



GLOBAL TOTAL REWARDS PULSE SURVEY

Dealing with high inflation
in a volatile economy

Survey Conducted October 2022



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INTRODUCTION

We continue to stand at a crossroads in the world of work. As a result of nearly three years of adapting and evolving, organizations globally have charted new business and talent strategies, and this has had a significant impact on the direction of reward programs

This is the seventh in a series of global pulse surveys from Korn Ferry designed to gather insights into how organizations are adapting their reward programs in response to a rapidly changing world. The primary focus of this survey is on anticipated salary increases for 2023.

We conducted this survey during a time of unprecedented uncertainty as organizations in all industries around the world confront the duelling realities of the "Great Resignation"; historically, high inflation; labor supply and demand imbalances coupled with low unemployment; and expectations of a recession.

This survey was conducted during October 2022 and reflects responses from 6,951 participants in 112 countries. Survey respondents included HR and business professionals from organizations that cover a broad range of size, geography, and ownership structure.

When reviewing the data in this report it is important to consider that the current economic and talent environment is dynamic and fluid. The survey responses reflect participant expectations at a point in time, and we know that plans are continually evolving. Indeed, since this survey was conducted, many organizations have announced plans for employee layoffs, even as they face persistent challenges to find, keep, and/or replace top talent in a robust employment market. Korn Ferry will continue to monitor and report on evolving trends.



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PERSPECTIVE ON GLOBAL RESULTS

The survey findings indicate that organizations globally are in the process of making changes or are considering changes to their reward and talent programs in 2023. There are several findings that are worth noting from our survey of global practices:

Most organizations (69%) have already begun to see a downward economic impact on their business or are planning for one

- However, most organizations (67%) are not yet reducing their total reward budgets.
- Most organizations (82%) have not yet indicated plans to make reductions in their workforce.
- Half of organizations are slowing or freezing hiring activity.

Most organizations are planning on providing a higher annual salary increase in 2023 than they provided in 2022

- For most countries, inflation rates exceed these forecasted increases
- There is little variation in median increases across employee groups (e.g., executive to clerical)
- Only 27% of survey respondents reported providing supplemental compensation or benefits beyond a higher salary increase budget
- The most common supplemental rewards include one-time cash inflation off-sets and increased funding for onsite cafeteria/food benefits.



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PERSPECTIVE ON GLOBAL RESULTS (CONTINUED)

There are several reported labor market challenges facing organizations:

- Voluntary employee turnover is generally low in most countries (i.e., less than 5%)
- Australia, United Kingdom, and United States are experiencing higher turnover than most other countries.
- Most turnover is occurring in lower-level roles – including clerical/operations and supervisory/junior professionals.
- Sales, IT, Engineering, Production and Finance functions have the highest turnover rates and the toughest challenges in talent acquisition.
- Organizations are utilizing talent development and retention compensation programs in focused efforts to retain their high potential/high performing staff

Organizations have reported the following focus areas in return-to-work policies

- A majority of organizations (69%) are now transitioning to employees being back in the office – at least on a part-time basis.
- A majority of organizations (73%) are not requiring employees to return to the office on a full-time basis.
- The most common (59%) number of days per week in the office is 2-3.
- Most employers (73%) report a mixed reaction from employees on the return to office policy, with relatively few (3%) consistently negative perceptions.



MARKET HIGHLIGHTS

2023 forecasted salary increases across various employee categories

Country	2022 Median Planned Increase	2022 Median Actual Increase	2023 Average Planned Increase	2023 Median Planned Increase	2023 Median Increase by Employee Group				Current Actual Inflation Rate
					Executive / Senior Management	Middle Management / Seasoned Professional	Supervisory / Junior Professional	Clerical / Operations	
Australia	3.0%	3.1%	3.8%	3.5%	3.5%	3.5%	3.5%	3.5%	7.3%
Brazil	7.4%	8.8%	8.3%	8.0%	8.0%	8.0%	8.0%	8.0%	6.5%
Canada	3.0%	3.0%	3.8%	4.0%	4.0%	4.0%	4.0%	4.0%	6.9%
China	5.9%	5.8%	5.6%	5.5%	5.0%	5.5%	5.5%	5.8%	2.1%
France	2.5%	2.9%	4.1%	4.0%	4.0%	4.0%	4.0%	4.0%	6.2%
Germany	3.0%	2.9%	4.7%	4.5%	4.4%	4.5%	4.5%	4.5%	10.4%
Italy	2.7%	3.2%	4.0%	3.8%	3.7%	3.8%	3.9%	3.9%	9.4%
Japan	2.1%	2.0%	2.7%	2.5%	2.5%	2.5%	2.5%	2.5%	3.0%
Netherlands	3.0%	3.5%	5.6%	5.0%	5.0%	5.0%	5.0%	5.0%	14.3%
Saudi Arabia	4.5%	4.0%	4.7%	4.5%	4.4%	4.5%	4.5%	4.4%	2.5%
Spain	2.5%	2.7%	4.2%	4.0%	4.0%	4.0%	4.0%	4.0%	9.0%
United Arab Emirates	4.0%	4.0%	4.5%	4.1%	4.0%	4.0%	4.2%	4.2%	5.5%
United Kingdom	3.0%	2.9%	5.0%	5.0%	4.9%	5.0%	5.0%	5.0%	10.1%
United States	3.5%	3.5%	4.4%	4.0%	4.0%	4.0%	4.0%	4.0%	7.7%





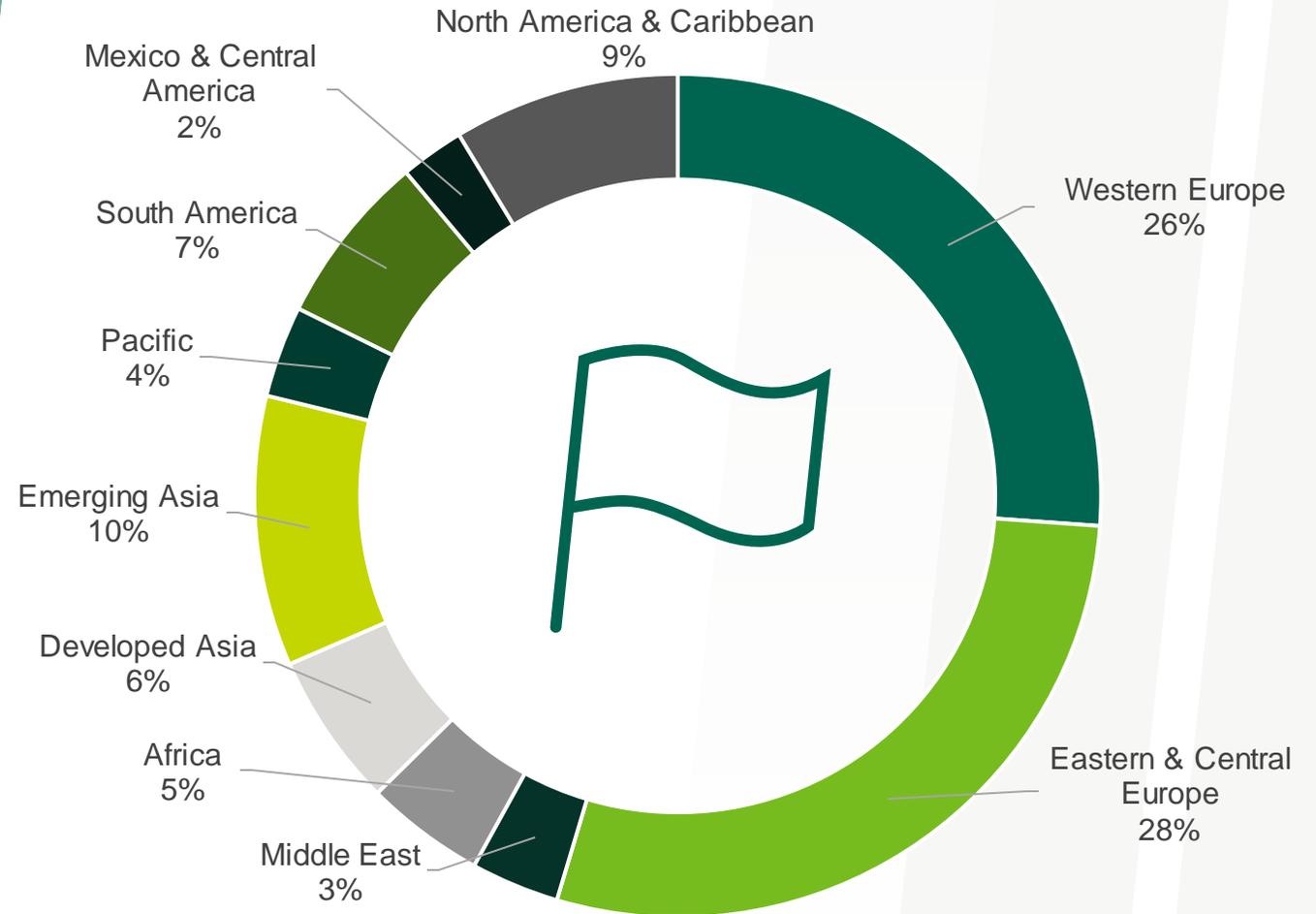
PARTICIPANT OVERVIEW



PARTICIPANT OVERVIEW

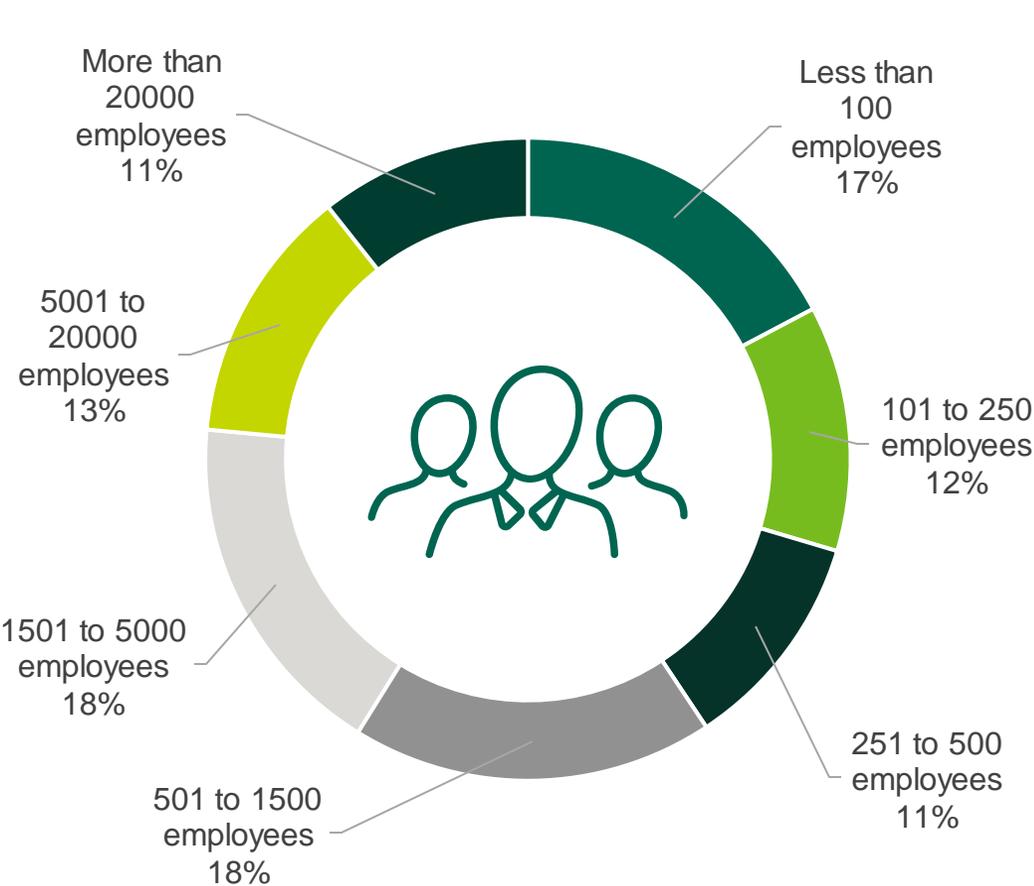
This survey reflects responses from 6,951 participants across 112 countries. Organizations span a range of size, geography, and ownership structure.

Respondents are typically from the HR and Finance functions, and include Total Rewards practitioners, HR Business Partners, and heads of HR & Finance.

