	3.1%	391	0.8%	481	3.6%	298	1.3%	482	3.4%	321	0.7%	408	3.8%
Exempt (Non-management) Employees	388	1.6%	592	3.2%	398	0.8%	489	3.6%	298	1.2%	486	3.4%	327	0.7%	410	3.8%
Managers	389	1.6%	592	3.2%	397	0.8%	488	3.6%	299	1.2%	482	3.4%	327	0.7%	412	3.8%
Officers & Executives	378	1.4%	560	3.0%	376	0.6%	465	3.3%	293	1.2%	457	3.3%	310	0.6%	394	3.6%

West	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	403	1.7%	580	3.1%	397	0.8%	487	3.7%	317	1.4%	482	3.4%	338	0.7%	415	3.9%
Exempt (Non-management) Employees	405	1.7%	583	3.2%	399	0.8%	492	3.6%	317	1.3%	482	3.4%	337	0.7%	416	3.8%
Managers	404	1.7%	584	3.2%	398	0.7%	491	3.6%	318	1.3%	482	3.4%	340	0.7%	420	3.9%
Officers & Executives	396	1.4%	562	2.9%	386	0.6%	473	3.3%	314	1.1%	462	3.3%	326	0.6%	407	3.6%

## States

Arkansas	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	102	1.0%	180	3.3%	114	0.7%	146	3.5%	90	1.0%	161	3.6%	108	0.7%	132	3.9%
Exempt (Non-management) Employees	102	0.9%	181	3.3%	116	0.7%	147	3.5%	90	0.8%	161	3.6%	108	0.7%	132	3.9%
Managers	101	0.8%	183	3.4%	116	0.7%	147	3.5%	90	0.8%	160	3.6%	109	0.7%	133	3.9%
Officers & Executives	101	0.8%	173	3.3%	112	0.6%	139	3.3%	89	0.8%	152	3.6%	104	0.6%	126	3.7%

California	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	276	1.6%	419	3.2%	286	0.9%	351	3.6%	217	1.1%	350	3.4%	246	0.8%	298	3.9%
Exempt (Non-management) Employees	280	1.5%	424	3.2%	288	0.8%	355	3.6%	217	1.1%	353	3.4%	246	0.7%	299	3.8%
Managers	278	1.5%	423	3.3%	288	0.8%	353	3.6%	218	1.1%	350	3.4%	247	0.8%	300	3.8%
Officers & Executives	274	1.3%	406	3.0%	275	0.7%	339	3.3%	215	1.0%	333	3.3%	236	0.7%	290	3.6%

Colorado	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Exempt (Non-management) Employees	187	1.3%	299	3.4%	202	0.9%	247	3.7%	156	0.9%	256	3.6%	177	0.7%	223	3.9%
Managers	185	1.3%	300	3.4%	201	0.8%	247	3.7%	155	0.9%	256	3.6%	178	0.7%	223	3.9%
Officers & Executives	179	1.1%	285	3.3%	195	0.7%	234	3.5%	153	0.9%	243	3.4%	172	0.6%	213	3.7%
Non-exempt Employees	184	1.3%	295	3.3%	199	0.8%	243	3.7%	154	1.0%	256	3.6%	177	0.7%	220	3.9%

Connecticut	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	132	1.3%	225	3.3%	144	0.8%	184	3.7%	107	0.9%	191	3.5%	123	0.8%	160	4.0%
Exempt (Non-management) Employees	133	1.2%	229	3.4%	147	0.8%	186	3.7%	107	0.8%	191	3.6%	123	0.7%	161	3.9%
Managers	132	1.2%	231	3.4%	146	0.8%	186	3.7%	107	0.8%	190	3.6%	123	0.8%	161	3.9%
Officers & Executives	128	1.0%	216	3.3%	141	0.6%	173	3.4%	107	0.8%	177	3.5%	119	0.6%	153	3.8%

Delaware	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	84	1.4%	162	3.2%	95	0.9%	125	3.6%	71	1.1%	138	3.5%	83	0.8%	109	3.9%
Exempt (Non-management) Employees	84	1.3%	164	3.3%	96	0.9%	125	3.6%	71	0.9%	137	3.6%	83	0.8%	108	3.9%
Managers	83	1.2%	166	3.3%	96	0.8%	125	3.6%	71	0.9%	136	3.6%	84	0.8%	109	4.0%
Officers & Executives	82	1.2%	156	3.3%	93	0.7%	118	3.5%	71	0.9%	127	3.6%	80	0.7%	104	3.9%

Florida	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	218	1.6%	354	3.2%	228	0.6%	292	3.6%	173	1.2%	295	3.5%	187	0.7%	242	3.9%
Exempt (Non-management) Employees	218	1.5%	359	3.3%	232	0.7%	295	3.6%	174	1.1%	297	3.5%	189	0.7%	243	3.8%
Managers	218	1.5%	359	3.3%	232	0.7%	294	3.6%	175	1.1%	293	3.5%	189	0.7%	244	3.8%
Officers & Executives	211	1.4%	338	3.1%	223	0.6%	278	3.4%	174	1.1%	275	3.4%	181	0.6%	233	3.7%

Georgia	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	187	1.4%	294	3.3%	195	0.8%	245	3.6%	151	1.1%	247	3.6%	164	0.7%	210	3.9%
Exempt (Non-management) Employees	188	1.3%	298	3.3%	198	0.8%	248	3.6%	150	1.0%	248	3.6%	164	0.7%	212	3.9%
Managers	187	1.3%	300	3.3%	198	0.8%	248	3.6%	150	1.0%	247	3.6%	165	0.8%	212	3.9%
Officers & Executives	184	1.1%	286	3.2%	188	0.6%	235	3.4%	149	1.0%	235	3.5%	158	0.7%	204	3.8%

Hawaii	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	62	1.2%	128	3.2%	77	0.7%	104	3.7%	55	0.8%	108	3.4%	65	0.8%	88	4.0%
Exempt (Non-management) Employees	64	1.2%	127	3.3%	78	0.8%	104	3.7%	55	0.7%	107	3.4%	65	0.8%	88	4.0%
Managers	63	1.2%	129	3.3%	78	0.7%	104	3.7%	55	0.7%	106	3.4%	66	0.9%	88	4.0%
Officers & Executives	60	0.9%	120	3.2%	75	0.7%	95	3.6%	55	0.6%	99	3.3%	63	0.7%	83	3.9%

Idaho	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	88	1.1%	172	3.4%	107	0.8%	141	3.6%	74	0.9%	150	3.6%	95	0.8%	123	4.0%
Exempt (Non-management) Employees	89	1.1%	175	3.4%	109	0.9%	143	3.7%	74	0.9%	151	3.6%	95	0.8%	124	4.0%
Managers	88	1.0%	177	3.4%	109	0.8%	143	3.7%	74	0.8%	150	3.6%	96	0.8%	124	3.9%
Officers & Executives	86	0.9%	166	3.3%	106	0.7%	134	3.5%	74	0.8%	141	3.5%	93	0.7%	119	3.8%

Alabama	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	124	1.2%	214	3.3%	136	0.8%	175	3.7%	103	0.9%	185	3.6%	119	0.8%	152	4.0%
Exempt (Non-management) Employees	126	1.1%	214	3.4%	138	0.8%	176	3.7%	103	0.8%	184	3.6%	119	0.8%	152	4.0%
Managers	125	1.0%	216	3.4%	138	0.8%	176	3.7%	103	0.8%	182	3.6%	120	0.8%	152	4.0%
Officers & Executives	121	1.0%	205	3.3%	133	0.6%	166	3.5%	102	0.8%	174	3.6%	114	0.7%	144	3.9%

Alaska	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	42	1.2%	97	3.2%	55	0.8%	75	3.5%	37	1.1%	77	3.5%	45	0.8%	63	3.9%
Exempt (Non-management) Employees	42	1.1%	97	3.2%	55	0.9%	75	3.5%	37	1.0%	77	3.6%	45	0.8%	63	3.9%
Managers	42	1.1%	99	3.3%	55	0.7%	75	3.5%	37	1.0%	76	3.6%	46	0.9%	63	3.9%
Officers & Executives	42	1.0%	91	3.3%	54	0.8%	69	3.6%	37	1.0%	70	3.6%	44	0.7%	59	3.9%

Arizona	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	179	1.3%	289	3.3%	190	0.7%	241	3.7%	151	1.1%	249	3.6%	168	0.7%	213	3.9%
Exempt (Non-management) Employees	177	1.2%	292	3.3%	193	0.7%	242	3.6%	149	0.9%	249	3.6%	167	0.7%	213	3.8%
Managers	176	1.2%	295	3.4%	192	0.7%	242	3.6%	149	0.9%	248	3.6%	169	0.7%	215	3.8%
Officers & Executives	171	1.0%	279	3.2%	184	0.5%	229	3.4%	148	0.8%	236	3.5%	162	0.6%	207	3.7%

Illinois	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	200	1.4%	330	3.2%	222	0.8%	269	3.7%	154	1.1%	272	3.5%	180	0.8%	230	3.9%
Exempt (Non-management) Employees	203	1.4%	337	3.3%	225	0.8%	273	3.7%	153	0.9%	273	3.5%	181	0.7%	233	3.8%
Managers	202	1.4%	337	3.3%	225	0.8%	272	3.6%	155	1.0%	271	3.5%	182	0.7%	233	3.8%
Officers & Executives	197	1.2%	319	3.1%	212	0.6%	258	3.4%	154	0.9%	254	3.4%	170	0.6%	223	3.7%

Indiana	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	152	1.3%	262	3.2%	170	0.9%	211	3.7%	120	1.1%	219	3.6%	142	0.9%	181	4.0%
Exempt (Non-management) Employees	152	1.3%	267	3.2%	174	0.9%	214	3.7%	120	1.0%	220	3.6%	142	0.9%	183	3.9%
Managers	152	1.3%	268	3.3%	174	0.8%	213	3.7%	121	1.0%	218	3.6%	143	0.9%	182	3.9%
Officers & Executives	147	1.1%	250	3.1%	161	0.7%	197	3.4%	120	1.0%	204	3.5%	132	0.7%	172	3.8%

Iowa	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	116	1.1%	203	3.3%	136	0.7%	164	3.7%	100	0.9%	176	3.6%	118	0.7%	147	3.9%
Exempt (Non-management) Employees	117	1.0%	204	3.4%	138	0.8%	165	3.7%	100	0.8%	176	3.7%	118	0.7%	148	3.9%
Managers	116	1.0%	206	3.3%	138	0.7%	164	3.6%	100	0.8%	175	3.7%	119	0.7%	148	3.8%
Officers & Executives	116	0.9%	194	3.3%	133	0.6%	154	3.5%	99	0.8%	164	3.6%	113	0.6%	140	3.8%

Kansas	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	119	1.2%	219	3.2%	144	0.7%	182	3.6%	99	1.0%	186	3.4%	124	0.7%	157	3.8%
Exempt (Non-management) Employees	118	1.1%	219	3.2%	146	0.8%	182	3.6%	99	0.8%	186	3.5%	124	0.7%	158	3.8%
Managers	118	1.1%	222	3.3%	146	0.7%	182	3.6%	99	0.8%	185	3.5%	125	0.8%	158	3.8%
Officers & Executives	114	1.0%	206	3.2%	139	0.6%	169	3.5%	99	0.8%	173	3.4%	118	0.6%	150	3.8%

Kentucky	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	122	1.4%	211	3.2%	134	0.8%	174	3.7%	107	1.2%	180	3.4%	118	0.8%	153	3.9%
Exempt (Non-management) Employees	123	1.3%	213	3.2%	136	0.8%	176	3.7%	105	1.0%	180	3.5%	118	0.7%	154	3.9%
Managers	122	1.3%	215	3.2%	136	0.7%	176	3.7%	105	1.0%	179	3.5%	119	0.7%	154	3.9%
Officers & Executives	118	1.2%	203	3.1%	128	0.6%	165	3.5%	103	1.0%	168	3.4%	111	0.6%	147	3.8%

Louisiana	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	108	1.3%	204	3.2%	126	0.8%	169	3.7%	97	1.2%	181	3.5%	113	0.7%	151	3.8%
Exempt (Non-management) Employees	109	1.1%	204	3.3%	127	0.8%	170	3.7%	96	1.0%	180	3.5%	113	0.7%	151	3.8%
Managers	109	1.1%	205	3.3%	127	0.8%	170	3.6%	96	1.0%	178	3.5%	113	0.7%	151	3.8%
Officers & Executives	108	1.0%	193	3.2%	122	0.6%	160	3.4%	95	0.9%	169	3.5%	108	0.6%	143	3.6%

Maine	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	81	1.0%	149	3.3%	92	0.8%	122	3.7%	68	0.8%	124	3.5%	82	0.8%	105	3.9%
Exempt (Non-management) Employees	82	0.9%	151	3.3%	94	0.9%	124	3.7%	68	0.7%	124	3.5%	82	0.8%	106	3.9%
Managers	81	0.9%	153	3.4%	94	0.8%	124	3.7%	68	0.7%	123	3.5%	83	0.9%	106	3.9%
Officers & Executives	80	0.8%	144	3.2%	90	0.6%	115	3.4%	68	0.7%	116	3.5%	78	0.6%	99	3.8%

Maryland	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	143	1.2%	244	3.3%	159	0.8%	203	3.7%	119	1.0%	208	3.5%	136	0.8%	174	3.9%
Exempt (Non-management) Employees	145	1.2%	246	3.3%	159	0.8%	204	3.7%	119	0.9%	207	3.6%	135	0.8%	174	3.9%
Managers	144	1.2%	247	3.4%	159	0.8%	204	3.7%	119	0.9%	205	3.6%	136	0.8%	174	3.9%
Officers & Executives	140	1.0%	231	3.2%	153	0.6%	188	3.5%	119	0.8%	191	3.5%	130	0.6%	165	3.8%

Massachusetts	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	159	1.5%	273	3.3%	178	0.7%	225	3.8%	127	1.0%	226	3.5%	149	0.7%	194	4.0%
Exempt (Non-management) Employees	161	1.3%	278	3.3%	181	0.8%	229	3.8%	127	0.8%	228	3.5%	150	0.7%	196	3.9%
Managers	160	1.3%	280	3.4%	181	0.7%	228	3.8%	127	0.8%	226	3.5%	151	0.8%	197	3.9%
Officers & Executives	157	1.2%	263	3.2%	174	0.6%	216	3.5%	127	0.8%	213	3.4%	145	0.6%	189	3.8%

Michigan	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	162	1.3%	281	3.3%	179	0.8%	229	3.7%	132	1.1%	241	3.5%	154	0.7%	197	3.9%
Exempt (Non-management) Employees	163	1.2%	283	3.3%	183	0.8%	232	3.7%	130	1.0%	241	3.5%	153	0.7%	198	3.9%
Managers	162	1.2%	285	3.3%	183	0.7%	233	3.6%	132	0.9%	240	3.5%	154	0.7%	197	3.9%
Officers & Executives	159	1.0%	267	3.2%	173	0.6%	217	3.5%	131	0.9%	225	3.4%	146	0.6%	188	3.7%

Minnesota	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	166	1.3%	263	3.3%	176	0.8%	219	3.7%	134	0.9%	228	3.5%	153	0.7%	193	3.9%
Exempt (Non-management) Employees	167	1.3%	266	3.3%	180	0.9%	223	3.7%	134	0.8%	229	3.6%	154	0.7%	196	3.9%
Managers	166	1.2%	268	3.3%	179	0.8%	222	3.7%	134	0.8%	228	3.5%	155	0.7%	196	3.9%
Officers & Executives	162	1.1%	252	3.2%	172	0.7%	206	3.5%	133	0.8%	214	3.5%	148	0.6%	185	3.8%

Mississippi	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	90	1.1%	174	3.2%	111	0.7%	139	3.6%	77	0.9%	151	3.5%	99	0.7%	120	3.8%
Exempt (Non-management) Employees	91	0.9%	174	3.3%	113	0.7%	140	3.5%	77	0.7%	151	3.6%	99	0.7%	121	3.7%
Managers	90	0.9%	176	3.3%	113	0.7%	140	3.5%	77	0.7%	150	3.6%	100	0.7%	121	3.7%
Officers & Executives	86	0.8%	164	3.2%	108	0.6%	130	3.3%	77	0.6%	140	3.5%	95	0.6%	115	3.6%

Missouri	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	141	1.2%	247	3.3%	166	0.7%	213	3.6%	124	1.0%	214	3.5%	143	0.8%	179	3.9%
Exempt (Non-management) Employees	143	1.2%	249	3.3%	169	0.8%	216	3.6%	124	0.8%	215	3.6%	143	0.8%	182	3.9%
Managers	142	1.1%	250	3.3%	169	0.7%	215	3.6%	125	0.8%	212	3.6%	144	0.8%	182	3.9%
Officers & Executives	139	1.0%	238	3.2%	160	0.6%	202	3.4%	126	0.9%	203	3.4%	137	0.7%	176	3.8%

Montana	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	66	1.4%	138	3.4%	85	0.8%	111	3.8%	55	1.0%	115	3.5%	74	0.8%	94	3.9%
Exempt (Non-management) Employees	67	1.3%	138	3.4%	87	0.9%	112	3.7%	55	1.0%	115	3.5%	74	0.8%	95	3.9%
Managers	66	1.3%	140	3.4%	87	0.7%	112	3.7%	55	1.0%	114	3.5%	75	0.8%	95	3.9%
Officers & Executives	63	1.0%	127	3.4%	81	0.6%	100	3.5%	54	1.0%	105	3.5%	69	0.6%	87	3.8%

Nebraska	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	92	1.1%	172	3.2%	109	0.7%	135	3.5%	80	0.9%	149	3.5%	97	0.8%	120	3.7%
Exempt (Non-management) Employees	93	1.0%	173	3.2%	111	0.8%	137	3.6%	80	0.8%	149	3.5%	97	0.8%	121	3.7%
Managers	93	1.0%	174	3.3%	111	0.7%	137	3.6%	81	0.8%	147	3.5%	98	0.8%	121	3.7%
Officers & Executives	90	0.9%	161	3.2%	105	0.6%	124	3.4%	78	0.7%	135	3.5%	91	0.7%	112	3.6%

Nevada	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	121	1.3%	214	3.2%	141	0.8%	177	3.7%	109	1.1%	184	3.5%	128	0.8%	157	4.0%
Exempt (Non-management) Employees	121	1.1%	214	3.3%	142	0.8%	176	3.6%	108	0.9%	184	3.6%	127	0.8%	157	4.0%
Managers	120	1.1%	216	3.3%	142	0.7%	176	3.6%	108	1.0%	183	3.6%	128	0.8%	157	4.0%
Officers & Executives	116	1.0%	204	3.2%	133	0.6%	165	3.4%	107	0.9%	173	3.5%	120	0.7%	150	3.8%

