



# MANAGING REWARDS IN CHALLENGING ECONOMIC TIMES

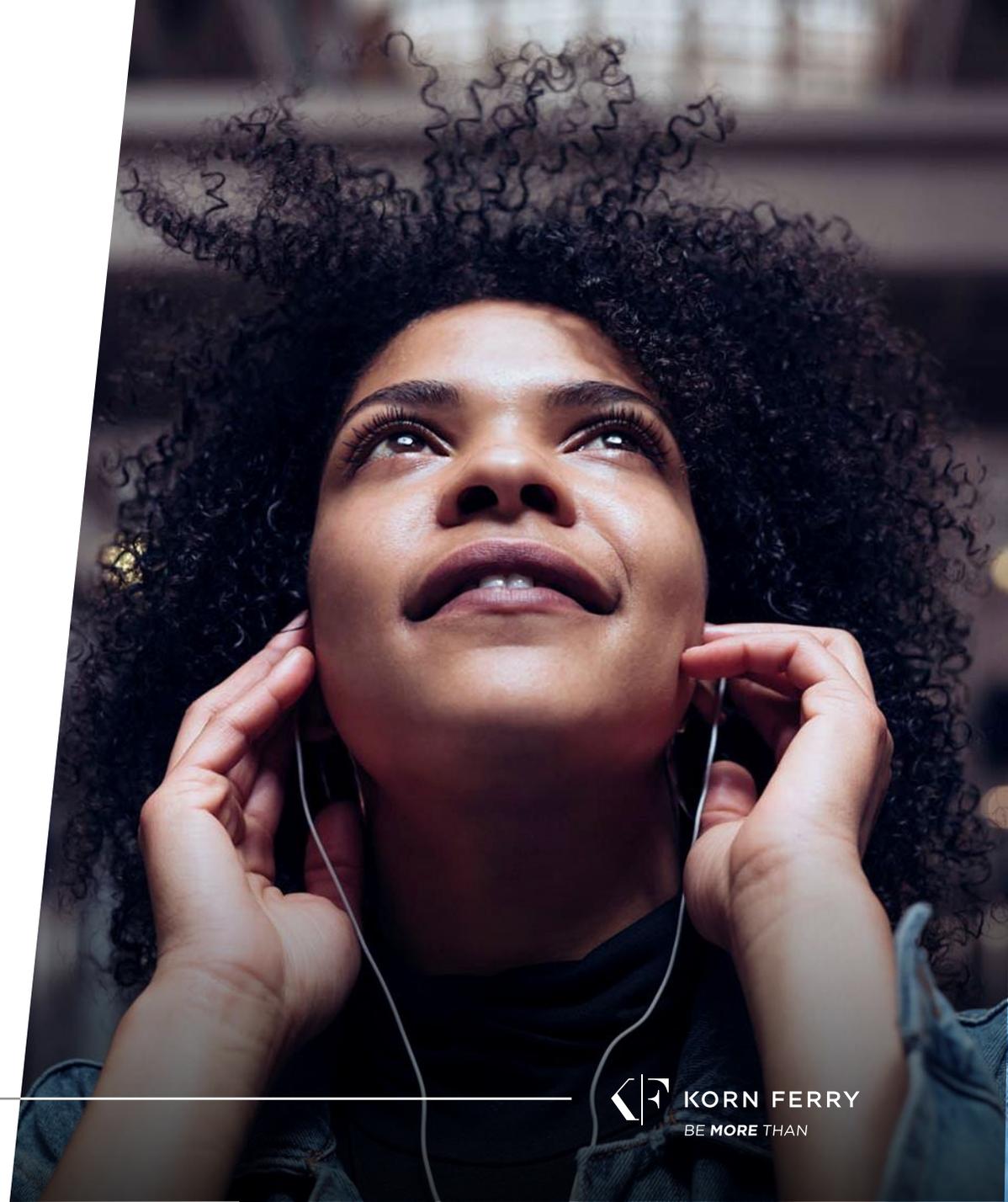
Global Total Rewards Pulse Survey 

JUNE 2024



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# *EXECUTIVE SUMMARY*



# INTRODUCTION

**This survey focuses on the dynamics of how organizations manage rewards in challenging economic times. Areas covered include:**

- Understanding of current business conditions
- Talent and reward program priorities
- Budgeting of rewards
- Pay differentiation
- Reward communication practices

This survey 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 during challenging economic times

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

This survey was fielded in May 2024 and reflects responses from 2,988 participants in 131 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](mailto:KornFerryPayServices@kornferry.com)

# KORN FERRY PERSPECTIVE ON GLOBAL RESULTS

## BUSINESS RESULTS

- A majority of companies (70%) report achieving or surpassing their targets in the prior fiscal year. Organizations are evenly distributed between those performing above and below business performance targets.
- A majority of organizations (64%) report that short-term bonuses/incentives are expected to remain consistent or exceed last year's amounts.
- A slight majority (61%) are not expecting to reduce their budgeted reward spend. 39% of companies have already reduced or plan to reduce their total rewards budget.
- A majority of organizations (68%) report that they have not and will not make a reduction in their workforce due to economic conditions. 32% of respondents report implementing workforce reductions. This is a significant increase compared to our surveys from the past two years.

## LABOR COST AND REWARD STRATEGY

- The most common approach in the market to reduce labor costs is via limiting the intake of new hires and temporary workers versus reductions in cost of the current workforce by either labor cuts or compensation freezes.
- About half of companies (46%) do not change their total reward strategy during challenging economic times. For the companies who do adjust their reward strategy, most of them apply changes that equally impact all employees vs. focusing on top performers or using discretionary approaches.
- A strong majority of organizations (92%) set total cash at median or above for all jobs and 89% of companies use the same market competitiveness position for all positions.

## IMPLICATION: A BALANCING ACT

- Measures of consumer confidence and anticipated business results have fluctuated greatly in 2024, but this data does not suggest a significant global economic downturn. However, organizations remain cautious in terms of growing their workforce and increasing labor costs.