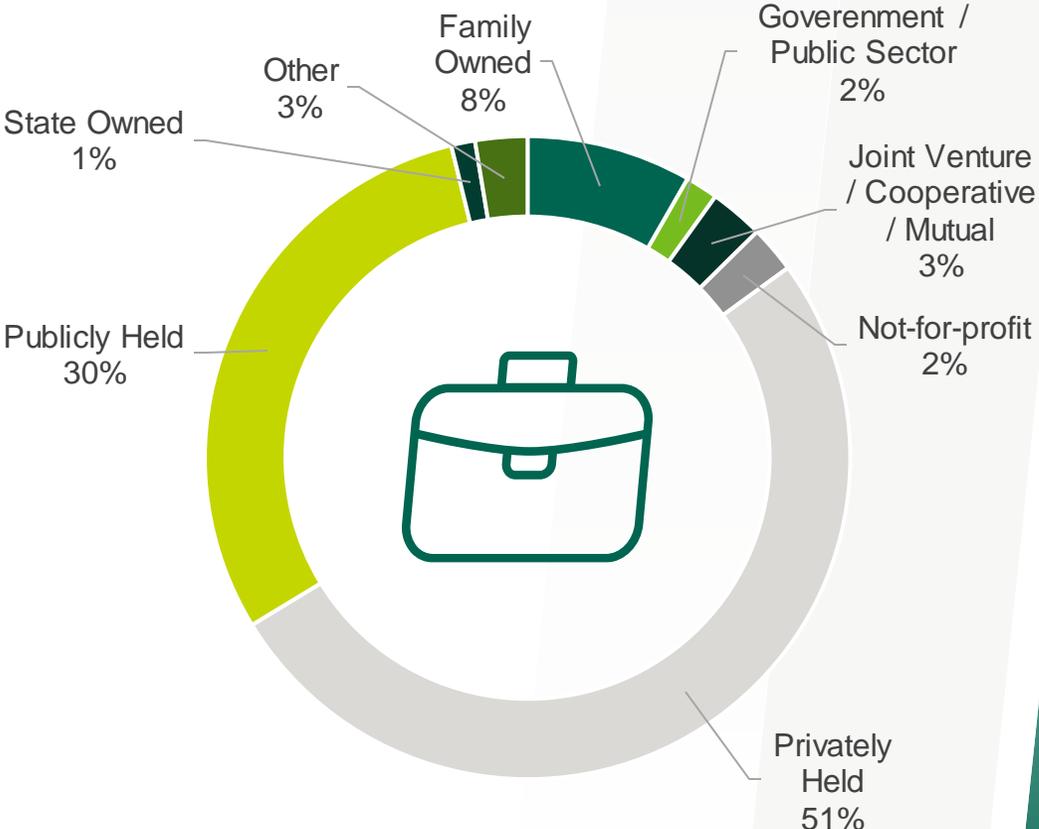


PARTICIPANT OVERVIEW

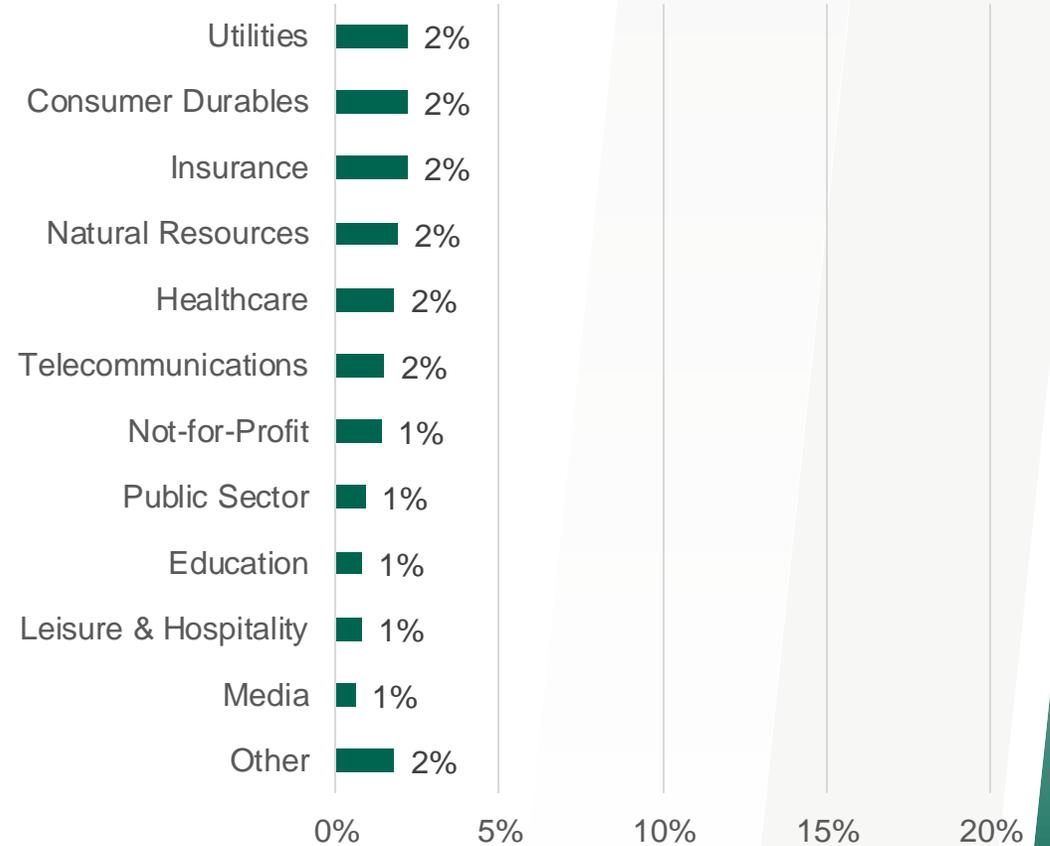
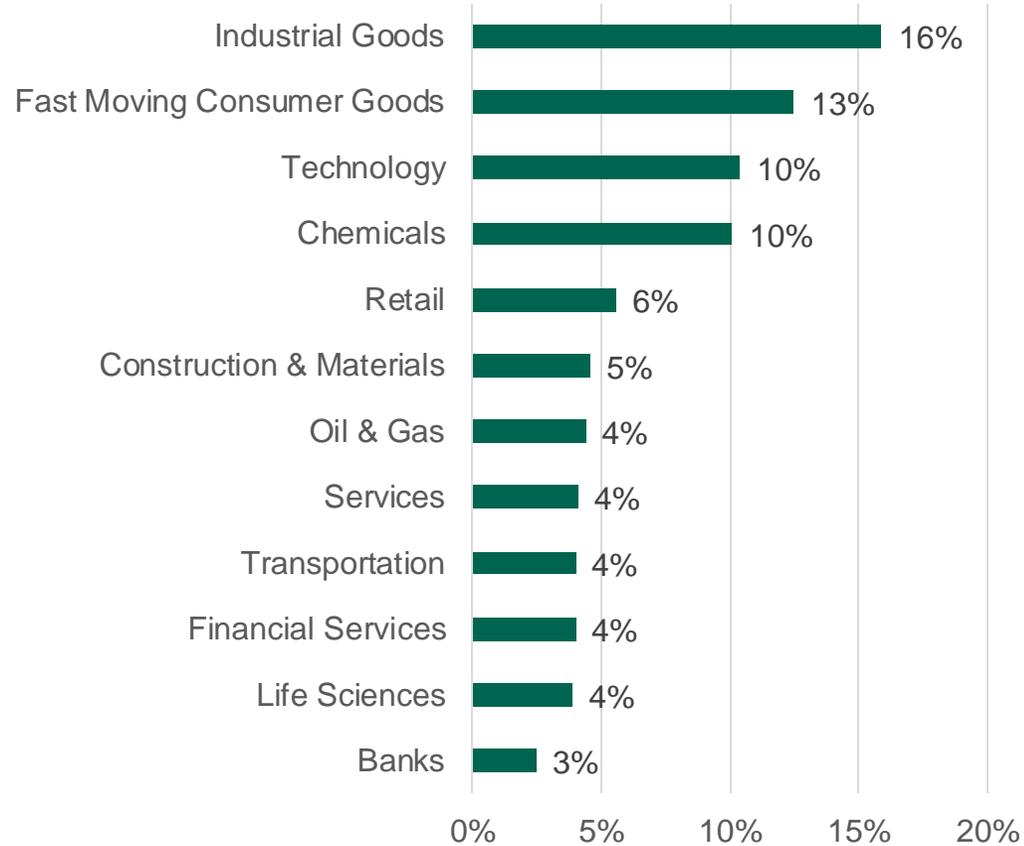
By Number of Employees



By Ownership Type



PARTICIPANT OVERVIEW BY INDUSTRY





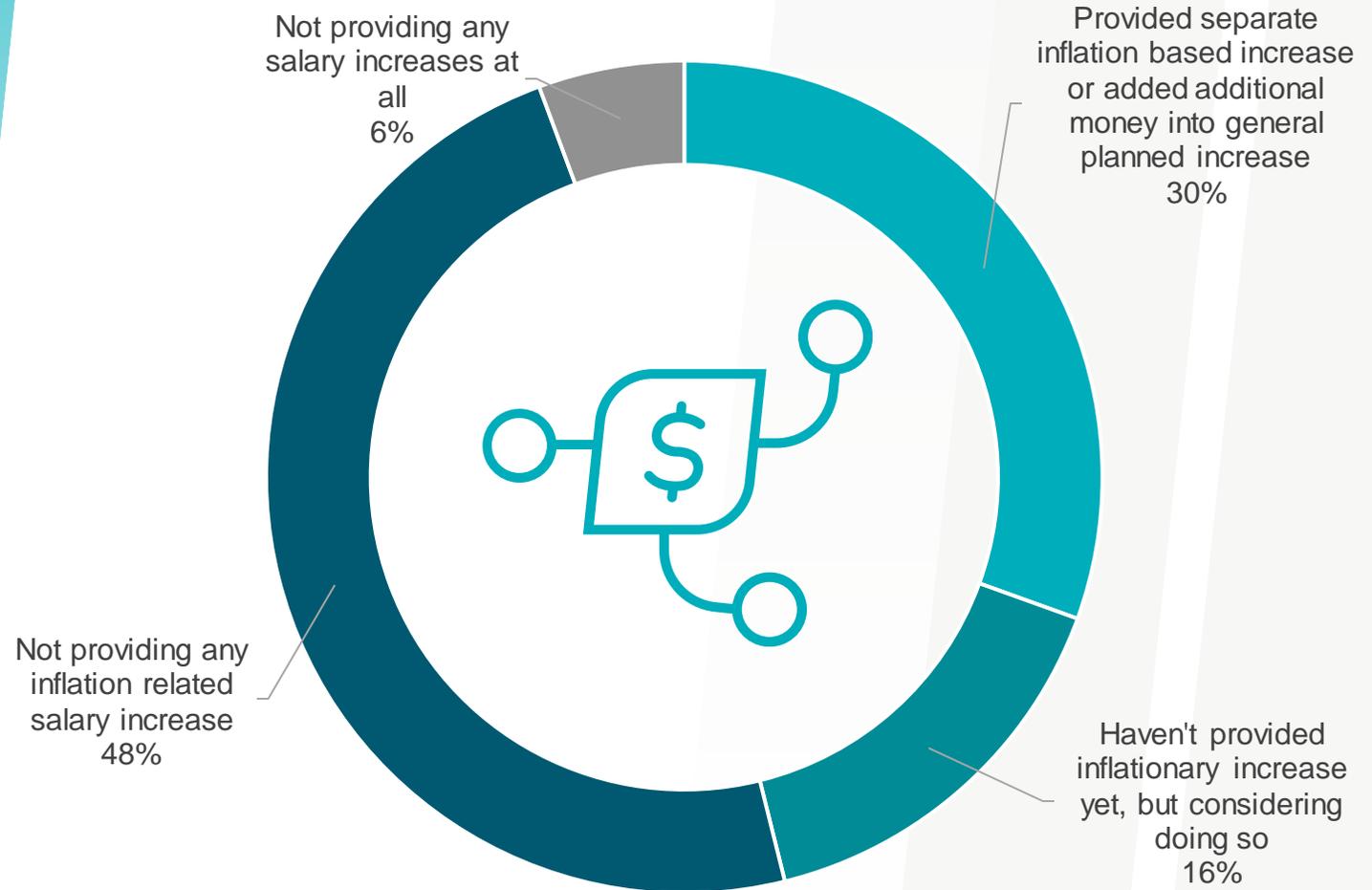
IMPACT OF INFLATION *ON REWARD* POLICIES



IMPACT OF INFLATION ON 2022 SALARY INCREASES

Rising inflation continues to be a challenge for organizations, with results somewhat divided on how organizations are proceeding.