New Hampshire	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	102	1.2%	177	3.3%	117	0.8%	146	3.8%	84	0.7%	146	3.5%	102	0.8%	125	4.1%
Exempt (Non-management) Employees	103	1.1%	178	3.3%	119	0.8%	147	3.8%	84	0.7%	145	3.6%	102	0.8%	125	4.1%
Managers	103	1.1%	179	3.4%	119	0.8%	147	3.8%	85	0.7%	143	3.5%	103	0.8%	125	4.1%
Officers & Executives	101	0.9%	169	3.2%	113	0.6%	137	3.5%	86	0.7%	136	3.4%	97	0.6%	119	3.9%

New Jersey	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	164	1.4%	275	3.2%	178	0.8%	224	3.6%	133	1.0%	234	3.5%	152	0.7%	192	3.8%
Exempt (Non-management) Employees	164	1.3%	277	3.3%	182	0.8%	226	3.6%	132	1.0%	233	3.5%	152	0.7%	192	3.8%
Managers	163	1.3%	278	3.3%	182	0.7%	226	3.6%	133	1.0%	231	3.5%	153	0.7%	193	3.8%
Officers & Executives	160	1.2%	262	3.1%	173	0.6%	212	3.3%	132	1.0%	217	3.4%	145	0.6%	184	3.7%

New Mexico	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	87	1.1%	172	3.3%	108	0.9%	142	3.7%	75	0.9%	145	3.5%	92	0.8%	123	3.9%
Exempt (Non-management) Employees	88	1.1%	172	3.3%	109	0.9%	143	3.6%	75	0.8%	145	3.5%	92	0.7%	124	3.8%
Managers	87	1.1%	174	3.3%	108	0.8%	142	3.6%	75	0.8%	144	3.5%	93	0.7%	124	3.9%
Officers & Executives	84	0.9%	160	3.2%	103	0.7%	130	3.4%	74	0.8%	134	3.4%	88	0.6%	116	3.7%

New York	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	185	1.4%	306	3.3%	204	0.8%	260	3.7%	144	0.9%	250	3.5%	167	0.7%	216	3.9%
Exempt (Non-management) Employees	187	1.5%	309	3.3%	207	0.9%	263	3.7%	145	0.9%	251	3.5%	167	0.7%	218	3.9%
Managers	186	1.4%	310	3.3%	207	0.8%	261	3.7%	145	0.8%	249	3.5%	168	0.7%	217	3.9%
Officers & Executives	179	1.2%	289	3.2%	194	0.6%	245	3.4%	144	0.8%	235	3.3%	159	0.6%	210	3.7%

North Carolina	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	171	1.4%	290	3.3%	197	0.8%	241	3.7%	135	1.0%	239	3.5%	166	0.7%	207	4.0%
Exempt (Non-management) Employees	173	1.5%	292	3.3%	200	0.8%	244	3.7%	136	0.9%	240	3.5%	168	0.7%	209	3.9%
Managers	174	1.4%	294	3.4%	200	0.8%	244	3.7%	137	0.9%	238	3.5%	169	0.7%	209	3.9%
Officers & Executives	168	1.2%	276	3.2%	191	0.7%	230	3.4%	135	0.9%	224	3.4%	159	0.6%	199	3.8%

North Dakota	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	74	1.0%	136	3.2%	85	0.8%	109	3.5%	60	0.7%	116	3.4%	75	0.6%	95	3.6%
Exempt (Non-management) Employees	75	1.0%	137	3.2%	85	0.9%	110	3.5%	60	0.6%	117	3.4%	75	0.6%	96	3.6%
Managers	74	1.0%	139	3.3%	84	0.6%	110	3.4%	60	0.6%	116	3.4%	76	0.6%	96	3.6%
Officers & Executives	71	0.8%	127	3.2%	78	0.5%	99	3.3%	57	0.6%	105	3.3%	68	0.5%	86	3.5%

Ohio	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	180	1.4%	314	3.2%	207	0.8%	255	3.7%	144	1.1%	257	3.4%	167	0.7%	219	3.9%
Exempt (Non-management) Employees	180	1.3%	317	3.2%	210	0.8%	259	3.7%	144	1.0%	259	3.4%	167	0.6%	221	3.8%
Managers	180	1.3%	317	3.3%	210	0.7%	258	3.7%	145	1.0%	256	3.5%	168	0.7%	222	3.8%
Officers & Executives	177	1.2%	297	3.2%	201	0.6%	246	3.5%	143	0.9%	240	3.4%	159	0.5%	213	3.7%

Oklahoma	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	103	1.1%	193	3.2%	122	0.8%	156	3.5%	91	1.0%	168	3.5%	109	0.7%	138	3.8%
Exempt (Non-management) Employees	104	1.0%	193	3.3%	125	0.8%	157	3.6%	90	0.9%	167	3.5%	109	0.7%	138	3.8%
Managers	103	1.0%	195	3.3%	125	0.8%	157	3.6%	90	0.9%	166	3.5%	110	0.8%	138	3.8%
Officers & Executives	100	0.9%	182	3.2%	117	0.6%	146	3.4%	89	0.9%	155	3.5%	102	0.6%	130	3.7%

Oregon	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	135	1.4%	235	3.3%	152	0.9%	198	3.9%	118	1.1%	204	3.6%	130	0.8%	170	4.0%
Exempt (Non-management) Employees	135	1.3%	234	3.4%	153	0.9%	197	3.9%	117	1.0%	202	3.6%	130	0.7%	169	4.0%
Managers	134	1.3%	237	3.4%	154	0.8%	197	3.8%	117	1.0%	202	3.6%	131	0.7%	170	4.0%
Officers & Executives	131	1.1%	224	3.2%	148	0.6%	186	3.7%	115	0.9%	192	3.6%	125	0.6%	163	3.9%

Pennsylvania	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	189	1.4%	314	3.2%	202	0.7%	256	3.6%	150	1.1%	253	3.5%	169	0.7%	216	4.0%
Exempt (Non-management) Employees	188	1.4%	313	3.2%	205	0.8%	257	3.6%	150	1.1%	253	3.5%	169	0.7%	216	4.0%
Managers	189	1.4%	313	3.3%	205	0.7%	257	3.7%	151	1.1%	250	3.5%	170	0.7%	216	3.9%
Officers & Executives	184	1.2%	292	3.2%	191	0.6%	242	3.5%	149	1.1%	235	3.5%	161	0.6%	207	3.9%

Rhode Island	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	88	1.3%	161	3.2%	97	0.6%	130	3.6%	74	1.0%	137	3.5%	84	0.7%	111	4.0%
Exempt (Non-management) Employees	89	1.3%	163	3.2%	100	0.7%	132	3.6%	75	1.0%	137	3.5%	85	0.7%	112	4.0%
Managers	88	1.3%	165	3.3%	100	0.6%	132	3.6%	75	0.9%	136	3.5%	86	0.7%	112	4.0%
Officers & Executives	87	1.1%	154	3.2%	94	0.5%	122	3.4%	75	0.9%	126	3.5%	80	0.5%	105	3.8%

South Carolina	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	138	1.2%	240	3.2%	155	0.7%	199	3.6%	115	0.9%	205	3.4%	134	0.7%	174	3.9%
Exempt (Non-management) Employees	140	1.1%	242	3.3%	159	0.8%	202	3.6%	115	0.8%	205	3.5%	134	0.7%	175	3.9%
Managers	140	1.1%	243	3.3%	159	0.7%	202	3.6%	116	0.8%	202	3.5%	135	0.7%	175	3.9%
Officers & Executives	138	1.0%	231	3.1%	152	0.6%	191	3.4%	117	0.8%	192	3.4%	129	0.6%	169	3.7%

South Dakota	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	70	1.1%	143	3.3%	89	0.8%	114	3.6%	60	0.9%	123	3.5%	77	0.7%	98	3.8%
Exempt (Non-management) Employees	71	1.0%	143	3.3%	90	0.9%	115	3.5%	60	0.7%	123	3.6%	77	0.7%	99	3.8%
Managers	70	1.0%	145	3.3%	90	0.8%	114	3.5%	60	0.7%	122	3.6%	78	0.8%	99	3.8%
Officers & Executives	69	0.8%	134	3.3%	85	0.6%	104	3.3%	60	0.7%	113	3.5%	73	0.6%	92	3.6%

Tennessee	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	163	1.2%	267	3.1%	180	0.7%	220	3.5%	137	1.1%	229	3.5%	155	0.7%	192	3.9%
Exempt (Non-management) Employees	164	1.2%	268	3.2%	183	0.8%	222	3.6%	137	1.0%	229	3.6%	155	0.7%	192	3.9%
Managers	163	1.2%	270	3.2%	183	0.7%	221	3.6%	137	1.0%	227	3.6%	156	0.8%	193	3.9%
Officers & Executives	161	1.1%	255	3.1%	175	0.6%	208	3.4%	136	1.0%	215	3.4%	148	0.6%	185	3.7%

Texas	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	245	1.4%	396	3.2%	269	0.8%	330	3.6%	199	1.1%	331	3.4%	225	0.7%	283	3.8%
Exempt (Non-management) Employees	246	1.4%	398	3.3%	274	0.8%	334	3.7%	198	1.0%	332	3.5%	227	0.8%	283	3.8%
Managers	245	1.3%	398	3.3%	273	0.8%	333	3.6%	198	1.0%	330	3.5%	228	0.8%	285	3.8%
Officers & Executives	239	1.2%	379	3.1%	257	0.6%	315	3.4%	195	1.0%	313	3.4%	216	0.7%	272	3.7%

Utah	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	109	1.4%	199	3.3%	125	0.8%	154	3.8%	98	1.1%	173	3.5%	112	0.7%	139	4.1%
Exempt (Non-management) Employees	110	1.3%	200	3.3%	128	0.9%	156	3.8%	97	1.0%	173	3.6%	112	0.7%	140	4.0%
Managers	110	1.3%	201	3.3%	128	0.8%	156	3.8%	98	1.0%	172	3.6%	112	0.7%	140	4.0%
Officers & Executives	109	1.2%	191	3.3%	122	0.6%	148	3.5%	98	1.0%	163	3.5%	107	0.6%	134	3.8%

Vermont	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	70	1.1%	131	3.3%	80	0.8%	105	3.7%	55	0.8%	107	3.6%	68	0.9%	88	4.1%
Exempt (Non-management) Employees	71	1.1%	132	3.3%	82	1.0%	106	3.7%	55	0.7%	106	3.6%	68	0.9%	87	4.0%
Managers	70	1.1%	134	3.4%	82	0.9%	106	3.7%	55	0.7%	105	3.6%	69	1.0%	88	4.1%
Officers & Executives	68	0.9%	124	3.2%	78	0.7%	97	3.5%	55	0.7%	97	3.5%	65	0.7%	82	3.9%

Virginia	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	146	1.3%	254	3.3%	165	0.8%	207	3.7%	122	1.0%	217	3.5%	144	0.7%	178	4.0%
Exempt (Non-management) Employees	148	1.2%	256	3.4%	169	0.9%	210	3.8%	123	0.9%	217	3.6%	144	0.7%	179	3.9%
Managers	147	1.2%	257	3.4%	169	0.8%	210	3.8%	124	0.9%	214	3.6%	145	0.7%	180	3.9%
Officers & Executives	143	1.0%	246	3.3%	159	0.7%	199	3.5%	123	0.9%	205	3.5%	137	0.6%	175	3.8%

Washington	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	161	1.5%	263	3.3%	179	0.8%	221	3.9%	135	1.2%	228	3.6%	158	0.8%	198	4.2%
Exempt (Non-management) Employees	163	1.5%	261	3.3%	178	0.8%	221	3.9%	135	1.2%	226	3.5%	157	0.8%	198	4.1%
Managers	164	1.4%	261	3.4%	178	0.7%	222	3.9%	136	1.2%	225	3.5%	158	0.7%	199	4.1%
Officers & Executives	160	1.2%	249	3.0%	171	0.6%	210	3.5%	133	0.9%	215	3.3%	150	0.7%	191	3.9%

Washington D.C.	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	113	1.3%	200	3.3%	130	0.8%	167	3.6%	97	1.0%	168	3.3%	113	0.7%	145	3.9%
Exempt (Non-management) Employees	115	1.3%	201	3.3%	132	0.9%	168	3.7%	97	0.9%	167	3.4%	113	0.7%	145	3.9%
Managers	114	1.2%	203	3.3%	132	0.8%	168	3.7%	97	0.9%	165	3.4%	114	0.8%	145	3.9%
Officers & Executives	114	1.1%	193	3.2%	125	0.6%	156	3.4%	95	0.9%	156	3.3%	107	0.6%	136	3.7%

West Virginia	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	86	1.2%	152	3.2%	94	0.7%	125	3.6%	75	1.1%	132	3.5%	85	0.7%	108	3.8%
Exempt (Non-management) Employees	86	1.1%	152	3.3%	95	0.8%	125	3.6%	75	1.0%	131	3.6%	85	0.7%	108	3.8%
Managers	85	1.1%	154	3.3%	95	0.7%	125	3.5%	75	1.0%	130	3.6%	86	0.7%	108	3.8%
Officers & Executives	83	0.9%	144	3.2%	90	0.6%	116	3.3%	74	0.9%	122	3.5%	81	0.6%	102	3.6%

Wisconsin	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	162	1.4%	266	3.1%	183	0.8%	223	3.6%	131	1.1%	219	3.4%	153	0.7%	184	3.9%
Exempt (Non-management) Employees	162	1.4%	270	3.2%	185	0.8%	226	3.6%	131	0.9%	221	3.5%	153	0.7%	185	3.8%
Managers	163	1.3%	270	3.2%	184	0.7%	225	3.6%	132	0.9%	217	3.5%	154	0.7%	185	3.8%
Officers & Executives	163	1.1%	258	3.0%	177	0.6%	213	3.3%	131	0.8%	205	3.3%	144	0.6%	176	3.7%

Wyoming	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	61	0.9%	125	3.2%	76	0.8%	98	3.5%	55	0.6%	105	3.5%	65	0.6%	83	3.8%
Exempt (Non-management) Employees	62	0.9%	124	3.2%	77	0.9%	98	3.5%	55	0.6%	104	3.5%	65	0.6%	82	3.8%
Managers	61	0.8%	126	3.3%	77	0.8%	98	3.5%	55	0.6%	103	3.5%	66	0.7%	83	3.8%
Officers & Executives	59	0.8%	116	3.2%	74	0.7%	89	3.4%	54	0.6%	96	3.5%	62	0.5%	77	3.8%

# United States

Q. What did your organization budget for salary increases by job family?

Job Family	2022	2023
N =	85	74
Business and Financial Operations Occupations	2%	4%
Management Occupations	3%	4%
Office and Administrative Support Occupations	3%	4%
Architecture and Engineering Occupations	3%	3%
Computer and Mathematical Occupations	3%	3%
Installation, Maintenance, and Repair Occupations	2%	3%
Building, Grounds Cleaning, and Maintenance Occupations	2%	3%
Sales and Related Occupations	2%	3%
Production Occupations	2%	2%
Construction and Extraction Occupations	2%	2%
Healthcare Practitioners and Technical Healthcare Occupations	2%	2%
Transportation and Material Moving Occupations	2%	2%
Healthcare Support Occupations	2%	2%
Community and Social Services Occupations	2%	2%
Arts, Design, Entertainment, Sports, and Media Occupations	1%	2%
Legal Occupations	2%	2%
Life, Physical, and Social Science Occupations	1%	2%
Education, Training, and Library Occupations	2%	2%
Food Preparation and Serving-Related Occupations	2%	2%
Personal Care and Service Occupations	1%	1%
Farming, Fishing, and Forestry Occupations	1%	1%

# Canada

## Total sample

All Respondents	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	98	1.2%	168	3.0%	107	0.7%	145	3.5%	88	1.3%	153	3.3%	97	0.7%	133	3.7%
Exempt (Non-management) Employees	101	1.1%	184	3.1%	113	0.7%	156	3.4%	92	1.3%	168	3.3%	103	0.8%	143	3.7%
Managers	101	1.1%	180	3.1%	112	0.8%	156	3.5%	91	1.3%	163	3.3%	100	0.8%	142	3.7%
Officers & Executives	93	1.1%	150	2.9%	94	0.6%	128	3.2%	84	1.3%	139	3.2%	84	0.8%	119	3.5%

## Industry groups

Manufacturing	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	20	0.8%	38	3.0%	18	0.4%	31	3.1%	18	1.1%	37	3.3%	20	0.6%	27	3.5%
Exempt (Non-management) Employees	21	0.6%	40	3.1%	19	0.4%	32	3.1%	19	0.8%	39	3.5%	20	0.6%	27	3.5%
Managers	20	0.6%	38	3.2%	19	0.4%	31	3.1%	18	0.8%	38	3.5%	20	0.6%	27	3.5%
Officers & Executives	19	0.5%	33	3.0%	18	0.4%	28	3.0%	17	0.9%	34	3.5%	17	0.5%	24	3.5%

Nonprofit	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	3	--	3	--	2	--	3	--	3	--	3	--	2	--	3	--
Exempt (Non-management) Employees	4	--	4	--	3	--	4	--	4	--	4	--	3	--	4	--
Managers	3	--	3	--	2	--	3	--	3	--	3	--	2	--	3	--
Officers & Executives	3	--	3	--	2	--	3	--	3	--	3	--	2	--	3	--

Agencies & Consultancies	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	1	--	1	--	1	--	1	--	1	--	1	--	1	--	1	--
Exempt (Non-management) Employees	1	--	1	--	1	--	1	--	1	--	1	--	1	--	1	--
Managers	1	--	1	--	1	--	1	--	1	--	1	--	1	--	1	--
Officers & Executives	1	--	1	--	1	--	1	--	1	--	1	--	1	--	1	--

Construction	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	3	--	2	--	2	--	2	--	2	--	2	--	2	--	2	--
Exempt (Non-management) Employees	3	--	2	--	2	--	2	--	2	--	2	--	2	--	2	--
Managers	3	--	2	--	2	--	2	--	2	--	2	--	2	--	2	--
Officers & Executives	3	--	2	--	2	--	2	--	2	--	2	--	2	--	2	--

Retail & Customer Service	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	4	--	10	3.1%	3	--	7	3.7%	4	--	8	3.3%	2	--	6	3.2%
Exempt (Non-management) Employees	3	--	10	2.9%	3	--	7	3.3%	4	--	8	3.2%	2	--	6	3.2%
Managers	4	--	10	3.0%	3	--	7	3.5%	4	--	8	3.2%	2	--	6	3.2%
Officers & Executives	3	--	8	3.1%	2	--	5	3.0%	3	--	6	3.0%	2	--	4	--

Technology (including software)	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	21	0.6%	38	3.2%	29	0.6%	36	3.4%	18	0.6%	32	3.6%	24	0.9%	33	3.7%
Exempt (Non-management) Employees	22	0.5%	42	3.3%	32	0.8%	40	3.6%	19	0.6%	37	3.7%	28	1.1%	38	3.8%
Managers	23	0.6%	42	3.5%	32	0.8%	41	3.8%	20	0.8%	35	3.8%	27	1.1%	37	3.8%
Officers & Executives	20	0.6%	32	3.0%	23	0.7%	29	3.2%	18	0.7%	28	3.4%	19	1.2%	28	3.6%

