



KORN FERRY
BE MORE THAN

EMERGING REWARD TRENDS AND SALARY INCREASE FORECASTS

Global Total Rewards Pulse Survey 

NOVEMBER 2024



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EXECUTIVE SUMMARY

INTRODUCTION

This survey focuses on select reward trends impacting organizations globally.

Areas covered in this survey include:

- General shifts in reward strategies
- Changes in reward strategy and design
- Changes in reward communications and implementation
- Hybrid and remote worker rewards
- Business impact on reward programs
- Employee groups impacted by reward change
- Employee turnover
- Base salary forecasts for 2024 and 2025

This is the latest in a series of global pulse surveys by Korn Ferry, designed to gather insights into how organizations are adapting their reward programs in evolving business climates.

Organizations are confronting a set of compounding challenges, including talent supply and demand imbalances, socio-economic and political volatility, and an evolving regulatory climate. This survey's focus is to understand the impact of these challenges on reward strategy, design, and implementation.

This survey was fielded in October 2024 and reflects responses from 7,538 participants in 152 countries. Survey respondents are typically HR and total rewards professionals, and their organizations cover a broad range of size, geography, and ownership structure.

Market practices will continue to evolve, and Korn Ferry will continue to monitor and report on future trends. If you have additional questions on this information, please contact us here: KornFerryPayServices@kornferry.com

EXECUTIVE SUMMARY

REWARD STRATEGY TRENDS

DEGREE OF CHANGE IN PROGRAMS

- Companies have intensified changes to their reward strategies. Over the past 2 years, 50% of organizations have implemented moderate to significant adjustments to their reward strategies, while 60% are planning to make changes in the next two years.
- Among these changes, the most common are around external competitiveness of rewards and internal equity in rewards—two of the cornerstones of reward program design.

REWARD DESIGN FOCUS AREAS

- The two primary areas of focus in reward program design are in ensuring robust job architectures and making sure that the resulting base pay levels are fit for purpose—both internally and against relevant market benchmarks. Holistic benefits program design is the third highest rated area of focus for organizations globally.
- All employee groups are impacted by changes in reward program strategy, indicating a comprehensive change approach rather than a surgical approach for specific employee groups.
- Retention of talent is seen as a greater focus than talent attraction in today's business environment.

REWARD COMMUNICATION FOCUS AREAS

- Previous KF research has indicated that 61% of organizations report that most employees do not understand their organization's reward strategy.
- Due in large part to this lack of understanding, as well as pay transparency legislation, 59% of organizations are focused on upskilling managers in understanding and communicating reward strategy, structure, and process.
- And 55% of organizations are focused on upgrading their employee value proposition (EVP) to include total rewards.

IMPLICATIONS

- New regulatory provisions around pay equity and transparency (esp. in NA and EU) are causing many organizations to address gaps in their reward programs.
- Communication becomes increasingly critical as reward strategies change. The risk for organizations that fail to adequately communicate and implement these changes is that employees will likely not appreciate the full value of the reward programs.
- Organizations must keep a holistic view of their reward strategy that aligns with their EVP as more organizations plan to change reward programs in the coming years.

EXECUTIVE SUMMARY

BUSINESS IMPACT ON REWARDS

PERFORMANCE AND BONUSES

- In general, there is a positive business outlook. 70% of companies say they will perform as planned or better than planned along with 7X more organizations reporting growth than decline.
- This results in a majority of companies (63%) anticipating they will pay bonuses/incentives comparable with or exceeding bonus targets, and 71% of organizations anticipate paying comparable or greater bonuses than last year.

LABOR COST REDUCTION STRATEGIES

- Most organizations (55%) do not expect a reduction of their overall rewards budget due to the current economic environment.
- Primary strategies to reduce labor spending for organizations include hiring only for key roles/functions, placing poor performers on improvement plans, and implementing staff reductions via restructuring and job eliminations.
- Less commonly used labor cost reduction practices include partially paid sabbaticals, salary reductions, reduction of hours, and job furloughs.

INCREASED INVESTMENT IN REWARD PROGRAMS

- Most companies report a focus on retaining key talent by implementing programs that motivate them to stay with the organization.
- Increasing investment in training and development over previous years is a focus area for about half of organizations.
- Over a third of organizations report investing more in their sales incentive programs and the benefits programs.

IMPLICATIONS

- In challenging economic times, organizations are approaching labor cost management in a balanced manner by prioritizing moderating talent acquisition over cuts to the current workforce.
- A focus on talent development, especially for key talent, can differentiate organizations in a competitive labor market and be a differentiator for talent retention.

EXECUTIVE SUMMARY

HYBRID AND REMOTE WORK

PREVALENCE OF PRACTICE

- Hybrid and/or remote work environments are now present in most companies globally. The percentage of organizations requiring employees to be in the office five days a week has dropped from 89% (pre-pandemic) to 43% today.
- There has also been an uptick (from 1% to 5%) in organizations providing employees the choice of remote, hybrid, or in-office work.
- In companies that offer hybrid or remote work options, 63% have policies in place for these workers.
- The three most common flexible work-related reward practices that organizations have either implemented or are considering include: 1) discipline for violating hybrid work norms, 2) reimbursement for home office setup expenses, and 3) reimbursement for travel to office gatherings.
- While these are the most common practices, they are still a minority practice in organizations. A majority do not differentiate compensation, promotion, or risk of layoff for remote versus in-office employees.

COMPENSATION PRACTICES

- Most companies (65%) do not differentiate salary ranges based on location, or when they do, remote workers have the same salary range as their in-office peers. Note: we typically find that countries with larger geographic areas (such as US, CA, BR, CN, IN) tend to vary salary ranges based on geographic location.
- The most common variant practice (at 19% of orgs) is to differentiate base salary ranges based on where the remote worker resides.
- As employees have moved from in-office to fully remote work, a majority of organizations (84%) do not lower their actual base salary or salary range. This is likely a function of a lack of variation in pay ranges within a country, as well as a lack of willingness to reduce compensation opportunities for existing employees.

IMPLICATIONS

- As remote work becomes more prevalent, it will be crucial for organizations to provide consistent and transparent criteria for evaluating performance, providing advancement opportunities, and compensation decision-making.

EXECUTIVE SUMMARY

ADDITIONAL FINDINGS

EMPLOYEE TURNOVER

- Globally reported employee turnover is at a median of 11.4%. Of this, 66% (7.5%) is reported as voluntary turnover.
- The six countries with the highest reported median employee turnover include Costa Rica (22%), Australia (15%), New Zealand (15%), Hong Kong (14%), US (13%), and India (12%)
- The six countries with the lowest reported median employee turnover include Myanmar (3%), Portugal (5%), Italy (5%), Croatia (5%), Indonesia (6%), and Argentina (7%).

2025 BASE SALARY FORECAST

- There is little differentiation in 2025 salary increase forecasts across employee groups (i.e., clerical to executive).
- There is a tight clustering in forecasts around median.
- In general, 2025 forecasts are comparable to slightly lower than 2024 end of year base salary increase forecasts.

SUMMARY OF 2025 BASE SALARY FORECASTS

MAJOR MARKETS – (TOTAL SALARY INCREASE)

Country	All Employees		Median Increase (%) by Employee Group			
	Avg. (%)	Med. (%)	Executive/ Senior Management	Middle Management/ Seasoned Professional	Supervisory/ Junior Professional	Clerical/ Operations
Australia	3.8	3.8	3.8	3.8	3.9	3.9
Brazil	5.7	5.0	5.0	5.0	5.0	5.0
Canada	3.6	3.7	3.7	3.5	3.6	3.7
China	4.7	5.0	5.0	5.0	5.0	5.0
France	3.6	3.5	3.3	3.5	3.5	3.5
Germany	3.7	3.8	3.7	3.8	3.8	3.9
Italy	3.5	3.5	3.5	3.5	3.5	3.5
Japan	3.5	3.1	3.1	3.1	3.1	3.1
Netherlands	4.1	4.0	4.0	4.0	4.0	4.0
Saudi Arabia	4.4	4.3	4.3	4.3	4.3	4.4
Spain	3.7	3.5	3.5	3.5	3.5	3.5
United Arab Emirates	4.2	4.0	4.0	4.0	4.0	4.0
United Kingdom	3.8	4.0	3.8	4.0	4.0	4.0
United States of America	3.7	3.8	3.8	3.8	3.8	3.8

Note that in many markets, there are statutorily required minimum increases that must be provided and would be reflected in the above forecasts where appropriate.

KORN FERRY PERSPECTIVE

IMPLICATIONS FOR REWARD MANAGEMENT

The past year has certainly been one of uncertainty. Early in 2024, many were predicting a global recession, which didn't come to pass. Business performance for most organizations has been good, and as a result, bonus payments are expected to be at or exceeding target for many employers. Base salary increases are also expected to match levels with what has been seen in 2024 for many countries. This optimistic assessment from October pre-dates the US elections and the broader market uncertainty generated in the last 30-45 days.

Inflation has thankfully cooled in most countries for a second year in a row. As we've navigated past the Great Resignation and hiring sprees of the recent past, companies today are more focused on retention of key talent versus broad-scale talent acquisition. However, most likely agree that we are not in a stable business environment with economic volatility continuing. Political elections over the past year have resulted in more nationalistic perspectives, and this has the potential to have a significant effect on global business markets. There is also a significant regulatory agenda in major parts of the world around pay equity and transparency that is impacting the design, cost effectiveness, and employee experience around reward programs.

To survive and thrive in this challenging economic environment, organizations must regularly assess and refine their reward strategies and program designs to align with their evolving business goals and talent needs. And that's exactly what we've seen in this research. A majority of organizations have either implemented or will implement moderate to significant changes in their reward programs.

KORN FERRY PERSPECTIVE

IMPLICATIONS FOR REWARD MANAGEMENT

Effective total rewards programs are not isolated from the organization's talent acquisition and management strategies. Businesses that take a thoughtful approach to connecting their people management programs versus mirroring what others do are better poised for success. If the organization is focused on customer impact, operational excellence, inclusion, collaboration, or other strategic focus areas – is the reward program appropriately aligned with the other talent programs in achieving these objectives? Are the principles and frameworks for the key components of rewards clarified, aligned and socialized with all key stakeholders in the organization?

As we've seen in this research, there is a substantial effort underway today in many organizations to better educate and enable managers and employees in the intent and supporting processes around their reward program. Before an organization can communicate with managers and employees, it needs to shore up any cracks in its foundation. We've seen this in this research as well. There is a clear focus on strengthening the reward foundation – about ensuring that the multi-generations in the workforce feel that they are fairly rewarded – internally and externally – for their contributions and that their experience around the reward program is compelling and differentiated versus shrouded in mystery. This focus in reward program change will undoubtedly improve the employee experience, which then improves the investor experience. Seeing employees as investors of their time, energy, and talent, rather than as costs of doing business, creates a more compelling employee experience, a stronger employer brand, and better financial performing organizations.

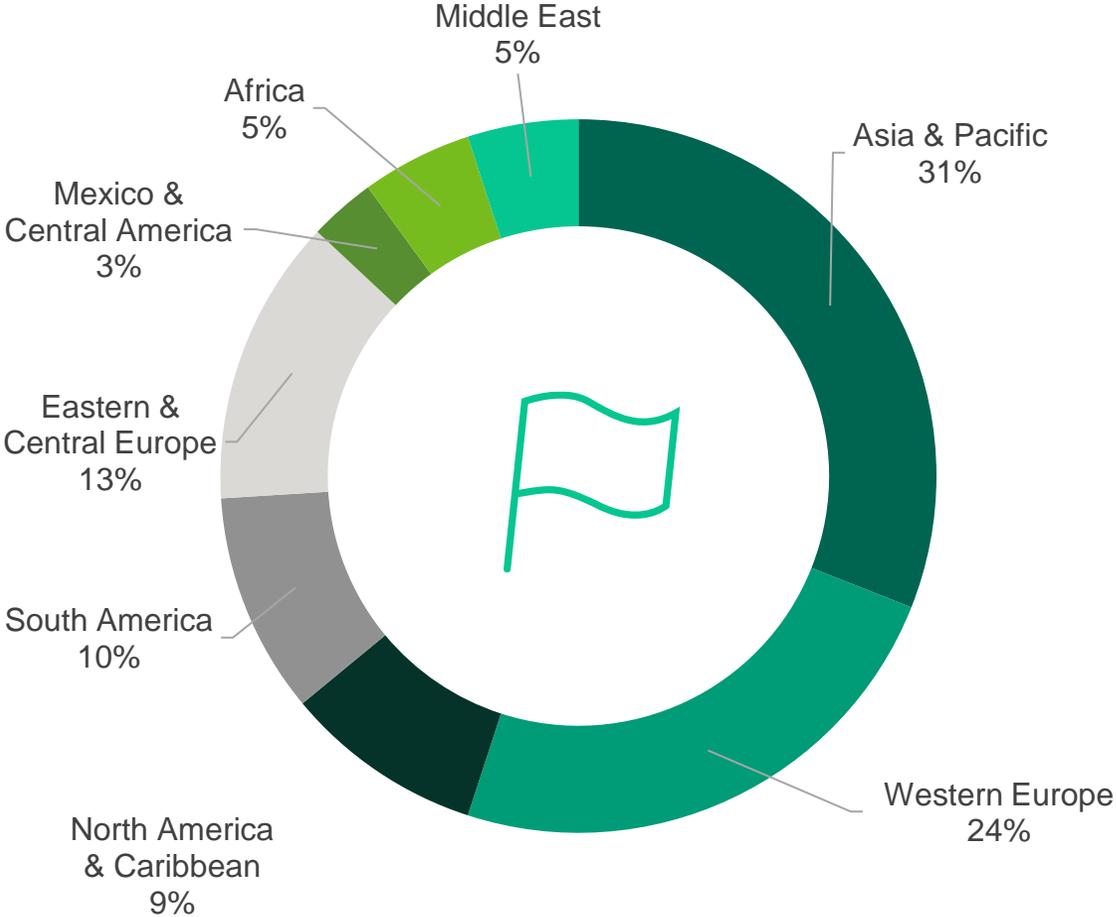
PARTICIPANT OVERVIEW



PARTICIPANT OVERVIEW GEOGRAPHY

This report reflects responses from 7,538 participants across the globe. Organizations span a broad range of geographies, industries, size, and ownership structures.