# KORN FERRY PERSPECTIVE ON GLOBAL RESULTS

## BASE SALARY INCREASE MESSAGING

- A majority of organizations (61%) believe that most employees do NOT understand the current reward strategy.
- There is an opportunity for most organizations to clarify their messaging around their reward strategy in general and around the purpose of base salary increases specifically.
- A majority of organizations (62%) have a primary message to their base pay increases; however, this message varies across organizations – split between individual performance and external market. This is consistent for executive roles.
- There is a slight skew toward external market considerations as the primary message (i.e., market/inflation), with the secondary message being that the increase is intended to reward individual performance.
- Most companies believe that when the intended message isn't received as expected, it's often because people managers don't deliver the message effectively.

## DIFFERENTIATING BASE SALARY INCREASES

- A majority of respondents (75%) report that their companies differentiate pay for performance via base salary increases.
- Half of organizations indicate that they don't face challenges in differentiating between salary increases and performance.
- Of those who do experience challenges, most report the employee's acceptance of differentiation in pay, and the manager's ability to differentiate in pay.

## IMPLICATION: CLARITY IS KING

- Lack of clarity in reward and base pay strategies is a lost opportunity which erodes employee trust, credibility, engagement, and ultimately productivity.
- Lack of manager capability in communicating about reward and performance is also a drag on organization performance.

# KORN FERRY PERSPECTIVE ON GLOBAL RESULTS

## OFF-CYCLE PAY INCREASES

- Off-cycle base pay increase programs can include promotions, pay equity increases, external market competitiveness increases, counter-offers, retention awards, and other exceptions.
- This is an increasing area of management focus as a majority (58%) state that they are monitoring off-cycle increases more closely this year compared to previous years, suggesting a trend towards tighter governance.
- Most companies have formal guidelines and frameworks for promotions (76%) and pay equity adjustments (54%), but not for other types of off-cycle pay increases.
- Similarly, the number of companies that budget for off-cycle increases is lower than those companies that have formal guidelines and frameworks.
- There are substantial increases to base pay associated with off-cycle increases for those receiving them, which can result in a substantive impact to payroll.

## IMPLICATION: LACK OF FRAMEWORKS ARE COSTLY

- Most organizations have an opportunity to improve the clarity, consistency, and governance of their off-cycle pay programs, including principles for usage, eligibility, and adjustment amounts.
- This also includes budgeting – or at least planful spending for these types of increases. Often, these increases are not reported in salary increase surveys, which in turn understates what organizations are actually spending on base salary increases, typically between 0.5% to 1% of payroll in developed markets.
- The cost goes beyond financial, including potential pay equity inconsistencies and litigation risk.

# KORN FERRY PERSPECTIVE ON GLOBAL RESULTS

## EMPLOYEE ENGAGEMENT AND RETENTION

- For all employees, career development emerges as the primary focus for employee engagement and retention during challenging economic times, followed by other key non-financial rewards such as well-being programs, workplace flexibility, non-financial recognition, and increasing communications about the business and the employee value proposition. Financial compensation levers are not as prevalent.
- A majority of organizations (84%) use targeted approaches for engaging top performers during challenging economic times that are not necessarily extended to other employees. The most common approaches include accelerated promotions and career development opportunities as well as off-cycle base salary increases.
- Most companies utilize broad-based communications from senior leaders to communicate changes to reward programs during challenging economic times. Smaller team meetings led by managers is also a prevalent practice.

## IMPLICATION: FINANCIAL REWARDS ARE KEY FOR TOP PERFORMER RETENTION. NON-FINANCIAL REWARDS ARE KEY FOR ALL

- A range of compelling non-financial rewards is a differentiator during challenging economic times – particularly career development, workplace flexibility, well-being programs, non-financial recognition, and increased communications regarding business priorities and the employee value proposition.
- Focus for top performers include career development and promotional opportunities, meaningful job designs, and project opportunities – as well as focused financial compensation including off-cycle salary increases, key contributor bonuses, and retention programs.

# SUMMARY OF THE 2025 SALARY FORECAST

## MAJOR MARKETS

Country	All Employees		Employee Group			
	Avg.	Med.	Executive/ Senior Management	Middle Management/ Seasoned Professional	Supervisory/ Junior Professional	Clerical/ Operations
Australia	3.6%	3.5%	3.5%	3.5%	3.7%	3.7%
Brazil	4.5%	4.2%	4.0%	4.0%	5.0%	4.5%
Canada	3.4%	3.5%	3.0%	3.5%	3.5%	3.5%
China	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
France	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Germany	3.9%	3.5%	3.5%	3.5%	3.9%	3.8%
Italy	3.6%	3.4%	3.3%	3.6%	3.6%	3.0%
Japan	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Netherlands	3.7%	4.0%	4.0%	4.0%	4.0%	4.0%
Spain	3.4%	3.0%	3.0%	3.0%	3.4%	3.4%
United Arab Emirates	3.8%	4.0%	4.0%	4.0%	4.0%	4.0%
United Kingdom	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
United States of America	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%

# KORN FERRY PERSPECTIVE

## IMPLICATIONS FOR REWARD MANAGEMENT

To excel in a challenging economic environment, organizations must regularly update their reward strategies to align with their evolving business goals and talent needs. Total rewards encompass more than just cash compensation, making it crucial to evaluate both financial and non-financial rewards that are valued by employees, cost-effective, and market-differentiated.

Effective rewards should integrate with talent acquisition and management strategies. Businesses that customize their approach rather than mimic others can better navigate today's economy. This involves establishing principles and frameworks for promotions, pay equity, market adjustments, counter-offers, and other programs, ensuring they are fiscally managed.

Executives should ask if their reward programs enhance the employee experience, thereby improving the investor experience. Viewing employees as investors of their time,

energy, and talent, rather than costs, helps create a compelling employee experience and a strong employer brand.

High-performing organizations move away from generic reward programs to segmented, personalized rewards, emphasizing understanding and valuing these rewards. They foster inclusive environments with transparent, feedback-driven reward programs, considering multiple stakeholder perspectives.