Energy & Utilities	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	4	--	7	3.7%	4	--	6	4.2%	4	--	7	3.6%	4	--	6	3.9%
Exempt (Non-management) Employees	4	--	7	3.7%	4	--	6	4.2%	4	--	7	3.6%	4	--	6	3.9%
Managers	4	--	7	3.7%	4	--	6	4.2%	4	--	7	3.6%	4	--	6	3.9%
Officers & Executives	3	--	5	3.8%	3	--	5	4.0%	3	--	5	3.8%	3	--	5	3.9%

Engineering & Science	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	3	--	7	3.2%	7	2.1%	6	4.7%	3	--	8	3.5%	6	2.2%	6	3.9%
Exempt (Non-management) Employees	3	--	7	3.2%	6	2.0%	6	4.1%	3	--	8	3.2%	6	1.8%	6	4.3%
Managers	3	--	6	3.2%	6	2.0%	6	3.7%	3	--	7	3.3%	5	2.2%	6	4.1%
Officers & Executives	3	--	5	3.3%	5	2.2%	4	--	3	--	6	3.4%	4	--	4	--

Finance & Insurance	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	4	--	7	3.0%	4	--	5	3.0%	4	--	7	3.1%	4	--	5	3.4%
Exempt (Non-management) Employees	4	--	7	3.0%	4	--	5	3.0%	4	--	7	3.1%	4	--	5	3.4%
Managers	4	--	7	3.0%	4	--	5	3.2%	4	--	7	3.1%	4	--	5	3.7%
Officers & Executives	4	--	7	3.0%	4	--	5	2.3%	4	--	7	3.1%	4	--	5	2.8%

Food, Beverage & Hospitality	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	4	--	4	--	1	--	3	--	3	--	4	--	1	--	3	--
Exempt (Non-management) Employees	4	--	5	3.1%	1	--	3	--	3	--	5	3.4%	1	--	3	--
Managers	4	--	5	3.1%	1	--	3	--	3	--	5	3.4%	1	--	3	--
Officers & Executives	4	--	4	--	1	--	3	--	3	--	4	--	1	--	3	--

Other (please specify)	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	23	1.3%	44	3.2%	30	0.6%	38	3.6%	21	1.3%	38	3.3%	26	0.5%	36	3.8%
Exempt (Non-management) Employees	24	1.2%	52	3.1%	32	0.6%	43	3.5%	22	1.3%	44	3.3%	27	0.5%	40	3.7%
Managers	24	1.2%	52	3.2%	32	0.7%	44	3.5%	22	1.3%	44	3.3%	27	0.5%	41	3.7%
Officers & Executives	22	1.0%	43	2.8%	27	0.4%	36	3.2%	20	1.2%	37	3.0%	24	0.5%	35	3.5%

## Sectors

Public Company	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	53	1.2%	98	3.3%	61	0.7%	87	3.4%	46	1.2%	88	3.6%	55	0.8%	80	3.8%
Exempt (Non-management) Employees	53	1.2%	102	3.3%	64	0.7%	91	3.5%	46	1.2%	92	3.5%	57	0.8%	83	3.8%
Managers	53	1.2%	102	3.3%	63	0.7%	91	3.5%	46	1.2%	91	3.5%	56	0.8%	82	3.8%
Officers & Executives	49	1.1%	87	3.0%	52	0.6%	78	3.2%	43	1.3%	79	3.4%	47	0.8%	72	3.7%

Private Company	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	39	1.1%	64	2.8%	42	0.8%	52	3.5%	37	1.3%	59	2.9%	38	0.8%	47	3.3%
Exempt (Non-management) Employees	41	0.9%	76	2.9%	44	0.8%	59	3.4%	40	1.1%	70	3.1%	41	0.9%	54	3.5%
Managers	42	0.9%	72	3.0%	45	0.8%	59	3.5%	40	1.1%	66	3.2%	40	0.9%	54	3.4%
Officers & Executives	38	0.9%	58	2.8%	38	0.7%	45	3.2%	36	1.1%	55	3.0%	33	0.8%	42	3.1%

Nonprofit Organization	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	6	1.8%	5	1.2%	4	--	5	3.2%	5	3.6%	5	2.6%	4	--	5	5.6%
Exempt (Non-management) Employees	7	1.8%	6	1.6%	5	0.5%	6	3.3%	6	3.0%	6	2.8%	5	0.0%	6	5.3%
Managers	6	1.8%	5	1.2%	4	--	5	3.2%	5	3.6%	5	2.6%	4	--	5	5.6%
Officers & Executives	6	1.8%	5	1.2%	4	--	5	3.2%	5	3.6%	5	2.6%	4	--	5	5.6%

Government	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--
Exempt (Non-management) Employees	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--
Managers	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--
Officers & Executives	0	--	0	--	0	--	0	--	0	--	0	--	0	--	0	--

FTE

<50	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	5	2.8%	5	0.6%	5	0.6%	5	3.4%	5	2.0%	6	1.7%	6	0.3%	4	--
Exempt (Non-management) Employees	7	2.1%	7	2.1%	4	--	7	2.6%	6	2.0%	6	2.2%	6	0.0%	5	2.2%
Managers	6	2.2%	5	2.1%	4	--	6	2.7%	6	1.7%	5	2.4%	5	0.0%	5	2.0%
Officers & Executives	6	1.8%	5	2.3%	4	--	5	2.2%	6	1.7%	5	1.6%	5	0.0%	4	--

50 - 99	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	9	1.1%	7	0.6%	6	0.3%	7	1.7%	7	2.1%	8	0.5%	7	0.0%	7	2.7%
Exempt (Non-management) Employees	8	1.1%	8	0.4%	7	0.3%	7	1.4%	8	1.9%	8	0.5%	7	0.0%	7	2.7%
Managers	9	1.1%	7	0.6%	7	0.3%	7	1.7%	7	2.1%	8	0.5%	7	0.0%	7	2.7%
Officers & Executives	9	1.1%	7	0.6%	7	0.3%	7	1.7%	7	2.1%	8	0.5%	6	0.0%	7	2.7%

100 - 1999	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	19	0.9%	27	3.4%	20	0.7%	21	3.5%	19	1.2%	26	3.7%	16	0.8%	20	3.6%
Exempt (Non-management) Employees	21	0.9%	35	3.3%	24	0.9%	27	3.8%	21	1.2%	34	3.6%	21	1.1%	27	3.9%
Managers	21	1.0%	32	3.4%	23	0.9%	26	3.7%	21	1.3%	30	3.6%	19	1.1%	25	3.8%
Officers & Executives	18	0.9%	23	3.1%	18	0.9%	19	3.2%	17	1.2%	23	3.6%	15	1.2%	19	3.5%

2,000 - 4,999	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	21	0.4%	35	3.1%	22	0.6%	31	3.6%	20	0.4%	31	3.8%	22	0.7%	30	4.2%
Exempt (Non-management) Employees	21	0.4%	38	3.2%	23	0.6%	32	3.6%	20	0.4%	36	3.8%	23	0.7%	31	4.2%
Managers	21	0.4%	38	3.2%	23	0.6%	32	3.6%	20	0.4%	35	3.8%	23	0.7%	31	4.2%
Officers & Executives	17	0.5%	30	3.2%	17	0.3%	25	3.4%	18	0.4%	28	3.8%	17	0.5%	25	4.2%

5,000 - 15,000	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	15	1.8%	31	3.3%	19	0.4%	28	3.7%	11	2.2%	27	3.4%	16	0.5%	23	3.6%
Exempt (Non-management) Employees	16	1.3%	33	3.4%	20	0.5%	29	3.8%	11	1.8%	28	3.6%	16	0.5%	23	3.6%
Managers	16	1.3%	33	3.4%	20	0.5%	30	3.8%	11	1.8%	28	3.6%	16	0.5%	23	3.6%
Officers & Executives	16	1.0%	29	3.1%	17	0.4%	26	3.3%	11	1.8%	27	3.3%	14	0.5%	21	3.4%

>15,000	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	29	1.5%	63	3.1%	35	1.1%	53	3.5%	26	1.5%	55	3.4%	30	1.1%	49	3.8%
Exempt (Non-management) Employees	28	1.5%	63	3.1%	35	1.1%	54	3.4%	26	1.5%	56	3.3%	30	1.2%	50	3.7%
Managers	28	1.5%	65	3.1%	35	1.1%	55	3.5%	26	1.5%	57	3.3%	30	1.2%	51	3.7%
Officers & Executives	27	1.4%	56	2.9%	31	0.9%	46	3.3%	25	1.5%	48	3.1%	27	1.2%	43	3.6%

## REVENUE

<\$5M	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	3	--	4	--	3	--	3	--	3	--	5	1.8%	4	--	2	--
Exempt (Non-management) Employees	3	--	4	--	3	--	4	--	4	--	5	1.7%	4	--	3	--
Managers	3	--	4	--	3	--	4	--	4	--	5	1.7%	4	--	3	--
Officers & Executives	3	--	4	--	3	--	4	--	4	--	5	1.8%	4	--	3	--

\$5M - \$50M	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	13	1.3%	14	1.9%	13	0.8%	12	2.9%	10	2.0%	13	1.5%	12	0.6%	11	2.7%
Exempt (Non-management) Employees	14	1.2%	18	2.2%	13	0.6%	14	2.6%	11	2.0%	14	1.9%	12	0.4%	12	3.0%
Managers	14	1.1%	15	2.4%	13	0.6%	13	2.8%	10	2.0%	13	1.9%	11	0.5%	12	2.9%
Officers & Executives	14	1.1%	15	1.8%	13	0.5%	12	2.1%	10	2.0%	13	1.6%	10	0.5%	11	2.7%

\$50M - \$500M	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	16	1.0%	20	3.4%	17	0.8%	19	3.7%	16	1.2%	21	3.9%	14	0.6%	19	3.9%
Exempt (Non-management) Employees	16	1.0%	25	3.3%	19	0.8%	22	3.7%	16	1.2%	26	3.8%	17	0.7%	23	4.0%
Managers	17	1.1%	24	3.4%	20	0.8%	23	3.7%	17	1.3%	24	3.9%	17	0.8%	23	3.9%
Officers & Executives	15	1.0%	16	3.1%	12	0.4%	14	3.1%	16	1.2%	17	3.9%	11	0.6%	15	3.5%

\$500M - \$1B	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	13	0.5%	19	3.1%	13	0.7%	17	3.6%	13	0.8%	18	3.4%	12	0.8%	16	3.9%
Exempt (Non-management) Employees	13	0.5%	20	3.1%	13	0.7%	18	3.6%	13	1.1%	20	3.5%	12	0.8%	17	3.9%
Managers	13	0.7%	20	3.1%	13	0.7%	18	3.6%	13	1.0%	19	3.4%	12	0.8%	17	3.9%
Officers & Executives	10	0.8%	16	3.3%	11	0.7%	15	3.7%	10	0.9%	16	3.5%	10	0.9%	15	3.8%

\$1B - \$5B	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	23	1.1%	50	3.2%	29	0.7%	41	3.6%	20	0.9%	40	3.7%	26	0.8%	36	4.0%
Exempt (Non-management) Employees	25	0.7%	56	3.3%	32	0.9%	45	3.7%	21	0.6%	46	3.7%	28	0.9%	39	4.0%
Managers	25	0.7%	55	3.3%	31	0.9%	45	3.8%	21	0.6%	45	3.7%	27	0.9%	38	4.1%
Officers & Executives	23	0.5%	46	3.1%	26	0.7%	37	3.4%	19	0.6%	38	3.5%	23	0.9%	33	3.8%

>\$5B	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	29	1.6%	53	3.1%	30	0.8%	46	3.3%	25	1.8%	49	3.3%	26	1.0%	43	3.6%
Exempt (Non-management) Employees	28	1.5%	52	3.1%	30	0.8%	46	3.3%	25	1.8%	49	3.3%	26	1.0%	43	3.6%
Managers	28	1.5%	53	3.1%	30	0.8%	46	3.3%	25	1.8%	49	3.3%	26	1.0%	43	3.6%
Officers & Executives	27	1.5%	47	2.8%	27	0.7%	41	3.2%	24	1.9%	44	3.1%	23	1.0%	38	3.6%

## REGIONS

Atlantic	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	23	0.8%	44	3.1%	26	0.6%	36	3.2%	21	0.7%	39	3.4%	21	0.5%	33	3.4%
Exempt (Non-management) Employees	24	0.8%	48	3.1%	26	0.6%	38	3.2%	21	0.7%	42	3.4%	21	0.5%	34	3.3%
Managers	23	0.7%	48	3.1%	27	0.6%	39	3.3%	21	0.7%	42	3.4%	21	0.5%	34	3.3%
Officers & Executives	22	0.8%	41	3.0%	21	0.4%	32	2.8%	21	0.7%	38	3.3%	18	0.4%	30	3.0%

Central	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	69	1.2%	126	3.0%	79	0.8%	107	3.4%	64	1.5%	114	3.4%	70	0.9%	99	3.7%
Exempt (Non-management) Employees	70	1.0%	135	3.1%	82	0.8%	111	3.4%	66	1.4%	123	3.4%	73	0.9%	103	3.8%
Managers	72	1.1%	134	3.2%	83	0.8%	114	3.5%	66	1.4%	120	3.4%	72	0.9%	104	3.7%
Officers & Executives	67	1.0%	112	2.9%	71	0.7%	95	3.1%	61	1.5%	103	3.2%	61	0.9%	88	3.5%

Western	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	61	0.9%	93	2.9%	62	0.6%	76	3.3%	55	0.9%	86	3.1%	53	0.5%	71	3.4%
Exempt (Non-management) Employees	61	0.8%	99	3.0%	65	0.6%	81	3.3%	57	0.9%	92	3.2%	55	0.6%	76	3.4%
Managers	62	0.8%	100	3.0%	66	0.6%	84	3.3%	57	0.9%	92	3.2%	55	0.6%	77	3.4%
Officers & Executives	56	0.8%	86	2.9%	55	0.4%	70	2.9%	52	0.8%	83	3.1%	47	0.5%	68	3.1%

## PROVINCE

Alberta	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	41	0.8%	69	3.1%	46	0.7%	56	3.5%	39	0.7%	62	3.3%	37	0.7%	52	3.5%
Exempt (Non-management) Employees	41	0.5%	72	3.2%	46	0.7%	58	3.4%	39	0.7%	66	3.4%	37	0.7%	54	3.4%
Managers	41	0.6%	74	3.2%	47	0.7%	60	3.5%	39	0.6%	66	3.3%	37	0.7%	54	3.4%
Officers & Executives	38	0.5%	64	2.9%	39	0.5%	51	2.9%	36	0.5%	60	3.2%	33	0.6%	49	3.0%

British Columbia	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	48	1.0%	69	3.0%	49	0.6%	59	3.4%	42	1.1%	64	3.1%	42	0.6%	56	3.5%
Exempt (Non-management) Employees	47	0.8%	74	3.0%	51	0.6%	63	3.3%	44	0.9%	70	3.2%	44	0.7%	61	3.5%
Managers	48	0.8%	75	3.1%	52	0.6%	66	3.4%	44	1.0%	70	3.2%	44	0.7%	62	3.4%
Officers & Executives	43	0.8%	63	3.0%	43	0.5%	53	3.0%	40	0.9%	62	3.1%	36	0.6%	53	3.1%

Manitoba	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	17	0.9%	32	3.1%	18	0.5%	24	2.9%	16	0.6%	30	3.3%	18	0.7%	24	3.0%
Exempt (Non-management) Employees	16	0.8%	33	3.0%	18	0.5%	26	2.8%	16	0.6%	32	3.2%	18	0.7%	26	2.9%
Managers	16	0.8%	34	3.1%	18	0.5%	27	2.9%	16	0.6%	32	3.2%	18	0.7%	26	2.9%
Officers & Executives	16	0.8%	32	3.2%	18	0.5%	24	2.6%	16	0.6%	31	3.2%	18	0.7%	25	2.7%

New Brunswick	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	20	0.9%	37	3.2%	22	0.4%	30	3.1%	18	0.8%	32	3.4%	18	0.4%	27	3.2%
Exempt (Non-management) Employees	20	0.9%	40	3.1%	21	0.4%	31	2.9%	18	0.8%	35	3.3%	18	0.4%	28	3.1%
Managers	19	0.8%	40	3.1%	22	0.4%	32	3.1%	18	0.8%	35	3.3%	18	0.4%	28	3.1%
Officers & Executives	19	0.8%	35	3.1%	20	0.4%	27	2.8%	18	0.8%	32	3.3%	17	0.4%	26	3.0%

Newfoundland and Labrador	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	14	0.6%	26	3.1%	14	0.9%	22	3.1%	13	0.6%	24	3.5%	11	0.5%	20	3.2%
Exempt (Non-management) Employees	14	0.5%	28	3.1%	15	0.8%	24	3.1%	13	0.6%	25	3.4%	11	0.5%	21	3.1%
Managers	14	0.5%	28	3.1%	15	0.8%	25	3.2%	13	0.6%	25	3.4%	11	0.5%	21	3.1%
Officers & Executives	13	0.5%	25	3.0%	13	0.5%	22	2.7%	13	0.6%	23	3.3%	11	0.5%	20	2.8%

Nova Scotia	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	16	0.5%	31	3.2%	17	0.5%	27	2.9%	15	0.5%	29	3.4%	16	0.5%	26	3.1%
Exempt (Non-management) Employees	15	0.4%	34	3.2%	17	0.5%	28	2.8%	15	0.5%	32	3.4%	16	0.5%	27	3.0%
Managers	15	0.4%	34	3.2%	17	0.5%	29	2.9%	15	0.5%	32	3.4%	16	0.5%	27	3.0%
Officers & Executives	15	0.4%	29	3.1%	14	0.4%	23	2.5%	15	0.5%	29	3.3%	13	0.4%	23	2.8%

Northwest Territories	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	9	1.0%	15	3.2%	7	0.7%	15	2.9%	8	1.0%	13	3.6%	7	0.7%	14	3.3%
Exempt (Non-management) Employees	8	0.8%	15	3.3%	7	0.7%	15	2.9%	8	1.0%	13	3.7%	7	0.7%	14	3.3%
Managers	8	0.8%	15	3.3%	7	0.7%	16	3.1%	8	1.0%	13	3.7%	7	0.7%	14	3.3%
Officers & Executives	8	0.8%	14	3.1%	7	0.7%	14	2.7%	8	1.0%	13	3.5%	7	0.7%	14	3.1%

Nunavut	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	9	1.0%	15	3.1%	7	0.7%	14	2.9%	8	1.0%	13	3.6%	7	0.7%	13	3.3%
Exempt (Non-management) Employees	8	0.8%	15	3.2%	7	0.7%	14	2.9%	8	1.0%	13	3.6%	7	0.7%	13	3.3%
Managers	8	0.8%	15	3.2%	7	0.7%	15	3.1%	8	1.0%	13	3.6%	7	0.7%	13	3.3%
Officers & Executives	8	0.8%	14	3.0%	7	0.7%	13	2.6%	8	1.0%	13	3.4%	7	0.7%	13	3.1%