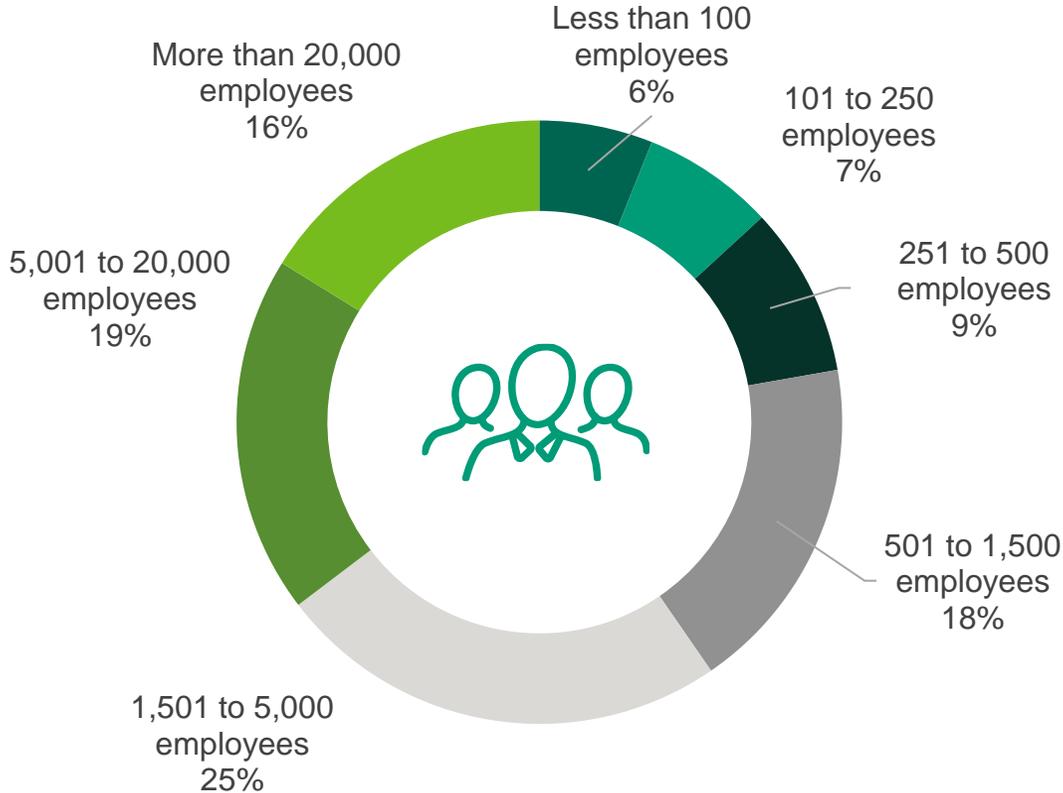
Respondents are largely from the HR function and include Total Rewards practitioners, HR Business Partners, and heads of HR.



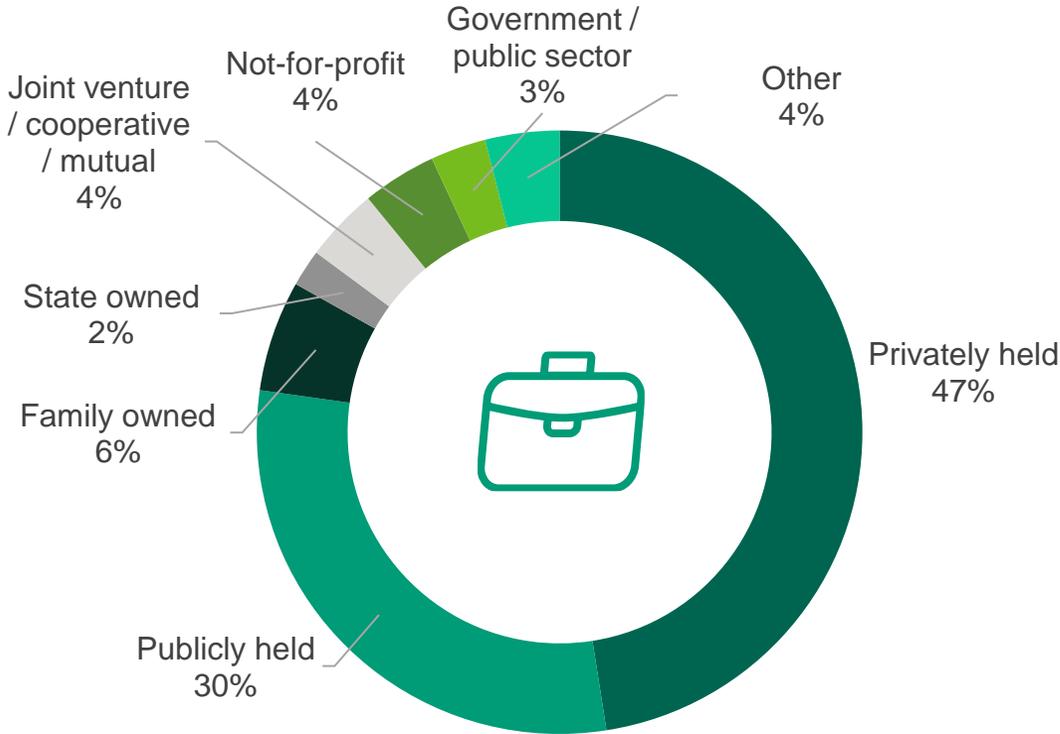
PARTICIPANT OVERVIEW

SIZE OF ORGANIZATION

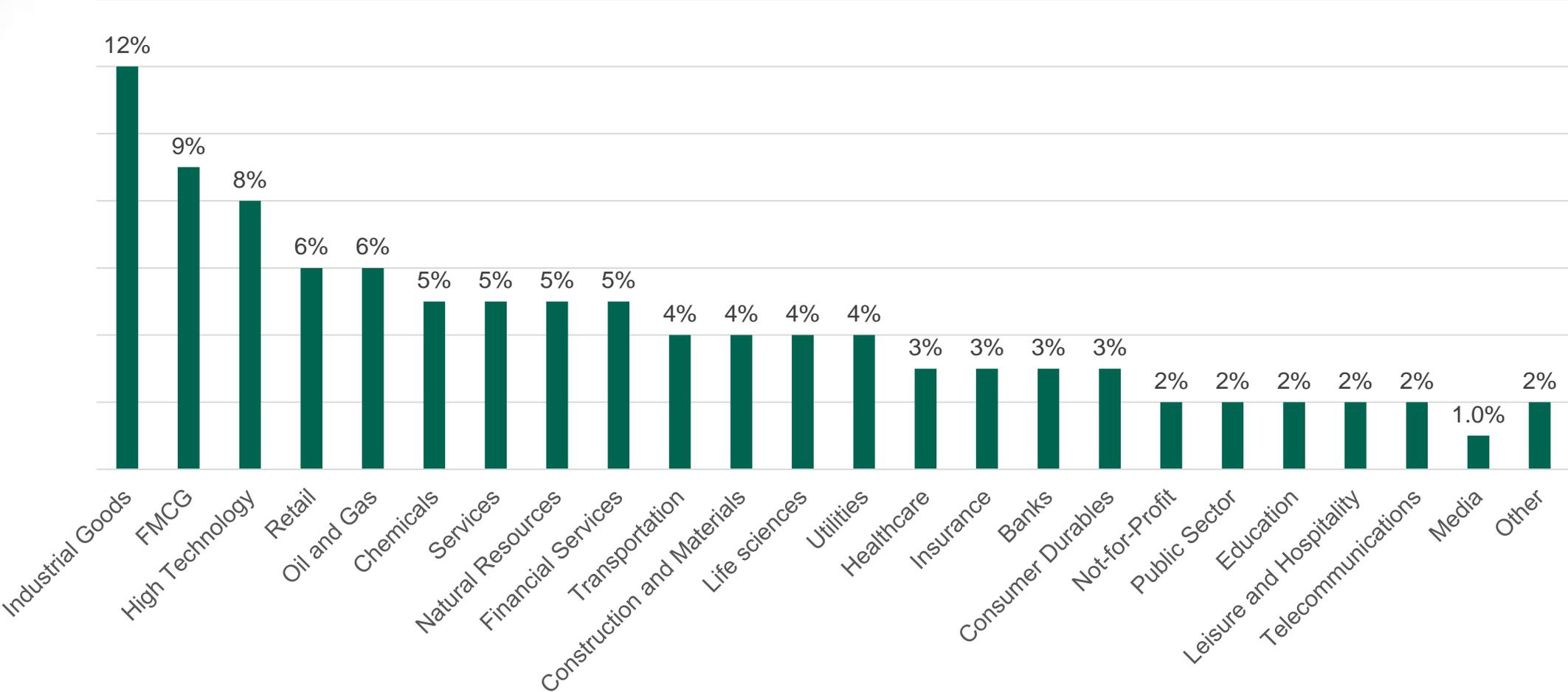
BY NUMBER OF EMPLOYEES



BY OWNERSHIP TYPE



PARTICIPANT OVERVIEW BY INDUSTRY

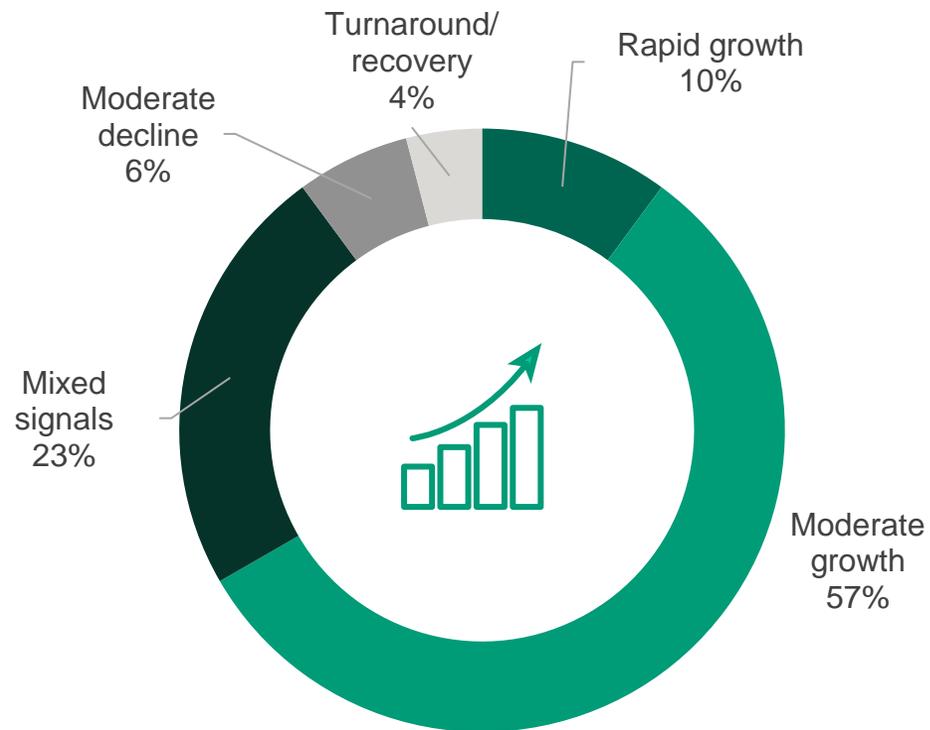


REWARD STRATEGY



REWARD STRATEGY DESIGN TRENDS

CURRENT BUSINESS PROSPECTS FOR THE ORGANIZATION

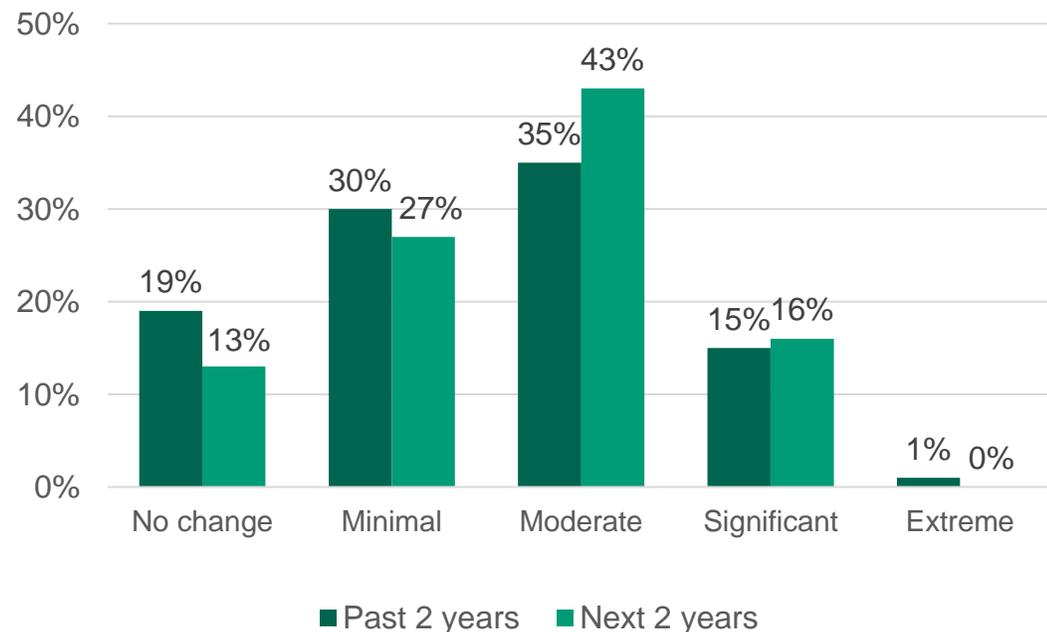


FINDINGS

67% of respondents indicated that they view their organization's business outlook to be positive. Additionally, **7X** more organizations are reporting growth than decline or recovery, maintaining a similar ratio as in our research earlier in the year (June 2024).