Just under half (46%) of organizations have either already provided an inflation-based increase or are considering doing so. 48% are not providing an increase specifically due to inflation, and 6% have chosen to not provide any salary increases at all.



INFLATIONARY INCREASES IN 2022

This table identifies the median increase provided to employees in 2022 to specifically compensate for inflation. This was in addition to any standard annual salary increase.

The overall inflationary increase did not differ significantly between employee groups.

Additional 2022 salary increase percentages tied to inflation for the 46% of organizations reporting that they offered inflation-based increases or will be doing so.

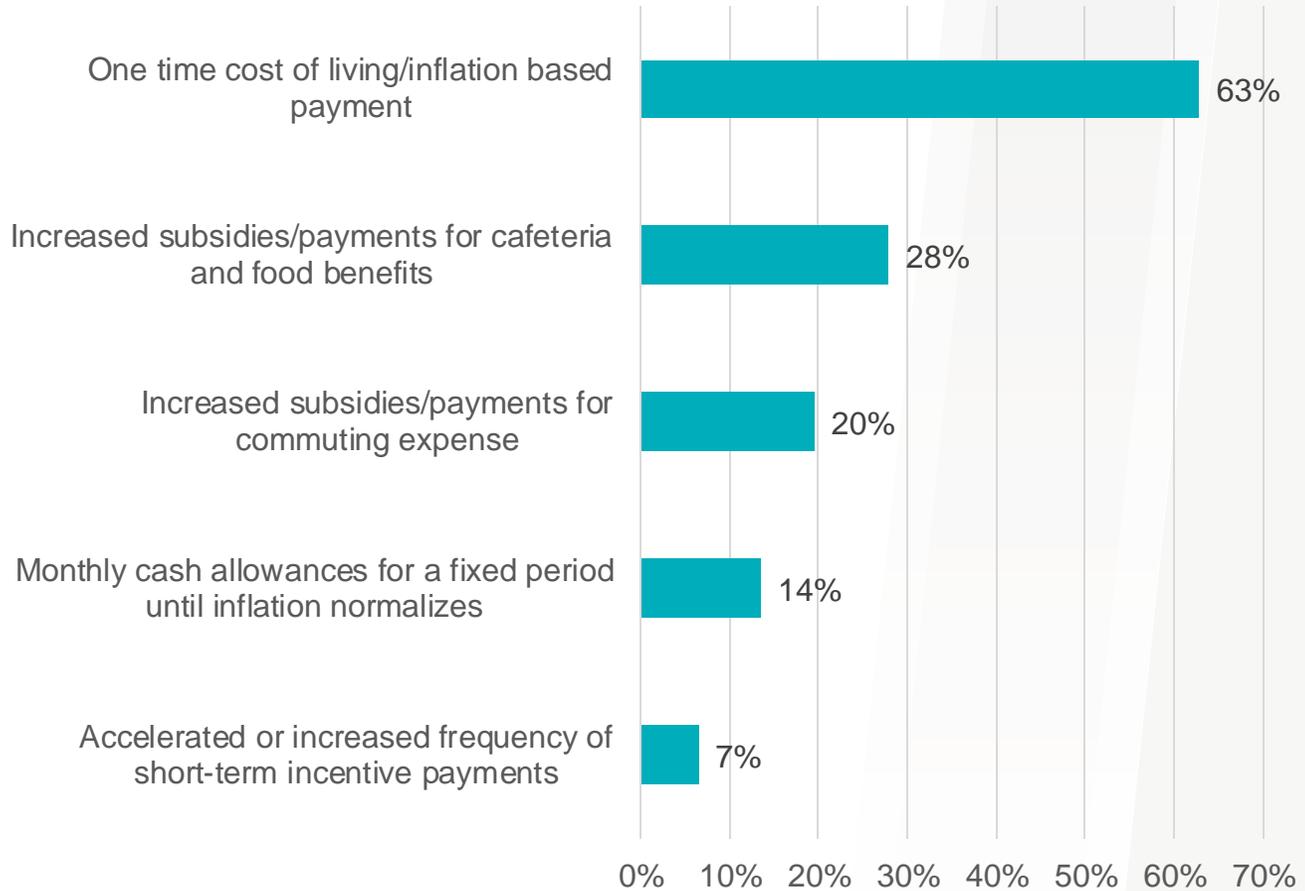
Country	Organizations Providing Inflationary Increase	Overall Median (All Employees)
Australia	53%	1.5%
Brazil	19%	10.0%
Canada	37%	1.5%
China	28%	3.0%
France	47%	2.0%
Germany	40%	3.0%
Italy	34%	2.0%
Japan	29%	1.5%
Netherlands	52%	3.0%
Spain	44%	2.6%
United Kingdom	50%	3.0%
United States	44%	2.0%



ADDITIONAL BENEFITS PROVIDED TO OFFSET RISING INFLATION

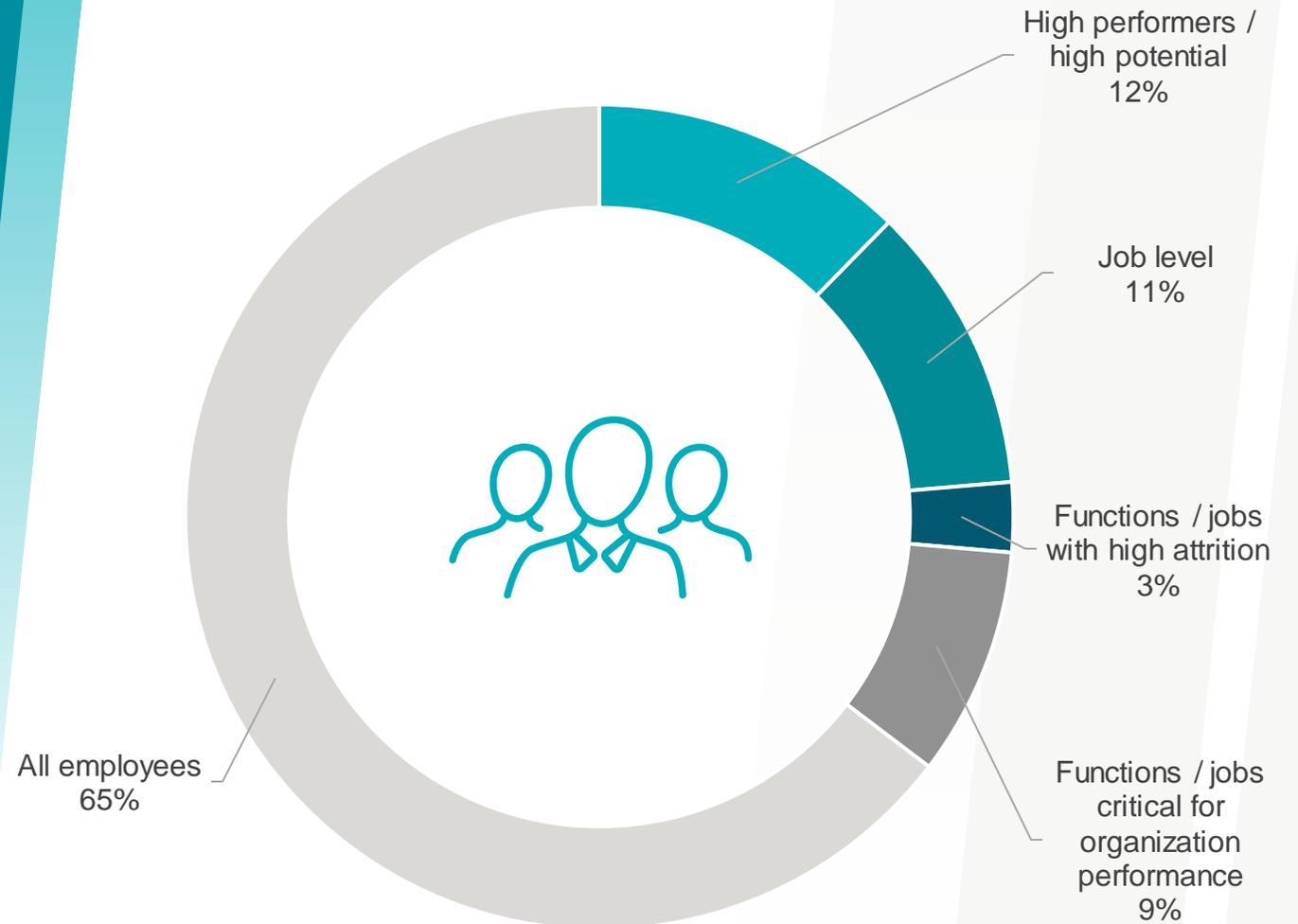
Approximately 27% of organizations have decided to provide additional cash or benefits to their employees to offset the rising costs of inflation (separate from inflation related salary increase).

Of these organizations providing benefits, 63% have chosen to offer a one-time cost of living adjustment as the main form of assistance to employees, while only 7% have decided to accelerate their annual incentive payouts.



ELIGIBILITY FOR INFLATION-BASED INCREASES & BENEFITS

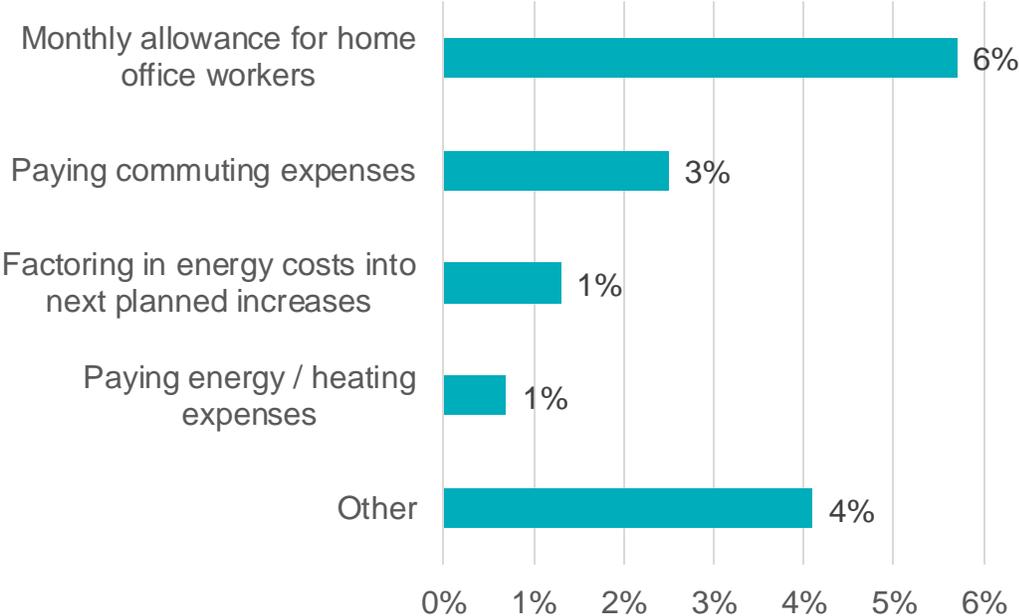
When organizations are providing inflation-based salary increases or additional benefits to their employees, the majority are doing so across the entire employee population and not just to certain groups.