Ontario	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	66	1.2%	118	3.0%	76	0.7%	98	3.4%	61	1.4%	107	3.3%	65	0.7%	91	3.7%
Exempt (Non-management) Employees	67	1.0%	127	3.1%	79	0.7%	103	3.4%	63	1.4%	116	3.4%	68	0.8%	96	3.7%
Managers	69	1.0%	125	3.2%	80	0.7%	105	3.5%	63	1.4%	112	3.4%	67	0.8%	96	3.7%
Officers & Executives	64	1.0%	106	2.9%	69	0.6%	89	3.1%	58	1.4%	97	3.2%	58	0.8%	83	3.5%

Prince Edward Island	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	14	0.6%	18	3.1%	13	0.8%	17	3.0%	13	0.6%	17	3.7%	11	0.5%	16	3.3%
Exempt (Non-management) Employees	13	0.5%	19	3.0%	13	0.8%	18	2.8%	13	0.6%	18	3.6%	11	0.5%	17	3.1%
Managers	13	0.5%	19	3.0%	13	0.8%	19	2.9%	13	0.6%	18	3.6%	11	0.5%	17	3.1%
Officers & Executives	12	0.5%	18	2.8%	12	0.5%	17	2.3%	13	0.6%	18	3.3%	11	0.5%	17	2.8%

Quebec	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	38	1.1%	76	3.2%	46	0.8%	67	3.3%	37	1.2%	69	3.6%	42	0.9%	63	3.7%
Exempt (Non-management) Employees	38	0.8%	78	3.2%	46	0.8%	68	3.3%	37	1.1%	72	3.6%	42	0.9%	64	3.6%
Managers	38	0.8%	81	3.3%	47	0.8%	71	3.4%	37	1.1%	73	3.6%	42	0.9%	65	3.6%
Officers & Executives	36	0.9%	71	3.1%	41	0.6%	62	3.0%	35	1.1%	66	3.4%	38	0.8%	59	3.4%

Saskatchewan	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	19	0.9%	29	3.1%	18	0.8%	26	3.4%	17	0.9%	27	3.6%	16	0.6%	25	3.6%
Exempt (Non-management) Employees	18	0.8%	33	3.1%	18	0.8%	29	3.2%	17	0.9%	31	3.6%	16	0.6%	28	3.5%
Managers	18	0.8%	33	3.1%	18	0.8%	30	3.3%	17	0.9%	31	3.6%	16	0.6%	28	3.5%
Officers & Executives	16	0.8%	30	2.9%	16	0.6%	26	2.9%	16	0.9%	29	3.4%	15	0.6%	26	3.3%

Yukon	2022 Actual Increases								2023 Planned Increases							
	General/COLA		Merit Increases		Other Increases		Total Increases		General/COLA		Merit Increases		Other Increases		Total Increases	
	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average	Count	Average
Non-exempt Employees	9	1.0%	14	3.3%	8	0.7%	14	3.0%	8	1.0%	13	3.7%	7	0.7%	13	3.4%
Exempt (Non-management) Employees	8	0.8%	14	3.4%	8	0.7%	14	3.0%	8	1.0%	13	3.8%	7	0.7%	13	3.4%
Managers	8	0.8%	14	3.4%	8	0.7%	15	3.2%	8	1.0%	13	3.8%	7	0.7%	13	3.4%
Officers & Executives	8	0.8%	13	3.2%	8	0.7%	13	2.7%	8	1.0%	13	3.5%	7	0.7%	13	3.2%

## Australia

### Total sample

All Respondents	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	93	3.4%	84	3.5%
Exempt (Non-management) Employees	113	3.5%	101	3.6%
Exempt (Management) Employees	110	3.4%	99	3.6%
Officers & Executives	95	3.2%	85	3.5%

## Brazil

### Total sample

All Respondents	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	59	4.6%	50	5.1%
Exempt (Non-management) Employees	74	5.0%	64	5.3%
Exempt (Management) Employees	74	5.0%	64	5.3%
Officers & Executives	57	4.5%	46	4.9%

## China

### Total sample

All Respondents	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	78	5.8%	72	5.8%
Exempt (Non-management) Employees	97	5.9%	88	6.0%
Exempt (Management) Employees	98	5.8%	88	6.0%
Officers & Executives	79	5.7%	70	5.7%

## France

### Total sample

All Respondents	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	84	3.0%	71	3.2%
Exempt (Non-management) Employees	100	3.2%	88	3.4%
Exempt (Management) Employees	100	3.2%	88	3.4%
Officers & Executives	84	3.0%	75	3.2%

## Germany

### Total sample

All respondents	2022 actual increases		2023 planned increases	
	Count	Average	Count	Average
Hourly employees	96	3.4%	85	3.7%
Exempt (non-management) employees	112	3.5%	99	3.8%
Exempt (management) employees	113	3.5%	100	3.8%
Officers & executives	91	3.4%	79	3.7%

## India

### Total sample

All respondents	2022 actual increases		2023 planned increases	
	Count	Average	Count	Average
Hourly employees	84	7.0%	73	7.0%
Exempt (non-management) employees	104	7.8%	90	7.6%
Exempt (management) employees	102	7.8%	90	7.6%
Officers & executives	82	7.0%	72	6.9%

## Ireland

### Total sample

All respondents	2022 actual increases		2023 planned increases	
	Count	Average	Count	Average
Hourly employees	60	3.2%	51	3.4%
Exempt (non-management) employees	66	3.5%	57	3.9%
Exempt (management) employees	66	3.5%	57	3.9%
Officers & executives	52	3.1%	47	3.6%

## Japan

### Total sample

All respondents	2022 actual increases		2023 planned increases	
	Count	Average	Count	Average
Hourly employees	76	2.8%	67	2.9%
Exempt (non-management) employees	91	2.9%	80	3.1%
Exempt (management) employees	91	3.0%	80	3.1%
Officers & executives	74	2.8%	65	2.9%

## Mexico

### Total sample

All Respondents	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	79	5.0%	73	5.2%
Exempt (Non-management) Employees	96	5.0%	88	5.2%
Exempt (Management) Employees	95	5.1%	87	5.2%
Officers & Executives	70	4.8%	67	5.0%

## Poland

### Total sample

All Respondents	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	67	4.3%	59	4.5%
Exempt (Non-management) Employees	74	4.4%	65	4.7%
Exempt (Management) Employees	75	4.4%	65	4.7%
Officers & Executives	58	4.1%	51	4.5%

## Singapore

### Total sample

All Respondents	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	73	3.9%	65	4.0%
Exempt (Non-management) Employees	91	4.1%	81	4.2%
Exempt (Management) Employees	90	4.0%	80	4.1%
Officers & Executives	72	3.8%	63	4.0%

## South Korea

### Total sample

All Respondents	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	55	4.3%	48	4.2%
Exempt (Non-management) Employees	64	4.4%	55	4.5%
Exempt (Management) Employees	65	4.4%	57	4.4%
Officers & Executives	49	4.1%	42	4.2%

## Spain

### Total sample

All Respondents	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	67	3.1%	61	3.3%
Exempt (Non-management) Employees	83	3.3%	73	3.5%
Exempt (Management) Employees	82	3.3%	70	3.6%
Officers & Executives	63	3.1%	55	3.4%

## United Kingdom

### Total sample

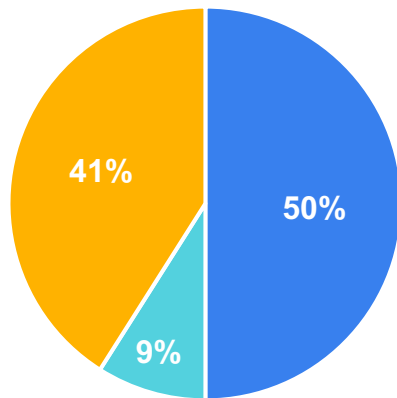
All Respondents	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Hourly Employees	135	3.5%	116	3.7%
Exempt (Non-management) Employees	163	3.6%	143	3.8%
Exempt (Management) Employees	163	3.6%	143	3.8%
Officers & Executives	137	3.4%	123	3.7%

# Salary Budget Trends

# United States

## How does your expected 2023 increase budget compare to your 2022 increase budget?

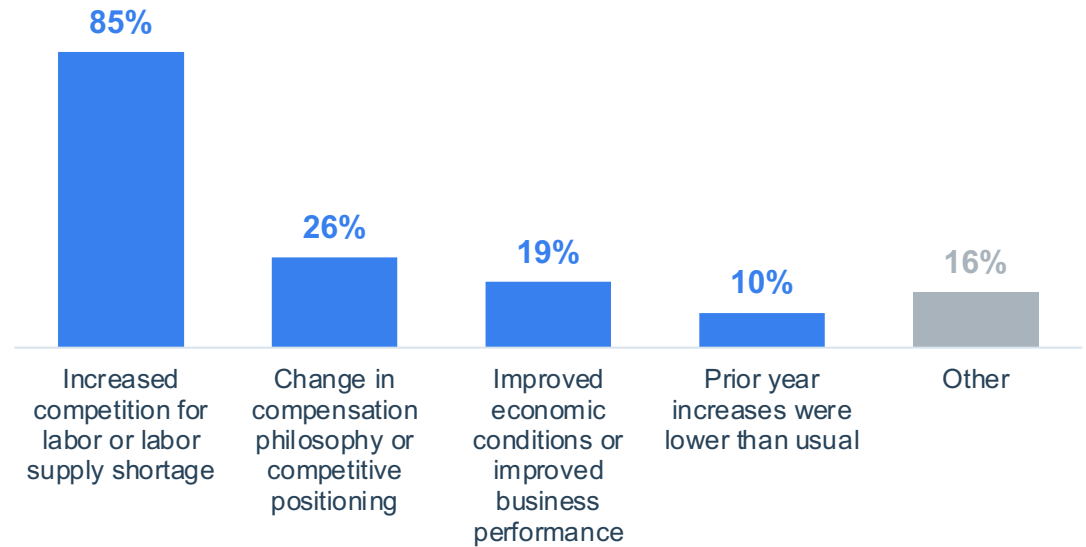
Base n= 1660



- Our 2023 salary increase budget is expected to be higher than our 2022 salary increase budget
- Our 2023 salary increase budget is expected to be lower than our 2022 salary increase budget
- Our 2023 salary increase budget is expected to be the same as our 2022 salary increase budget

## Why is your 2023 salary increase budget expected to be higher than your 2022 increase budget?

Base n= 750



# United States

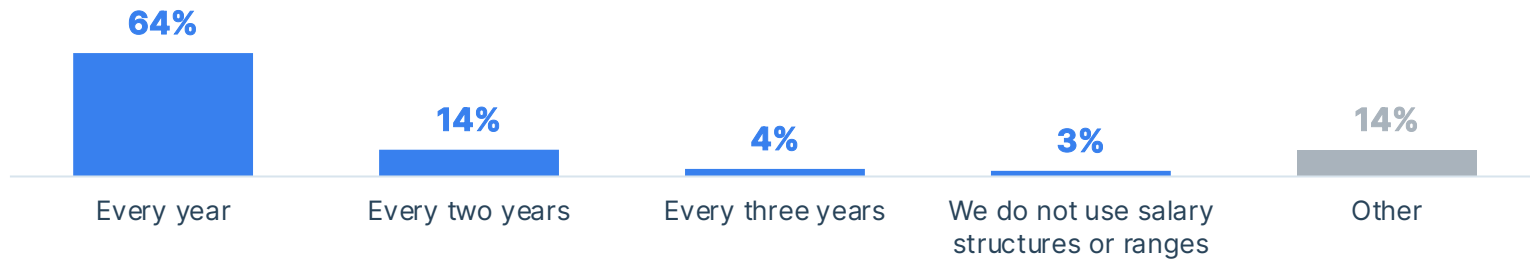
## Why is your 2023 salary increase budget expected to be lower than your 2022 increase budget?

Base n= 135



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

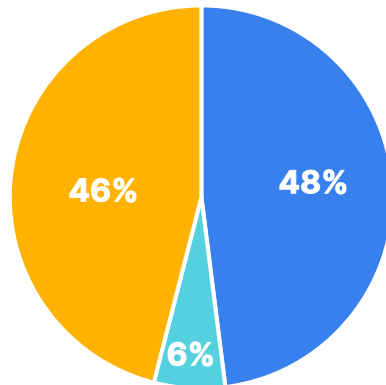
Base n= 980



# Canada

## How does your expected 2023 increase budget compare to your 2022 increase budget?

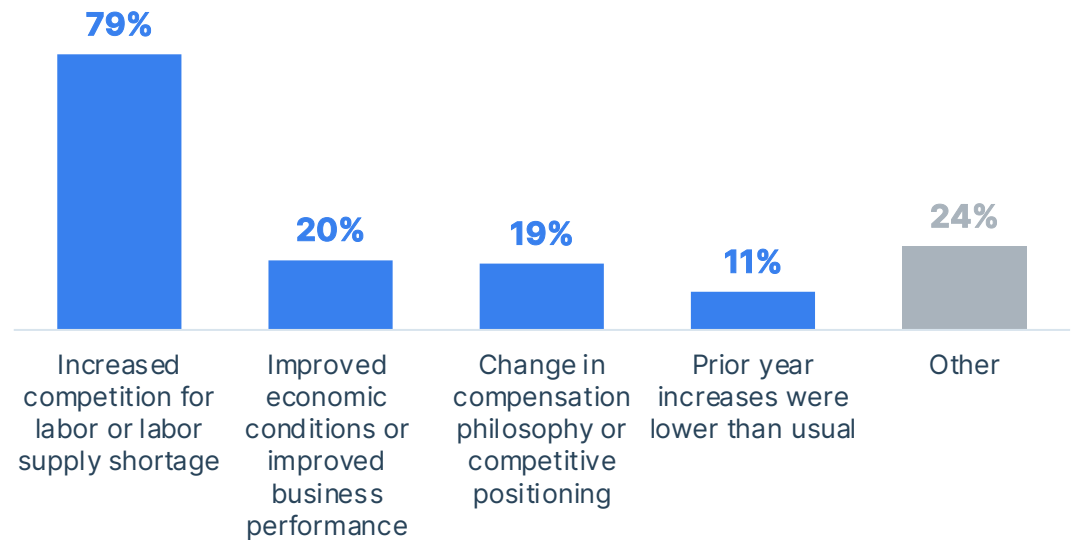
Base n= 235



- Our 2023 salary increase budget is expected to be higher than our 2022 salary increase budget
- Our 2023 salary increase budget is expected to be lower than our 2022 salary increase budget
- Our 2023 salary increase budget is expected to be the same as our 2022 salary increase budget

## Why is your 2023 salary increase budget expected to be higher than your 2022 increase budget?

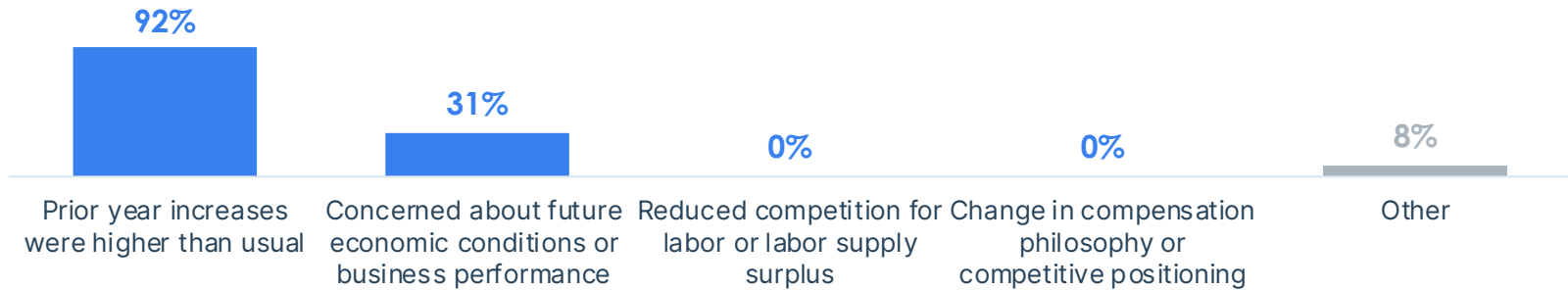
Base n= 108



# Canada

## Why is your 2023 salary increase budget expected to be lower than your 2022 increase budget?

Base n= 13



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

Base n= 178

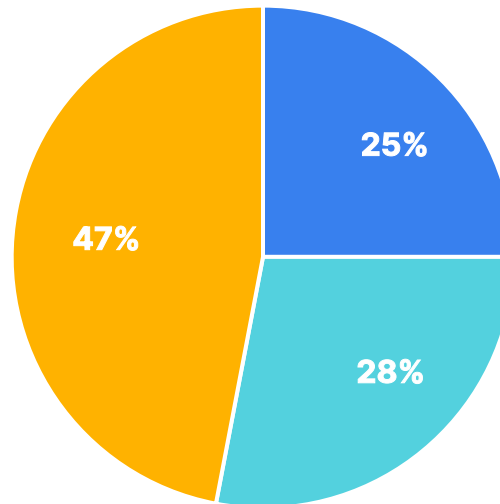


# Promotional Increase Practices

# United States

## How does your organization budget for promotional increases?

Base n= 1101



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

# United States

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

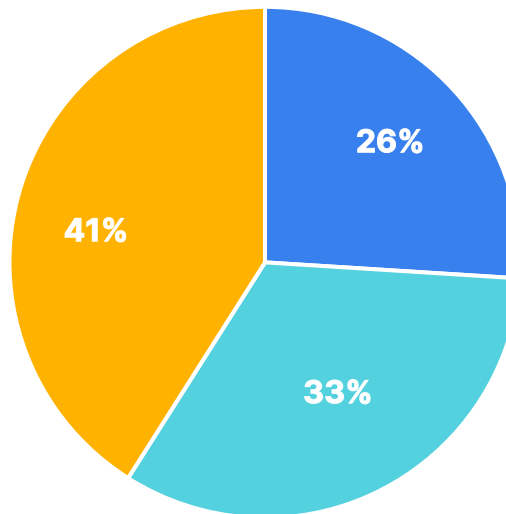
Promotional Increase Budget (as a % of payroll)	Actual 2022	Expected 2023
	1.7%	1.8%

In 2021, participants report that 3.9% of the employee population received a promotional increase, with the promotional increase amount averaging 5.3% of the promoted employee’s salary.

# Canada

## How does your organization budget for promotional increases?

Base n= 209



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

# Canada

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

Promotional Increase Budget (as a % of payroll)	Actual 2022	Expected 2023
	1.2%	1.2%

In 2021, participants report that 3.1% of the employee population received a promotional increase, with the promotional increase amount averaging 5.0% of the promoted employee’s salary.