REWARD STRATEGY DESIGN TRENDS

DEGREE OF PAST AND EXPECTED OVERALL CHANGES IN REWARD STRATEGY



FINDINGS

Companies have intensified changes to their reward strategies. In the past two years, **50%** of organizations made moderate, significant, or extreme changes to their reward programs, and **60%** are likely to do so in the next two years.

REWARD STRATEGY DESIGN TRENDS

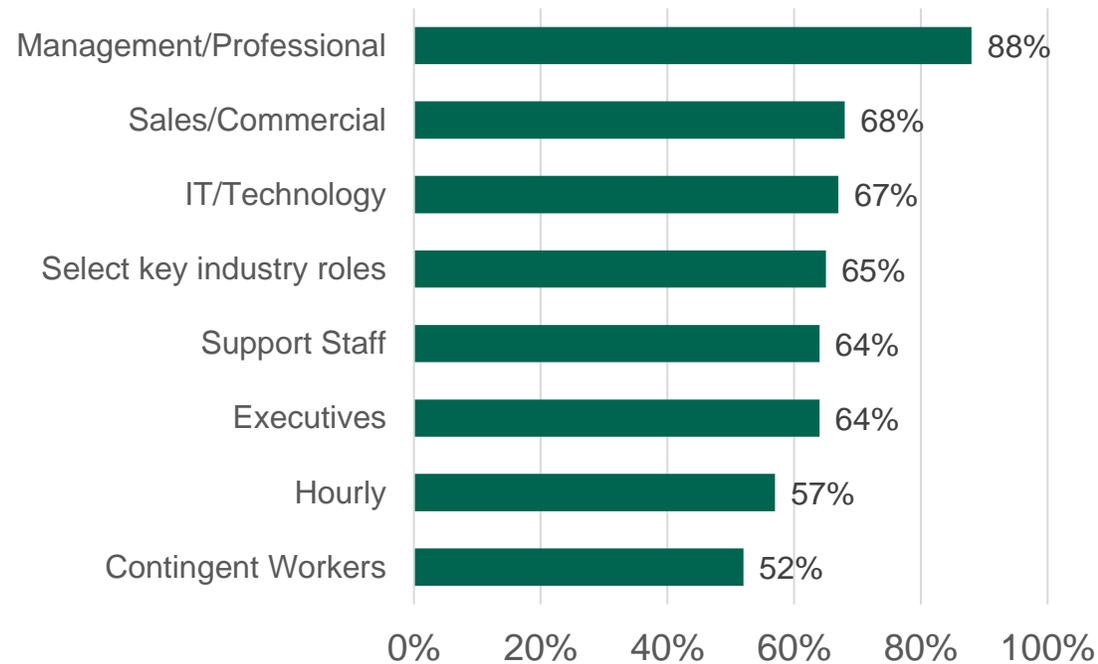
FOCUS AREAS FOR CHANGES IN YOUR REWARD STRATEGY



Organizations are prioritizing "**external competitiveness** of rewards" and "**internal equity** and fairness in rewards," especially those planning moderate to significant changes in the next two years. **Talent retention** is seen as a greater focus than talent attraction in today's business environment.

REWARD STRATEGY DESIGN TRENDS

KEY EMPLOYEE GROUPS OF FOCUS FOR CHANGES IN REWARD STRATEGY



FINDINGS

Changes in reward strategies impact **all** employee groups, signaling **comprehensive** program changes rather than selective adjustments for certain jobs, levels, or functions.

REWARD STRATEGY DESIGN TRENDS

FOCUS AREAS FOR CHANGES IN REWARD PROGRAM DESIGN

Amount/level of base pay, market position	41%
Job catalog / grades	40%
A compelling benefits program offering to employees	37%
Base salary range definition, pay administration, pay for performance	34%
Short-term incentive (STI) design, pay for performance relationships	33%
Performance metric definition and relationship to payouts	33%
Suite of non-financial rewards	30%
Utilization of new/alternative sources of compensation benchmarking	30%
Total benefits cost management	25%
Employee wellness programs	24%
STI amount & level of pay, market position	24%
Long-term incentive (LTI) amount & level of pay, market position	16%
LTI vehicle(s), design, pay for performance relationships	15%
Shifting focus from individual to team/enterprise performance	9%
Shifting focus from team/enterprise to individual performance	8%
Other	1%

FINDINGS

Top areas for change include ensuring robust **job architectures** and making sure the resulting **base pay amounts** are fit for purpose – both internally and against relevant market benchmarks.

Holistic **benefits program design** is also a key focus for many organizations.

REWARD STRATEGY DESIGN TRENDS

FOCUS AREAS FOR REWARD COMMUNICATIONS AND CHANGE MANAGEMENT



Following previous research, which found that most employees lacked understanding of reward strategies, **59%** of organizations are focused on **upskilling managers** in these areas. Additionally, **55%** are enhancing their **employee value proposition** to include total rewards. Regulatory focus on pay equity and transparency, especially in Europe and North America, is also influencing these efforts.

HYBRID AND REMOTE WORKERS

HYBRID AND REMOTE WORKERS COMPENSATION PRACTICES

DISTINCT COMPANY PRACTICES/POLICIES FOR HYBRID AND/OR REMOTE WORK

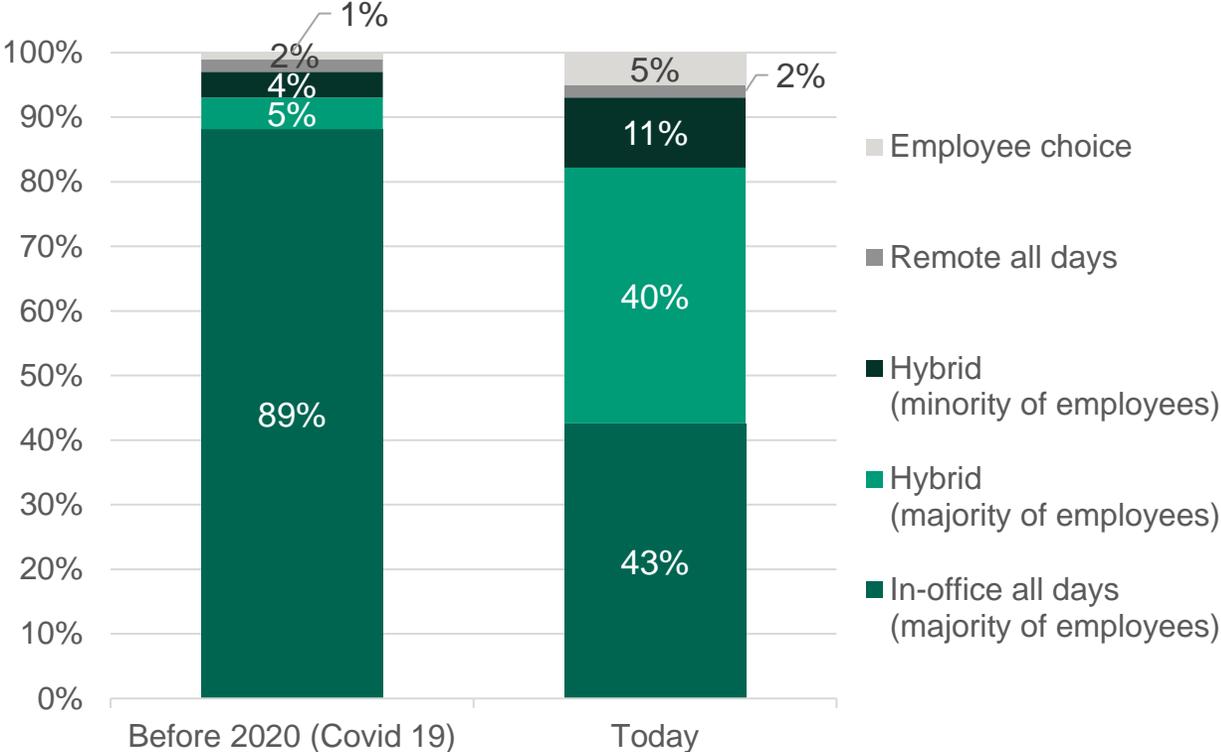


FINDINGS

In organizations that offer hybrid or remote work options, **63%** have formal policies and practices in place for at least some of their employees. The breakdown of these work arrangements will be explained in the following slides.

HYBRID AND REMOTE WORKERS COMPENSATION PRACTICES

WORK MODES



The chart refers only to companies where remote work is applicable.

FINDINGS

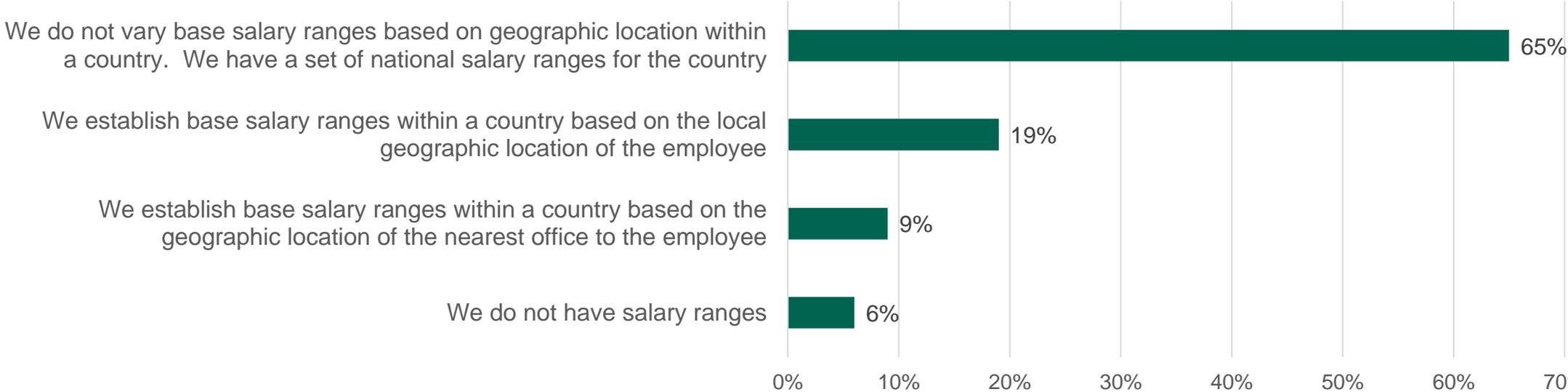
The percentage of organizations requiring employees to be in an office five days a week has dropped significantly — from **89% to 43%.**

Most companies that made the change transitioned to a hybrid environment, where employees split their time between the office and remote work.

There has also been an uptick (from **1% to 5%**) in organizations providing employees the choice of remote, hybrid, or in-office work.

HYBRID AND REMOTE WORKERS COMPENSATION PRACTICES

BASE SALARY RANGE STRATEGY FOR REMOTE WORKERS



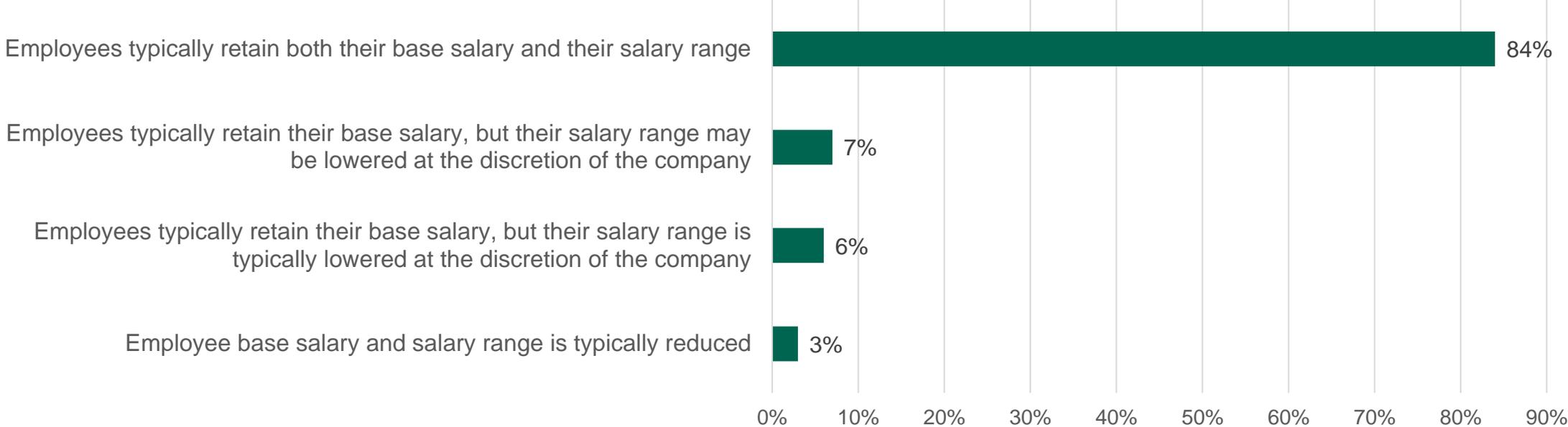
This chart refers exclusively to companies that have more than one office location within a country.

In multi-location organizations, **65%** maintain uniform salary ranges regardless of location, with remote workers often paid the same as in-office peers. However, **19%** adjust salaries based on the remote worker's location.

Note: we typically find that countries with **larger** geographies areas (such as US, CA, MX, BR, CN, IN) tend to vary base salary ranges based on geographic location within the country.