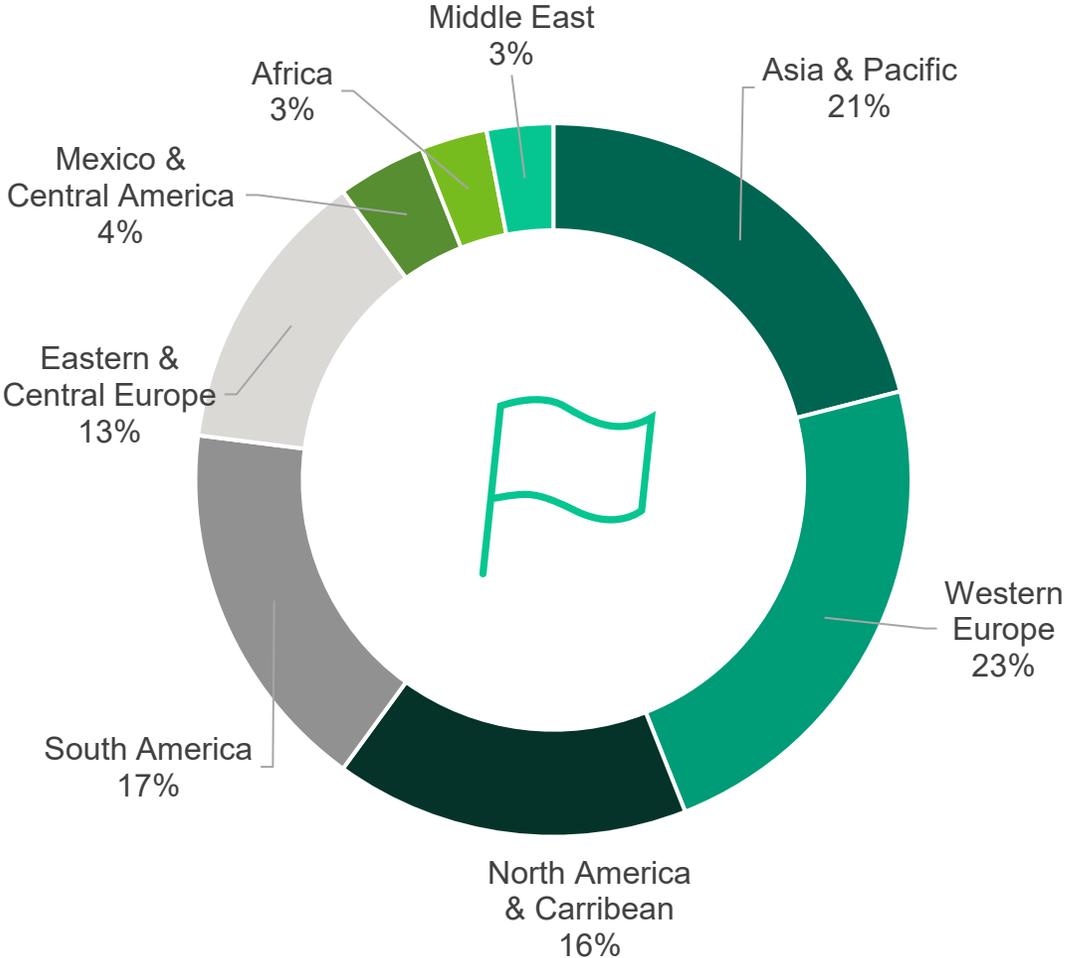
# ***PARTICIPANT OVERVIEW***



# PARTICIPANT OVERVIEW GEOGRAPHY

This report reflects responses from 2,988 participants across the globe. Organizations span a broad range of geographies, industries, size, and ownership structures.

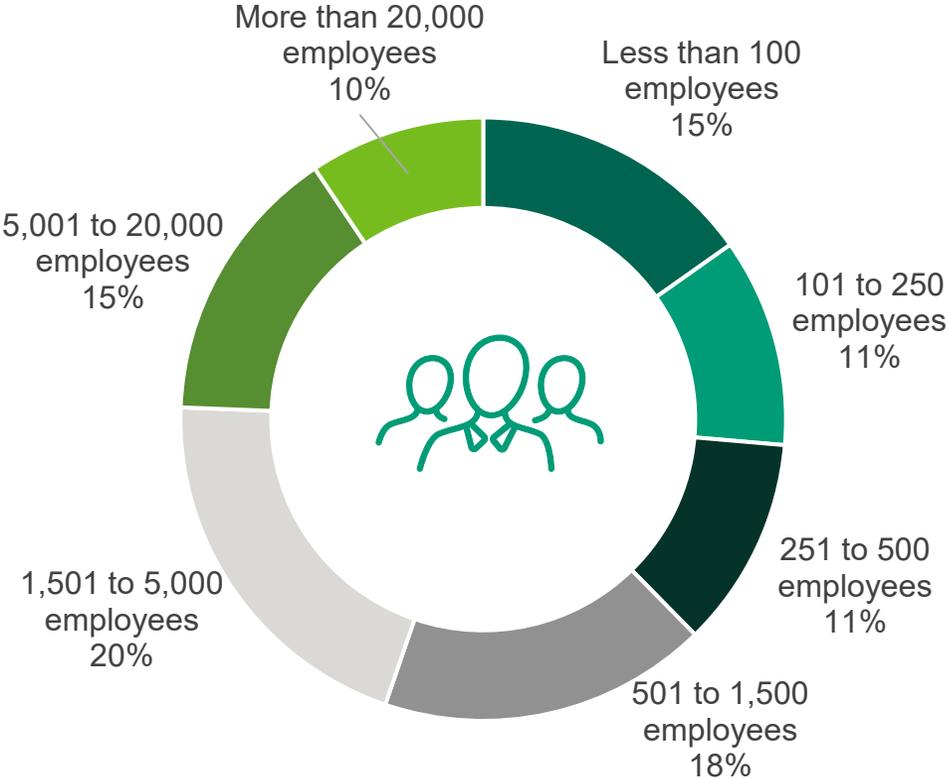
Respondents are largely from the HR function and include Total Rewards practitioners, HR Business Partners, and heads of HR.