# Salary Structure Increases

## United states

### Total sample

All Respondents	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	620	2.4%	582	2.4%
Exempt (Non-management) Employees	624	2.5%	587	2.4%
Managers	618	2.4%	585	2.4%
Officers & Executives	545	2.2%	525	2.3%

### Industry groups

Health Care and Social Assistance	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	68	2.3%	68	1.9%
Exempt (Non-management) Employees	69	2.2%	67	1.9%
Managers	67	2.2%	68	1.9%
Officers & Executives	59	1.8%	58	1.8%

Manufacturing	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	90	2.5%	84	2.4%
Exempt (Non-management) Employees	89	2.5%	85	2.3%
Managers	88	2.4%	84	2.3%
Officers & Executives	75	2.2%	75	2.2%

Nonprofit	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	30	2.5%	28	2.9%
Exempt (Non-management) Employees	29	2.6%	29	2.6%
Managers	29	2.5%	29	2.6%
Officers & Executives	27	2.4%	28	2.3%

Agencies & Consultancies	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	7	2.1%	7	2.3%
Exempt (Non-management) Employees	7	2.1%	7	2.3%
Managers	7	2.3%	7	2.4%
Officers & Executives	7	1.9%	7	2.0%

Real Estate and Rental and Leasing	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	4	--	3	--
Exempt (Non-management) Employees	4	--	3	--
Managers	4	--	3	--
Officers & Executives	3	--	2	--

Arts, Entertainment & Recreation	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	8	2.3%	6	3.0%
Exempt (Non-management) Employees	8	2.9%	6	3.0%
Managers	8	2.9%	6	3.0%
Officers & Executives	8	2.9%	6	3.0%

Construction	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	15	2.5%	14	3.5%
Exempt (Non-management) Employees	15	2.4%	13	3.2%
Managers	15	2.3%	13	3.2%
Officers & Executives	13	2.1%	14	3.5%

Retail & Customer Service	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	30	3.0%	30	2.6%
Exempt (Non-management) Employees	30	3.3%	30	2.6%
Managers	30	3.3%	30	2.6%
Officers & Executives	26	3.1%	27	2.7%

Education	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	13	2.6%	11	2.4%
Exempt (Non-management) Employees	14	2.4%	11	2.6%
Managers	14	2.4%	11	2.5%
Officers & Executives	15	2.1%	12	2.2%

Technology (including software)	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	59	2.1%	51	2.5%
Exempt (Non-management) Employees	60	2.5%	53	2.7%
Managers	59	2.5%	53	2.6%
Officers & Executives	55	2.4%	49	2.4%

Energy & Utilities	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	37	2.6%	36	2.5%
Exempt (Non-management) Employees	38	2.5%	37	2.4%
Managers	38	2.5%	37	2.4%
Officers & Executives	30	2.3%	28	2.3%

Engineering & Science	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	15	2.9%	15	2.4%
Exempt (Non-management) Employees	15	2.9%	15	2.5%
Managers	15	3.0%	15	2.5%
Officers & Executives	16	2.6%	14	2.5%

Finance & Insurance	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	98	2.3%	91	2.4%
Exempt (Non-management) Employees	97	2.3%	92	2.4%
Managers	97	2.3%	92	2.4%
Officers & Executives	81	2.1%	80	2.3%

Food, Beverage & Hospitality	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	19	2.8%	18	2.7%
Exempt (Non-management) Employees	19	2.7%	18	2.6%
Managers	19	2.5%	18	2.7%
Officers & Executives	19	2.2%	18	2.6%

Government	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	14	2.3%	12	1.9%
Exempt (Non-management) Employees	14	2.3%	12	1.9%
Managers	14	2.3%	12	1.9%
Officers & Executives	14	1.8%	12	1.9%

Other (please specify)	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	112	2.4%	107	2.3%
Exempt (Non-management) Employees	115	2.3%	108	2.3%
Managers	113	2.3%	106	2.3%
Officers & Executives	96	2.1%	94	2.2%

## Sectors

Public Company	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	190	2.4%	179	2.5%
Exempt (Non-management) Employees	192	2.4%	180	2.4%
Managers	191	2.4%	180	2.4%
Officers & Executives	167	2.3%	157	2.3%

Private Company	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	269	2.5%	252	2.4%
Exempt (Non-management) Employees	269	2.5%	254	2.4%
Managers	264	2.5%	251	2.4%
Officers & Executives	231	2.3%	227	2.3%

Nonprofit Organization	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	92	2.4%	88	2.3%
Exempt (Non-management) Employees	91	2.4%	89	2.2%
Managers	92	2.4%	89	2.2%
Officers & Executives	82	2.0%	82	2.0%

Government	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	16	2.1%	13	2.3%
Exempt (Non-management) Employees	18	2.0%	14	2.2%
Managers	18	2.0%	14	2.2%
Officers & Executives	17	2.0%	13	2.3%

School / School District	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	3	--	2	--
Exempt (Non-management) Employees	3	--	2	--
Managers	3	--	2	--
Officers & Executives	3	--	2	--

College / University	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	7	2.5%	6	2.7%
Exempt (Non-management) Employees	8	2.2%	6	2.7%
Managers	8	2.2%	6	2.7%
Officers & Executives	8	2.2%	6	2.7%

Hospital	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	16	2.5%	16	2.1%
Exempt (Non-management) Employees	16	2.5%	15	1.9%
Managers	15	2.7%	16	2.0%
Officers & Executives	13	2.1%	14	2.1%

Trade Association	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	0	--	0	--
Exempt (Non-management) Employees	0	--	0	--
Managers	0	--	0	--
Officers & Executives	0	--	0	--

Cooperative	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	5	2.9%	5	3.2%
Exempt (Non-management) Employees	5	2.9%	5	3.2%
Managers	5	2.9%	5	3.2%
Officers & Executives	5	3.2%	5	3.5%

Other (please specify)	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	18	2.1%	17	2.2%
Exempt (Non-management) Employees	18	1.9%	18	2.1%
Managers	18	2.0%	18	2.2%
Officers & Executives	16	2.0%	16	2.4%

## FTE

<50	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	44	2.3%	40	2.5%
Exempt (Non-management) Employees	46	2.3%	41	2.3%
Managers	43	2.1%	40	2.2%
Officers & Executives	38	2.0%	37	2.1%

50 - 99	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	23	2.4%	23	2.2%
Exempt (Non-management) Employees	23	2.7%	23	2.3%
Managers	22	2.7%	22	2.3%
Officers & Executives	23	2.0%	23	2.2%

100 - 1999	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	221	2.4%	209	2.5%
Exempt (Non-management) Employees	220	2.5%	211	2.5%
Managers	219	2.5%	210	2.5%
Officers & Executives	199	2.3%	197	2.4%

2,000 - 4,999	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	130	2.4%	119	2.4%
Exempt (Non-management) Employees	129	2.3%	120	2.4%
Managers	130	2.3%	121	2.3%
Officers & Executives	109	2.2%	103	2.2%

5,000 - 15,000	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	76	2.3%	69	2.3%
Exempt (Non-management) Employees	78	2.4%	69	2.3%
Managers	76	2.4%	69	2.3%
Officers & Executives	67	1.9%	59	2.0%

>15,000	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	125	2.6%	120	2.4%
Exempt (Non-management) Employees	127	2.6%	121	2.4%
Managers	127	2.6%	121	2.4%
Officers & Executives	108	2.4%	104	2.4%

## Revenue

<\$5M	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	36	2.6%	32	2.8%
Exempt (Non-management) Employees	37	2.9%	33	2.8%
Managers	34	2.8%	32	2.8%
Officers & Executives	31	2.5%	30	2.4%

\$5M - \$50M	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	83	2.5%	80	2.3%
Exempt (Non-management) Employees	83	2.6%	79	2.3%
Managers	81	2.5%	78	2.2%
Officers & Executives	81	2.3%	78	2.3%

\$50M - \$500M	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	125	2.3%	119	2.4%
Exempt (Non-management) Employees	125	2.3%	121	2.4%
Managers	125	2.3%	120	2.4%
Officers & Executives	111	2.0%	110	2.3%

\$500M - \$1B	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	74	2.5%	67	2.5%
Exempt (Non-management) Employees	76	2.4%	68	2.5%
Managers	76	2.4%	68	2.5%
Officers & Executives	68	2.3%	61	2.3%

\$1B - \$5B	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	147	2.5%	136	2.5%
Exempt (Non-management) Employees	147	2.5%	136	2.5%
Managers	146	2.5%	137	2.5%
Officers & Executives	124	2.3%	117	2.3%

>\$5B	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	123	2.3%	119	2.3%
Exempt (Non-management) Employees	124	2.3%	120	2.3%
Managers	125	2.3%	120	2.3%
Officers & Executives	104	2.2%	102	2.3%

## Regions

Northeast	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	249	2.3%	233	2.3%
Exempt (Non-management) Employees	251	2.3%	237	2.3%
Managers	250	2.3%	237	2.3%
Officers & Executives	218	2.2%	214	2.2%

Middle Atlantic	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	290	2.4%	269	2.3%
Exempt (Non-management) Employees	290	2.5%	271	2.4%
Managers	288	2.5%	270	2.4%
Officers & Executives	250	2.2%	239	2.2%

Midwest	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	377	2.4%	359	2.3%
Exempt (Non-management) Employees	379	2.4%	361	2.3%
Managers	378	2.4%	360	2.3%
Officers & Executives	332	2.2%	322	2.2%

South	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	363	2.3%	339	2.3%
Exempt (Non-management) Employees	364	2.3%	344	2.3%
Managers	362	2.3%	344	2.3%
Officers & Executives	314	2.1%	302	2.2%

West	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	356	2.5%	339	2.4%
Exempt (Non-management) Employees	356	2.5%	343	2.4%
Managers	356	2.5%	343	2.4%
Officers & Executives	317	2.3%	311	2.3%

## States

Alabama	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	153	2.5%	149	2.4%
Exempt (Non-management) Employees	153	2.5%	150	2.4%
Managers	153	2.5%	150	2.4%
Officers & Executives	139	2.2%	137	2.2%

Alaska	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	64	2.7%	62	2.4%
Exempt (Non-management) Employees	64	2.5%	62	2.4%
Managers	64	2.5%	62	2.3%
Officers & Executives	57	2.3%	56	2.2%

Arizona	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	192	2.4%	188	2.3%
Exempt (Non-management) Employees	190	2.4%	189	2.3%
Managers	191	2.4%	189	2.3%
Officers & Executives	170	2.2%	171	2.2%

Arkansas	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	131	2.6%	127	2.5%
Exempt (Non-management) Employees	130	2.6%	128	2.5%
Managers	130	2.6%	128	2.5%
Officers & Executives	114	2.4%	114	2.3%

California	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	265	2.5%	250	2.4%
Exempt (Non-management) Employees	266	2.5%	254	2.4%
Managers	265	2.5%	255	2.4%
Officers & Executives	229	2.3%	226	2.3%

Colorado	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	202	2.4%	195	2.2%
Exempt (Non-management) Employees	202	2.4%	196	2.2%
Managers	202	2.4%	196	2.2%
Officers & Executives	181	2.1%	178	2.0%

Connecticut	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	149	2.4%	142	2.3%
Exempt (Non-management) Employees	149	2.4%	143	2.4%
Managers	149	2.4%	143	2.4%
Officers & Executives	132	2.2%	130	2.2%

Delaware	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	111	2.5%	104	2.4%
Exempt (Non-management) Employees	110	2.5%	105	2.4%
Managers	110	2.4%	105	2.4%
Officers & Executives	100	2.2%	97	2.2%

Florida	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	225	2.3%	211	2.3%
Exempt (Non-management) Employees	226	2.3%	214	2.3%
Managers	225	2.3%	214	2.3%
Officers & Executives	192	2.2%	188	2.2%

Georgia	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Exempt (Non-management) Employees	199	2.5%	194	2.4%
Managers	199	2.5%	194	2.4%
Officers & Executives	175	2.2%	174	2.3%
Non-exempt Employees	199	2.5%	192	2.4%

Hawaii	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	88	2.4%	85	2.3%
Exempt (Non-management) Employees	88	2.4%	85	2.3%
Managers	88	2.3%	85	2.3%
Officers & Executives	80	2.2%	77	2.1%

Idaho	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	121	2.5%	116	2.5%
Exempt (Non-management) Employees	121	2.4%	116	2.4%
Managers	121	2.4%	116	2.4%
Officers & Executives	107	2.3%	104	2.4%

Illinois	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	215	2.4%	205	2.3%
Exempt (Non-management) Employees	217	2.4%	206	2.3%
Managers	216	2.4%	205	2.3%
Officers & Executives	188	2.2%	181	2.2%

Indiana	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	174	2.3%	169	2.2%
Exempt (Non-management) Employees	175	2.3%	169	2.2%
Managers	175	2.3%	169	2.2%
Officers & Executives	152	2.0%	150	2.0%

Iowa	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	141	2.4%	136	2.4%
Exempt (Non-management) Employees	142	2.4%	136	2.4%
Managers	142	2.4%	136	2.3%
Officers & Executives	128	2.2%	125	2.2%

Kansas	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	152	2.4%	145	2.3%
Exempt (Non-management) Employees	151	2.4%	145	2.3%
Managers	151	2.4%	145	2.3%
Officers & Executives	129	2.1%	126	2.2%

Kentucky	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	144	2.4%	140	2.3%
Exempt (Non-management) Employees	144	2.4%	141	2.3%
Managers	144	2.4%	141	2.3%
Officers & Executives	129	2.2%	127	2.1%

Louisiana	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	150	2.5%	145	2.4%
Exempt (Non-management) Employees	150	2.5%	146	2.3%
Managers	150	2.5%	146	2.3%
Officers & Executives	135	2.2%	132	2.2%

Maine	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	107	2.5%	103	2.3%
Exempt (Non-management) Employees	107	2.4%	103	2.3%
Managers	107	2.4%	103	2.3%
Officers & Executives	93	2.2%	94	2.2%

Maryland	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	160	2.4%	155	2.3%
Exempt (Non-management) Employees	160	2.4%	156	2.3%
Managers	160	2.4%	156	2.3%
Officers & Executives	142	2.1%	139	2.2%

Massachusetts	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	177	2.4%	167	2.4%
Exempt (Non-management) Employees	178	2.4%	169	2.4%
Managers	178	2.3%	169	2.4%
Officers & Executives	155	2.2%	152	2.3%

Michigan	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	189	2.4%	182	2.4%
Exempt (Non-management) Employees	189	2.4%	181	2.3%
Managers	189	2.4%	181	2.3%
Officers & Executives	166	2.2%	162	2.2%

Minnesota	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	187	2.3%	180	2.3%
Exempt (Non-management) Employees	187	2.3%	180	2.3%
Managers	187	2.3%	180	2.3%
Officers & Executives	166	2.1%	162	2.1%

Mississippi	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	125	2.6%	122	2.4%
Exempt (Non-management) Employees	124	2.5%	122	2.4%
Managers	124	2.5%	122	2.4%
Officers & Executives	109	2.3%	110	2.2%

Missouri	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	166	2.5%	160	2.4%
Exempt (Non-management) Employees	167	2.5%	161	2.3%
Managers	167	2.5%	161	2.3%
Officers & Executives	147	2.2%	142	2.1%

Montana	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	98	2.6%	95	2.3%
Exempt (Non-management) Employees	97	2.5%	95	2.3%
Managers	97	2.5%	95	2.3%
Officers & Executives	83	2.4%	82	2.2%

Nebraska	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	123	2.5%	117	2.3%
Exempt (Non-management) Employees	124	2.5%	117	2.3%
Managers	124	2.5%	117	2.3%
Officers & Executives	106	2.2%	103	2.2%

Nevada	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	150	2.5%	144	2.3%
Exempt (Non-management) Employees	150	2.5%	145	2.3%
Managers	150	2.5%	145	2.3%
Officers & Executives	134	2.3%	129	2.2%

New Hampshire	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	118	2.5%	112	2.3%
Exempt (Non-management) Employees	117	2.4%	112	2.4%
Managers	117	2.4%	112	2.3%
Officers & Executives	105	2.3%	104	2.3%

New Jersey	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	183	2.4%	172	2.3%
Exempt (Non-management) Employees	183	2.4%	174	2.3%
Managers	183	2.4%	174	2.3%
Officers & Executives	158	2.2%	151	2.1%

New Mexico	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	118	2.4%	115	2.3%
Exempt (Non-management) Employees	118	2.3%	115	2.3%
Managers	118	2.3%	115	2.3%
Officers & Executives	106	2.2%	103	2.1%

New York	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	200	2.4%	185	2.3%
Exempt (Non-management) Employees	202	2.4%	189	2.3%
Managers	201	2.4%	189	2.3%
Officers & Executives	172	2.2%	168	2.2%

North Carolina	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	193	2.4%	184	2.3%
Exempt (Non-management) Employees	192	2.4%	184	2.3%
Managers	192	2.4%	184	2.3%
Officers & Executives	170	2.1%	166	2.2%

North Dakota	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	98	2.5%	94	2.3%
Exempt (Non-management) Employees	98	2.4%	94	2.2%
Managers	98	2.4%	94	2.2%
Officers & Executives	85	2.3%	84	2.1%

Ohio	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	204	2.3%	193	2.2%
Exempt (Non-management) Employees	205	2.3%	195	2.2%
Managers	205	2.3%	195	2.2%
Officers & Executives	179	2.1%	171	2.1%

Oklahoma	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	141	2.4%	138	2.3%
Exempt (Non-management) Employees	141	2.4%	139	2.3%
Managers	141	2.4%	139	2.3%
Officers & Executives	120	2.1%	119	2.1%

Oregon	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	163	2.4%	158	2.4%
Exempt (Non-management) Employees	162	2.4%	159	2.4%
Managers	162	2.4%	159	2.4%
Officers & Executives	142	2.2%	143	2.3%

Pennsylvania	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	207	2.3%	194	2.3%
Exempt (Non-management) Employees	207	2.4%	195	2.3%
Managers	207	2.4%	195	2.3%
Officers & Executives	180	2.1%	173	2.2%

Rhode Island	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	107	2.6%	103	2.4%
Exempt (Non-management) Employees	107	2.6%	105	2.3%
Managers	107	2.5%	105	2.3%
Officers & Executives	92	2.4%	94	2.2%

South Carolina	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	165	2.4%	161	2.4%
Exempt (Non-management) Employees	165	2.4%	162	2.4%
Managers	165	2.4%	162	2.4%
Officers & Executives	147	2.2%	147	2.2%

South Dakota	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	103	2.5%	100	2.3%
Exempt (Non-management) Employees	103	2.4%	100	2.3%
Managers	103	2.4%	100	2.3%
Officers & Executives	91	2.2%	91	2.1%

Tennessee	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	178	2.3%	173	2.3%
Exempt (Non-management) Employees	178	2.3%	174	2.3%
Managers	178	2.3%	174	2.3%
Officers & Executives	160	2.1%	156	2.2%

Texas	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	261	2.3%	246	2.3%
Exempt (Non-management) Employees	261	2.3%	247	2.3%
Managers	260	2.3%	247	2.3%
Officers & Executives	227	2.1%	218	2.2%