HYBRID AND REMOTE WORKERS COMPENSATION PRACTICES

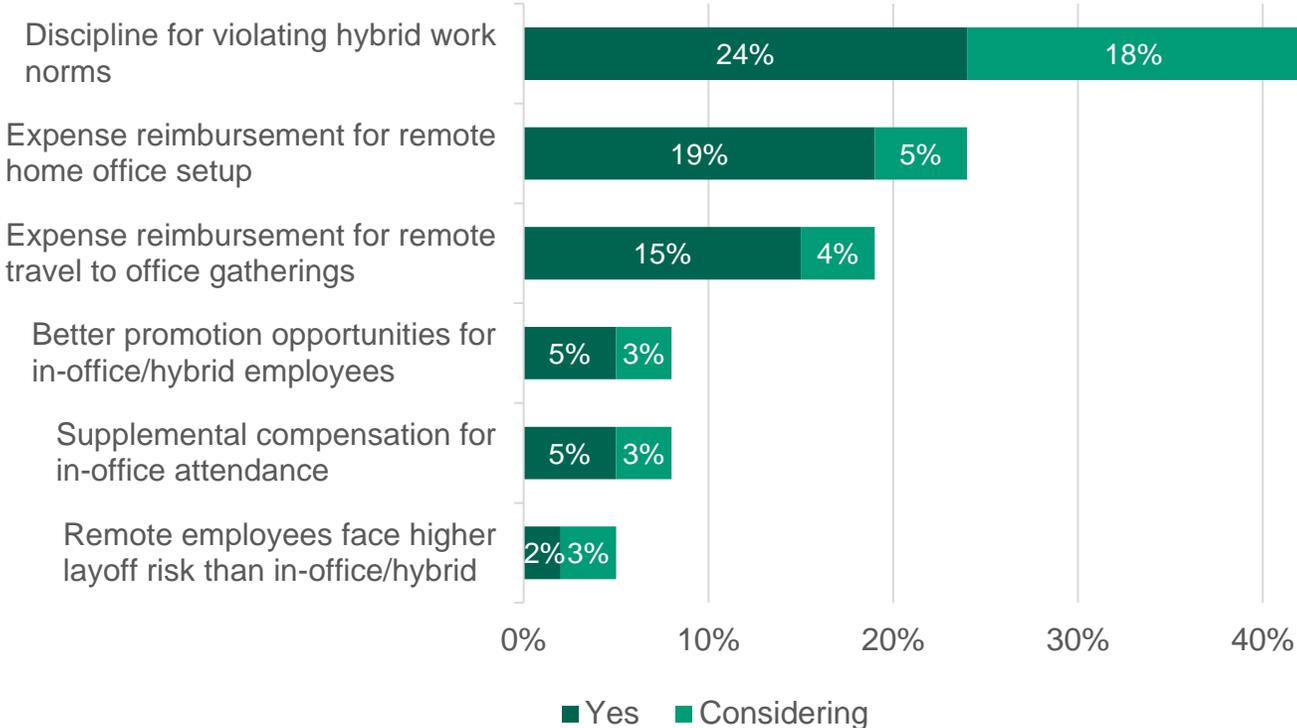
TRANSITIONING EMPLOYEES FROM IN-OFFICE TO FULLY REMOTE WORK



When moving employees to fully remote work, **84%** of organizations **do not** reduce salaries or salary ranges. This is likely a function of lack of variation in pay ranges within a country (per previous slide) as well as a lack of willingness to reduce compensation opportunities for existing employees.

HYBRID AND REMOTE WORKERS COMPENSATION PRACTICES

REWARD PRACTICES EITHER IMPLEMENTED OR CONSIDERED FOR FLEXIBLE WORK ENVIRONMENTS



FINDINGS

Discipline for violating hybrid work norms, reimbursement for home office setup expenses, and reimbursement for travel to office gatherings are the most common flexible work-related practices. While these are the most common practices, they are still a **minority** practice in organizations.

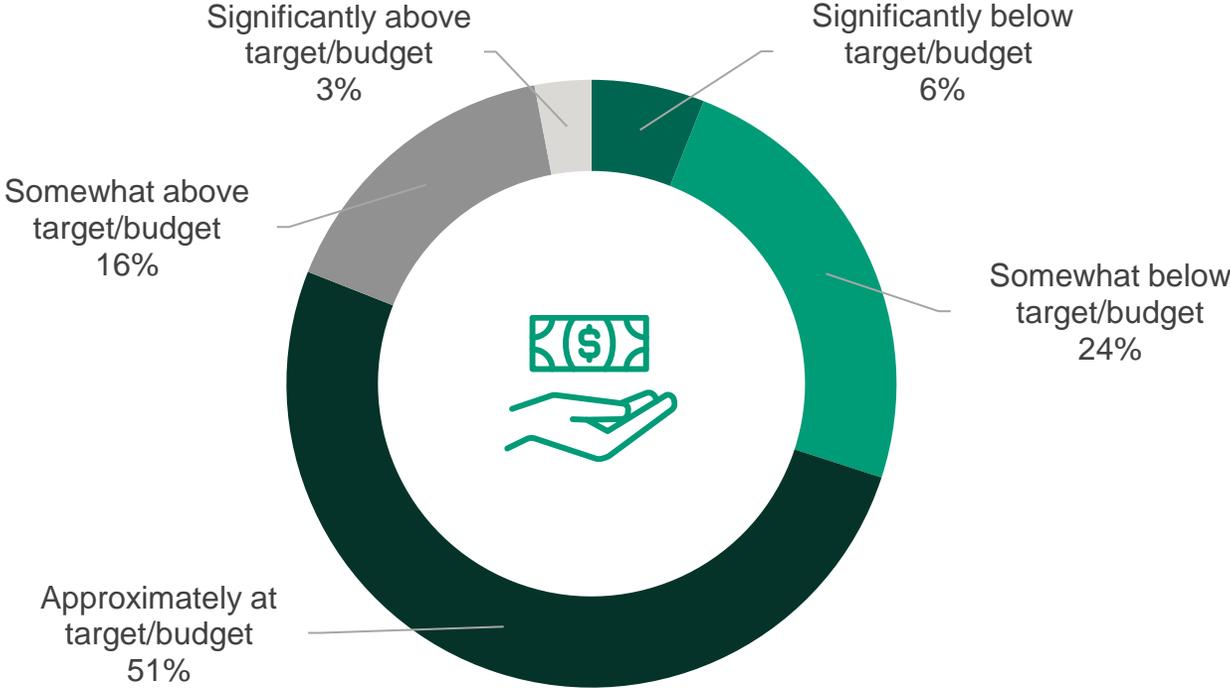
Most do **not** differentiate compensation, promotion, or risk of layoff for remote vs. in-office employees.

BUSINESS IMPACT ON REWARD TRENDS



BUSINESS IMPACT ON REWARD TRENDS

HOW DO YOU ANTICIPATE THIS YEAR'S ORGANIZATION'S PERFORMANCE RELATIVE TO PLAN?

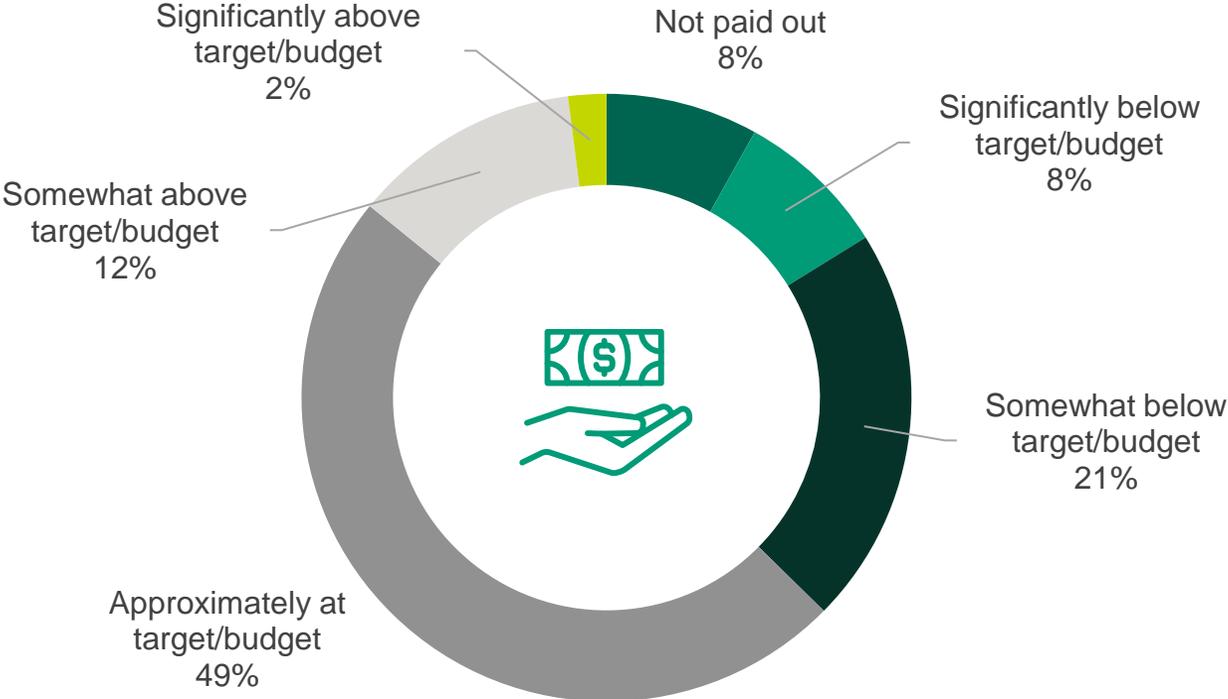


FINDINGS

70% of organizations anticipate their companies will perform as planned or better than planned in the current fiscal year.

BUSINESS IMPACT ON REWARD TRENDS

HOW DO YOU ANTICIPATE THIS YEAR'S ANNUAL BONUS / INCENTIVE RELATIVE TO TARGET?



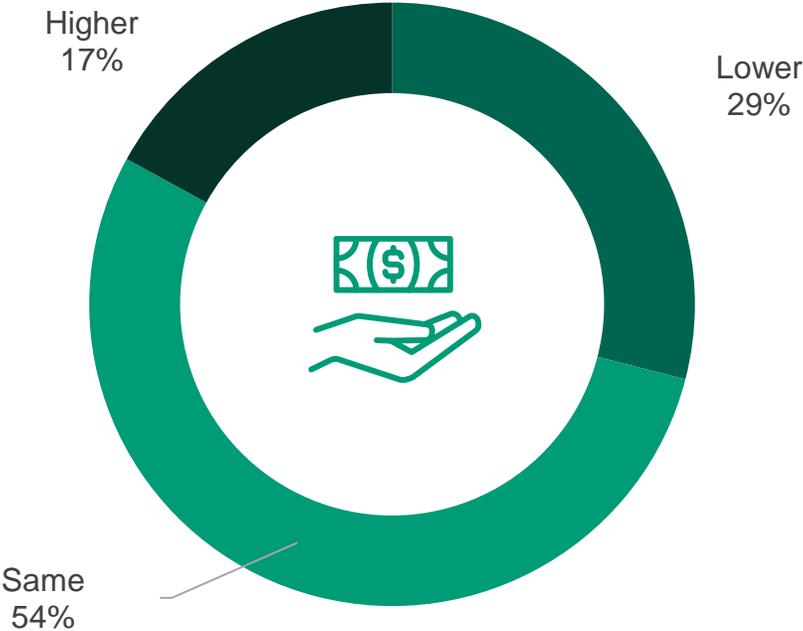
FINDINGS

While 70% of organizations (noted in the previous slide) expect to meet or exceed their target/budgeted performance, **63%** anticipate paying bonuses/incentives comparable to or above the target. This indicates that there may be additional stretch (or potential misalignment) between bonus payouts and achievement against goals.

This finding is consistent with our previous research in June 2024 (at 64%).

BUSINESS IMPACT ON REWARD TRENDS

COMPARISON OF THIS YEAR'S INCENTIVES/BONUSES TO LAST YEAR'S PAYOUTS

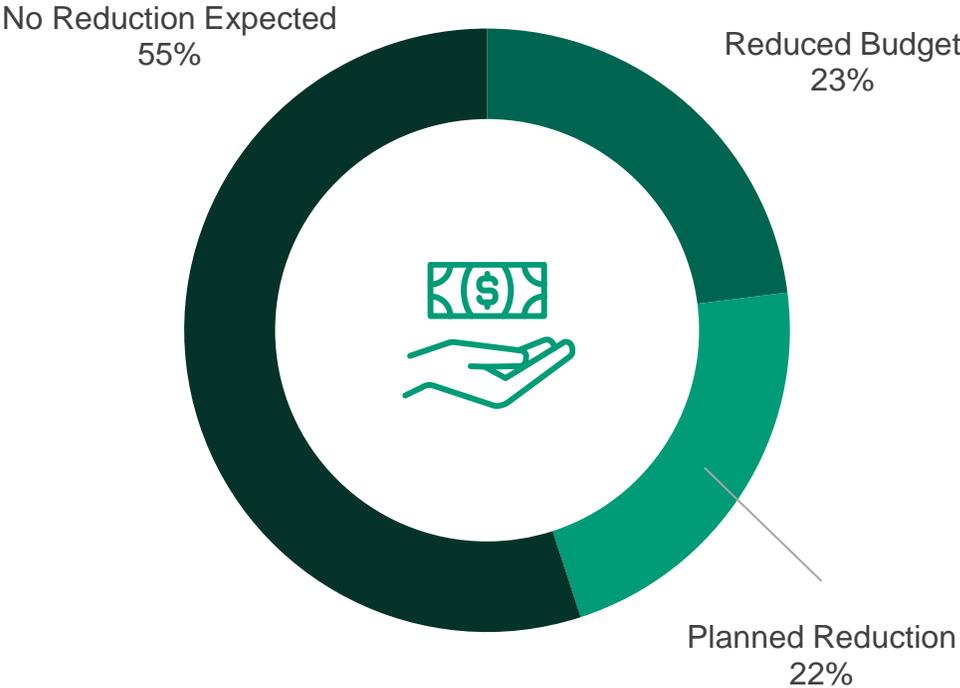


FINDINGS

Given a robust organization performance outlook, a majority of organizations **(71%)** anticipate paying comparable or greater bonuses than last year.