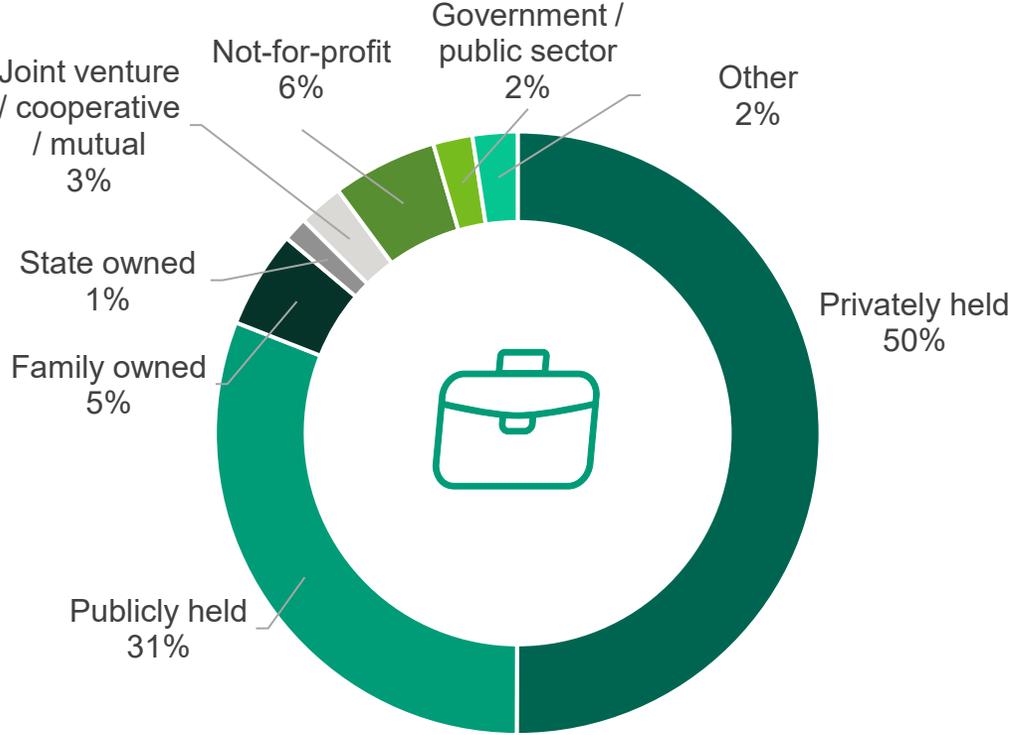
# PARTICIPANT OVERVIEW

## SIZE OF ORGANIZATION

### BY NUMBER OF EMPLOYEES

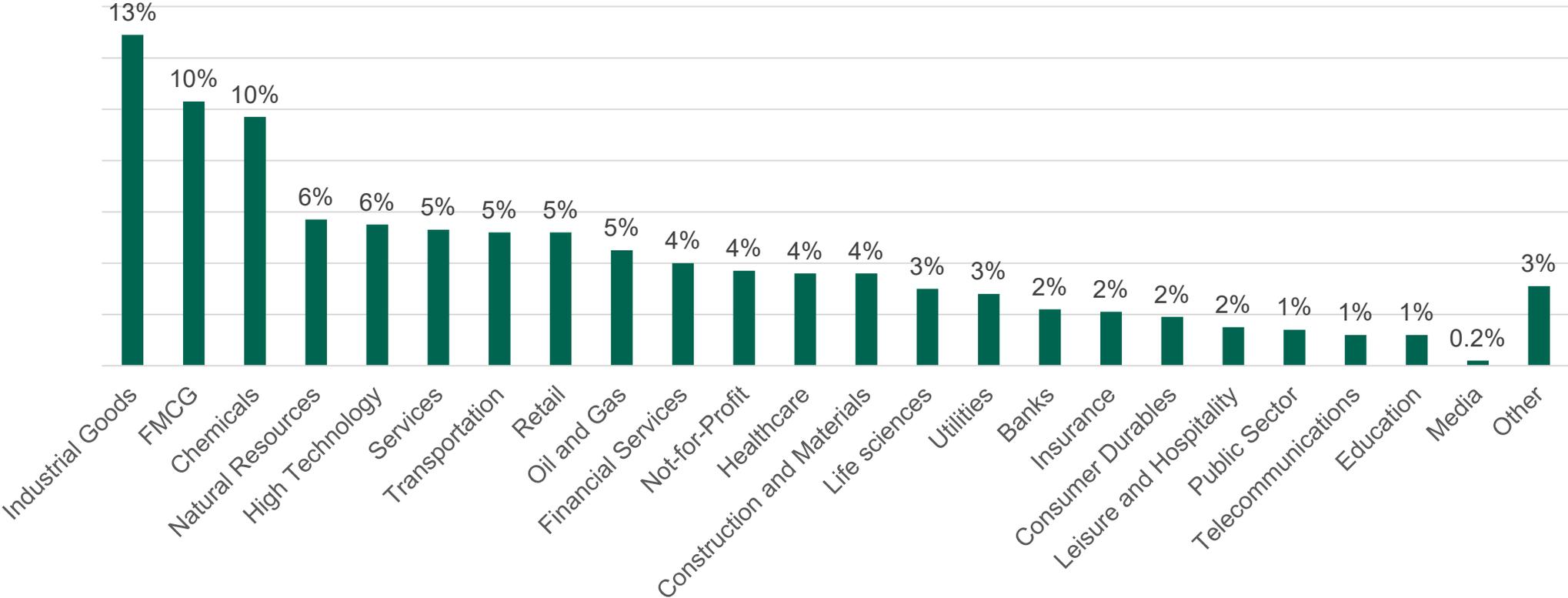


### BY OWNERSHIP TYPE



# PARTICIPANT OVERVIEW BY INDUSTRY

## BY INDUSTRY

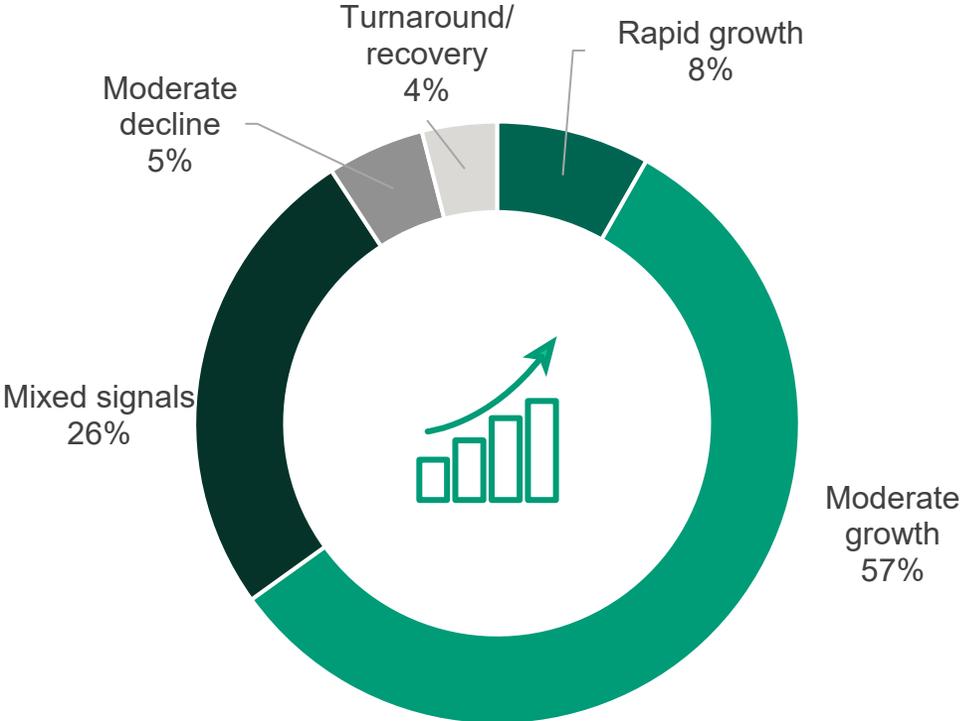