Utah	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	144	2.4%	141	2.4%
Exempt (Non-management) Employees	145	2.4%	142	2.4%
Managers	145	2.4%	142	2.4%
Officers & Executives	128	2.3%	127	2.2%

Vermont	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	87	2.5%	82	2.3%
Exempt (Non-management) Employees	86	2.4%	83	2.2%
Managers	86	2.4%	83	2.2%
Officers & Executives	76	2.2%	76	2.1%

Virginia	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	172	2.4%	166	2.3%
Exempt (Non-management) Employees	172	2.4%	167	2.3%
Managers	172	2.4%	167	2.3%
Officers & Executives	157	2.1%	152	2.2%

Washington	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	170	2.5%	165	2.3%
Exempt (Non-management) Employees	169	2.5%	167	2.4%
Managers	169	2.5%	166	2.4%
Officers & Executives	149	2.2%	151	2.3%

Washington D.C.	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	133	2.5%	124	2.3%
Exempt (Non-management) Employees	133	2.5%	125	2.3%
Managers	131	2.4%	124	2.3%
Officers & Executives	119	2.3%	117	2.2%

West Virginia	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	107	2.6%	105	2.4%
Exempt (Non-management) Employees	107	2.6%	105	2.4%
Managers	107	2.5%	105	2.4%
Officers & Executives	97	2.2%	95	2.3%

Wisconsin	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	181	2.4%	172	2.4%
Exempt (Non-management) Employees	181	2.4%	172	2.3%
Managers	181	2.3%	172	2.3%
Officers & Executives	157	2.2%	152	2.2%

Wyoming	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	86	2.6%	81	2.3%
Exempt (Non-management) Employees	86	2.4%	81	2.3%
Managers	86	2.4%	81	2.3%
Officers & Executives	77	2.3%	75	2.2%

## Canada

### Total sample

All Respondents	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	114	2.3%	106	2.4%
Exempt (Non-management) Employees	115	2.3%	108	2.4%
Managers	116	2.3%	108	2.4%
Officers & Executives	101	2.3%	94	2.3%

### Industry groups

Manufacturing	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Exempt (Non-management) Employees	28	1.9%	27	2.2%
Managers	28	1.8%	27	2.2%
Officers & Executives	25	1.8%	25	2.1%
Non-exempt Employees	28	1.8%	27	2.2%

Nonprofit	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Exempt (Non-management) Employees	1	--	1	--
Managers	1	--	1	--
Officers & Executives	1	--	1	--
Non-exempt Employees	1	--	1	--

Agencies & Consultancies	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Exempt (Non-management) Employees	0	--	0	--
Managers	0	--	0	--
Officers & Executives	0	--	0	--
Non-exempt Employees	0	--	0	--

Construction	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	2	--	2	--
Exempt (Non-management) Employees	2	--	2	--
Managers	2	--	2	--
Officers & Executives	2	--	2	--

Retail & Customer Service	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	7	3.5%	5	3.4%
Exempt (Non-management) Employees	6	3.6%	5	3.4%
Managers	6	3.6%	5	3.4%
Officers & Executives	5	4.5%	3	--

Technology (including software)	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	24	2.5%	20	2.5%
Exempt (Non-management) Employees	24	2.7%	20	2.7%
Managers	24	2.8%	20	2.6%
Officers & Executives	22	2.6%	18	2.6%

Energy & Utilities	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	6	2.4%	6	2.7%
Exempt (Non-management) Employees	6	2.4%	6	2.7%
Managers	6	2.4%	6	2.7%
Officers & Executives	4	--	4	--

Engineering & Science	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	4	--	3	--
Exempt (Non-management) Employees	4	--	3	--
Managers	4	--	3	--
Officers & Executives	3	--	2	--

Finance & Insurance	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	7	2.1%	7	2.6%
Exempt (Non-management) Employees	7	2.1%	7	2.6%
Managers	7	2.1%	7	2.6%
Officers & Executives	7	2.1%	7	2.6%

Food, Beverage & Hospitality	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	5	3.7%	5	3.4%
Exempt (Non-management) Employees	5	3.7%	5	3.4%
Managers	5	3.7%	5	3.4%
Officers & Executives	5	3.1%	5	2.8%

Other (please specify)	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Exempt (Non-management) Employees	29	1.9%	29	1.9%
Managers	30	1.9%	30	1.9%
Officers & Executives	25	1.9%	24	1.8%
Non-exempt Employees	27	2.1%	27	2.1%

## Sectors

Public Company	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	71	2.3%	62	2.4%
Exempt (Non-management) Employees	71	2.3%	62	2.4%
Managers	71	2.3%	62	2.4%
Officers & Executives	63	2.3%	54	2.2%

Private Company	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	40	2.3%	41	2.3%
Exempt (Non-management) Employees	42	2.3%	44	2.3%
Managers	42	2.3%	43	2.3%
Officers & Executives	36	2.3%	38	2.4%

Nonprofit Organization	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	2	--	2	--
Exempt (Non-management) Employees	2	--	2	--
Managers	2	--	2	--
Officers & Executives	2	--	2	--

## FTE

<50	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	2	--	2	--
Exempt (Non-management) Employees	3	--	3	--
Managers	3	--	3	--
Officers & Executives	2	--	2	--

50 - 99	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	2	--	2	--
Exempt (Non-management) Employees	2	--	2	--
Managers	2	--	1	--
Officers & Executives	1	--	2	--

100 - 1999	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	13	2.2%	13	2.1%
Exempt (Non-management) Employees	13	1.9%	15	2.1%
Managers	13	1.9%	15	2.1%
Officers & Executives	12	2.0%	12	2.1%

2,000 - 4,999	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	27	1.9%	25	2.2%
Exempt (Non-management) Employees	27	2.0%	25	2.2%
Managers	27	1.9%	25	2.2%
Officers & Executives	23	1.9%	22	2.1%

5,000 - 15,000	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	25	2.3%	22	2.4%
Exempt (Non-management) Employees	25	2.3%	22	2.4%
Managers	25	2.3%	22	2.4%
Officers & Executives	22	2.1%	19	2.0%

>15,000	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	45	2.7%	42	2.7%
Exempt (Non-management) Employees	45	2.6%	41	2.6%
Managers	46	2.6%	42	2.6%
Officers & Executives	41	2.7%	37	2.7%

## REVENUE

<\$5M	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	1	--	0	--
Exempt (Non-management) Employees	1	--	1	--
Managers	1	--	1	--
Officers & Executives	2	--	1	--

\$5M - \$50M	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	7	1.7%	7	2.3%
Exempt (Non-management) Employees	7	2.4%	7	2.7%
Managers	7	2.4%	6	2.8%
Officers & Executives	5	2.1%	6	2.3%

\$50M - \$500M	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	13	2.4%	14	2.3%
Exempt (Non-management) Employees	14	2.4%	15	2.3%
Managers	14	2.4%	15	2.3%
Officers & Executives	11	2.1%	12	2.0%

\$500M - \$1B	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	14	2.5%	12	2.7%
Exempt (Non-management) Employees	14	2.5%	13	2.6%
Managers	14	2.3%	13	2.6%
Officers & Executives	12	2.4%	11	2.6%

\$1B - \$5B	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	37	2.1%	33	2.3%
Exempt (Non-management) Employees	37	2.1%	33	2.3%
Managers	37	2.1%	33	2.3%
Officers & Executives	33	2.1%	29	2.2%

>\$5B	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	35	2.3%	33	2.2%
Exempt (Non-management) Employees	36	2.3%	33	2.2%
Managers	36	2.3%	33	2.2%
Officers & Executives	33	2.3%	30	2.2%

## REGIONS

Atlantic	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	36	2.7%	31	2.7%
Exempt (Non-management) Employees	35	2.6%	31	2.7%
Managers	35	2.6%	31	2.7%
Officers & Executives	33	2.6%	28	2.6%

Central	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	87	2.2%	80	2.4%
Exempt (Non-management) Employees	86	2.3%	80	2.4%
Managers	87	2.2%	80	2.4%
Officers & Executives	76	2.2%	71	2.3%

Western	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	65	2.5%	62	2.4%
Exempt (Non-management) Employees	66	2.4%	63	2.3%
Managers	67	2.4%	63	2.4%
Officers & Executives	60	2.4%	56	2.3%

## Province

Alberta	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	49	2.5%	46	2.5%
Exempt (Non-management) Employees	48	2.5%	46	2.5%
Managers	48	2.5%	46	2.5%
Officers & Executives	44	2.5%	40	2.6%

British Columbia	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	52	2.5%	48	2.5%
Exempt (Non-management) Employees	53	2.4%	49	2.4%
Managers	54	2.4%	49	2.4%
Officers & Executives	48	2.5%	44	2.3%

Manitoba	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	25	2.5%	22	2.6%
Exempt (Non-management) Employees	24	2.5%	22	2.6%
Managers	24	2.5%	22	2.6%
Officers & Executives	25	2.5%	22	2.6%

New Brunswick	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	30	2.7%	25	2.6%
Exempt (Non-management) Employees	29	2.6%	25	2.6%
Managers	29	2.6%	25	2.6%
Officers & Executives	30	2.7%	25	2.6%

Newfoundland and Labrador	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	20	2.5%	17	2.6%
Exempt (Non-management) Employees	19	2.5%	17	2.6%
Managers	19	2.5%	17	2.6%
Officers & Executives	19	2.5%	16	2.7%

Nova Scotia	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	27	2.5%	23	2.6%
Exempt (Non-management) Employees	26	2.5%	23	2.6%
Managers	26	2.5%	23	2.6%
Officers & Executives	25	2.5%	21	2.5%

Northwest Territories	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	13	2.8%	12	2.8%
Exempt (Non-management) Employees	13	2.8%	12	2.8%
Managers	13	2.8%	12	2.8%
Officers & Executives	13	2.8%	12	2.9%

Nunavut	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	12	2.8%	11	2.9%
Exempt (Non-management) Employees	12	2.8%	11	2.9%
Managers	12	2.8%	11	2.9%
Officers & Executives	12	2.8%	11	2.9%

Ontario	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	82	2.2%	75	2.3%
Exempt (Non-management) Employees	82	2.3%	76	2.4%
Managers	82	2.2%	75	2.4%
Officers & Executives	73	2.2%	68	2.3%

Prince Edward Island	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	15	2.6%	13	2.7%
Exempt (Non-management) Employees	15	2.6%	13	2.7%
Managers	15	2.6%	13	2.7%
Officers & Executives	15	2.6%	13	2.7%

Quebec	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	57	2.5%	51	2.5%
Exempt (Non-management) Employees	56	2.4%	50	2.4%
Managers	57	2.4%	51	2.4%
Officers & Executives	54	2.5%	47	2.4%

Saskatchewan	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	24	2.4%	22	2.6%
Exempt (Non-management) Employees	25	2.4%	23	2.6%
Managers	25	2.4%	23	2.6%
Officers & Executives	24	2.4%	22	2.5%

Yukon	2022 Actual Increases		2023 Planned Increases	
	Count	Average	Count	Average
Non-exempt Employees	13	2.8%	11	2.9%
Exempt (Non-management) Employees	13	2.8%	11	2.9%
Managers	13	2.8%	11	2.9%
Officers & Executives	13	2.8%	11	2.9%

## United States

What percentage of your employee population will be receiving a base salary increase in 2022?

Total sample

All Respondents	2022 Actual Increases	
	Count	Average
Non-exempt Employees	1412	83.6%
Exempt (Non-management) Employees	1398	83.6%
Managers	1397	84.0%
Officers & Executives	1351	78.9%

## Canada

Total sample

All Respondents	2022 Actual Increases	
	Count	Average
Non-exempt Employees	197	85.4%
Exempt (Non-management) Employees	213	89.0%
Managers	211	89.2%
Officers & Executives	169	82.4%

## United States

Total sample

All Respondents	2022 Actual Increases	
	Count	Average
Actual 2022 Promotional Increases	174	1.7%
Expected 2023 Promotional Increases	168	1.8%
Percent of Employees that Received a Promotional Increase in 2021	165	3.9%
2021 Average Promotional Increase as Percent of Employee Base Salary	166	5.3%

## Canada

Total sample

All Respondents	2022 Actual Increases	
	Count	Average
Actual 2022 Promotional Increases	39	1.2%
Expected 2023 Promotional Increases	38	1.2%
Percent of Employees that Received a Promotional Increase in 2021	33	3.1%
2021 Average Promotional Increase as Percent of Employee Base Salary	35	5.0%



# Survey Methodology and Definitions

Payscale clients and contacts were invited to participate in our Salary Budget Survey in May-June of 2022 via email. Submissions were accepted through the end of June, resulting in 2,021 useable submissions.

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

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

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

Statistics for the following increase programs were collected:

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

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

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

# Participant List

1105 Media, Inc	Alaska Communications	Ampirical	AWP, Inc.
1-800 Contacts	Albamarle County	Amplifire Inc.	AXA Affin General Insurance Berhad
2U	Aldrich	Amplify Health	Axial Healthcare, Inc.
3M, Medical Solutions Division	Alerus Financial	Amtec	Azimuth Corporation
3MD Inc. dba Denali Advanced Integration	Alf Curtis Home Improvements Inc.	Amy Brenner MD & Associates, LLC	Babcock Laboratories, Inc.
7 steps	Alight Solutions	Andersen	baker hughes
7-Eleven	Alignment Healthcare	Andersen Corporation	Ball Aerospace
86 Costs LLC	ALKU	Anglo American	BallenIsles Country Club
AAA Club Alliance	All American Foods, Inc.	AnitaB.org	Bally's Corporation
AAM	All3Media	Ansys	Balsam Brands, Inc.
A-America Inc	Alliance Rx WP	Anthem	Bank of America
AARP	Alliant Energy	Anzu Partners	Bank of George
Abbott Laboratories	Allied Solutions	Apptio, Inc	Bank of Hawaii
Abt Associates Inc.	Allied Tool & Die Company	Apria Healthcare	Banner Health
Acacia Network	Allina Health	ARC Community Services	Barclay Friends
Acadia Healthcare	allnex	Arch Environmental Group, Inc.	Barnes Dennig
ACBAR	All-Points Technology Corporation, P.C.	ARCO Construction Company	Barry Wehmiller
Accenture	Alston Construction Company	Arctos	BASF
Access Esperanza Clinics Inc	Altek Supply	Ardeo Education Solutions	Basic Business IT Consulting Services
Access Laser	Amazon Inc.	Argus Properties Ltd.	Bass Pro Shops
Ace Info Dovel Guide house	Amazon.com Services LLC	Arion Systems, Inc.	Bastian Solutions
Achievement Awards Group	American Airlines	Arizona Blue Stake, Inc. dba Arizona 811	Battalion Oil Corporation
ACUMED IBERICA	American Association for Laboratory Animal Science	Articularis Healthcare	Battelle Memorial Institute
Acumen Wealth Advisors	American Axle Manufacturing	Arts Council of Greater Kalamazoo	Baugher Ranch Organics
Adapt8	American Chemical Society	Asbury Communities	Bay Area Heart Center
Adelante Mujeres	American College of Cardiology	Ascend Performance Materials	BayCare Health System
Adjuvant Health	American College of Cardiology	Ascension	Bayer corp
Admiral Beverage Company	American Electronics, Inc.	Ashley Furniture	BC Admin Services LLC
Admiral Metals Servicenter Co., Inc.	American Heritage Credit Union	ASRC Federal Holding Company	Beacon Health System
ADP	American Institute for Economic Research	Assurant, Inc	BeanStock Ventures
Advance Central PA	American Institutional Management Inc	Astoria-Pacific, inc.	Bechtel
Advisor Group Inc.	American Mathematical Society	Astron Solutions	Bechtel Global Corporation
Adweek LLC	American National Insurance Company	Asurion	BECU
AECOM	American Public Media Group	AT&T, Inc.	beIN Sports LLC
Aesse Investments, LTD	American Society of Clinical Oncology, Inc.	Atlas Air	Belami, Inc.
AFL	American Textile Company	Atmosphere Commercial Interiors	Ben Franklin Transit
Aflac	American Transmission Company	Atrium Hospitality	Benevis
Ag Reserves Inc.	America's Central Port	Audio Network	Berenson corp
Agility	Ameriprise Financial	Aultman Health Foundation	Bergmann
agilon health	Ameritas	Auria Solutions Ltd	BetterLesson
AHF Products	Amgen	Authentic Montessori Academy	BGRS
AHIT	Amica Mutual Ins Co	Autoliv	BHG
Ahwatukee Recreation Center, Inc.	Amneal Pharmaceuticals, Inc.	AVA Rafting & Ziplines	Billing Solutions, LLC
Aimbridge Hospitality	AMN Healthcare	Avant, LLC	Bio Huma Netics
Air Products		Avante Health-Solutions	Biogen
Aitken Robertson Professional Corporation.		Aveva	Biomerica, Inc.
Akamai Technologies		Avid Technology	bioMerieux
		Avis Budget Group, Inc.	BioProcure
			Bio-Rad Laboratories