BUSINESS IMPACT ON REWARD TRENDS

TOTAL REWARDS BUDGET REDUCTION DUE TO THE ECONOMIC ENVIRONMENT



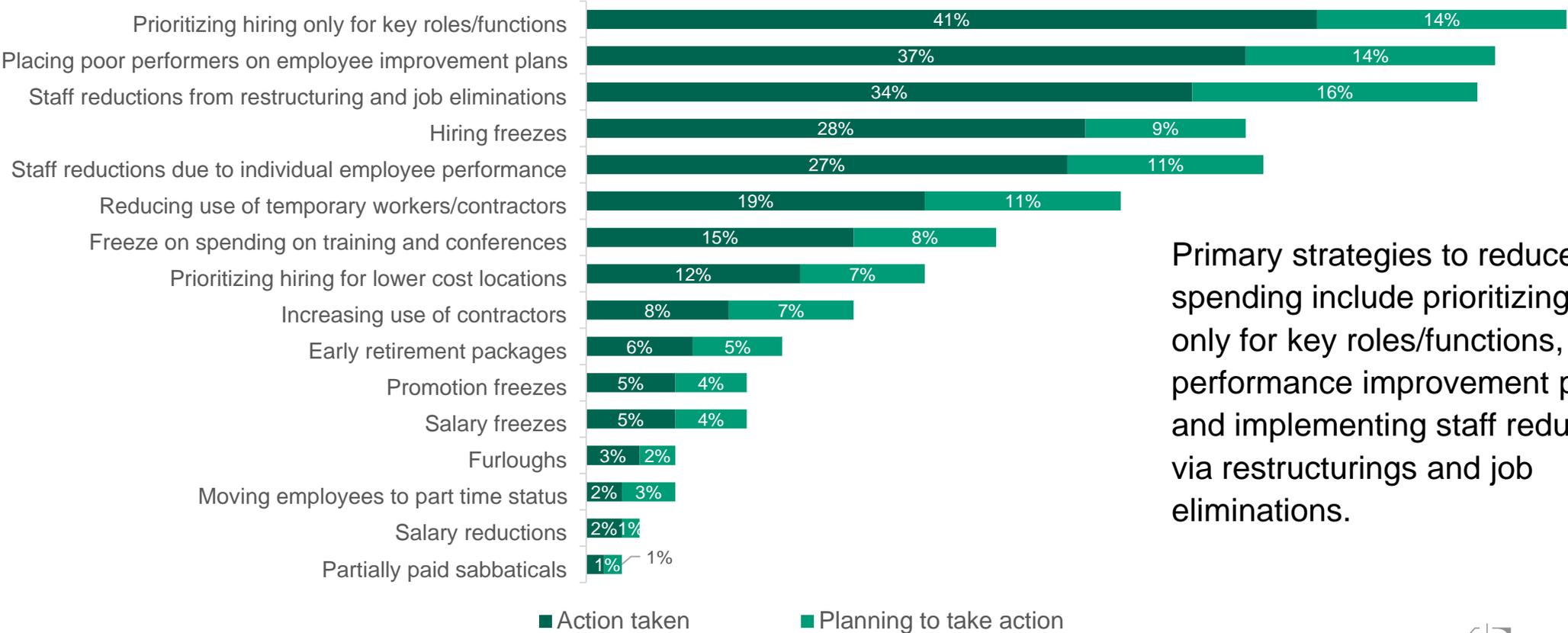
FINDINGS

55% of organizations do not expect a reduction on the overall total rewards budget due to the current economic environment. 45% of organizations have reduced or are planning to reduce their rewards budget.

Not surprisingly, there is a trend for organizations whose performance is below target to reduce their rewards budget (i.e., 72% of organizations).

BUSINESS IMPACT ON REWARD TRENDS

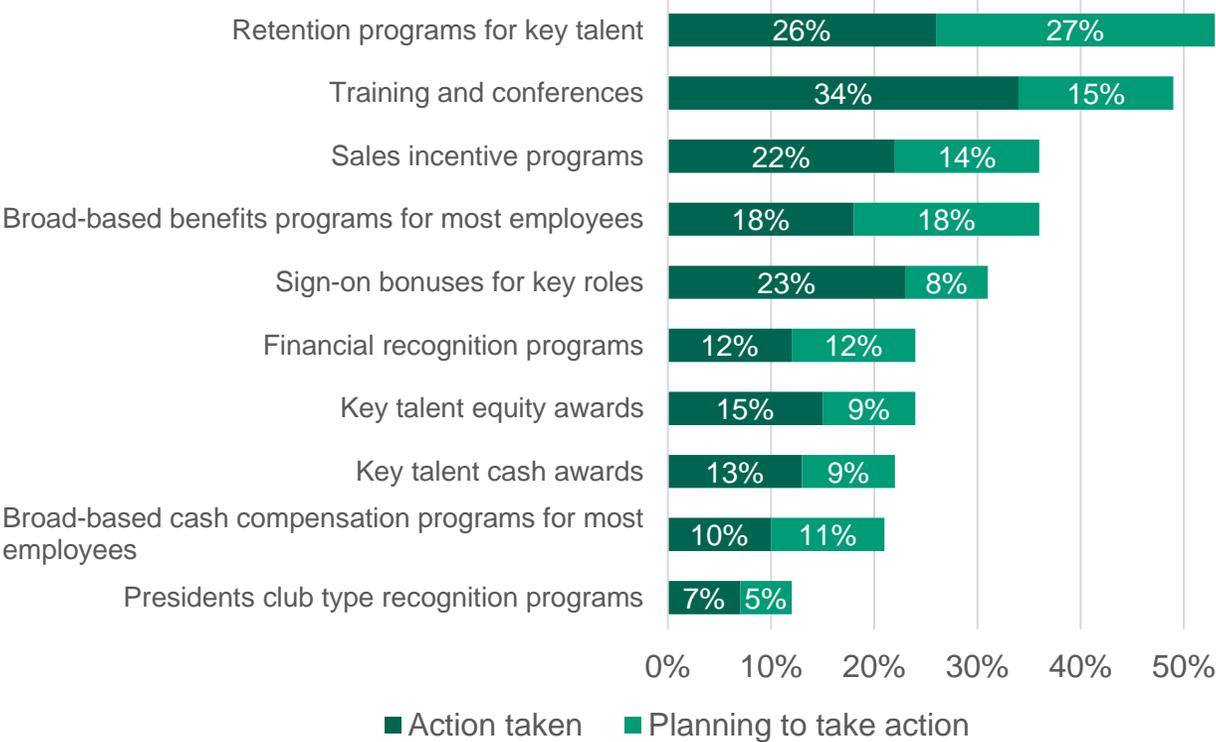
ACTIONS TAKEN OR PLANNED TO REDUCE LABOR SPEND



Primary strategies to reduce labor spending include prioritizing hiring only for key roles/functions, using performance improvement plans, and implementing staff reductions via restructurings and job eliminations.

BUSINESS IMPACT ON REWARD TRENDS

ACTIONS TAKEN OR PLANNED TO INCREASE INVESTMENT IN TALENT



FINDINGS

There is a clear focus on **retaining key talent** with more than half implementing or planning these programs. Increased investment in **training and development** programs is also a focus area for about half of organizations. Over a third of organizations report investing more in their sales incentive programs and benefits programs.

EMPLOYEE TURNOVER



EMPLOYEE TURNOVER

The following table provides the average and median employee turnover percentages reported by survey respondents. **Total Employee Turnover** includes every type of departure, from layoffs to firings, while **Voluntary Employee Turnover** reflects only self-initiated exits.

Country	Total Employee Turnover		Voluntary Employee Turnover	
	Avg.	Med.	Avg.	Med.
Argentina	8.9	7.0	4.7	3.3
Australia	18.1	15.5	12.7	11.6
Austria	19.4	12.6	15.6	10.0
Belgium	12.2	9.3	5.9	5.5
Brazil	15.0	11.4	7.2	5.0
Bulgaria	13.9	14.5	-	-
Canada	12.9	11.0	8.2	7.1
Chile	18.6	12.5	9.6	6.0
China	14.4	10.5	8.0	5.9
Colombia	17.8	11.7	9.7	7.0
Czech Republic	12.5	11.0	8.6	7.2
Denmark	12.2	11.1	8.4	7.3
Ecuador	16.0	11.2	6.4	6.7

Country	Total Employee Turnover		Voluntary Employee Turnover	
	Avg.	Med.	Avg.	Med.
Egypt	11.0	9.5	8.6	7.0
Finland	17.7	13.0	13.3	6.0
France	14.5	12.1	7.6	6.3
Germany	10.9	10.0	7.1	6.0
Hong Kong, China	18.7	17.0	15.1	14
Hungary	15.3	14.0	10.1	8.5
India	15.4	12.1	13.1	11.0
Indonesia	13.8	7.4	9.1	4.8
Ireland	18.2	11.8	13.1	8.3
Italy	8.1	6.4	5.2	3.9
Japan	11.6	8.3	7.6	6.0
Lithuania	16.4	14.0	11.8	10.5
Malaysia	12.9	10.0	10.6	8.3

Zero values have been excluded from the sample. Data reported for countries with a minimum of 12 participants.

EMPLOYEE TURNOVER

The following table provides the average and median employee turnover percentages reported by survey respondents. **Total Employee Turnover** includes every type of departure, from layoffs to firings, while **Voluntary Employee Turnover** reflects only self-initiated exits.

Country	Total Employee Turnover		Voluntary Employee Turnover	
	Avg.	Med.	Avg.	Med.
Mexico	17.0	13.0	9.2	7.4
Netherlands	13.0	10.3	9.6	7.3
New Zealand	17.5	15.5	13.4	12.5
Norway	9.8	9.0	9.0	8.1
Pakistan	13.9	12	11.1	10.0
Peru	15.5	13.3	7.5	5.0
Philippines	19.8	14.2	14.5	10.9
Poland	13.2	12.0	8.8	6.9
Portugal	11.2	10.3	7.9	5.7
Romania	16.7	14.0	11.3	8.9
Saudi Arabia	11.3	8.2	7.9	6.1
Singapore	14.2	11.1	10.4	9.0
Slovakia	15.8	10.8	8.2	5.9

Country	Total Employee Turnover		Voluntary Employee Turnover	
	Avg.	Med.	Avg.	Med.
South Africa	13.8	12.0	8.2	5.9
South Korea	13.4	10.0	10.5	8.0
Spain	10.8	8.1	5.2	3.9
Sweden	14.6	13.1	11.9	9.4
Switzerland	13.4	9.4	10.3	6.4
Taiwan, China	22.4	16.2	14.5	8.2
Thailand	13.1	10.0	11.5	8.0
Turkey	18.6	12.0	14.3	8.0
Ukraine	15.9	10.0	13.7	8.0
United Arab Emirates	12.5	8.0	6.8	5.6
United Kingdom	14.6	12.0	10.3	8.3
United States of America	20.3	14.0	14.0	9.0
Vietnam	16.6	13.8	13.2	9.4

Zero values have been excluded from the sample. Data reported for countries with a minimum of 12 participants.

2024 BASE SALARY INCREASE FORECASTS

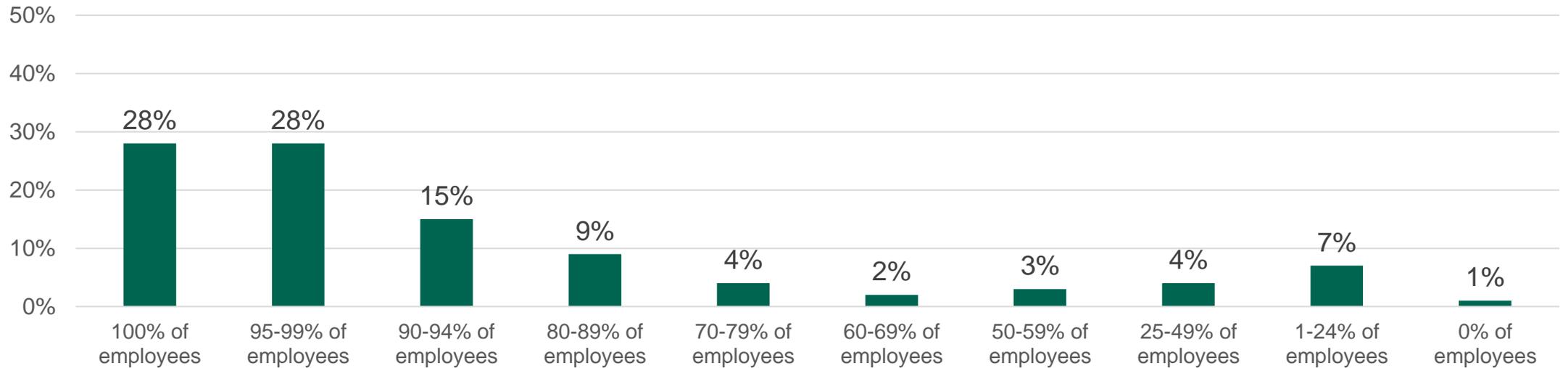


2024 BASE SALARY INCREASE FORECASTS

TOTAL SALARY INCREASES



% OF EMPLOYEES RECEIVING SALARY INCREASES IN 2024



Globally, annual salary increases are received by most employees in a majority of organizations. **56%** of organizations will provide increases to at least **95%** of its employees. **80%** of organizations will provide increases to at least **80%** of its employees.

2024 BASE SALARY INCREASES

TOTAL SALARY INCREASE

Country	All Employees		Median Increase (%) by Employee Group			
	Avg. (%)	Med. (%)	Executive/ Senior Management	Middle Management/ Seasoned Professional	Supervisory/ Junior Professional	Clerical/ Operations
Australia	4.0	4.0	3.8	4.0	4.0	4.0
Austria	5.3	5.0	4.8	5.0	5.0	5.3
Bangladesh	9.2	10.0	10.0	10.0	10.0	9.3
Belgium	3.7	3.8	3.8	3.8	3.8	3.7
Brazil	7.7	6.0	5.7	6.0	6.4	6.0
Bulgaria	7.1	7.0	6.8	7.0	7.2	7.0
Canada	3.9	3.8	3.8	3.9	3.9	3.8
Chile	7.4	5.5	5.1	5.6	5.7	5.5
China	4.7	5.0	4.9	5.0	5.0	5.0
Colombia	8.1	8.0	7.5	8.2	8.5	8.0
Costa Rica	4.7	4.7	4.7	4.6	5.0	5.0
Croatia	4.9	4.7	4.3	4.6	4.7	4.9
Czech Republic	6.0	6.0	5.9	6.0	6.0	6.0
Denmark	3.5	3.6	3.6	3.6	3.6	3.6
Ecuador	4.2	4.0	3.5	4.0	3.8	4.1

Data reported for countries with a minimum of 12 participants.