# *BUSINESS RESULTS*



# BUSINESS RESULTS VIEWS AND PERCEPTIONS

## ORGANIZATION'S CURRENT BUSINESS PROSPECTS

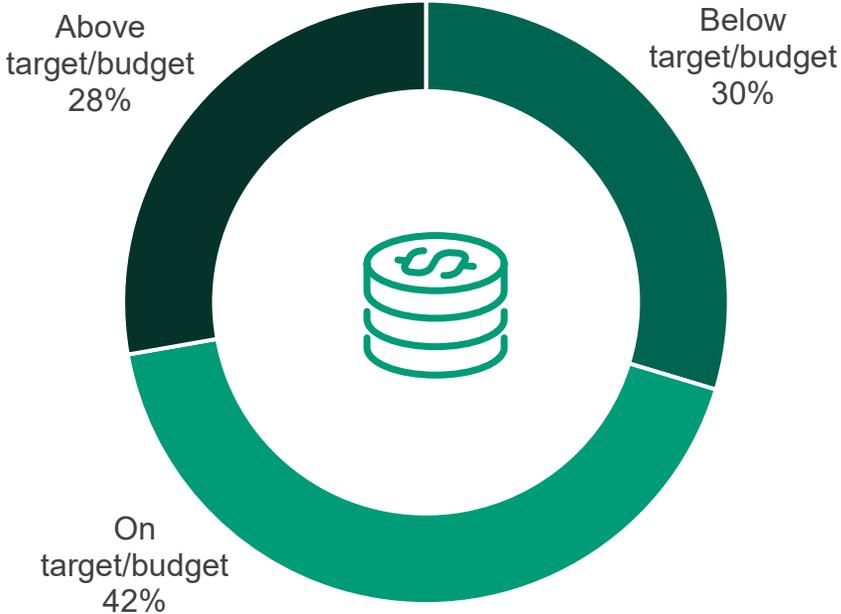


## FINDINGS

Respondents expressed a generally positive business outlook, with 7X more organizations reporting growth versus decline/recovery.