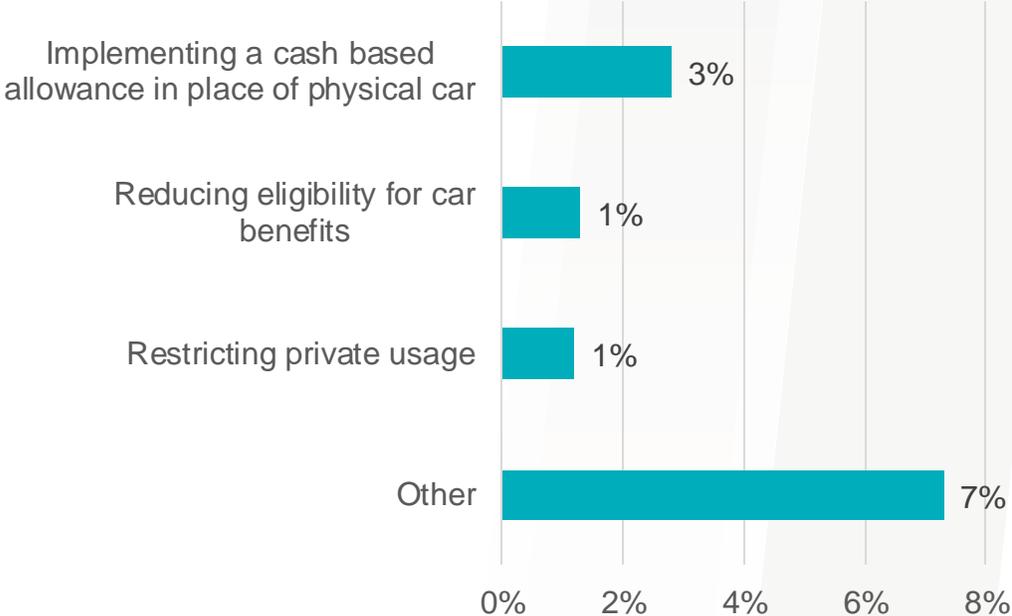
POLICY CHANGES DUE TO RISING ENERGY & FUEL COSTS

The overwhelming majority of organizations (88%) are not making any planned changes to benefits or supplements relative to rising energy and fuel costs. Only 12% of organizations indicate that they are providing additional benefits specifically to address fuel and energy costs or adapting their car policy.

Organizations providing additional benefits to employees



Organizations planning changes to car policy



IMPACT FROM ECONOMIC *OUTLOOK*



ECONOMIC IMPACT ON BUSINESS RESULTS



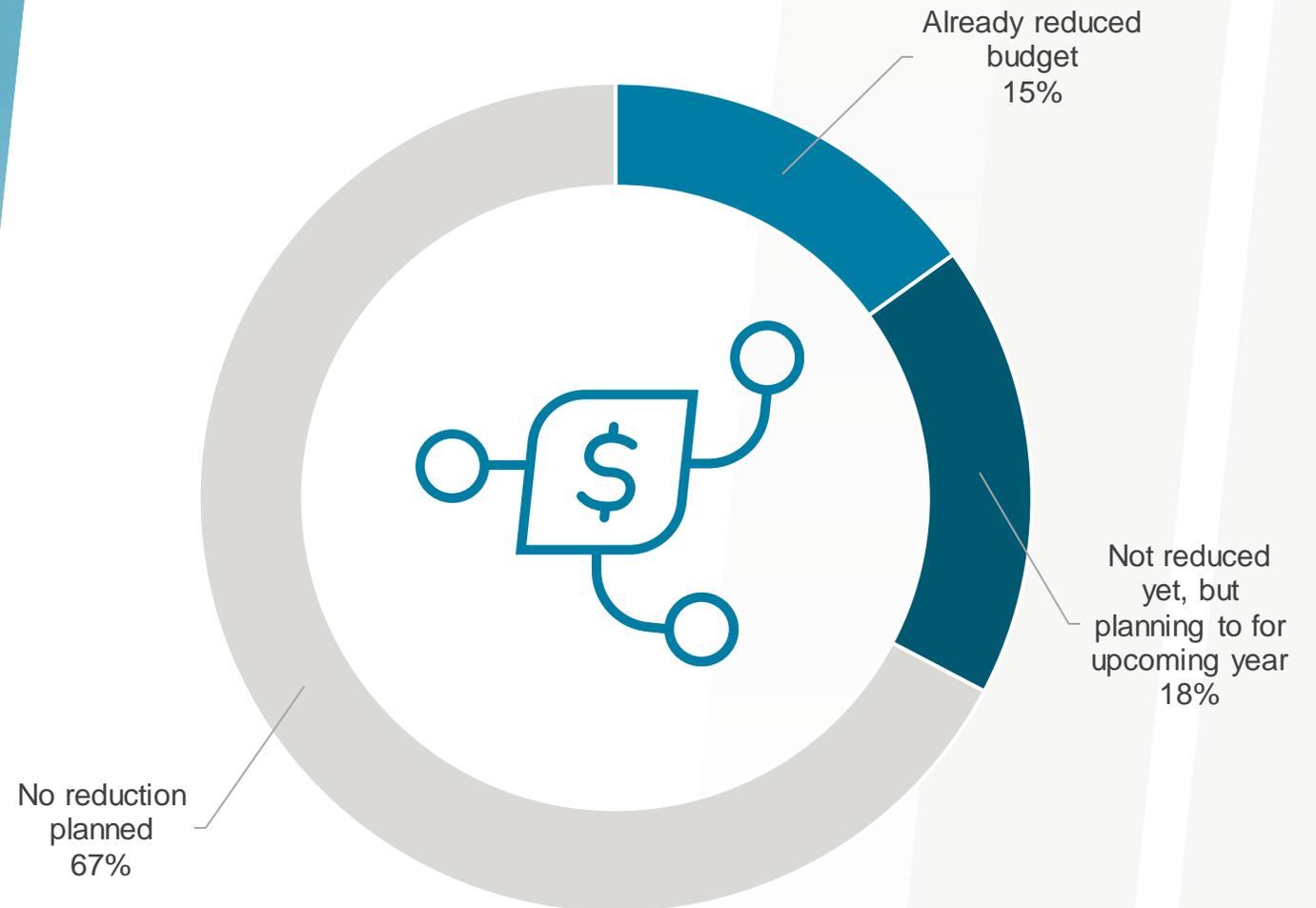
It is clear that organizations are concerned about the growing economic outlook and the impact on their business, with more than two thirds (69%) already seeing a downward impact or preparing for a downturn.



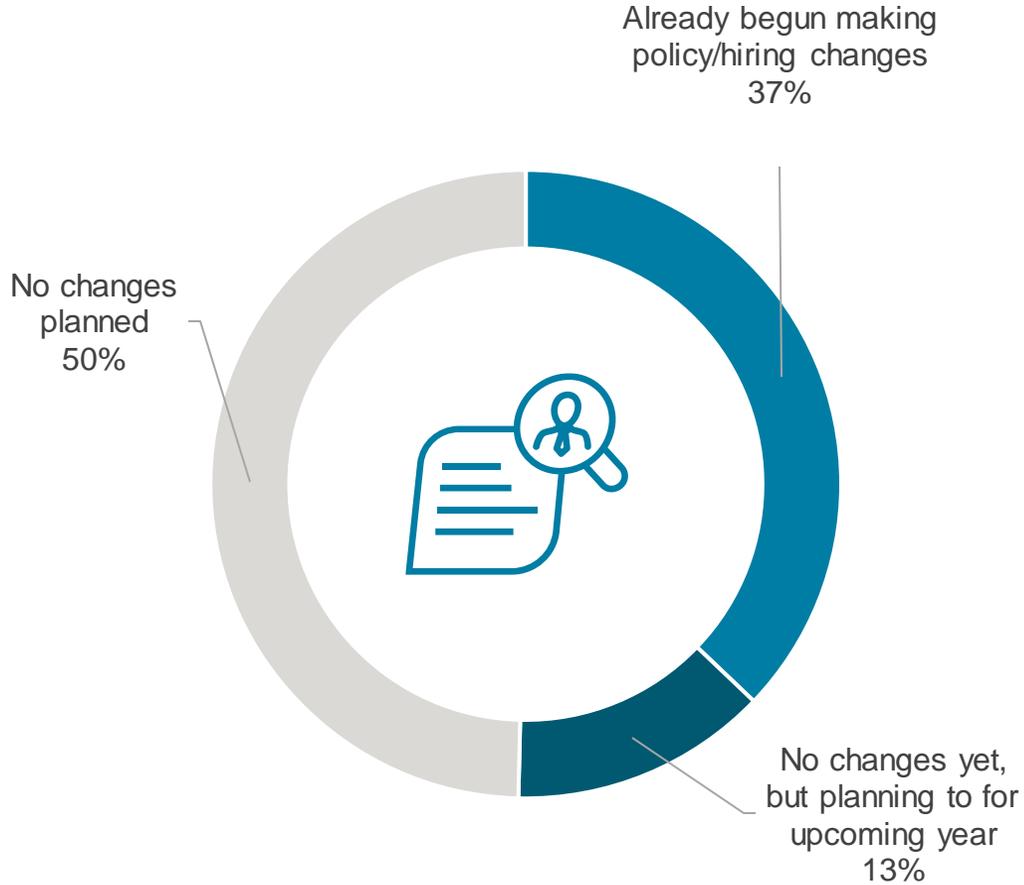
REDUCTIONS OF TOTAL REWARD BUDGETS

However, even though organizations are concerned about the economic outlook, the majority (67%) are not expecting to reduce their 2023 total rewards budget – likely due to the need to reward talent for their impact amid rising inflation in the market

15% of organizations have reduced their budget, with another 18% planning to do so.

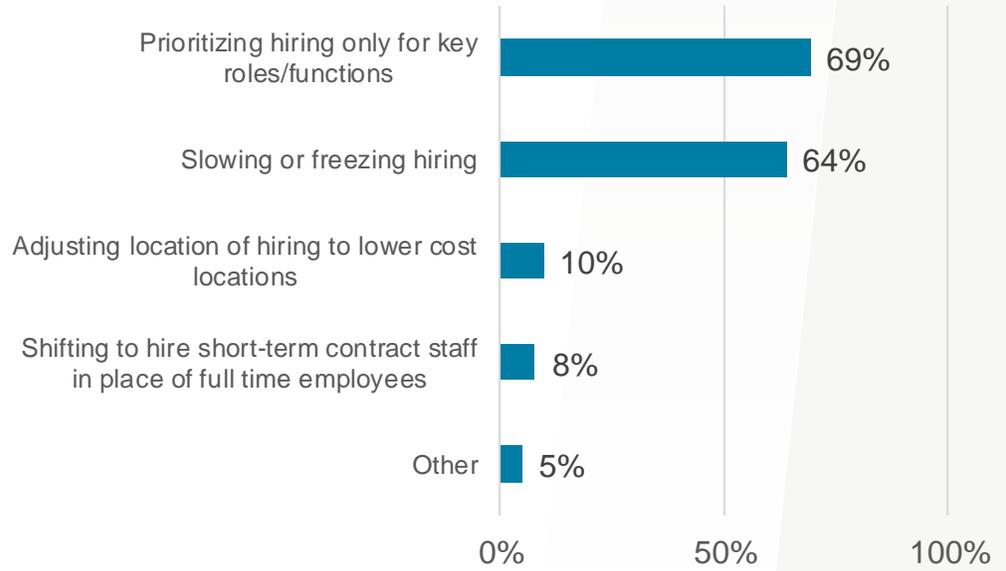


CHANGES TO HIRING PLANS AND MODELS



While most organizations are likely not reducing their total rewards budgets, half of all organizations are taking actions related to hiring.

Of the 50% adjusting their hiring plans, most are prioritizing hiring only key roles (69%) or slowing or freezing hiring (64%)



REDUCTIONS IN WORKFORCE

While the economic outlook is impacting business performance and concerning for many organizations, most however have not indicated that they have begun making formal reductions in workforce – 18% of respondents have done so to date



LABOUR MARKET CHALLENGES



CURRENT VOLUNTARY TURNOVER

Country	Overall Median (All Employees)	Executive / Senior Management	Middle Management / Seasoned Professional	Supervisory / Junior Professional	Clerical / Operations
Australia	11.30%	5.00%	12.00%	14.00%	14.10%
United States	10.00%	5.00%	10.00%	11.00%	14.00%
United Kingdom	7.80%	5.00%	7.90%	8.80%	9.50%
Canada	5.90%	3.00%	5.00%	7.70%	8.00%
Netherlands	4.80%	1.00%	5.00%	6.00%	7.00%
France	4.30%	2.00%	5.00%	5.00%	5.00%
China	3.80%	0.00%	2.00%	5.00%	8.00%
Saudi Arabia	3.60%	1.00%	3.50%	5.00%	5.00%
Brazil	3.00%	1.00%	2.00%	4.00%	5.00%
Germany	2.90%	1.00%	3.00%	3.70%	4.00%
United Arab Emirates	2.30%	0.00%	2.90%	3.30%	3.00%
Italy	2.10%	0.00%	3.00%	3.00%	2.40%
Japan	2.00%	0.00%	2.00%	2.80%	3.00%
Spain	1.70%	0.00%	1.70%	3.00%	2.00%

The adjacent table lists the median annual voluntary turnover for select countries, by employee group.