2024 BASE SALARY INCREASES

TOTAL SALARY INCREASE

Country	All Employees		Median Increase (%) by Employee Group			
	Avg. (%)	Med. (%)	Executive/ Senior Management	Middle Management/ Seasoned Professional	Supervisory/ Junior Professional	Clerical/ Operations
Egypt	22.8	20.0	20.0	21.9	22.0	20.0
Estonia	5.6	6.0	6.0	6.0	6.2	6.0
Finland	3.7	3.5	3.4	3.4	3.4	3.5
France	3.9	3.8	3.8	3.8	3.8	3.8
Germany	3.9	4.0	4.0	4.0	4.0	4.0
Greece	4.5	3.8	3.8	3.8	3.8	3.8
Hong Kong, China	3.7	3.8	3.8	3.8	3.8	3.9
Hungary	9.7	10.0	9.0	10.0	10.0	10.0
India	10.2	9.9	9.8	9.9	10.0	10.0
Indonesia	6.2	6.5	6.5	6.3	6.5	6.7
Ireland	4.8	4.0	4.0	4.0	4.0	4.0
Israel	5.7	4.7	4.7	4.7	5.0	4.7
Italy	4.0	3.5	3.5	3.5	3.6	3.6
Japan	3.1	3.0	3.0	3.0	3.0	3.0
Kazakhstan	9.2	10.0	10.0	10.0	10.0	10.0

Data reported for countries with a minimum of 12 participants.

2024 BASE SALARY INCREASES

TOTAL SALARY INCREASE

Country	All Employees		Median Increase (%) by Employee Group			
	Avg. (%)	Med. (%)	Executive/ Senior Management	Middle Management/ Seasoned Professional	Supervisory/ Junior Professional	Clerical/ Operations
Kenya	6.3	6.5	6.5	6.5	6.5	6.5
Latvia	5.8	5.6	5.6	6.0	5.6	5.6
Lithuania	6.9	7.0	6.0	7.0	7.2	7.4
Luxembourg	2.5	3.0	2.2	3.5	3.3	2.9
Malaysia	5.2	5.0	5.0	5.0	5.0	5.0
Mexico	6.0	6.0	5.8	6.0	6.0	6.0
Morocco	4.4	4.5	4.5	4.5	4.6	4.5
Myanmar	7.9	6.5	6.5	6.5	6.8	6.5
Netherlands	4.4	4.0	4.0	4.0	4.0	4.0
New Zealand	3.6	3.5	3.5	3.5	3.6	3.7
Norway	4.0	3.9	4.0	4.0	3.8	3.8
Pakistan	14.7	14.7	13.3	15.0	14.7	15.0
Peru	6.1	5.0	5.0	5.0	5.0	5.0
Philippines	5.9	5.7	5.7	5.7	6.0	5.6
Poland	7.8	7.5	7.0	7.4	7.7	8.0

Data reported for countries with a minimum of 12 participants.

2024 BASE SALARY INCREASES

TOTAL SALARY INCREASE

Country	All Employees		Median Increase (%) by Employee Group			
	Avg. (%)	Med. (%)	Executive/ Senior Management	Middle Management/ Seasoned Professional	Supervisory/ Junior Professional	Clerical/ Operations
Portugal	4.1	4.0	4.0	4.0	4.0	4.0
Qatar	4.7	4.0	4.0	4.0	4.0	4.0
Romania	7.9	8.0	7.9	8.0	8.0	8.4
Saudi Arabia	4.4	4.0	4.0	4.0	4.1	4.1
Serbia	7.4	7.0	7.1	7.0	7.0	7.0
Singapore	4.5	4.0	4.1	4.0	4.0	4.1
Slovakia	5.9	6.1	6.1	6.1	6.1	6.1
Slovenia	4.8	5.0	5.0	5.0	5.0	5.0
South Africa	5.9	6.0	6.0	6.0	6.0	6.0
South Korea	4.5	4.5	4.5	4.5	4.5	4.5
Spain	4.3	4.0	3.9	4.0	4.0	4.0
Sweden	3.8	3.6	3.6	3.5	3.5	3.8
Switzerland	2.8	2.5	2.5	2.5	2.6	2.5
Taiwan, China	3.9	4.0	4.0	4.0	4.0	4.0
Thailand	5.0	5.0	5.0	4.9	5.0	5.0

Data reported for countries with a minimum of 12 participants.

2024 BASE SALARY INCREASES

TOTAL SALARY INCREASE

Country	All Employees		Median Increase (%) by Employee Group			
	Avg. (%)	Med. (%)	Executive/ Senior Management	Middle Management/ Seasoned Professional	Supervisory/ Junior Professional	Clerical/ Operations
Turkey	58.1	55.0	53.7	55.0	55.0	55.5
Ukraine	14.2	12.4	12.4	12.2	12.4	13.0
United Arab Emirates	3.9	4.0	4.0	4.0	4.0	4.0
United Kingdom	4.7	4.3	4.0	4.2	4.3	4.5
United States of America	4.2	4.0	4.0	4.0	4.0	4.0
Uruguay	5.6	5.0	5.0	5.1	5.0	5.0
Vietnam	7.0	7.5	7.6	7.3	7.6	7.8

Data reported for countries with a minimum of 12 participants.

2024 BASE SALARY INCREASE FORECASTS

COST OF LIVING / LEGALLY
REQUIRED INCREASES



2024 BASE SALARY INCREASES

COST OF LIVING / LEGALLY REQUIRED INCREASES

Country	All Employees		Median Increase (%) by Employee Group			
	Avg. (%)	Med. (%)	Executive/ Senior Management	Middle Management/ Seasoned Professional	Supervisory/ Junior Professional	Clerical/ Operations
Australia	3.4	3.5	3.5	3.5	3.5	3.5
Austria	6.1	7.0	6.1	7.0	6.8	7.1
Belgium	2.8	2.2	3.0	2.6	2.2	2.1
Brazil	4.7	4.0	4.0	4.0	4.0	4.1
Canada	2.8	3.0	3.0	3.0	3.0	3.0
Chile	3.6	3.6	3.6	3.5	3.7	3.5
China	4.0	4.0	4.0	4.3	4.0	3.0
Colombia	8.1	9.3	9.3	9.3	9.3	9.3
Egypt	17.6	13.0	13.0	14.0	13.0	13.0
France	3.1	3.2	3.0	3.4	3.3	3.5
Germany	3.2	3.2	3.3	3.2	2.9	3.1
Hong Kong, China	3.0	3.0	3.5	3.3	3.3	2.9
Hungary	8.2	7.0	6.6	8.0	8.0	8.0
India	6.3	6.0	8.0	6.0	6.0	6.0
Indonesia	4.0	3.0	3.2	3.0	4.5	3.0

Data reported for countries with a minimum of 12 participants.

2024 BASE SALARY INCREASES

COST OF LIVING / LEGALLY REQUIRED INCREASES

Country	All Employees		Median Increase (%) by Employee Group			
	Avg. (%)	Med. (%)	Executive/ Senior Management	Middle Management/ Seasoned Professional	Supervisory/ Junior Professional	Clerical/ Operations
Italy	2.8	2.7	2.7	2.8	2.6	2.9
Japan	2.6	2.5	2.0	2.5	2.5	2.4
Malaysia	4.0	3.0	3.0	3.3	3.0	3.0
Netherlands	3.3	3.5	3.6	3.5	3.5	3.3
New Zealand	3.2	3.2	2.8	3.2	3.8	3.4
Poland	8.6	8.0	6.7	7.5	8.0	10.0
Singapore	3.7	3.8	4.0	3.7	4.0	3.9
South Korea	3.5	3.5	3.0	4.0	3.5	3.0
Spain	3.7	3.1	3.1	3.1	3.1	3.3
Thailand	2.7	2.0	2.0	2.5	2.0	2.0
Turkey	62.8	55.0	55.0	57.5	55.0	62.5
United Kingdom	4.3	4.0	4.0	4.0	4.0	4.2
United States of America	3.3	3.0	3.0	3.0	3.0	3.0
Vietnam	5.1	5.0	4.3	4.8	5.0	5.0

Data reported for countries with a minimum of 12 participants.

2024 BASE SALARY INCREASE FORECASTS

MERIT INCREASES



2024 BASE SALARY INCREASES

MERIT INCREASES

Country	All Employees		Median Increase (%) by Employee Group			
	Avg. (%)	Med. (%)	Executive/ Senior Management	Middle Management/ Seasoned Professional	Supervisory/ Junior Professional	Clerical/ Operations
Australia	3.8	3.7	3.6	3.7	3.8	3.7
Austria	9.4	3.0	3.0	3.4	3.0	3.9
Bangladesh	8.2	8.1	8.1	8.3	8.1	8.1
Belgium	1.9	1.8	1.9	1.8	1.8	1.6
Brazil	6.5	5.5	5.0	5.5	5.9	5.0
Bulgaria	6.6	6.4	6.6	6.7	6.7	6.4
Canada	3.4	3.5	3.5	3.5	3.5	3.5
Chile	4.6	4.3	3.9	3.9	4.3	4.8
China	5.1	4.7	4.6	4.7	4.7	4.6
Colombia	6.8	6.5	6.2	6.5	6.5	6.5
Costa Rica	4.9	4.7	4.6	4.9	4.7	4.7
Croatia	3.9	4.0	4.0	4.0	4.6	4.3
Czech Republic	5.4	5.5	5.5	5.4	5.5	5.8
Denmark	3.3	3.4	3.5	3.4	3.4	3.4
Ecuador	3.9	3.0	3.0	3.0	3.0	3.0

Data reported for countries with a minimum of 12 participants.

2024 BASE SALARY INCREASES

MERIT INCREASES

Country	All Employees		Median Increase (%) by Employee Group			
	Avg. (%)	Med. (%)	Executive/ Senior Management	Middle Management/ Seasoned Professional	Supervisory/ Junior Professional	Clerical/ Operations
Egypt	17.6	16.8	16.8	16.8	16.4	16.4
Finland	3.1	3.0	3.0	3.0	3.0	3.0
France	3.7	3.5	3.5	3.5	3.5	3.5
Germany	5.7	3.8	3.5	3.8	3.8	3.8
Greece	3.4	3.5	3.5	3.6	3.6	3.5
Hong Kong, China	3.6	3.8	3.9	3.8	3.8	3.8
Hungary	8.6	9.0	8.5	8.7	8.9	9.0
India	9.0	9.5	9.5	9.5	9.5	9.5
Indonesia	5.7	6.1	6.0	6.0	6.1	6.4
Ireland	3.6	3.9	3.9	3.9	3.7	3.9
Italy	5.7	3.5	3.5	3.5	3.5	3.5
Japan	3.1	3.0	3.0	3.0	3.0	3.0
Kenya	6.8	6.3	6.0	6.0	6.0	6.5
Lithuania	6.7	6.1	5.0	6.0	7.0	6.6
Malaysia	4.7	5.0	5.0	4.9	4.5	5.0

Data reported for countries with a minimum of 12 participants.

2024 BASE SALARY INCREASES

MERIT INCREASES

Country	All Employees		Median Increase (%) by Employee Group			
	Avg. (%)	Med. (%)	Executive/ Senior Management	Middle Management/ Seasoned Professional	Supervisory/ Junior Professional	Clerical/ Operations
Mexico	5.7	5.8	5.7	5.5	5.7	6.0
Netherlands	5.9	3.8	3.7	3.8	3.8	3.8
New Zealand	3.2	3.3	3.0	3.4	3.5	3.3
Norway	3.7	3.5	3.5	3.5	3.5	3.5
Pakistan	13.6	14.7	14.4	14.9	14.9	14.9
Peru	5.9	5.0	4.5	5.0	5.0	5.0
Philippines	5.2	5.5	5.5	5.5	5.5	5.5
Poland	9.7	7.0	7.0	7.0	7.0	7.2
Portugal	3.8	3.5	3.3	3.4	3.4	4.0
Romania	7.3	7.0	7.0	7.0	7.0	7.4
Saudi Arabia	4.8	4.1	4.1	4.1	4.1	4.1
Serbia	7.7	7.0	6.8	7.0	7.0	7.0
Singapore	3.9	4.0	4.0	4.0	4.0	4.0
Slovakia	5.7	6.0	6.0	6.0	6.0	6.0
South Africa	5.1	5.5	5.3	5.5	5.6	5.8

Data reported for countries with a minimum of 12 participants.

2024 BASE SALARY INCREASES

MERIT INCREASES

Country	All Employees		Median Increase (%) by Employee Group			
	Avg. (%)	Med. (%)	Executive/ Senior Management	Middle Management/ Seasoned Professional	Supervisory/ Junior Professional	Clerical/ Operations
South Korea	4.0	4.3	4.3	4.3	4.3	4.3
Spain	5.7	3.8	3.9	3.8	3.7	3.8
Sweden	3.2	3.2	3.2	3.1	3.2	3.3
Switzerland	2.4	2.5	2.5	2.5	2.4	2.5
Taiwan, China	3.6	3.9	4.0	3.7	3.7	4.0
Thailand	6.4	4.6	4.6	4.5	4.8	4.8
Turkey	36.4	40.0	40.0	30.0	40.0	40.0
Ukraine	12.4	12.0	12.1	11.9	12.4	12.0
United Arab Emirates	4.0	4.0	4.0	4.0	4.0	4.0
United Kingdom	5.4	4.0	4.0	4.0	4.0	4.0
United States of America	3.6	3.5	3.5	3.5	3.5	3.5
Vietnam	6.5	7.0	7.0	7.0	7.0	7.0

Data reported for countries with a minimum of 12 participants.