# BUSINESS RESULTS VIEWS AND PERCEPTIONS

## PRIOR FISCAL YEAR RESULTS

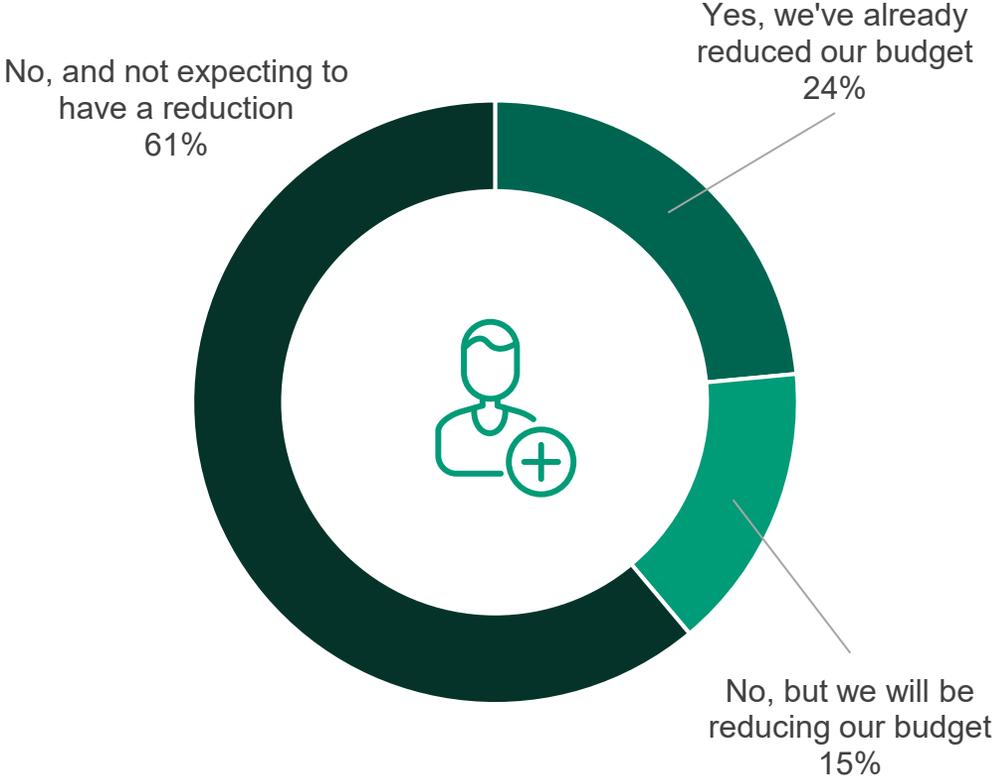


## FINDINGS

There is a balance in business results from the previous fiscal year, with 70% of companies achieving or surpassing their targets in the prior fiscal year. Organizations are fairly equally distributed between those performing above and below target.

# BUSINESS RESULTS VIEWS AND PERCEPTIONS

## IS YOUR ORGANIZATION REDUCING ITS TOTAL REWARDS BUDGET?



## FINDINGS

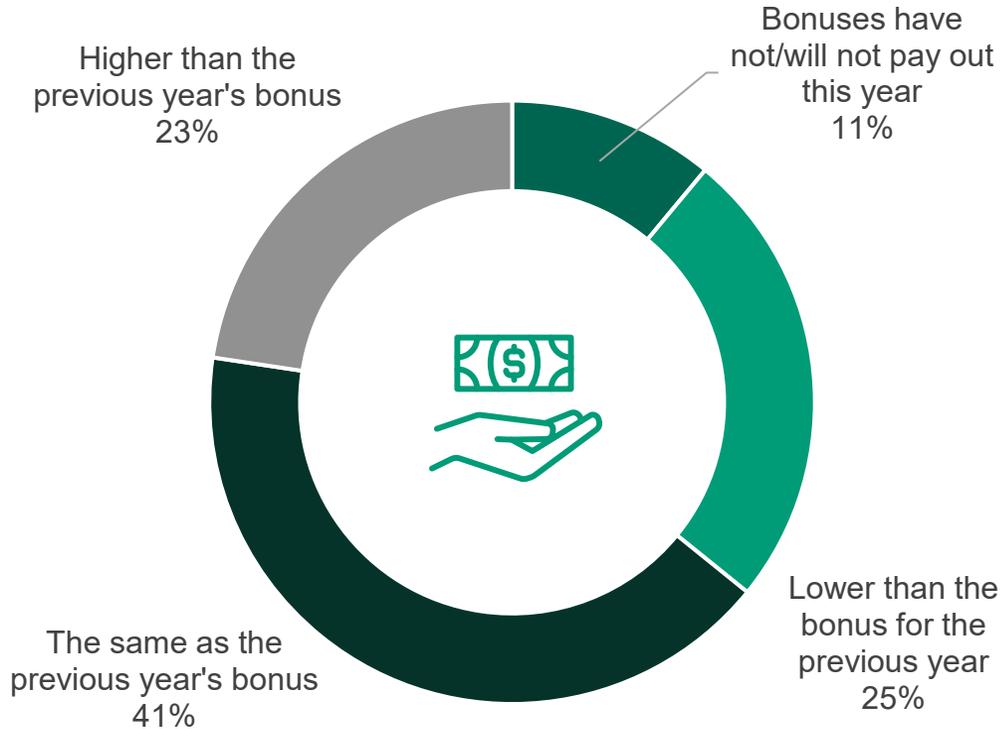
A slight majority of organizations are not expecting to reduce their budgeted reward spend.

39% of companies have already reduced or plan to reduce their total rewards budget.

Among those that indicated they were 'on target' in the previous slide, 34% have either reduced or will be reducing their budget despite that.