Australia, United Kingdom, and United States continue to see high turnover across most employee groups as the job markets in each country remain extremely competitive.

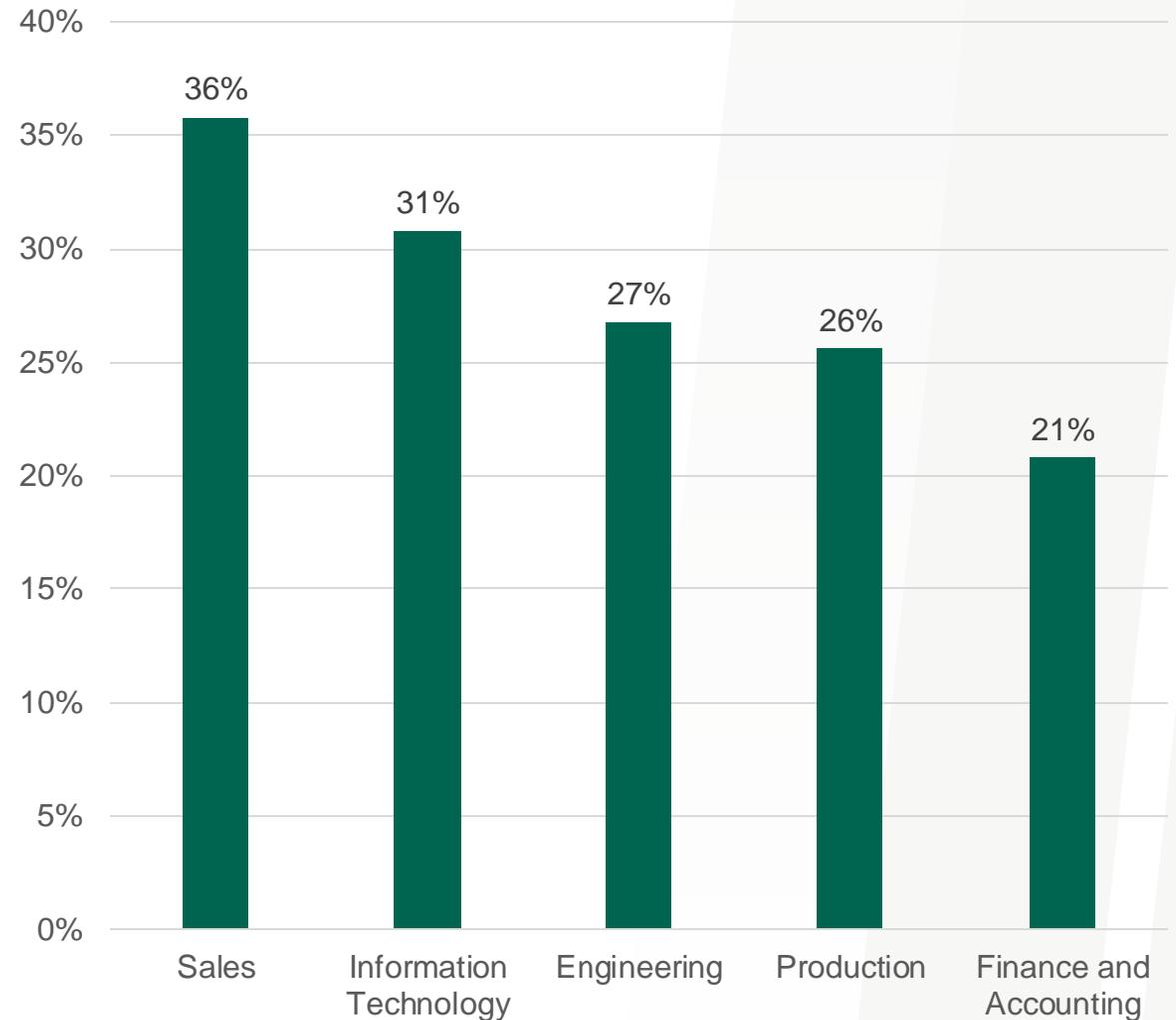
Most turnover is occurring in lower-level roles – including clerical/operations and supervisory/junior professionals



TOP 5 JOB FUNCTIONS FOR VOLUNTARY TURNOVER

36% of respondents reported voluntary turnover is highest in the Sales function.

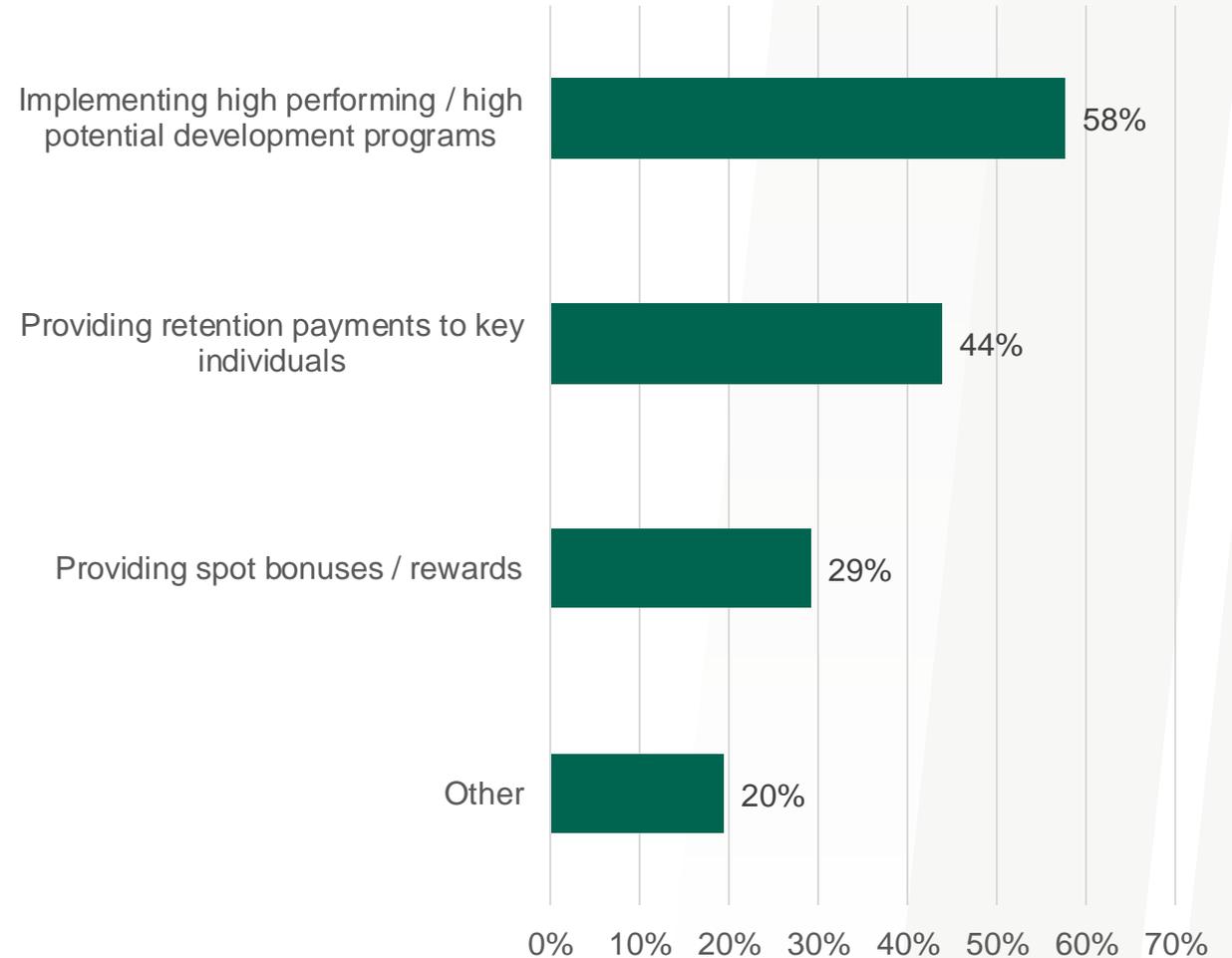
Functions with the least turnover include, Legal, Property Management, and Corporate Affairs



ACTIONS BEING TAKEN TO FIGHT ATTRITION

50% of all respondents indicated that attrition was significant enough that they are now taking specific actions to address it.

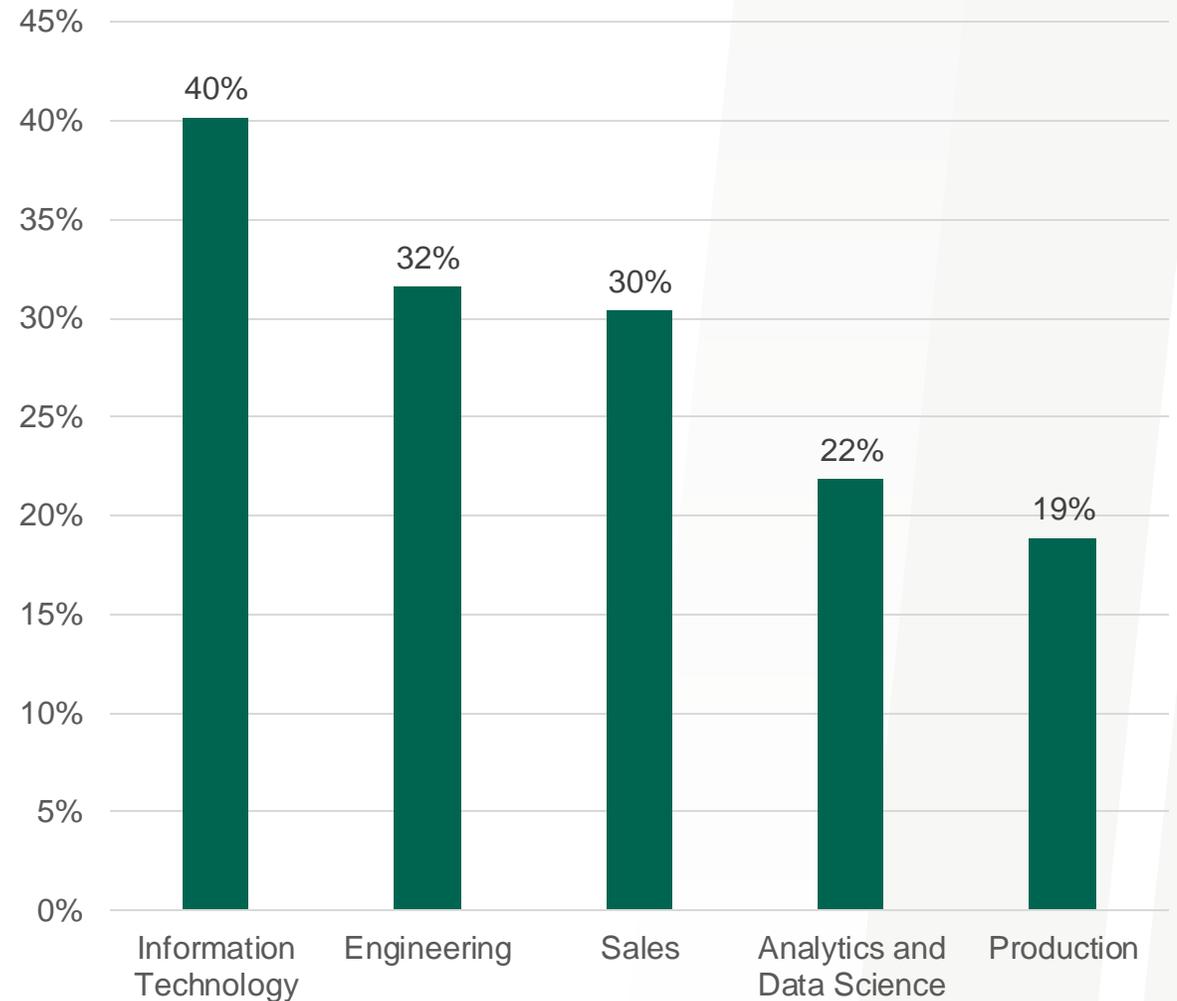
With 58% of those organizations, choosing to implement development programs for their high performing / potential employees as a main action.