2024 BASE SALARY INCREASE FORECASTS

PROMOTION INCREASES



2024 BASE SALARY INCREASES

PROMOTION INCREASES

Country	All Employees		Median Increase (%) by Employee Group			
	Avg. (%)	Med. (%)	Executive/ Senior Management	Middle Management/ Seasoned Professional	Supervisory/ Junior Professional	Clerical/ Operations
Australia	8.7	10.0	10.0	10.0	10.0	8.3
Belgium	6.9	5.0	6.0	6.0	5.0	4.5
Brazil	14.0	12.0	11.0	12.0	15.0	12.0
Canada	5.6	5.0	4.0	5.0	6.0	4.5
Chile	13.0	11.0	10.0	11.0	11.0	13.0
China	8.0	8.0	5.5	8.0	10.0	6.5
Colombia	16.6	15.0	13.5	16.0	15.0	14.0
Czech Republic	7.8	7.0	3.8	8.5	10.0	6.5
Egypt	11.4	10.0	10.0	10.0	10.0	10.0
France	5.8	3.5	3.5	3.8	3.0	3.0
Germany	8.0	7.0	5.0	7.3	7.5	8.0
Hong Kong, China	7.2	8.8	8.5	9.0	8.8	5.6
Hungary	11.1	10.0	10.0	10.0	10.0	10.0
India	10.0	10.0	10.0	10.0	10.0	10.0
Indonesia	10.7	10.0	8.0	10.0	10.0	8.5

Data reported for countries with a minimum of 12 participants.

2024 BASE SALARY INCREASES

PROMOTION INCREASES

Country	All Employees		Median Increase (%) by Employee Group			
	Avg. (%)	Med. (%)	Executive/ Senior Management	Middle Management/ Seasoned Professional	Supervisory/ Junior Professional	Clerical/ Operations
Ireland	8.9	8.0	5.5	9.0	9.0	8.0
Italy	7.2	7.0	8.0	7.0	7.0	7.0
Japan	7.1	8.0	8.0	7.7	8.0	7.0
Lithuania	15.5	15.0	15.0	16.5	16.5	12.5
Malaysia	9.4	10.0	10.0	10.0	10.0	10.0
Mexico	11.9	11.0	10.2	11.0	11.3	15.0
Netherlands	7.2	5.4	3.0	5.5	6.3	5.5
New Zealand	6.6	5.0	4.8	6.0	5.5	5.0
Peru	14.6	11.0	10.5	12.0	15.7	10.0
Philippines	8.5	10.0	10.0	10.0	10.0	10.0
Poland	13.3	14.4	12.9	11.5	14.5	15.0
Portugal	8.1	10.0	9.0	10.0	10.0	10.0
Romania	13.4	13.1	11.0	13.0	14.5	15.0
Saudi Arabia	9.0	10.0	10.0	10.0	10.0	10.0
Singapore	7.2	8.0	8.0	8.3	8.0	7.0

Data reported for countries with a minimum of 12 participants.

2024 BASE SALARY INCREASES

PROMOTION INCREASES

Country	All Employees		Median Increase (%) by Employee Group			
	Avg. (%)	Med. (%)	Executive/ Senior Management	Middle Management/ Seasoned Professional	Supervisory/ Junior Professional	Clerical/ Operations
South Korea	6.0	8.5	8.5	9.4	4.8	4.5
Spain	9.5	10.0	10.0	10.0	10.0	10.0
Taiwan, China	5.9	6.0	2.5	8.0	8.0	2.3
Thailand	9.1	10.0	10.0	10.0	10.0	10.0
Turkey	17.1	20.0	20.0	20.0	20.0	20.0
United Arab Emirates	7.6	9.0	8.8	10.0	9.0	9.0
United Kingdom	8.8	6.0	6.0	6.5	7.5	5.0
United States of America	7.5	8.0	7.0	8.0	8.2	7.1
Vietnam	9.4	10.0	9.0	10.0	10.0	10.0

Data reported for countries with a minimum of 12 participants.

2024 BASE SALARY INCREASE FORECASTS

OTHER ADJUSTMENTS /
OFF-CYCLE INCREASES



2024 BASE SALARY INCREASES

OTHER ADJUSTMENTS / OFF-CYCLE INCREASES

Country	All Employees		Median Increase (%) by Employee Group			
	Avg. (%)	Med. (%)	Executive/ Senior Management	Middle Management/ Seasoned Professional	Supervisory/ Junior Professional	Clerical/ Operations
Australia	4.0	3.0	2.2	4.0	3.0	1.7
Brazil	7.7	5.5	6.1	5.5	6.3	5.2
Canada	2.6	0.5	0.5	0.6	0.5	0.5
Chile	6.5	7.0	7.0	6.0	7.0	7.0
China	7.1	3.0	3.0	4.5	3.0	2.0
Egypt	14.9	12.0	12.0	10.5	13.0	13.5
Germany	4.0	1.5	3.1	1.8	1.8	1.1
Hong Kong, China	3.7	1.0	0.6	3.8	2.5	0.6
Hungary	5.2	4.0	4.0	3.5	5.0	3.0
India	7.1	5.0	5.0	5.0	5.0	5.0
Indonesia	5.8	3.0	1.8	5.0	2.5	3.5
Italy	3.4	1.3	1.7	1.3	1.4	1.0
Japan	3.1	1.0	1.0	2.0	1.0	0.6
Malaysia	5.5	4.5	5.0	4.8	4.8	3.0
Mexico	7.6	7.0	8.3	6.5	6.0	7.5

Data reported for countries with a minimum of 12 participants.

2024 BASE SALARY INCREASES

OTHER ADJUSTMENTS / OFF-CYCLE INCREASES

Country	All Employees		Median Increase (%) by Employee Group			
	Avg. (%)	Med. (%)	Executive/ Senior Management	Middle Management/ Seasoned Professional	Supervisory/ Junior Professional	Clerical/ Operations
New Zealand	3.4	2.8	1.0	2.8	3.3	3.0
Poland	5.6	6.0	3.9	5.0	6.0	7.0
Singapore	2.9	1.3	1.0	1.8	2.9	1.3
Spain	5.9	4.7	5.0	4.6	4.7	4.2
Thailand	4.2	2.0	1.0	2.3	2.3	2.5
Turkey	20.3	15.0	15.0	15.0	13.1	17.5
United Arab Emirates	1.6	0.8	0.8	0.8	0.9	0.6
United Kingdom	4.3	2.0	2.0	2.0	2.0	2.5
United States of America	4.7	4.0	3.0	4.0	4.8	4.0
Vietnam	5.2	2.0	0.8	5.0	3.5	1.2

Data reported for countries with a minimum of 12 participants.

2025 BASE SALARY INCREASE FORECASTS

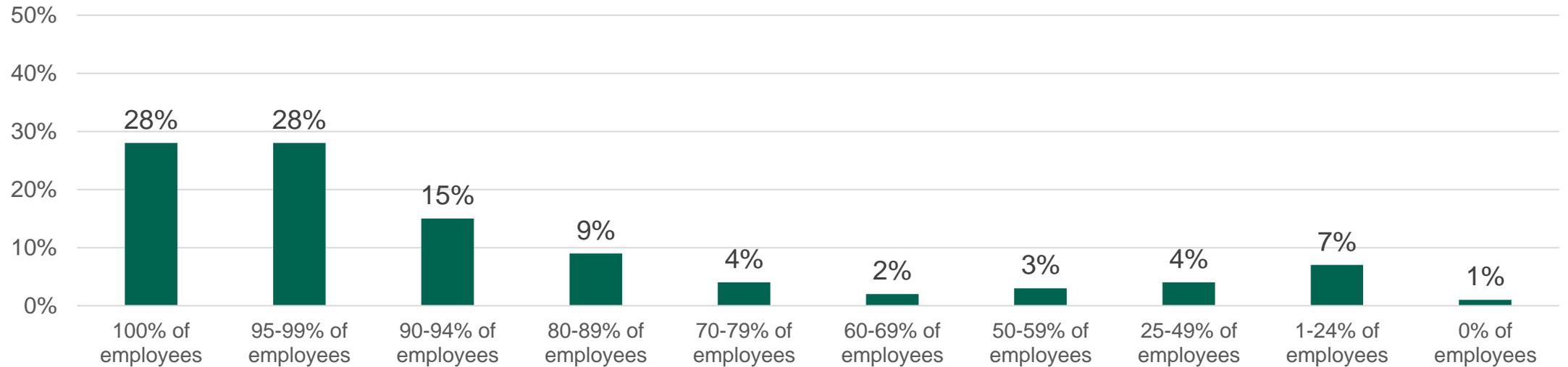


2025 BASE SALARY INCREASE FORECASTS

TOTAL SALARY INCREASES



% OF EMPLOYEES RECEIVING SALARY INCREASES IN 2025



A majority of organizations (58%) will provide increases to at least 95% of its employees. 81% of organizations to provide increases to at least 80% of its employees. These numbers are consistent with 2024 forecasts.

2025 BASE SALARY INCREASES

TOTAL SALARY INCREASES

Country	All Employees		Median Increase (%) by Employee Group			
	Avg. (%)	Med. (%)	Executive/ Senior Management	Middle Management/ Seasoned Professional	Supervisory/ Junior Professional	Clerical/ Operations
Australia	3.8	3.8	3.8	3.8	3.9	3.9
Austria	4.3	4.0	4.0	4.0	4.0	4.1
Belgium	4.1	3.8	3.7	3.8	3.9	3.8
Brazil	5.7	5.0	5.0	5.0	5.0	5.0
Bulgaria	6.4	6.5	6.4	6.2	6.4	6.6
Canada	3.6	3.7	3.7	3.5	3.6	3.7
Chile	5.5	5.0	5.0	5.0	5.0	5.0
China	4.7	5.0	5.0	5.0	5.0	5.0
Colombia	6.4	6.7	6.8	6.6	6.6	7.0
Costa Rica	4.3	4.5	4.3	4.5	4.5	4.6
Croatia	4.3	4.0	4.0	4.0	4.0	4.0
Czech Republic	5.0	5.0	5.0	5.0	5.0	5.0
Denmark	3.4	3.5	3.5	3.5	3.5	3.5
Ecuador	3.4	3.1	3.0	3.0	3.6	3.9
Egypt	20.7	20.0	20.0	20.0	20.0	20.0

Data reported for countries with a minimum of 12 participants.

2025 BASE SALARY INCREASES

TOTAL SALARY INCREASES

Country	All Employees		Median Increase (%) by Employee Group			
	Avg. (%)	Med. (%)	Executive/ Senior Management	Middle Management/ Seasoned Professional	Supervisory/ Junior Professional	Clerical/ Operations
Estonia	5.5	5.8	5.8	5.4	5.4	5.8
Finland	3.1	3.0	3.1	3.0	3.0	3.0
France	3.6	3.5	3.3	3.5	3.5	3.5
Germany	3.7	3.8	3.7	3.8	3.8	3.9
Greece	3.4	3.5	3.4	3.3	3.4	3.6
Hong Kong, China	3.8	4.0	4.0	4.0	4.0	4.0
Hungary	7.2	7.0	7.0	7.0	7.0	7.6
India	9.4	9.9	10.0	9.9	9.9	9.7
Indonesia	6.2	6.3	6.0	6.1	6.4	6.9
Ireland	3.9	3.7	3.7	3.7	3.7	3.7
Israel	4.2	4.0	4.0	4.0	4.0	4.0
Italy	3.5	3.5	3.5	3.5	3.5	3.5
Japan	3.5	3.1	3.1	3.1	3.1	3.1
Kazakhstan	8.3	8.9	9.0	8.9	8.9	9.0
Kenya	6.2	6.5	6.5	6.5	6.5	7.0

Data reported for countries with a minimum of 12 participants.

2025 BASE SALARY INCREASES

TOTAL SALARY INCREASES

Country	All Employees		Median Increase (%) by Employee Group			
	Avg. (%)	Med. (%)	Executive/ Senior Management	Middle Management/ Seasoned Professional	Supervisory/ Junior Professional	Clerical/ Operations
South Korea	4.7	4.6	5.0	4.5	4.6	4.5
Latvia	5.4	5.8	6.0	5.8	5.8	5.5
Lithuania	6.2	6.0	6.0	5.7	6.0	6.0
Luxembourg	3.6	3.9	3.7	3.9	4.0	3.9
Malaysia	5.4	5.0	5.0	5.0	5.0	5.0
Mexico	5.5	5.5	5.5	5.5	5.5	5.5
Morocco	4.5	4.4	4.4	4.4	4.4	4.5
Netherlands	4.1	4.0	4.0	4.0	4.0	4.0
New Zealand	3.3	3.5	3.3	3.5	3.5	3.5
Norway	3.9	3.9	3.9	4.0	3.9	4.0
Pakistan	12.6	12.5	12.6	12.5	12.5	12.5
Peru	5.9	4.6	4.4	4.6	4.7	5.0
Philippines	5.9	5.6	5.7	5.6	5.6	5.6
Poland	6.1	6.0	6.0	6.0	6.0	6.5
Portugal	3.5	3.6	3.5	3.5	3.5	3.9

Data reported for countries with a minimum of 12 participants.

2025 BASE SALARY INCREASES

TOTAL SALARY INCREASES

Country	All Employees		Median Increase (%) by Employee Group			
	Avg. (%)	Med. (%)	Executive/ Senior Management	Middle Management/ Seasoned Professional	Supervisory/ Junior Professional	Clerical/ Operations
Romania	7.6	7.2	7.0	7.0	7.2	7.6
Saudi Arabia	4.4	4.3	4.3	4.3	4.3	4.4
Serbia	6.5	6.5	6.5	6.5	6.5	6.6
Singapore	4.3	4.0	4.0	4.0	4.0	4.0
Slovakia	4.8	5.0	5.2	5.0	5.0	5.0
Slovenia	4.3	4.2	4.3	4.2	4.2	4.3
South Africa	6.1	6.0	6.0	6.0	6.0	6.0
Spain	3.7	3.5	3.5	3.5	3.5	3.5
Sweden	3.5	3.5	3.5	3.5	3.5	3.5
Switzerland	2.5	2.5	2.5	2.6	2.5	2.5
Taiwan, China	4.0	4.0	4.0	4.0	4.0	4.0
Thailand	5.2	5.0	5.0	5.0	5.0	5.0
Turkey	40.9	45.0	45.0	45.0	45.0	44.6
Ukraine	10.9	10.3	10.5	10.2	10.4	10.2
United Arab Emirates	4.2	4.0	4.0	4.0	4.0	4.0

Data reported for countries with a minimum of 12 participants.