# BUSINESS RESULTS VIEWS AND PERCEPTIONS

## ARE BONUS PLANS BEING PAID OUT THIS YEAR FOR YOUR ORGANIZATION?



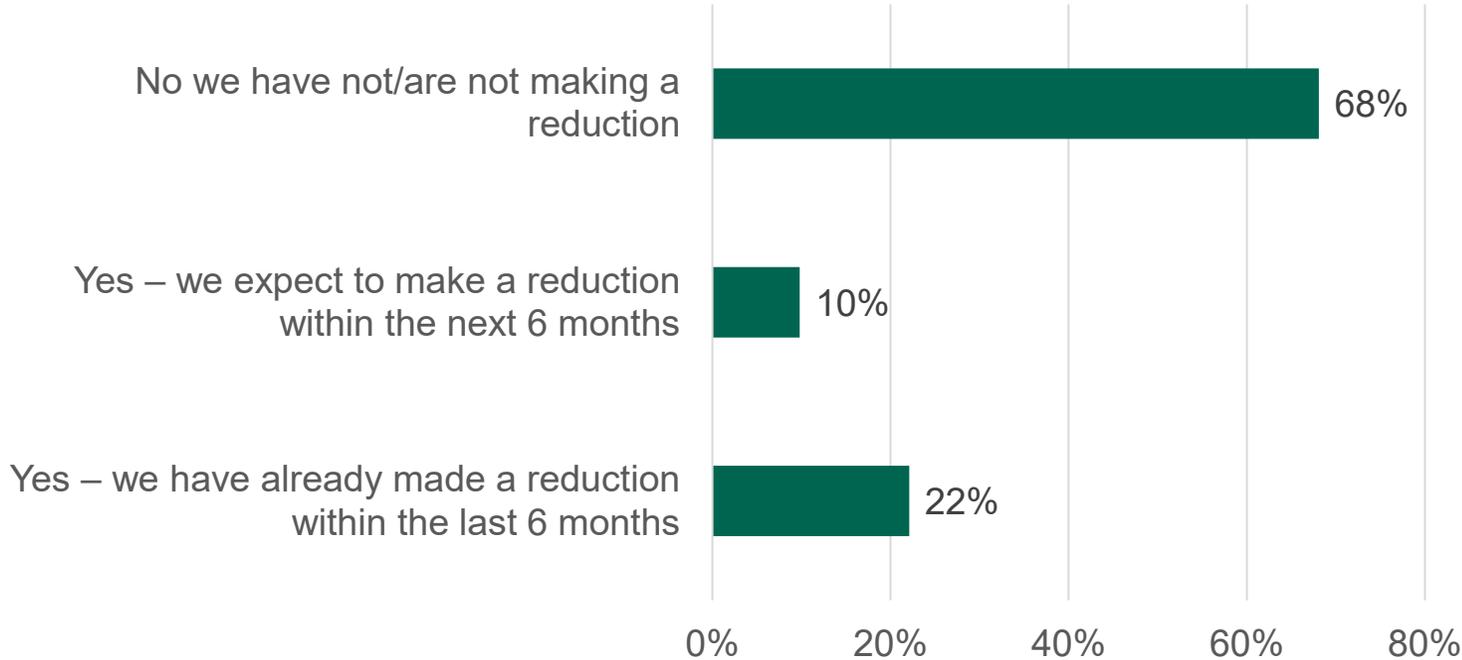
## FINDINGS

In a majority of organizations, short-term bonuses/incentives are expected to remain consistent or exceed last year's amounts.

The percentage of organizations expected to provide higher bonuses this year is roughly balanced by those expected to provide lower ones.

# BUSINESS RESULTS VIEWS AND PERCEPTIONS

## HAS YOUR ORGANIZATION ALREADY MADE (OR WILL MAKE) A RECENT REDUCTION IN ITS WORKFORCE DUE TO THE ECONOMIC ENVIRONMENT?



## FINDINGS

A majority of organizations report that they have not and will not make a reduction in its workforce due to economic conditions.

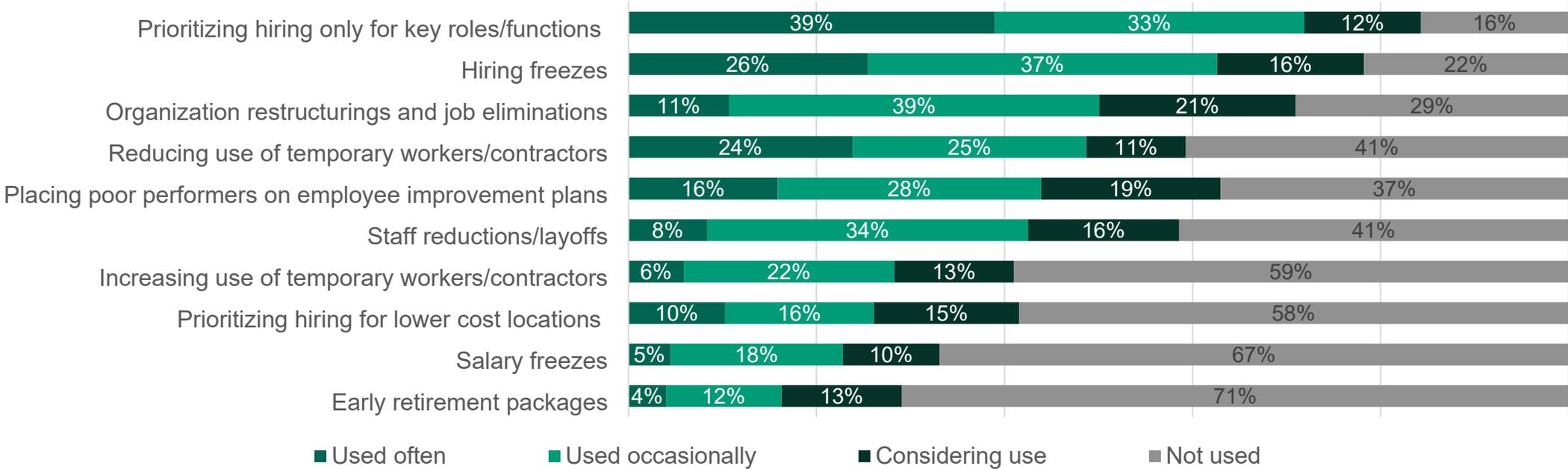
32% of respondents report implementing workforce reductions. This marks a significant increase compared to our surveys from the past two years, when the percentages were 22% (2023) and 18% (2022), respectively.