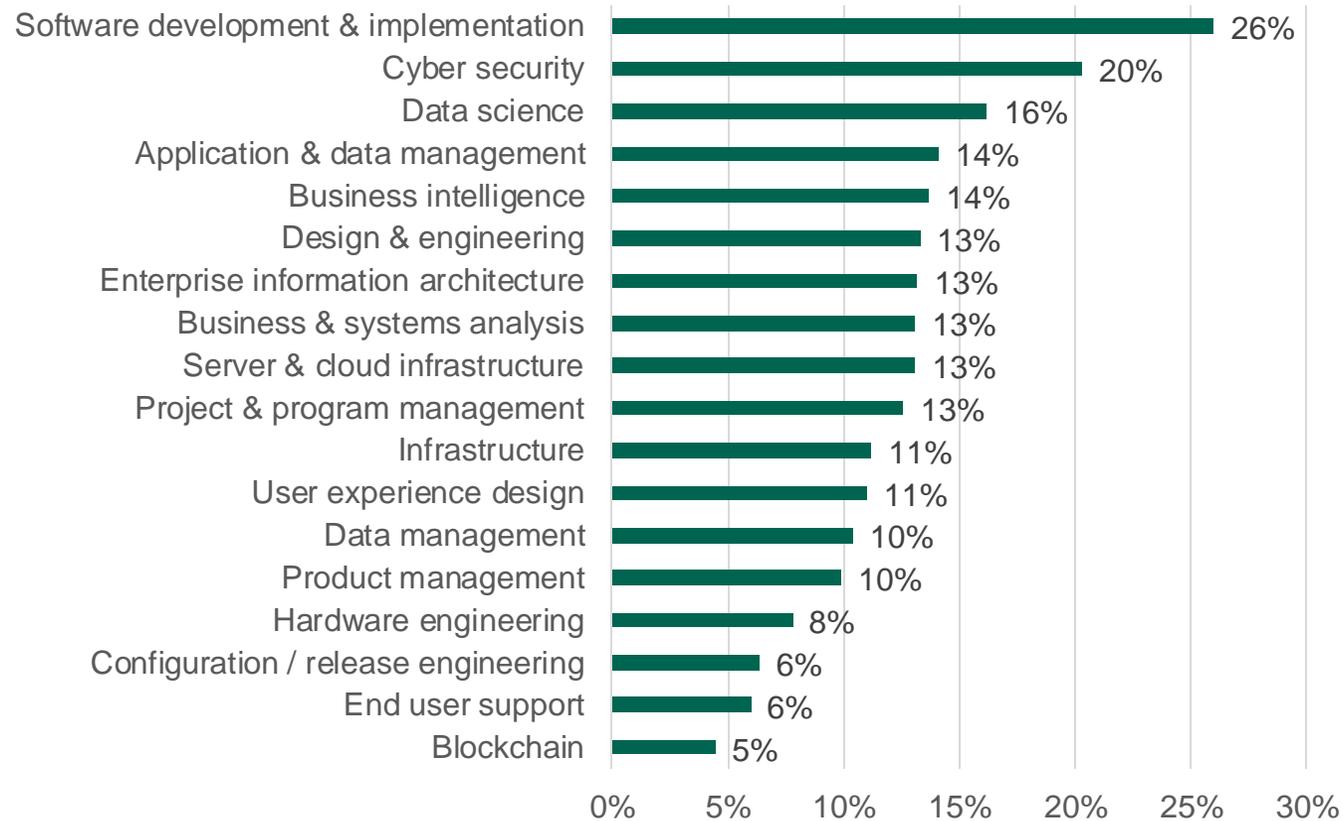
TOP 5 JOB FUNCTIONS FOR HIRING CHALLENGES

40% of respondents indicated that IT was the most difficult function for hiring currently. Apart from Analytics & Data Science, each of these 5 functions all had the highest voluntary turnover as well.

Legal, Property Management, and Corporate Affairs represent the functions with least trouble hiring, and similarly had the least turnover issues.



PROVIDING PAY PREMIUMS FOR INFORMATION TECHNOLOGY SPECIALITIES



Many organizations are now providing higher salaries for specific functions within IT.

Software Development and Cyber Security are generally the most common sub-functions receiving pay premiums.



PROVIDING PAY PREMIUMS FOR INFORMATION TECHNOLOGY SPECIALITIES (CONT)

Additional pay premiums as a percentage of annual salary

Technology Specialty	Average Premium as % of Salary	Technology Specialty	Average Premium as % of Salary
Blockchain	18%	Product management	19%
Business & systems analysis	18%	Software development & implementation	18%
Business intelligence	18%	Infrastructure	18%
Configuration / release engineering	16%	Server & cloud infrastructure	18%
Application & data management	16%	Enterprise information architecture	16%
Cyber security	15%	End user support	15%
Data management	16%	Hardware engineering	15%
Data science	15%	User experience design	14%
Design & engineering	14%	Project & program management	14%

While Software Development & Cyber Security are the most common sub-functions receiving pay premiums, Product Management roles receive the highest reported premium (19%)



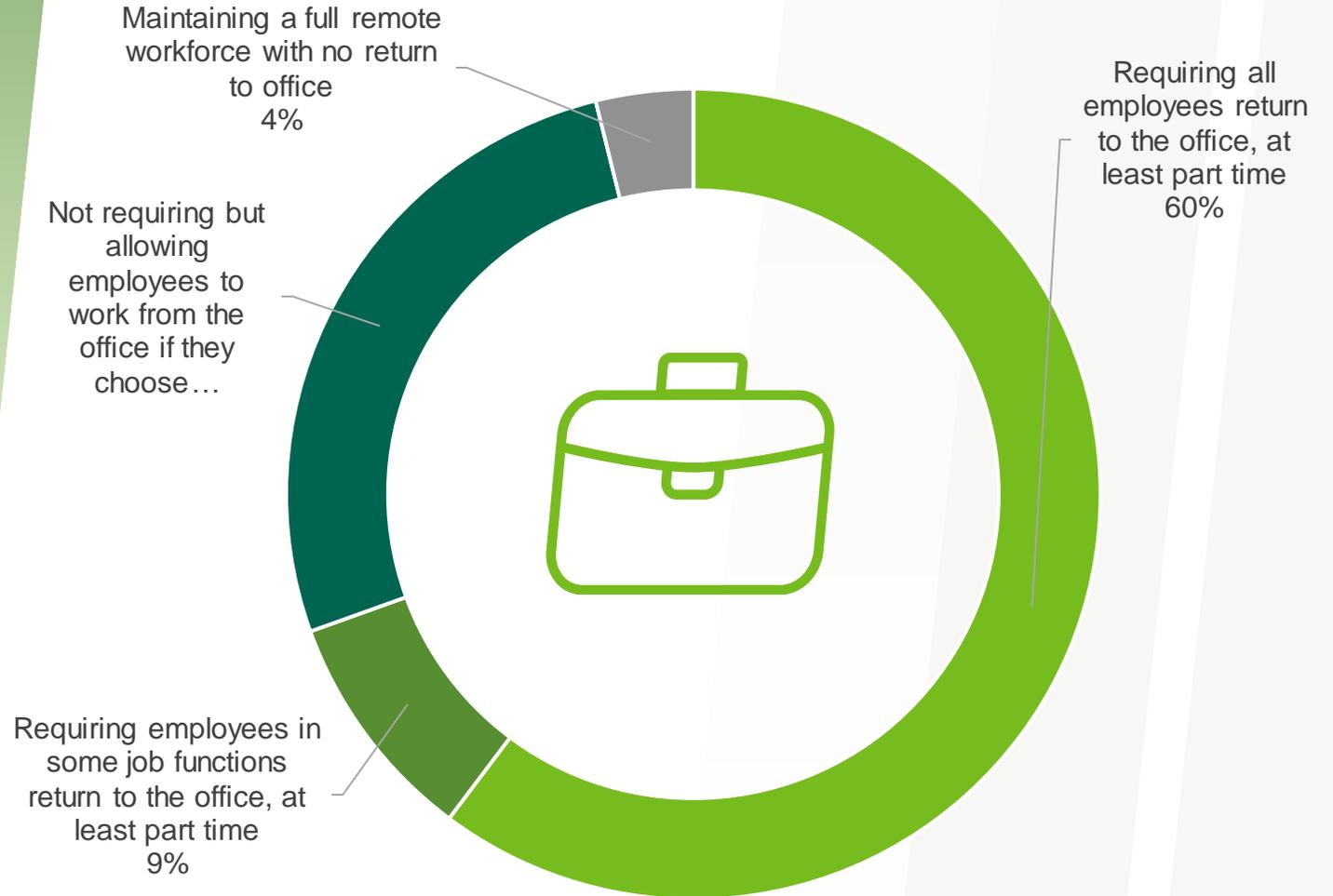


RETURN TO WORK POLICIES

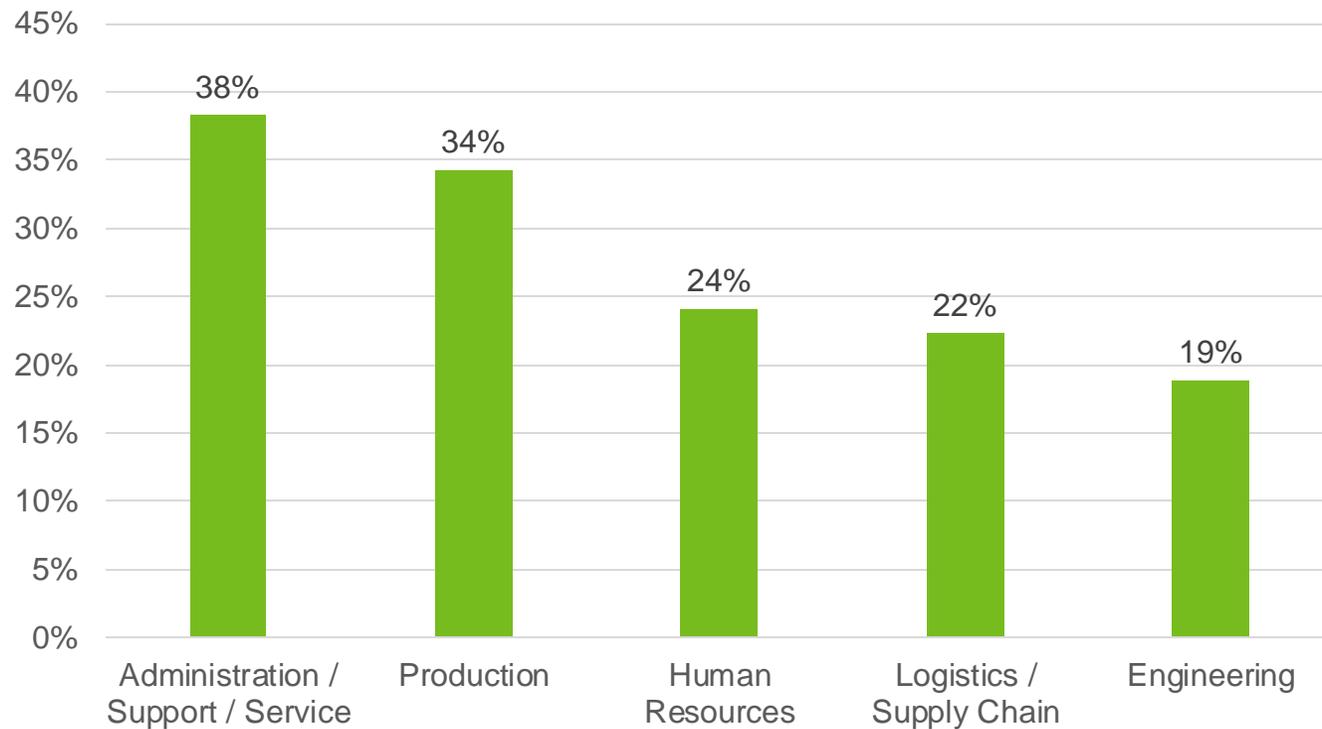


ORGANIZATIONS REQUIRING EMPLOYEES TO RETURN TO THE OFFICE

Overall, there is a clear majority of organizations (69%) now requiring employees back in the office, at least part-time.