2025 BASE SALARY INCREASES

TOTAL SALARY INCREASES

Country	All Employees		Median Increase (%) by Employee Group			
	Avg. (%)	Med. (%)	Executive/ Senior Management	Middle Management/ Seasoned Professional	Supervisory/ Junior Professional	Clerical/ Operations
United Kingdom	3.8	4.0	3.8	4.0	4.0	4.0
United States of America	3.7	3.8	3.8	3.8	3.8	3.8
Vietnam	7.0	7.6	7.6	7.5	7.7	7.3

Data reported for countries with a minimum of 12 participants.

2025 BASE SALARY INCREASE FORECASTS

COST OF LIVING / LEGALLY
REQUIRED INCREASES



2025 BASE SALARY INCREASES

COST OF LIVING / LEGALLY REQUIRED INCREASES

Country	All Employees		Median Increase (%) by Employee Group			
	Avg. (%)	Med. (%)	Executive/ Senior Management	Middle Management/ Seasoned Professional	Supervisory/ Junior Professional	Clerical/ Operations
Australia	3.2	3.0	3.0	3.0	3.0	3.0
Belgium	2.5	2.0	2.0	2.0	2.0	2.0
Brazil	4.8	4.0	4.0	4.0	4.1	4.3
Canada	2.5	2.7	2.7	2.6	2.6	2.7
Chile	3.8	3.9	3.8	4.0	3.9	3.6
China	4.2	3.0	3.0	4.0	3.5	2.5
Colombia	6.4	6.0	6.0	6.2	6.0	6.2
France	2.5	2.5	2.8	3.0	2.8	2.5
Germany	2.6	2.5	2.0	2.5	2.5	2.5
Hungary	5.1	5.0	4.0	4.5	5.0	5.0
India	6.8	6.5	6.5	7.5	6.5	6.0
Indonesia	3.6	3.0	3.0	3.0	3.3	3.3
Italy	2.1	2.0	2.3	2.1	2.0	2.0
Malaysia	3.7	3.5	3.5	3.5	3.3	3.5
Netherlands	3.5	3.0	3.0	3.0	3.1	3.1

Data reported for countries with a minimum of 12 participants.

2025 BASE SALARY INCREASES

COST OF LIVING / LEGALLY REQUIRED INCREASES

Country	All Employees		Median Increase (%) by Employee Group			
	Avg. (%)	Med. (%)	Executive/ Senior Management	Middle Management/ Seasoned Professional	Supervisory/ Junior Professional	Clerical/ Operations
Peru	4.2	3.5	3.2	3.5	3.5	3.2
Poland	5.5	5.0	5.0	5.0	5.0	6.5
Singapore	3.6	3.0	3.0	3.0	3.0	3.0
Spain	2.7	3.0	3.0	3.0	3.0	3.0
Turkey	34.5	40.0	40.0	40.0	40.0	36.8
United Kingdom	3.1	3.0	3.0	3.0	3.0	3.0
United States of America	2.9	3.0	3.0	3.0	3.0	3.0

Data reported for countries with a minimum of 12 participants.

2025 BASE SALARY INCREASE FORECASTS

MERIT INCREASES



2025 BASE SALARY INCREASES

MERIT INCREASES

Country	All Employees		Median Increase (%) by Employee Group			
	Avg. (%)	Med. (%)	Executive/ Senior Management	Middle Management/ Seasoned Professional	Supervisory/ Junior Professional	Clerical/ Operations
Australia	3.5	3.5	3.5	3.5	3.5	3.5
Austria	10.8	4.0	4.0	3.9	3.9	4.0
Belgium	1.6	1.5	1.5	1.5	1.5	1.5
Brazil	4.6	4.0	4.0	4.5	4.5	4.0
Bulgaria	6.0	6.0	6.0	6.0	6.0	6.2
Canada	3.2	3.5	3.4	3.5	3.5	3.5
Chile	4.6	4.4	4.3	4.3	4.4	4.7
China	4.4	5.0	5.0	5.0	5.0	4.8
Colombia	5.3	5.9	5.0	6.0	5.9	5.5
Czech Republic	4.7	5.0	5.0	5.0	5.0	5.0
Denmark	3.4	3.5	3.5	3.5	3.5	3.5
Egypt	19.8	20.0	20.0	20.0	20.0	20.0
Finland	2.8	3.0	3.0	3.0	3.0	3.0
France	3.2	3.3	3.2	3.4	3.3	3.2
Germany	6.4	3.5	3.5	3.5	3.5	3.5

Data reported for countries with a minimum of 12 participants.

2025 BASE SALARY INCREASES

MERIT INCREASES

Country	All Employees		Median Increase (%) by Employee Group			
	Avg. (%)	Med. (%)	Executive/ Senior Management	Middle Management/ Seasoned Professional	Supervisory/ Junior Professional	Clerical/ Operations
Greece	3.4	3.4	3.4	3.4	3.4	3.4
Hong Kong, China	3.7	4.0	4.0	4.0	4.0	4.0
Hungary	7.3	7.5	7.2	7.5	7.5	7.6
India	8.9	9.4	9.4	9.4	9.4	9.1
Indonesia	5.5	6.0	6.0	6.0	6.0	6.0
Ireland	3.7	3.5	3.5	3.5	3.5	3.5
Italy	5.9	3.2	3.0	3.2	3.2	3.2
Japan	3.0	3.0	3.0	3.0	3.0	3.0
Lithuania	5.7	5.5	5.5	5.5	5.6	5.6
Malaysia	4.8	5.0	5.0	5.0	5.0	5.0
Mexico	5.3	5.3	5.4	5.4	5.4	5.2
Netherlands	6.8	3.6	3.5	3.6	3.6	3.6
New Zealand	3.1	3.0	3.0	3.0	3.0	3.0
Norway	3.6	3.5	3.6	3.5	3.5	3.5
Peru	5.1	4.9	4.1	5.0	5.0	5.0

Data reported for countries with a minimum of 12 participants.

2025 BASE SALARY INCREASES

MERIT INCREASES

Country	All Employees		Median Increase (%) by Employee Group			
	Avg. (%)	Med. (%)	Executive/ Senior Management	Middle Management/ Seasoned Professional	Supervisory/ Junior Professional	Clerical/ Operations
Philippines	5.1	5.1	5.1	5.1	5.1	5.1
Poland	10.3	6.0	6.0	6.0	6.1	6.5
Portugal	3.6	3.5	3.5	3.4	3.4	3.5
Romania	6.5	6.6	7.0	6.5	6.6	6.6
Saudi Arabia	4.6	4.2	4.3	4.2	4.2	4.2
Singapore	3.8	4.0	4.0	4.0	4.0	4.0
Slovakia	5.2	5.2	5.5	5.2	5.2	5.3
South Africa	5.6	5.9	5.9	6.0	5.9	5.9
South Korea	4.0	4.4	4.4	4.4	4.4	4.4
Spain	5.6	3.3	3.2	3.3	3.4	3.2
Sweden	3.2	3.3	3.3	3.3	3.3	3.3
Switzerland	2.2	2.5	2.4	2.5	2.5	2.5
Taiwan, China	3.5	4.0	4.0	4.0	4.0	4.0
Thailand	4.3	4.5	4.5	4.5	4.5	4.7
Turkey	33.8	40.0	40.0	40.0	40.0	38.5

Data reported for countries with a minimum of 12 participants.

2025 BASE SALARY INCREASES

MERIT INCREASES

Country	All Employees		Median Increase (%) by Employee Group			
	Avg. (%)	Med. (%)	Executive/ Senior Management	Middle Management/ Seasoned Professional	Supervisory/ Junior Professional	Clerical/ Operations
Ukraine	9.6	10.0	10.3	10.0	10.0	10.0
United Arab Emirates	3.9	4.0	4.0	4.0	4.0	4.0
United Kingdom	5.4	4.0	3.6	4.0	4.0	4.0
United States of America	3.4	3.5	3.5	3.5	3.5	3.5
Vietnam	6.8	7.5	7.5	7.5	7.5	7.5

Data reported for countries with a minimum of 12 participants.

2025 BASE SALARY INCREASE FORECASTS

PROMOTION INCREASES



2025 BASE SALARY INCREASES

PROMOTION INCREASES

Country	All Employees		Median Increase (%) by Employee Group			
	Avg. (%)	Med. (%)	Executive/ Senior Management	Middle Management/ Seasoned Professional	Supervisory/ Junior Professional	Clerical/ Operations
Australia	6.1	4.0	4.5	3.5	5.0	4.0
Belgium	6.6	4.0	6.5	4.0	4.0	1.0
Brazil	8.6	5.5	7.5	6.0	10.0	5.0
Canada	4.9	1.5	1.5	2.8	2.8	1.5
Chile	8.5	10.0	6.5	10.0	10.0	10.0
China	7.0	7.0	5.0	8.0	8.0	5.0
Colombia	11.2	10.0	11.3	10.0	10.0	9.0
Czech Republic	6.5	4.8	10.0	4.8	4.8	4.0
Egypt	11.3	10.0	10.0	10.0	10.0	10.0
Germany	7.7	5.0	5.0	5.0	5.0	3.0
Hong Kong, China	7.3	10.0	10.0	10.0	8.5	9.5
Hungary	8.4	10.0	10.0	10.0	10.0	10.0
India	7.3	5.0	5.0	5.0	6.0	9.9
Indonesia	9.2	5.0	5.0	7.0	6.0	3.5
Ireland	8.4	10.0	10.0	10.0	10.0	5.5

Data reported for countries with a minimum of 12 participants.

2025 BASE SALARY INCREASES

PROMOTION INCREASES

Country	All Employees		Median Increase (%) by Employee Group			
	Avg. (%)	Med. (%)	Executive/ Senior Management	Middle Management/ Seasoned Professional	Supervisory/ Junior Professional	Clerical/ Operations
Italy	6.4	5.0	10.0	5.0	4.5	3.5
Japan	5.7	2.0	2.5	3.0	2.0	1.5
Malaysia	8.8	10.0	10.0	10.0	10.0	10.0
Mexico	8.5	7.0	10.0	2.0	6.0	7.0
Netherlands	6.5	1.0	1.0	1.0	1.0	1.0
New Zealand	5.8	5.0	6.0	5.0	5.0	5.0
Peru	10.8	10.0	6.0	10.0	10.0	8.0
Philippines	7.3	10.0	10.0	10.0	7.5	3.0
Poland	10.3	10.0	10.0	10.0	10.0	11.0
Romania	9.9	10.0	10.0	10.0	12.0	12.5
Singapore	6.0	6.0	5.5	6.0	6.0	4.6
South Korea	4.6	1.0	1.0	1.0	1.0	1.0
Spain	9.2	10.0	10.0	10.0	10.0	10.0
Taiwan, China	5.5	1.0	4.8	1.0	4.5	1.0
Thailand	8.1	10.0	10.0	10.0	10.0	10.0

Data reported for countries with a minimum of 12 participants.

2025 BASE SALARY INCREASES

PROMOTION INCREASES

Country	All Employees		Median Increase (%) by Employee Group			
	Avg. (%)	Med. (%)	Executive/ Senior Management	Middle Management/ Seasoned Professional	Supervisory/ Junior Professional	Clerical/ Operations
Turkey	14.5	20.0	12.5	17.5	20.0	20.0
United Arab Emirates	4.5	1.0	6.0	1.0	1.0	1.0
United Kingdom	6.2	1.0	1.3	1.3	1.3	1.0
United States of America	5.6	5.0	4.5	5.0	5.0	5.0
Vietnam	8.3	10.0	9.0	10.0	8.0	10.0

Data reported for countries with a minimum of 12 participants.

2025 BASE SALARY INCREASE FORECASTS

OTHER ADJUSTMENTS /
OFF-CYCLE INCREASES



2025 BASE SALARY INCREASES

OTHER ADJUSTMENTS / OFF-CYCLE INCREASES

Country	All Employees		Median Increase (%) by Employee Group			
	Avg. (%)	Med. (%)	Executive/ Senior Management	Middle Management/ Seasoned Professional	Supervisory/ Junior Professional	Clerical/ Operations
Australia	2.4	1.0	1.0	1.0	1.0	1.0
Brazil	5.4	5.0	5.0	5.0	5.0	5.0
Canada	1.5	0.5	0.5	0.5	0.5	0.5
China	4.1	3.0	3.0	3.8	3.0	2.0
Hungary	3.7	2.0	2.0	2.0	2.0	3.0
India	4.6	5.0	5.0	5.0	4.8	1.3
Malaysia	5.5	4.5	5.0	4.8	4.5	3.0
Singapore	2.9	1.4	0.8	1.8	1.8	1.2
Spain	4.0	3.0	3.0	3.5	3.5	2.3
United Kingdom	2.4	1.0	1.0	1.0	1.0	1.0
United States of America	2.7	1.5	1.0	1.8	2.0	2.0

Data reported for countries with a minimum of 12 participants.

ADDITIONAL RESOURCES



ADDITIONAL RESOURCES FROM KORN FERRY



Korn Ferry Pay is an easy-to-use solution to help you keep track of compensation and benefits developments in the market and give you the tools you need to benchmark and maintain total rewards programs.

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For more information on how we can help you optimize your total rewards program, to attract and retain top talent, contact us today.

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Resources:

- Read our most recent [Global Total Rewards Pulse Survey – Managing Rewards in Challenging Economic Times](#), conducted in May 2024.
- [Access our comprehensive resources on Pay Transparency](#) – A guide to understanding and implementing equitable compensation practices for a more transparent workplace.
- [Registration for the 2025 Total Rewards Regional Forum series.](#)

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