# Participant List

Birla Carbon	Bronson Advanced Cardiac Healthcare	Cass Art	City of Detroit
Bish's	Brookfield Properties: US Office	Caterpillar	City of Fort Collins
BJ's Wholesale Club, Inc.	Brookshire Grocery Company	Catholic Charities	City of Indianapolis & Marion County
Blackhawk Technical College	Brookwood Dermatology	CCF	City of San Marcos, TX
Blain Supply, Inc.	Brown and Caldwell	CDK Global	City of Tucson
Block8 Technologies India Pvt. Ltd.	BSH Home Appliances Corporation	CDW Corporation	City Year
Blue Cross Blue Shield Alabama	Buckeye Partners L.P.	Celayix	CivicPlus
Blue Cross Blue Shield of Arizona	Builders Equipment & Supply Co.	Centene	Clarksville Gas and Water
Blue Cross Blue Shield of Nebraska	Bullhorn, Inc	Center for Food Action	CLEAResult Consulting Inc.
Blue Door Support Services	Bullpen Sports Network, Inc. (dba Wave Sports + Entertainment)	CenterPoint Energy	Clearsense, LLC
Blue Shield of California	Business Management Resources Inc	CentraCare	Clearwater Paper Corporation
BlueCross BlueShield of Tennessee	Buurst, Inc	Central Garden & Pet Company	Clemens Food Group
BlueScope	BWJW dba Bar W Foods	Century Park Properties LLC	Clemson University
Blum, Inc	Cabot Corporation	Cerebral	Cloud Imperium Games
BMW Manufacturing Co., LLC	Cadence, Inc.	CERo Therapeutics	Clyde Companies, Inc.
Boart Longyear Company	Caesars Entertainment - Managed Property	CEVA Logistics	CMC
Bodypoint Inc.	Calcium LLC	CFA	CMHA
Boehringer Ingelheim	California Casualty Management Company	CHADS Coalition	CN Rail
Bold Orange	California Housing Partnership Corporation	Champagne & Marx Excavating, Inc.	Cnh Industrial
Bonita Bay Community Association	Cambridge Investment Research, Inc.	Chanel	CNSI
Booking.com	Camp Fire Columbia	Charles River Laboratories	Coinstar LLC
Boon Edam, Inc	Campbird Management Co.	Charleston Coffee Roasters, Inc.	ColdQuanta
Bose	Cane Creek Cycling Components	Charlotte's Web Inc.	
Bostik	CAP	Charter Manufacturing Company, Inc.	Colen Built Development
Boston Children's Hospital	Capita South Africa	Chemistry Agency	Collin College
Boston Consulting Group	Capital Credit Union	Chemonics	Colorado Springs Utilities
Boston University	Capital Group	Cheney Brothers, Inc.	Columbia Bank
Bottomline Technologies	capitec bank	Cheniere Energy Inc	Columbia County Health System
Boys Town National Research Hospital	Capricorn Software India pvt ltd	ChenMed	Columbia Lutheran Home
BPC Banking Technology	Capture Higher Ed	Chicago Transit Authority	Columbia Pediatrics Medical Group, Inc.
BPR Hotels	Care Access	Chico's FAS	Columbia University
Bracewell LLP	CareArc, Inc.	Children's Advocacy Center of Kent County	Columbia Woodworking, Inc.
Brady McFarland & Lord	Carefinder	Children's Institute	CommonSpirit Health
BrandSafway	Care-Rite Vocational Services	Children's Minnesota	Commonwealth Business Bank
Brandywine Homes	Carilion Clinic	Children's Paradise, Inc.	Commonwealth Endodontics
Braun Northwest	Caring for Colorado Foundation	Chipper Cash	Communication Service for the Deaf
Bread Financial	Carlson	Chobani	Commvault
Brenntag Lubricants	CARR LANE MANUFACTURING CO	Choctaw Nation of Oklahoma	Company
Brenton Hospice Inc.	Carrier	CHS, Inc.	Compass Minerals
Brick Lane Community Church	Carriere Family Farms	Chubb Insurance	Compeer Financial
Brigham Young University	Carter Machinery Company, Inc.	Cianbro Corporation	ComQi Canada Inc.
Bright Health Group	CASA for Children	Cigna	Concentric Health Experience
Brighthouse Financial	Cascade Corporation	Cimpress/Vista	Condeco Software
Brightseed	Cascade Environmental	Circleville City School District	Congregation Shaarey Zedek
Bristol Myers Squibb		City council JMPD security services	Conmed Corporation
Broadridge Financial Solutions India Ltd.		City National Bank	Consilio LLC
		City of Albemarle	Consolidated Edison, Inc.
		City of Corsicana	Constellium

# Participant List

Construction	Danaher Corporation	Dungarvin	ERM, Inc.
Consumer Cellular	Data Center, Inc.	Duquesne University	ESL Federal Credit Union
Content+Cloud	Databricks, Inc.	Dynamic Corporate Solutions, Inc.	Essentia Health
Cool Springs Plastic Surgery	Datasite	Dynata	EssilorLuxottica
Co-op Solutions	Datwyler	Dyno Nobel, Inc.	Ethan Allen Global Inc.
CORA Services	David C Cook	E & J Gallo Winery	Ethos Veterinary Health
Corbins	Dayton Center for Neurological Disorders	E2i, Inc.	everest fuel
Core Lab	Del Real Holdco	EarlyHR Solutions	EvergreenHealth
Cornell University	Delaware Supermarkets, Inc.	Eastern Bank	Everi Holdings Inc
Cornerstone OnDemand	Deloitte	Easterseals Florida	Everside Health
Corning Inc.	Deloitte Tax LLP	Eastman	Evraz NA
COTA	Deluxe Corporation	EBG	Excellus BC BS
Communities In Schools of Central Texas	Democracy North Carolina	Edmentum	Faegre Drinker Biddle & Reath LLP
Counties Manukau	DENSO	EG+ WW	Fairfield Healthcare Services
Courage to Change	Department of social development	Einstein Healthcare Network-	Family health center
Covenant Health	Department of Veterans Affairs	Jefferson Health	Fanatics
Cox Enterprises, Inc.	Design suite	Elanco	Fannie Mae
Cox Purtell	Designer Brands Inc	Elegant connect resources	Farm Credit Bank of Texas
CPI Card Group Inc.	Detroit Stoker Company	Elevations Credit Union	Farm Credit Foundations
Crafts Group, LLC	Dhl	Elizabeth H. Foley MD, PC	Farm Credit Services of America
Cranston Machinery Co Inc	Dicks Sporting Goods	Elliott-Lewis Corp.	Farmers Edge Inc.
Credit Sesame	Digital Asset	Ellucian	Farmers Insurance
Credit Union National Association, Inc.	Digital Realty	ELO CPAS & Advisors	Faurecia seating system
Crest Foods Co., Inc.	Digital River	Elo Touch Solutions	Federal Reserve Bank of Atlanta
Crestline Hotels & Resorts	Dillon's/Baker's/Gerbes	Elon University	Federal Reserve Bank of Kansas City
CRESTRON ELECTRONICS INC.	Dimar Manufacturing	Embassy Suites Downtown South	Federated Mutual Insurance Company
CRG	Dimension Data	Congress	FedEx Express
Crow WingCounty	Diocese of St Mark	Emerson	FedEx Express, Supply Chain Logistics
Crown Castle	DISP	Emplicity	Fictiv
CSA Group	Diversified Technical Services, Inc	Employee Benefits Corporation	FieldCore Service Solutions
CSAA IG	Dizzion	Employers Association Forum, Inc.	Finance Factors Family of Companies
CSAA Insurance Group	DLE Holdings	Empower Retirement LLC	Financial
CSE Insurance Group	DihBOWLES	EN Engineering LLC	First Baptist Church
CSS Corp	Dolby Laboratories, Inc.	Encova Insurance	First Business Bank
CTS Corporation	Dollar General	End Citizens United	First Children's Finance
Culver's of Lawrence	Donnelley Financial Solutions	Endress+Hauser	First Fed
CUNY	Dooney & Bourke	Energizer Holdings	First Federal Savings Bank
Curtin	Downtown Women's Center	Energy Land & Infrastructure LLC	First Horizon Bank
Cut-Mark, Inc.	Draeger Inc	ENGIE North America	First Interstate Bank
Cuyahoga County	Draper	Ensign College	First Midwest Bank
CVR Energy	DRCA	Entergy	First National Bank
CVS Health	Driscoll's	Enterprise Holding	First Orion
Cybage Software Pvt Ltd	DSA Doors	Enviah PC	First Solar Inc.
CyberKinetics	Duetto	Environmental Defense Fund	FirstEnergy Corp.
cyberThink Inc	Dugan Production Corp.	Envista Forensics	
D.G. McDermott Associates, LLC	Duly Health and Care	Envoy Air Inc.	
Daikin America, Inc.	Dumore Corp	Epizyme	
	Dun & Bradstreet	ERG	

# Participant List

FirstWatch	GCI	Guilford Technical Community College	Hewlett Packard Enterprise
FIS Global	GE Appliances, a Haier complay	Gulf Coast Cardiology Group	Hexagon Agility
Fiserv	GE Aviation	H&H Group	Hexagon PPM
Fitch Construction, Inc.	GEHA	Haas Automation, Inc	Highbridge Advisory Council Family Services
Fix It Fast LTD	General Atomics	Habitat for Humanity of Bucks County	HII-Mission Technologies
Flemish Master Weavers	General Motors	Hackensack Meridian Health	Hikma Pharmaceuticals
Florida East Coast Railway	Generations Group Homes	Halian international LLC	Hillerich & Bradsby Co.
Flory Industries	Genesys Works	Halliburton	Hillman Solutions, Inc.
FMC Corporation	Genpact India Private Limited	Hamilton Enterprises	Hills Bank and Trust Company
Folio Fine Wine Partners	Gensler	Hampton Inn Madison East	Hilltown Community Development
Fontaine Modification	GEON Performance Solutions, LLC	Hanesbrands, Inc	Hilton Grand Vacations
Food Manufacturer	Georgeson	Hard surfaces	Hilton Resort
Form Energy	Georgia Credit Union	Harley-Davidson	Hilton Transportation
Fortive Corporation	Georgia Employers Association	Harmon Construction Inc.	Hobby Lobby
Foundation Health Partners	Gerdau	Harrah's Gulf Coast	Hoffman
Foundation Partners Group	Getty Images	Hart & Olson Family Dentistry	Hollister Inc
Fox Rehabilitation	Giant Eagle	Harv 81 USA, Inc.	Hollister Medical Trade (Shanghai) Ltd. Co.
Foxtel	Gibson Care, Inc.	Harvard University	Holmes Murphy
FPT software	Gifford Management	Harvest Group	Holt CAT
Framatome Inc.	Gila River casinos	Haumiller Engineering	Hometown Bank of Pennsylvania
Franciscan Ministries	Girls on the Run International	Havas CHI	Honor Credit Union
Frank Lloyd Wright Foundation	GLDD	Havco	Hood Packaging Corporation
Franklin County Government	GLENCOE MANAGEMENT INC	Hawaii Employers Council	Hoosier Energy
Franklin Templeton	Glenstantia Primary School	Hawaiian Airlines	HORIX MANUFACTURING COMPANY
Fred Hutch Cancer Center	Global Mercantile Solutions Inc.	Hawaiian Electric	Horizon Blue Cross Blue Shield of NJ
Fred Hutchinson Cancer Research Center	Globalization Partners	HCA Florida Lake Monroe Hospital	Horizon Realty Advisors
Freeport-McMoRan Inc.	Goodwill	HDR Inc.	Hormel Foods Corporation
Fresenius Medical Care NA	Goodwill NCW	Health-Ade	Hospice of Southern Illinois
FRONTSTEPS	Gopher Resource, LLC	HealthPartners	Hospice of Spokane
Fulcrum Construction	GoTo	HealthPartners Park Nicollet	Hotjar
Fulton Bank	Grace Health	Healthy.io	Houghton Mifflin Harcourt
Furniture Connection Inc.	Graham Packaging Company	Heartland Advisors, Inc.	Houston Digital Instruments
Furniture Connection, Inc.	Grange Insurance Association	HEBCO Inc.	Houston Metro Urology
FuseForward	Great Canadian Gaming Corporation	Hebrew Union College - Institute of Religion	Hoyt Archery
Fusion Alliance	Great Northern Laminations	Hebrew Union College - Jewish Institute of Religion	HP Hood LLC
Future Green Studio	Great Somerset county ymca	Heifer International	HRTMS Inc
G& J Pepsi	Greater Omaha	Helix Design, Inc.	HS Corp
G&L Scientific Inc.	Green Plains Inc.	Help at Home	Hsbc
G.W. Van Keppel Co.	Greenlight Networks	Helping People Succeed	Hubbell Incorporated
Galveston College	Greystar Management Services	Heniff Transportation	Hudl
Gap Inc.	Grid151	Heritage Capital Corp	Human Kinetics
Garfinkel Immigration Law Firm	GS1 US	Heritage Operations Group, LLC	Human Resources Pro
Garmin International, Inc.	Guardian Life Insurance	Hernando County Sheriff's Office	Humanim
Gastro Health - HCGIDC	Guardian Pharmacy	Hero Cosmetics, Inc.	HungerRush
Gateway Baptist Church	Gubbe	Hershey Entertainment & Resorts	Hunter Industries
Gateway Foundation	GuideOne Insurance	Hewlett Packard Enterprise	
Gaudenzia	GuideStone Financial Resources of the SBC		
Gaudet Tree Services	Guidewell Source		

# Participant List

Hunter Millwork, Inc.	Intermax Networks	Kadant	LeChase Construction Services
Huntington Bancshares, Inc.	Intermountain Healthcare	Kajabi Topco, LLC	Ledcor Technical Services
Husqvarna	Internews	Kamehameha Schools	Lee & Associates Charleston
Hussmann Corp.	Interos	Kanaflex	Lee Kum Kee
Hy Cite Enterprises LLC	Interstate Companies, Inc.	KAR Global	Legend Communities Inc.
Hyatt Hotels Corporation	INTO University Partnerships	Kaseya	Lehigh Hanson
Hy-Vee, Inc.	Intrepid Potash, Inc	Kastle Systems International	Leidos
IAA	Intrinsic Therapeutics, Inc.	Kaukauna Utilities	Lennox International
ibooking	Invest Northern Ireland	Kawasaki Motors Manufacturing Corp. U.S.A.	Leupold & Stevens
ICW Group	Iowa Association of School Boards	KCDA	LevelUP Human Capital Solutions
IDC, Inc	Ipsen	KDL Resource Management	Lexicode
Idea Entity	iRobot	KDMK	Lexicon Pharmaceuticals, Inc.
IEEE	Iron Hill Brewery	Kearney	LG CNS America, Inc.
IGT	Isagenix International	Keirton	LG Electronics USA, Inc.
Illinois Dermatology Institute	ISO New England, Inc.	Kelley Kronenberg	liaison international inc.
Illinois Valley Community College	ISS Facility Services	Keter Environmental Services LLC	LIBERTY Dental Plan
Imageon Consulting, Inc.	Isuzu North America Corp	Keystone apparel (timberland) pty ltd	Liberty Mutual Insurance
IManage	IT Supplies, Inc	Kforce	Life Equity LLC
ImprimisRx	Ivalua	Kid's Community College	Lifeway
Indeed	J & M Management Inc.	Kidwell, Inc.	LightHawk
Independence Bank of Kentucky	J.B. Hunt Transport, Inc	Kidz Karousel, Llc	Lighthouse Christian Academy
Independent Living Institute	Jackson National Life Insurance Company	Killarney Mountain Lodge	Lincoln Financial Group
Indiana Attorney General	Jackson Stoneworks	Kindlinger & Company, PC	Lincoln Public School - Transportation
Indio Management	Jaco Oil	Kloeckner Pentaplast	Linde
Indra	Jacobs	Knapp Inc	Litania Sports Group, Inc.
INEOS Aromatics	Jacobs Engineering	Knowledge Relay, Inc.	LLH
Infectious Disease Specialists of SE WI, SC	James Madison University	Kollath CPA	LLNL
Infinite Energy Construction	JANUS et Cie	Komax Corporation	IoanDepot
Informa PLC	Janus Henderson Investors	Kopp Company	Loaves & Fishes Food Pantry, Inc.
Infosys	Jay's tuckpointing and more	Krause Group	Lockheed Martin
Ingenium Aerospace LLC	JD Machine Corp	Kroff Chemical Company	Lombardy Development
Inhabit	JDR Cable Systems	L3Harris Integrated Mission Systems	Long View Systems
Inky Resource Corporation	JEA	L3Harris Technologies	Los Alamos National Laboratory
Innovative Salon Concepts, Inc.	Jet Access Team Solutions	La Cuisine International	Los Altos Golf & CC
Instabug	Jet Linx Aviation	Laboratory Certification Services, Inc.	Lotte Chemical
Institute of Environmental Science and Research (ESR)	Jewish Voice Ministries Int'l	Labour department	Louisiana State Civil Service
INSURICA	JM Longyear LLC	LAG Enterprises, LLC	Lowe's Companies, Inc.
Integer Holdings	JNTO Manila Office	LAIKA, LLC	Lowe's LLC
Integral Recruiting Services, LLC	joe's tech shop	Laird Connectivity	Loyola University of Chicago
Integrate	John Ball Zoo	Lake Erie Shores & Islands	LPL Financial
INTEGRATED MAGNETICS, INC.	Johns Hopkins University - Krieger School	Lakes & Prairies Community Action Partnership, Inc.	LRGV Workforce Development Board
Integrity Marketing Group	Johnson College	Lane County, Oregon	DBA Workforce Solutions
IntelyCare, Inc.	Johnson Financial Group	Langton Green	LS Technologies LLC
Intercity Industrial Supply Ltd	Joiil Philippines Inc.	Larimer County Government	LSU Health Sciences Center
InterContinental Hotels Group	Journey Home	LCC	
Interface, Inc.	Joyent	LCS	
Interim Healthcare of Topeka	K+S Potash Canada	Leatherman Tool Group Inc.	

# Participant List

Lubrication Engineers	MCR	Milwaukee Public Schools	National Debt Relief
Luminex Home and Decor	MCS	Milwaukee Surgical Suites	National Frozen Foods Corp
Lundbeck Pharmaceuticals	MD Anderson Cancer Center	Milwaukee Tool	National Grid
Lutheran Services in Iowa	MDF commerce	Mineral	National Marrow Donor Program
Luxtotta	Measurlogic, Inc	Minneapolis Jewish Federation	National Polytechnic College
Machine Bearings, Inc.	Meazure Learning (ProctorU)	Minnesota Adult & Teen Challenge	National Running Center
Madden's on Gull Lake	MECA Consulting, Inc.	Minnesota Urology P.A.	National Rural Telecommunication
Maesa	Medica	Mitek Inc	Co-op
Magellan Health	Medical Associates plus	Mitsubishi Fuso Truck	National Spinning Co., Inc.
Magnum Venus Products, Inc.	Medical College of Wisconsin	MIYOKO'S KITCHEN	National Tropical Botanical Garden
MAHLE	Medical Imaging Management	MME Consulting, Inc.	Nationwide
Make-A-Wish Foundation of SC Inc.	Medical Informatics Corp	MN Adult & Teen Challenge	Navistar, Inc.
Mallinckrodt Pharmaceuticals	MedImpact Healthcare	MNCPPC	Navy Federal Credit Union
Manatee County Government	Medxcel	Model N	NCCI Holdings Inc.
Mandel Jewish Community Center of Cleveland	Meijer	Modern Technology Solutions Inc	NCFR
Mandell JCC	Melita Group	Modern Woodmen	Nebraska Public Power District
MAPFRE	Memorial Health	Mohawk Industries, Inc.	Neighborhood Investments
Marbach	Memorial Sloan Kettering	Moloco	Neora
Marco Technologies	Memphis Shelby County Schools	Mondelez International	Neovia Logistics
Marillac St. Vincent	Mendocino Community Health Clinic, Inc	Monitronics International dba Brinks Home	Neurocrine Biosciences
Marine Drive Golf Club	Merck	Monroe Harding Inc	New Enterprise Stone & Lime Co., Inc.
Marriott Hotels	Merck KgaA	Moody's	New Future Holdings LTE
Mars	Merck KgGa	Moog, Inc	New Look Vision Group
Mars Polska sp z o.o.	Merit America	Morris Hospital & Healthcare Centers	New York Pain Management, PLLC
Marsh McLennan Agency - Michigan	Meritor, Inc.	Motif Foodworks	NewMarket Corporation
Marshfield Clinic Health System	Merkle B2B	Motional AD, LLC	Newmont Corporation
Martin Marietta	Mesa Labs	Motiva Enterprises	Newton Wellesley Hospital
Mary Greeley Medical Center	METCOR/LSI	Motorola Solutions Inc	Nextant LLC
Mary Kay (Czech Republic) s.r.o.	Methodist Le Bonheur Healthcare	Mount Nittany Health	NextRoll, Inc.
Mary Kay (Czech Republic), s.r.o., OZ Slovakia	Metia Solutions, Inc.	MountainSeed	NFC Amenity Management
Mary Kay (Hong Kong) Limited	Meyer Products	Moy Boy Electric Company	Niagara Bottling LLC
Mary Kay Inc.	MG2 Corporation	MRA - The Management Association	Nightingale College
MasterCorp, Inc.	MGIC	MRPR CPAs & Advisors	Nintex
Material Holdings, LLC	MGO	MSD	Nixon Peabody, LLC
Mattel, Inc.	MIAT/UTI	MSS Inc	NJIT
Matthews International	Michael Foods	MSSC, LLC	NM Mortgage Finance Authority
Maxar Technologies	Michaels Stores	Munich Reinsurance America Corp.	Noble Casing, Inc.
Mayo Clinic	Michelman	MV Management Employer, LLC	Nokia
McCormick	MicroMetl Corporation	MVBA	North Alabama Cancer Care Organization
McCormick & Co.	Microsoft corporation	MVM	North Collier Fire Control and Rescue
McKenzie County Healthcare Systems, Inc.	MIDIOR	MXA	North Memorial Health
McKinsey & Company	Midstate skin institute	Myno Carbon Corp.	Northland Residential
McLane Company, Inc.	Milberg Coleman Bryson Phillips	NA Architects	NorthPoint Health & Wellness Center, Inc.
McLaren Health Care Corporation	Grossman Millcreek Community Hospital	NAC	Northside Hospital
McLean County Center for Human Services	Millennium Systems International	NAES	Northwell Health
	Millicom International Cellular TIGO	NAMSA	Northwest Center
	Milwaukee Health Services Inc	Nasdaq, Inc.	Northwest OBGYN
		National Community Reinvestment	