TOP JOB FUNCTIONS RETURNING TO THE OFFICE



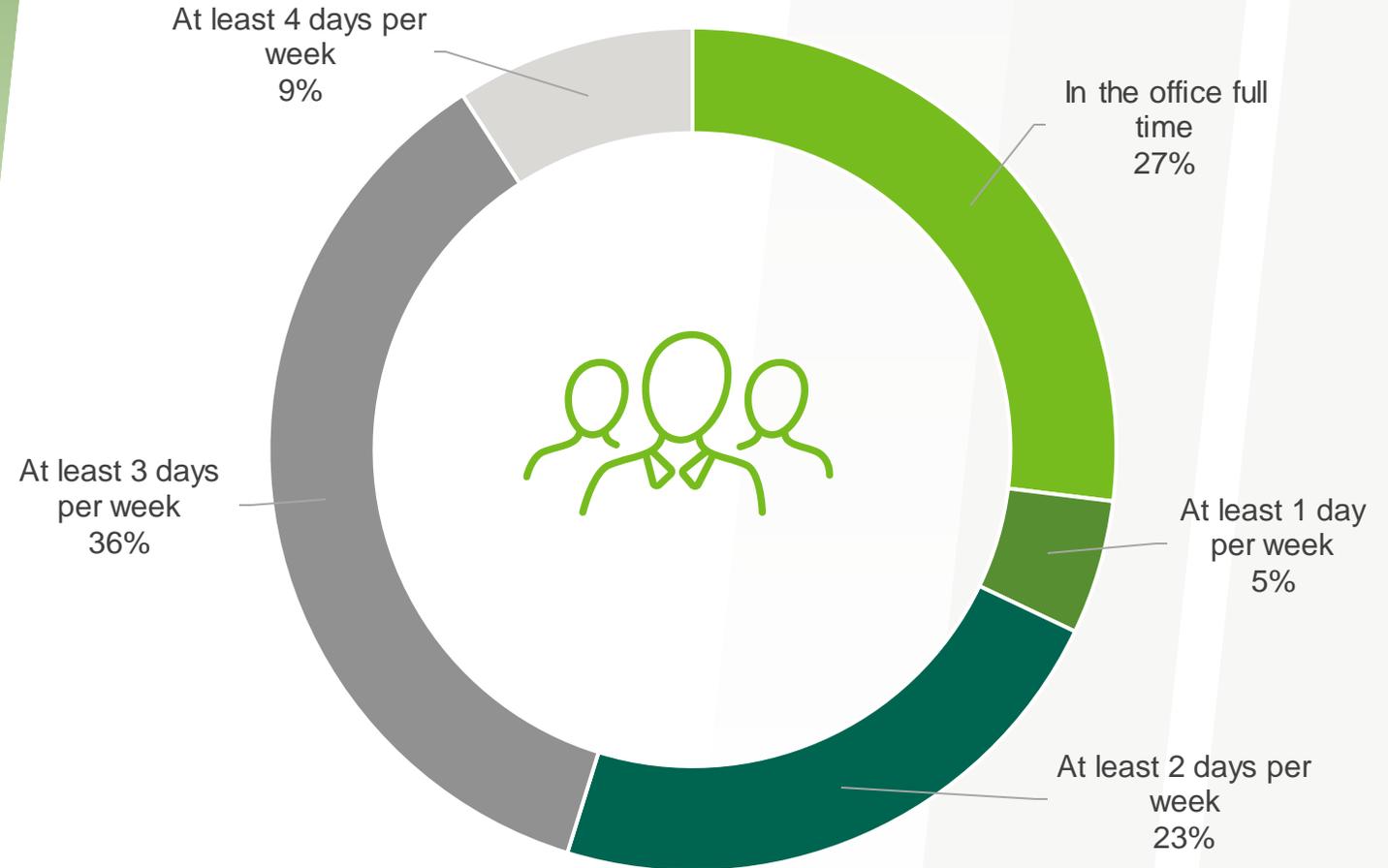
For those organizations requiring only specific job functions back in the office (at least part time).



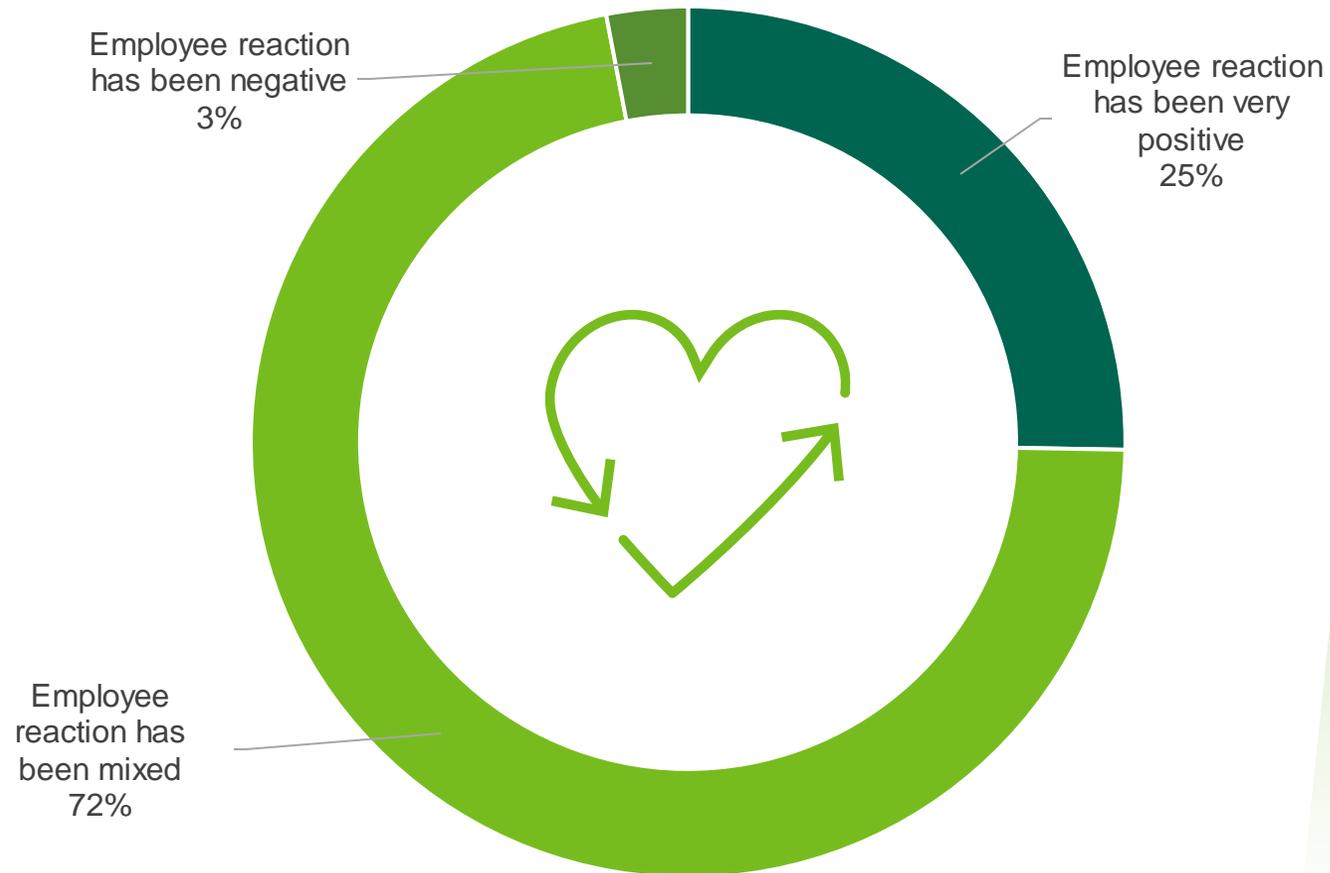
NUMBER OF DAYS EMPLOYEES ARE REQUIRED TO BE IN THE OFFICE

A strong majority (73%) of employers are not requiring their employees to be back in the office full time.

59% of organizations are requiring employees back in the office at least 2 to 3 days per week.



REACTION TO THE RETURN TO OFFICE POLICY



For those organizations requiring employees back in the office, only a small minority indicated that employee reaction was generally negative.

However, 27% of respondents indicated that their organizations were concerned that the policies would have a negative impact on attrition.

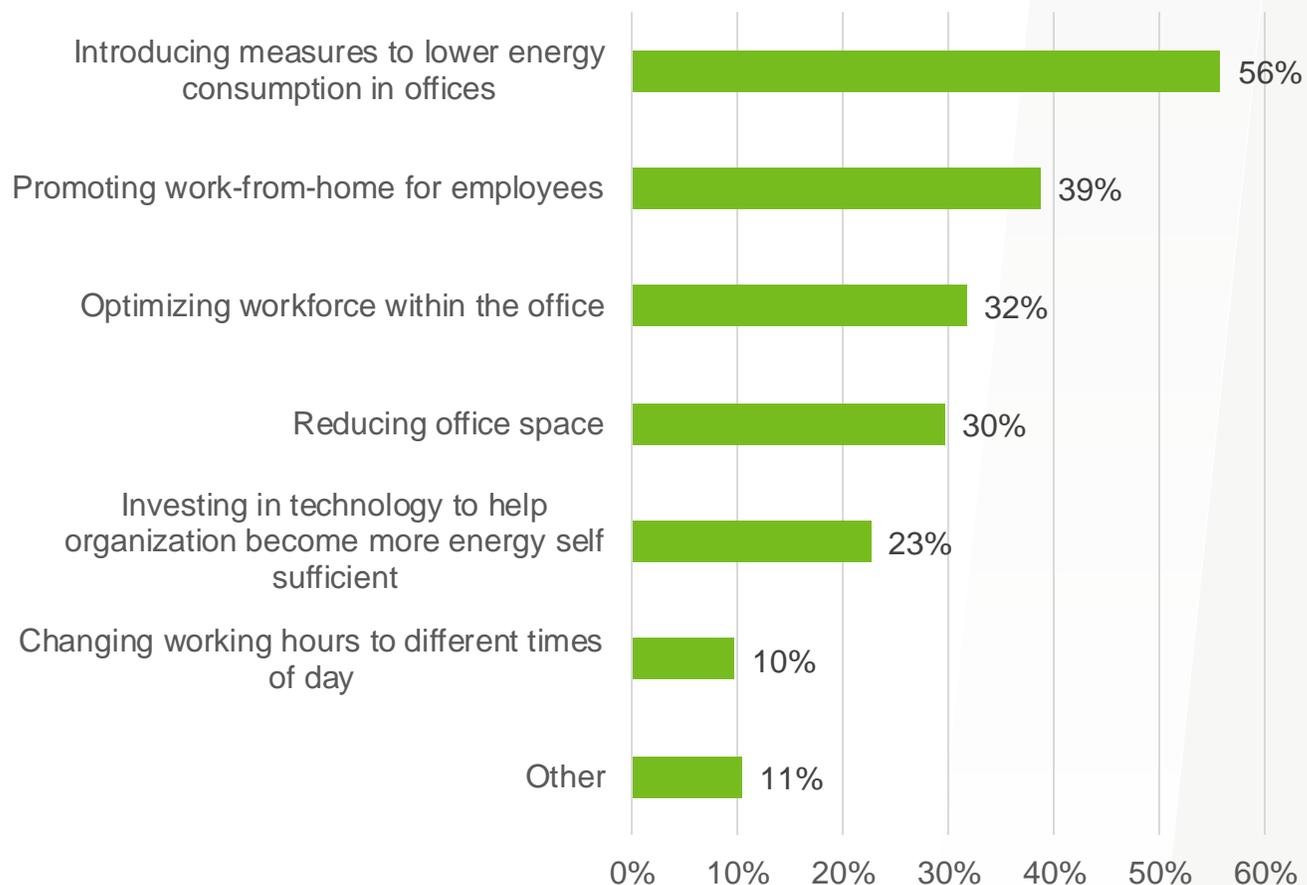


ORGANIZATIONS MAKING POLICY CHANGES DUE TO ENERGY COSTS

With rising energy costs, only 4% of respondents indicated their organization was taking measures to change their policies as a cost saving effort.

Even in Europe, with energy costs of particular concern in that region, only 5% of respondents indicated implementing policy changes.

Of the 4% of organizations making changes, 56% are focusing on reducing energy consumption in their physical offices.



