

Category	Definition
Board of Directors	U.S. Board of Directors. Use global board if you do not have a U.S. one. If you do not have any Board, please enter zeros in corresponding fields.
Executive Fairness Council	The internal fairness council, which is comprised of high-level leaders or management levels 1 through 4 only. (See below Executive Fairness Council Human resources staff for the explanation of the management levels.) If you do not have an Executive Fairness Council, please enter zeros in corresponding fields.
Workforce	U.S. workforce including Alaska, Hawaii, Puerto Rico or any other U.S. territories. Workforce includes all employees, both management and non-management. Sometimes we use the term "total workforce," which is synonymous with "workforce."
Workforce hourly	U.S. workforce paid on an hourly basis for the amount of time spent working, including Alaska, Hawaii, Puerto Rico or any other U.S. territories. Workforce includes all employees, both management and non-management.
Workforce non-hourly exempt	U.S. workforce who are exempt from hourly and overtime pay, including Alaska, Hawaii, Puerto Rico or any other U.S. territories. Workforce includes all employees, both management and non-management.
Workforce new hires	All the new hires into workforce (as defined above) during the survey year (from Jan. 1 to Dec. 31, 2023).
Workforce turnover (voluntary)	By turnover, we mean the employees who were with the company on the last day of the previous year (Dec. 31, 2022) but no longer with the company on the last day of the current survey year (Dec. 31, 2023). Include retirees in the category of Retirement voluntary turnovers; exclude them from Voluntary turnover.
Workforce turnovers (involuntary)	Involuntary turnovers are the turnovers due to firing, lay-offs, etc. Only include those retirees impacted by a mandatory retirement age.
Management overall	All the management/professional employees as defined by your company (and as answered for the survey question Q38). This includes management levels 1 through 4 and all other management/professional employees at the lower levels. (See below for the explanation of the management levels.) As a part of workforce, management overall includes only U.S. (including Alaska, Hawaii, Puerto Rico or any other U.S. territories). We often use the terms "management" or "management employees," both of which are synonymous with "management overall."
Management new hires	All the new hires into management overall (as defined above) during the survey year (from Jan. 1 to Dec. 31, 2023).
Within-management promotions	Members of management overall who received promotions during the survey year (from Jan. 1 to Dec. 31, 2023). They should have already been a member of management overall prior to being promoted.
Employees promoted into management	All U.S. employees who were promoted into management. They should have been non-management employees prior to being promoted and became management employees. Leave these cells blank if your company does not allow this.
Management turnovers (voluntary)	Voluntary turnovers within management overall. See above, "Workforce turnovers (voluntary)," for the definition of voluntary turnover.
Management turnovers (involuntary)	Involuntary turnovers within management overall. See above, "Workforce turnovers (involuntary)," for the definition of involuntary turnovers.
Management level 1	CEO and his/her direct, non-administrative reports. This is the highest level in management. Sometimes it is shortened to "level 1" or even "lev1."
New hires to management level 1	All new hires into management level 1 during the survey year. This refers to new hires from outside of the company.
Promoted to management level 1	All new members who were promoted into management level 1 during the survey year. Exclude new hires from outside the Company.
Management level 1 turnovers (voluntary)	Voluntary turnovers within management level 1. See above, "Workforce turnovers (voluntary)," for the definition of voluntary turnover.

Management level 1 turnovers (involuntary)	Involuntary turnovers within management level 1. See above, "Workforce turnovers (involuntary)," for the definition of involuntary turnovers.
Management level 2	One level below management level 1 (non-administrative).
New hires to management level 2	All new hires into management level 2 during the survey year. This refers to new hires from outside of the company.
Promoted to management level 2	All new members who were promoted into management level 2 during the survey year. Exclude new hires from outside of the company.
Management level 1 turnovers (voluntary)	Voluntary turnovers within management level 2. See above, "Workforce turnovers (voluntary)," for the definition of voluntary turnover.
Management level 1 turnovers (involuntary)	Involuntary turnovers within management level 2. See above, "Workforce turnovers (involuntary)," for the definition of involuntary turnovers.
Management level 3	Two levels below management level 1 (non-administrative).
New hires to management level 3	All new hires into management level 3 during the survey year. This refers to the new hires from outside of the company.
Promoted to management level 3	All new employees promoted into management level 3 during the survey year. Exclude new hires from outside of the company.
Management level 3 turnovers (voluntary)	Voluntary turnovers within management level 3. See above, "Workforce turnovers (voluntary)," for the definition of voluntary turnover.
Management level 3 turnovers (involuntary)	Involuntary turnovers within management level 3. See above, "Workforce turnovers (involuntary)," for the definition of involuntary turnovers.
Management level 4	Three levels below management level 1 (non-administrative). Notice that level 4 does not have to be the lowest level within management overall. The ladder may include lower levels below level 4.
New hires to management level 4	All new hires into management level 4 during the survey year. This refers to the new hires from outside of the company.
Promoted to management level 4	All new members who were promoted into management level 4 during the survey year. Exclude new hires from outside of the company.
Management level 4 turnovers (voluntary)	Voluntary turnovers within management level 4. See above, "Workforce turnovers (voluntary)," for the definition of voluntary turnover.
Management level 4 turnovers (involuntary)	Involuntary turnovers within management level 4. See above, "Workforce turnovers (involuntary)," for the definition of involuntary turnovers.
Highest paid 10%	The 10% highest paid employees among your U.S. workforce.
Faculty	This is for hospitals and health systems only. Please leave corresponding fields blank if you do not have faculty.
Residents	This is for hospitals and health systems only. Please leave corresponding fields blank if you do not have residents.
Nurses	This is for hospitals and health systems only. Please leave corresponding fields blank if you do not have nurses.
Physicians	This is for hospitals and health systems only. Please leave corresponding fields blank if you do not have physicians.