# Participant List

Northwest Permanente, PC	Organon	PCAOB	Private SaaS Technology Company
Northwest Pipe Fittings Inc	Oriana House, Inc.	Pegasystems	ProEx, Inc.
Northwest Primary Care	Orion Innovation	Pelham Plastics, Inc.	Profectus Services
Northwest Synergy, Inc.	Orlando Health	Penn State Health	Professional Quality Assurance Ltd.
Northwest Urology, LLC	Orscheln Products L.L.C.	Pennsylvania Coalition Against Rape	Programmed
Northwestern University	OSIsoft / Aveva	Pennsylvania State Employees Credit Union	Progressive Components Intl Corp
Nova Scotia Community College	OSTTRA LTD	Pentegra Services, Inc.	Progressive Leasing
Novaspect	Otak, Inc.	Pentex Restaurant Group	Progyny
Noven Pharmaceuticals, Inc.	OTIS	People Corporation	ProHealth Care, Inc.
NSF International	Otsuka America Pharmaceutical, Inc.	People Incorporated	Prominent Fluid Controls
NTSST	Outlook Nebraska	Pepper Construction Group	Promus Holdings, LLC
Nuance Communications	OVHcloud	PerkinElmer	Proofpoint
NuStar Energy L.P.	Owens Corning	Perrigo	Proterra
NuVasive, Inc.	Oxford Graphics	Perry County Memorial Hospital	PSK LLP
NuVescor Group	PACE Engineers, Inc	PGG Wrightson	PT Mitra Adiperkasa Tbk
NYC Department of Correction	Pacific Center for Human Growth	Phaidra	PTC Therapeutics Inc.
O.C. Tanner	Packo Bottling, Inc.	PHI, Inc	Public Consulting Group
Oak ridge schools	Pacsun	Phocas Group Pty Ltd	Publix super market
Oceaneering, Int'l	Pagaya Technologies US LLC	Pierce Transit	Purolator Inc.
Oceans Healthcare	Palomar Health	Pillsbury Winthrop Shaw Pittman LLP	PVH
Ocoee river clinic	Panasonic Automotive Systems of America	Pinellas County Govt.	Pyramid Systems, Inc.
ODL	Panasonic Corporation of North America	PIRCH	Quaint Oak Bank
OFS Fitel LLC	Panda Restaurant Group	Pittsburgh Zoo & Aquarium	Qualitemps, Inc.
OG&E	Pankow Builders	Pizza Hut Canada Company	Quality Bicycle Products
Ohio Historical Society	Panor	PJ Fitzpatrick	Quantum Corporation
Oklahoma State University	Paradigm Precision	PJM Interconnection	Quantum Health
Okta	Paragon	PKH Enterprises	Quantum Solutions
Olson Brothers Pro-Vac, LLC	Paramount Hotel Seattle	Placid	Quantum Solutions, Inc.
Olympic Peninsula Community Clinic	Parc Center for Disabilities	Playvox	Quatt Associates
Omnitech-Inc	Park Energy Services, LLC	Plexus Worldwide	quest diagnostics
OMT-Veyhl	Parkwood LLC	Pohlad Companies	Quest Diagnostics
Oncology Associates, PC	Particle Health	Point B	R. H. White Companies
One Source Logistics LLC	Passages	Point32Health	Racing Force USA inc.
One10	Passageway	Popular, Inc.	Radians
OneWeb Satellites	Passero associates	PORTICO Consulting, LLC.	Radiant HR Consulting, Inc.
Onshore Outsourcing	Patelco Credit Union	Portland General Electric	Rady Children's Hospital
Ontario Real Estate Association	Patient-Centered Outcomes Research Institute (PCORI)	Portland State University Foundation	Raskob Kambourian
Ontellus	Paul Halajian Architects	PPG Global, LLC	Raytheon Technologies
O-Pipon-Na-Piwin Cree Nation	Paul Hastings LLP	PPGNHAIK	RBF Management Co LLC
OPTEL Group	Pax8	PPL	RC Industries, Inc
Optical Associates, Inc.	Paychex	PQA Testing	Rebound Orthopedics and Nuerosurgery
Optics 1	Paychex, Inc	Prairie State Generating Company, LLC	Reckitt Benckiser
Optimizely	PAYCOR	Prime Downhole Manufacturing	RECON Environmental
Optimum Employer Solutions	Paycor	Prime Therapeutics LLC	Red Bull
Oracle	Peak Vista Community Health Centers	Principal Financial Group	Red Caffeine
Orange County Transportation Authority		Printpack	Red Mountain Weight Loss
Orcosa Inc.			Redstone Federal Credit Union
O'Reilly Auto Parts			

# Participant List

Reece USA	SAIF	Serent Capital	South Orange County Community College District
Reed Candle Company	Saint Agnes Medical Center	Setebaid Services, Inc.	Southern Champion Tray
Regency Centers	Saint Francis Health System	Sevita Healthcare	Southern Company
Regions Hospital	Sales Talent Group	SFI Health (ProThera)	Southern Farm Bureau Life
Reliance Standard Life Insurance Company	Saline County	ShareBuilders, Inc.	Southern Illinois University Carbondale
RELX	SALT LAKE CITY	Shelley Parson Insurance Agency LLC	Southwest Gas Corporation
Remington Hotels	Salt Lake Retina an NVision Eye Center	Sidley Austin LLP	Southwest Power Pool Inc.
Renaissance	Salt River Project	siffron	Southwestern Medical Foundation
Renaissance Learning	Salus Technologies Pvt.Ltd	Signal Systems Corporation	SpecialtyCare
Renal Associates	Samaritan Ministries	Signature Bank	Spectrum Healthcare Partners
Rent-A-Center	Samaritans Purse	Signify	Spire
Repligen Corporation	Sammons Financial Group	SilkRoad Technology	Spok
Republic Services, Inc.	Sanofi	Silvus Technologies	Spotify
Research Nonprofit	Santa Fe Trail Association	simplicity product development	Springfield Metropolitan Housing Authority
Reser's Fine Foods	Sap labs India pvt limited	Sims Limited	Sprouts Farmers Market
REsurety	Sarah Cannon Cancer Research Institute	Siouxland Fabricating, Inc	SPS
Revision Skincare	Saskatchewan REALTORS Association	SIRDC	SPS Commerce
Reyes Holdings, LLC	Satellite Healthcare	Sirius Solutions LLLP	SPX Corporation
Reynolds America	SC Johnson	Skan Inc	SRQ Wealth
Rheem Manufacturing	Schley Nelson Architects	SKAN US	St Charles Health System
Rheo Engineering LLC	Schlitterbahn	Skanska USA	St. Francis Health System
Rhodes Enterprises	Schneider Electric	Skoll Foundation	Stamford Health
Rice University	School Administrative Unit 29	Slalom	Standard Beverage
Richmond SPCA	Schreiber Foods, Inc.	SLC Management (Sun Life Financial)	Starkey Hearing Technologies Inc
Ricoh	SCIEIX	SMA Technologies	Starr Companies
Rivian	Scooter's Coffee	Smalley Steel Ring Co	STARS Nashville
Rizing, a Wipro Company	Scottish Rite Hospital for Children	SmartBank	State of New Mexico
RLI	SCTC	SMARTMATIC	Stealth Power
RMHC of the Bluegrass	SCUCu	SmartRent, Inc.	StealthCo
RNDC	SDI, Inc	Smartronix	Steel & O'Brien Manufacturing, Inc.
Robert Half International, Inc.	Seacoast Bank	Smith-Boughan, Inc.	Steffes, LLC
Robinson Compensation	Seagull Scientific	SMSC Gaming Enterprise	Steiner construction llc
Robinson Compensation LLC	Security Benefit	Snap-on Inc.	Stellar Development Foundation
Rockdale County Government	Security Risk Advisors	Society for Human Resource Management	Sterlitech Corporation
Rocket Companies	Sedgwick Claims Management Services, Inc.	Society for Simulation in Healthcare	Stewart Title
Rocket Software	Sega of America	Sojitz Corporation of America	Still Hopes
Roosevelt University	Select Medical Corporation	Sole trader	Still Waters
Roper St Francis Healthcare	Select Properties, Ltd	Solifi	STOBER Drives Inc
Ropes & Gray LLP	Select Resources	Solugenix Corporation	Stoneridge, Inc
Ross Stores, Inc.	Seniorlink, Inc.	Somos, Inc.	StrataVAR
Royal Bank of Canada	Sensient Technologies, Inc.	Sonny's Franchise Company	Stratolaunch, LLC
RSA Group	Sephora	Sonoma Lab Works	Straumann Group
RTA	Sequa	Sony Electronics Inc	Stryker Corporation
Russells Technical Products	Serco	Sortera Alloys	STUDIO 3 DESIGN GROUP, P.C.
Rutgers University SSW	Serenity House Of Clallam County	Sound Family Medicine	Summit Health
RWC, Inc.		Sounds True, Inc.	Summit Materials
RYCPA		Source Nutraceutical, Inc.	Summit Midstream
Sagacious IP		South Jersey Industries	

# Participant List

Suncoast Credit Union  
 Sunrise Banks NA  
 Sunshine Counseling  
 Surescripts  
 Surgical Hospital of Oklahoma  
 Surgical Science North America  
 Sutherland Global Services  
 Swagelok  
 Swagelok Company  
 Swagelok Southern California  
 Sweetwater  
 Swope Health Services  
 Sylvamo  
 Symbiont, Inc.  
 Symetrix  
 Symrise AG  
 syncreon  
 Syngenta  
 Table grape farming  
 Tailored Brands  
 Taiyo America, Inc.  
 Tampa pulmonary & sleep specialist  
 Tandem Diabetes Care  
 Tangipahoa Voluntary Council on Aging  
 Tanner Health System  
 Tarantino Wholesale Food Distributors  
 Taylor Corporation  
 Taylor Engineering, Inc.  
 TAYS INC  
 TBarM Tennis and Raquette club  
 TCP Software, LLC  
 TD SYNEX  
 TE Connectivity  
 Te Kohanga Reo National Trust  
 Teacher Retirement System of Texas  
 TEADS MEA  
 Team International  
 TEAM Professional Services Companies  
 Tech International  
 Tech-Etch, Inc.  
 Technology Service Professionals  
 Ted Pella, Inc.  
 Tegria Services Group  
 TekPartners  
 Telligen, Inc  
 TELUS Corporation  
 Temple University  
 Teradata  
 Terracon Consultants, Inc.  
 Terumo Blood and Cell Technologies  
 Tessitura Network  
 Tetra Tech ARD  
 Texas Capital Bank  
 Texas CASA  
 Texas Health Institute  
 Texas Homeless Network  
 Texas Mutual Insurance Company  
 Texas state university  
 TGS  
 Thales  
 The Andersons, Inc.  
 The Arc of the Capital Area  
 The Balmoral Group LLC  
 The Boeing Company  
 The Castle Group  
 The Center for Pursuit  
 The Church of Jesus Christ of Latter-day Saints  
 The City Mission  
 The Clorox Company  
 The Doctors Management Company  
 The Duct Cleaning Pros  
 The Friedkin Group  
 The Glen at St. Joseph  
 The Goodyear Tire and Rubber Company  
 The Heritage Group  
 The Institute for Human Services, Inc.  
 The Johns Hopkins Applied Physics Laboratory  
 The Lamb Company  
 The Manitowoc Company, Inc.  
 The National Academies of Sciences, Engineering, and Medicine  
 The O'Connell Companies  
 The Office of Professional Management  
 The Pearl Laguna  
 The Progressive Corporation  
 The Resorts Companies, Inc.  
 The RoS  
 The Rush Companies  
 The Salvation Army - Eastern Territory  
 The Shipyard  
 The Standard  
 The Switzer Learning Center  
 The Synergy Company  
 The Tennessee Credit Union  
 The Tootelian Company  
 The Trade Desk  
 The University of Arizona  
 The University of Texas MD Anderson Cancer Center  
 The Urology Center PC  
 The Villages of Indiana  
 The Walker Alliance  
 The Walt Disney Company  
 The Washington Post  
 The Zemba Companies  
 Therapeutic Associates, Inc. Physical Therapy  
 Thermacell  
 THF HOUSING MGMT CORP  
 Three D Metals, Inc.  
 Tiffany & Co.  
 TJX Companies  
 Tohono O'odham Gaming Enterprise  
 Tokio Marine HCC  
 Toll Group  
 Toppan Merrill LLC  
 Torchy's Tacos  
 Totes/Isotoner Corp  
 Touch Worldwide  
 Toyota Motor Manufacturing Canada  
 Transamerica  
 Trans-Ocean Products Inc  
 Transunion  
 Travis County  
 Treasury4  
 Trestle  
 Trestle Programs  
 Tri Pointe Homes, Inc.  
 Tribal Group  
 Trident Seafoods Corporation  
 TriHea  
 Trillium Flow Technologies  
 Trilogy Behavioral Healthcare  
 Trimble Inc.  
 TRIMEDX  
 Trincherro Family Estates  
 Trinet  
 Trintech  
 True Value  
 True Velocity  
 TrueBlue, Inc.  
 Trustmark  
 TS Tech Americas, Inc.  
 Tuapeka Gold Print  
 Tufts University  
 Tulane University  
 Tulsa Bone & Joint Associates  
 TWG  
 Tyonek Native Corporation  
 U.S. Bank  
 U.S. Olympic & Paralympic Committee  
 UBCO Bikes  
 UC Health  
 UCP Central PA  
 Under Armour  
 Uniek Inc  
 Union Grove Elementary  
 United States Golf Association  
 United Therapeutics  
 United Way of Central and Northeast  
 United Way of Whatcom County  
 UnitedHealth Group  
 Unitedlex  
 Universal Music Group  
 Universal Windows Direct  
 University of Cincinnati  
 University of Miami  
 University of Minnesota Physicians  
 University of North Florida  
 University of Texas Medical Branch  
 University of Utah Health  
 University of Vermont Medical Center  
 University of Zululand library  
 Upper MN Valley Regional Development Commission  
 Urban Science Applications, Inc.  
 URBN, Inc  
 Ursuline Sisters of Cleveland  
 US Colleges  
 US Foods  
 US LBM  
 US Venture  
 USAA  
 USABLE Life  
 UScellular  
 USG Corporation  
 uShip, Inc.

# Participant List

UT Southwestern Medical Center	Walgreens	Wix
Utah Retirement Systems	Wall, Smith, Bateman Inc.	Wize Solutions LLC
Utah Transit Authority	Walmart Inc.	WMC Health
Utah Valley Pediatrics	Wanaka Solar	Wonderlic
UW Credit Union	Warm Beach Camp Ministries	WoodmenLife
Valaris Limited	WarnerMedia, LLC	Woodruff-Sawyer & co
Valero Energy	Washington Hospital Healthcare System	Woods Hole Oceanographic Institution
Valiant Construction LLC	Washington Trust Bank	Workhorse Group
Valley Hope Association	Washington University in St. Louis	Workshop Digital
Valtim, Inc.	Waste Management	World Class Industries
Van Drunen Farms	Waters Corporation	Worthington Industries
Vanderbilt	WatersEdge	Wounded Warrior Project
Vector Security, Inc.	Wawanesa	WPS Health Solutions
VelocityEHS	Wayne State University Physician Group DBA Wayne Health	WRA, Inc.
Ventavia Research Group; LLC	WB Moore Company of Charlotte, Inc.	WSP
Verisign	WD Partners	WSU Tech
Verizon	Weber State University	WVU Medicine
Vessco Holdings	WEG Transformers USA LLC	Xcel Energy
veterans affairs	Wellmark Blue Cross Blue Shield	Xerox
VF Corporation	Wellpoint Care Network	XI parts
Viant Medical	Wells Fargo & Co	Xperi
Viejas Casino & Resort	Welocalize	Yellow Corp
Vikki Balet	Wesleyan Assurance	ygap South Africa
Villa Antigua HOA	West 10th Dental Group	Yuma Regional Medical Center
Village of Lansing	West Chester Township	YWCA White Plains & Central
VillageMD	West View Water Authority	Westchester
Virginia Farm Bureau Mutual Insurance Co	Western Governors University	Zachry Group
Virginia Transportation Corporation	Westfield Insurance	ZeniMax Media (Microsoft)
Visa	Westinghouse electric	ZF Friedrichshafen, AG.
Vision Charitable Trust	Westmoreland Mining LLC	ZF group
Viskase Companies, Inc.	Weston Solutions, Inc.	ZF lemforder
Vista Community Clinic	WestRock	Ziegler CAT
Vistra Corp	White Pine County Hospital District	Zimmer Biomet
Vita Plus	Whiteface Club & Resort	Zingaro Retail
Vitality Group	WHOOP Inc.	Zoom Video Communications, Inc.
Vituity	WHW Engineering LLC	
Vivaint Healthcare of Hanahan	Wichita State University	
Vivify Specialty Ingredients	Wide Open West	
VMware	WideOpenWest (WOW), LLC	
Voices for Children	Wilbur Ellis	
Voltani, Inc.	Wildman	
VonLehman & Company	Willesden Green Baptist Church	
VOYA FINANCIAL	Wilson Electronics	
Vulcan LLC	Windstream	
Vyair Medical, Inc	Winston & Strawn	
W3	WITTENSTEIN North America	
Wake forest Baptist Lexington Medical Center		

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