2023

SALARY PLANNING



2023 PLANNED SALARY INCREASES

EMERGING ASIA

Median and average planned salary increases in 2023 by employee group

Country	All Employees		Median Increase by Employee Group			
	Average Increase	Median Increase	Executive / Senior Management	Middle Management / Seasoned Professional	Supervisory / Junior Professional	Clerical / Operations
Pakistan	12.7%	12.0%	12.0%	12.0%	12.0%	12.0%
India	9.9%	10.0%	9.8%	10.0%	10.0%	10.0%
Vietnam	7.3%	8.0%	7.9%	8.0%	8.0%	7.9%
Indonesia	6.9%	7.0%	6.9%	7.0%	7.0%	7.0%
Philippines	5.5%	5.5%	5.5%	5.5%	5.5%	5.5%
China	5.6%	5.5%	5.0%	5.5%	5.5%	5.8%
Malaysia	4.7%	5.0%	5.0%	5.0%	5.0%	5.0%
Thailand	4.9%	5.0%	5.0%	5.0%	5.0%	5.0%



2023 PLANNED SALARY INCREASES

DEVELOPED ASIA

Median and average planned salary increases in 2023 by employee group

Country	All Employees		Median Increase by Employee Group			
	Average Increase	Median Increase	Executive / Senior Management	Middle Management / Seasoned Professional	Supervisory / Junior Professional	Clerical / Operations
Korea	4.7%	4.5%	4.5%	4.5%	4.5%	4.6%
Singapore	4.1%	4.0%	4.0%	4.0%	4.0%	4.0%
Taiwan, China	4.1%	3.9%	3.9%	3.9%	3.9%	3.9%
Hong Kong, China	3.5%	3.6%	3.5%	3.7%	3.7%	3.6%
Japan	2.7%	2.5%	2.5%	2.5%	2.5%	2.5%



2023 PLANNED SALARY INCREASES

PACIFIC

Median and average planned salary increases in 2023 by employee group

Country	All Employees		Median Increase by Employee Group			
	Average Increase	Median Increase	Executive / Senior Management	Middle Management / Seasoned Professional	Supervisory / Junior Professional	Clerical / Operations
New Zealand	4.0%	3.8%	3.5%	3.8%	4.0%	4.0%
Australia	3.8%	3.5%	3.5%	3.5%	3.5%	3.5%



2023 PLANNED SALARY INCREASES

NORTH AMERICA

Median and average planned salary increases in 2023 by employee group

Country	All Employees		Median Increase by Employee Group			
	Average Increase	Median Increase	Executive / Senior Management	Middle Management / Seasoned Professional	Supervisory / Junior Professional	Clerical / Operations
Canada	3.8%	4.0%	4.0%	4.0%	4.0%	4.0%
United States of America	4.4%	4.0%	4.0%	4.0%	4.0%	4.0%



2023 PLANNED SALARY INCREASES

MEXICO & CENTRAL AMERICA

Median and average planned salary increases in 2023 by employee group

Country	All Employees		Median Increase by Employee Group			
	Average Increase	Median Increase	Executive / Senior Management	Middle Management / Seasoned Professional	Supervisory / Junior Professional	Clerical / Operations
Dominican Republic	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%
Mexico	6.8%	7.0%	6.8%	7.0%	7.0%	7.0%
Honduras	7.0%	6.5%	6.0%	6.0%	6.0%	8.0%
Nicaragua	6.6%	6.3%	6.3%	6.3%	6.3%	6.3%
Guatemala	5.4%	5.0%	5.0%	5.0%	5.0%	5.0%
El Salvador	5.0%	4.3%	4.0%	4.0%	4.0%	5.0%
Costa Rica	5.8%	4.2%	4.0%	4.0%	4.0%	4.5%
Panama	4.3%	3.9%	4.0%	4.0%	4.0%	3.5%



2023 PLANNED SALARY INCREASES

SOUTH AMERICA

Median and average planned salary increases in 2023 by employee group

Country	All Employees		Median Increase by Employee Group			
	Average Increase	Median Increase	Executive / Senior Management	Middle Management / Seasoned Professional	Supervisory / Junior Professional	Clerical / Operations
Argentina	77.3%	73.9%	74.0%	74.0%	74.0%	73.6%
Colombia	10.5%	10.7%	10.0%	10.3%	11.0%	11.4%
Uruguay	7.2%	8.4%	8.3%	8.5%	8.5%	8.2%
Brazil	8.3%	8.0%	8.0%	8.0%	8.0%	8.0%
Chile	6.9%	6.5%	6.4%	6.5%	6.4%	6.5%
Paraguay	5.9%	5.6%	5.5%	5.5%	5.5%	5.7%
Peru	6.3%	5.4%	5.0%	5.5%	5.4%	5.5%
Bolivia	4.5%	4.0%	4.0%	4.0%	4.0%	4.0%
Ecuador	3.9%	3.3%	3.0%	3.0%	3.0%	4.0%



2023 PLANNED SALARY INCREASES

AFRICA

Median and average planned salary increases in 2023 by employee group

Country	All Employees		Median Increase by Employee Group			
	Average Increase	Median Increase	Executive / Senior Management	Middle Management / Seasoned Professional	Supervisory / Junior Professional	Clerical / Operations
Ethiopia	19.2%	17.6%	16.5%	18.0%	18.0%	18.0%
Nigeria	13.7%	13.0%	13.0%	13.0%	13.0%	13.0%
Ghana	15.3%	12.2%	11.4%	11.7%	12.0%	13.5%
Egypt	12.8%	11.8%	11.0%	12.0%	12.0%	12.0%
Zambia	11.7%	9.9%	9.5%	10.0%	10.0%	10.0%
Angola	7.9%	8.5%	8.5%	8.5%	8.5%	8.5%
Tunisia	7.4%	7.5%	7.1%	7.4%	7.7%	7.7%
Algeria	7.3%	7.3%	7.3%	7.3%	7.3%	7.3%
Kenya	7.2%	6.9%	6.9%	7.0%	6.9%	6.9%
Uganda	6.6%	6.7%	6.7%	6.7%	6.7%	6.7%
Mozambique	6.2%	6.0%	6.0%	6.0%	6.0%	6.0%
South Africa	6.3%	6.0%	6.0%	6.0%	6.0%	6.0%



2023 PLANNED SALARY INCREASES – AFRICA (CONT.)

Median and average planned salary increases in 2023 by employee group

Country	All Employees		Median Increase by Employee Group			
	Average Increase	Median Increase	Executive / Senior Management	Middle Management / Seasoned Professional	Supervisory / Junior Professional	Clerical / Operations
Tanzania	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Mauritius	4.7%	4.9%	4.8%	4.8%	5.0%	5.0%
Botswana	4.7%	4.8%	4.8%	4.8%	4.8%	4.8%
Senegal	5.4%	4.5%	4.5%	4.5%	4.5%	4.5%
Cote d'Ivoire	4.3%	4.1%	4.0%	4.5%	4.0%	4.0%
Morocco	4.4%	4.1%	4.0%	4.1%	4.1%	4.1%



2023 PLANNED SALARY INCREASES

MIDDLE EAST

Median and average planned salary increases in 2023 by employee group

Country	All Employees		Median Increase by Employee Group			
	Average Increase	Median Increase	Executive / Senior Management	Middle Management / Seasoned Professional	Supervisory / Junior Professional	Clerical / Operations
Jordan	4.3%	4.7%	4.6%	4.6%	4.6%	5.0%
Iraq	5.2%	4.6%	4.5%	4.0%	5.0%	5.0%
Kuwait	4.8%	4.5%	4.0%	4.0%	5.0%	5.0%
Lebanon	6.6%	4.5%	4.5%	4.5%	4.5%	4.5%
Saudi Arabia	4.7%	4.5%	4.4%	4.5%	4.5%	4.4%
United Arab Emirates	4.5%	4.1%	4.0%	4.0%	4.2%	4.2%
Qatar	4.9%	4.0%	4.0%	4.0%	4.0%	4.0%
Bahrain	3.6%	3.9%	3.8%	4.0%	4.0%	4.0%
Oman	3.5%	3.4%	3.4%	3.4%	3.4%	3.5%



2023 PLANNED SALARY INCREASES

WESTERN EUROPE

Median and average planned salary increases in 2023 by employee group

Country	All Employees		Median Increase by Employee Group			
	Average Increase	Median Increase	Executive / Senior Management	Middle Management / Seasoned Professional	Supervisory / Junior Professional	Clerical / Operations
Belgium	8.7%	9.0%	9.0%	9.0%	9.0%	9.0%
Netherlands	5.6%	5.0%	5.0%	5.0%	5.0%	5.0%
United Kingdom	5.0%	5.0%	4.9%	5.0%	5.0%	5.0%
Austria	5.2%	4.9%	4.8%	5.0%	5.0%	5.0%
Germany	4.7%	4.5%	4.4%	4.5%	4.5%	4.5%
Portugal	4.4%	4.3%	4.0%	4.0%	4.2%	5.0%
Cyprus	4.7%	4.1%	3.2%	3.7%	4.7%	4.7%
France	4.1%	4.0%	4.0%	4.0%	4.0%	4.0%
Ireland	4.1%	4.0%	4.0%	4.0%	4.0%	4.0%
Norway	4.1%	4.0%	4.0%	4.0%	4.0%	4.0%
Spain	4.2%	4.0%	4.0%	4.0%	4.0%	4.0%
Denmark	3.9%	4.0%	3.8%	4.0%	3.9%	4.0%



2023 PLANNED SALARY INCREASES

WESTERN EUROPE (CONT.)

Median and average planned salary increases in 2023 by employee group

Country	All Employees		Median Increase by Employee Group			
	Average Increase	Median Increase	Executive / Senior Management	Middle Management / Seasoned Professional	Supervisory / Junior Professional	Clerical / Operations
Italy	4.0%	3.8%	3.7%	3.8%	3.9%	3.9%
Luxembourg	4.4%	3.7%	3.3%	3.3%	3.3%	5.0%
Sweden	3.9%	3.5%	3.5%	3.5%	3.5%	3.5%
Greece	3.9%	3.2%	3.0%	3.0%	3.1%	3.5%
Finland	3.4%	3.0%	3.0%	3.0%	3.0%	3.0%
Switzerland	2.9%	2.5%	2.5%	2.5%	2.5%	2.5%



2023 PLANNED SALARY INCREASES

EASTERN & CENTRAL EUROPE

Median and average planned salary increases in 2023 by employee group

Country	All Employees		Median Increase by Employee Group			
	Average Increase	Median Increase	Executive / Senior Management	Middle Management / Seasoned Professional	Supervisory / Junior Professional	Clerical / Operations
Turkey	48.5%	50.0%	50.0%	50.0%	50.0%	50.0%
Ukraine	13.7%	12.1%	11.5%	12.0%	12.0%	12.0%
Uzbekistan	13.2%	11.8%	14.0%	11.0%	11.0%	11.0%
Hungary	9.8%	10.0%	10.0%	10.0%	10.0%	10.0%
Kazakhstan	11.1%	10.0%	10.0%	10.0%	10.0%	10.0%
Poland	9.1%	9.4%	8.8%	9.7%	10.0%	10.0%
Romania	8.3%	8.0%	7.0%	8.0%	9.0%	9.0%
Azerbaijan	9.6%	7.9%	7.5%	8.0%	8.1%	8.1%
Georgia	8.0%	7.4%	7.5%	7.5%	7.0%	7.0%
Lithuania	7.6%	7.1%	6.5%	7.0%	8.0%	8.0%
Bosnia and Herzegovina	6.1%	7.0%	7.0%	6.8%	7.1%	7.1%
Republic of Serbia	7.7%	6.9%	6.0%	6.5%	8.0%	8.0%



2023 PLANNED SALARY INCREASES

EASTERN & CENTRAL EUROPE (CONT.)

Median and average planned salary increases in 2023 by employee group

Country	All Employees		Median Increase by Employee Group			
	Average Increase	Median Increase	Executive / Senior Management	Middle Management / Seasoned Professional	Supervisory / Junior Professional	Clerical / Operations
Czech Republic	6.7%	6.3%	5.0%	6.0%	7.0%	7.0%
Slovakia	6.6%	6.2%	5.0%	6.0%	6.9%	7.0%
Estonia	6.7%	6.1%	6.0%	6.0%	6.0%	6.5%
Albania	6.1%	5.5%	5.5%	5.5%	5.5%	5.5%
Bulgaria	7.1%	5.5%	5.4%	5.5%	5.5%	5.5%
Latvia	5.7%	5.2%	4.8%	5.0%	5.0%	6.0%
Croatia	4.4%	3.9%	3.6%	3.9%	4.0%	4.0%
Israel	4.2%	3.9%	3.7%	3.9%	3.9%	3.9%
Slovenia	4.3%	3.7%	3.5%	3.8%	3.8%	3.8%



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