# LABOR COST AND REWARD MANAGEMENT STRATEGY



# LABOR COST AND REWARD MANAGEMENT STRATEGY

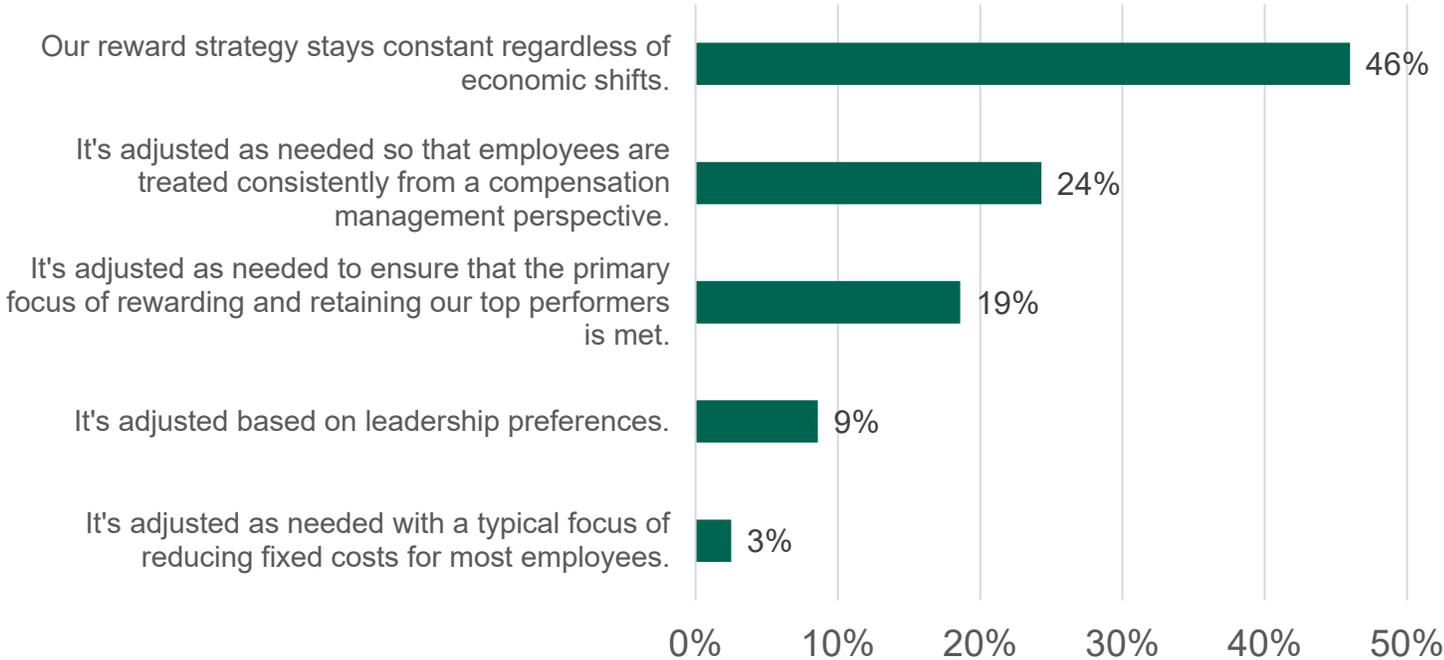
## IN CHALLENGING ECONOMIC TIMES, WHICH COST REDUCTION STRATEGIES DOES YOUR ORGANIZATION TYPICALLY USE?



The chart presents the options ranked by the highest number of companies that selected “Used often” or “Used occasionally.” The results clearly show that the most common approach in the market is to save costs by limiting the intake of new hires and temporary workers versus reductions in cost of the current workforce via either labor cuts or compensation freezes.

# LABOR COST AND REWARD MANAGEMENT STRATEGY

## IN CHALLENGING ECONOMIC TIMES, HOW DOES YOUR ORGANIZATION TYPICALLY VIEW ITS OVERARCHING REWARD STRATEGY?



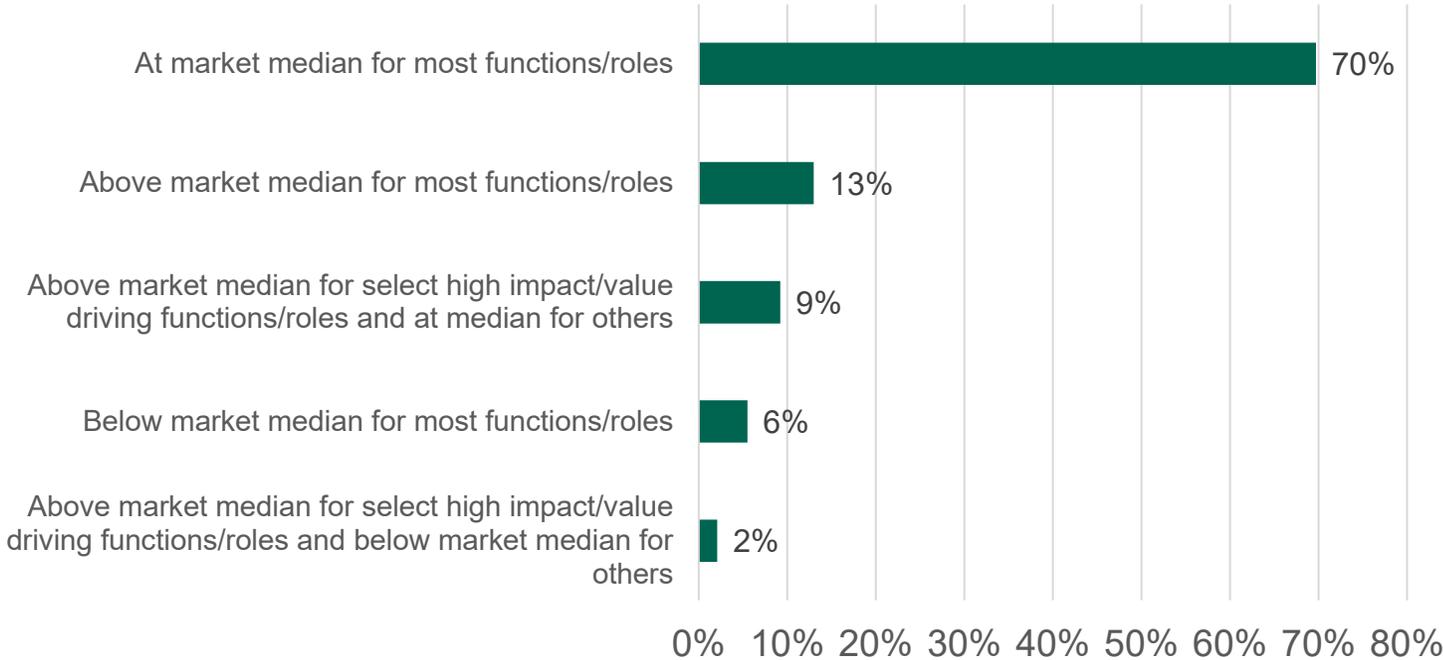
## FINDINGS

Roughly half (46%) of organizations did not change their Total Reward strategy during challenging economic times.

Of those that did adjust their reward strategy, most of them (24%) apply changes that equally impact all employees (versus a subset).

# LABOR COST AND REWARD MANAGEMENT STRATEGY

## HOW DOES YOUR ORGANIZATION SET ITS TOTAL CASH COMPENSATION TARGETS FOR FUNCTIONS/ROLES?



## FINDINGS

A strong majority of organizations (92%) set total cash at median or above for all jobs.

89% of companies use the same market competitiveness level for all positions.

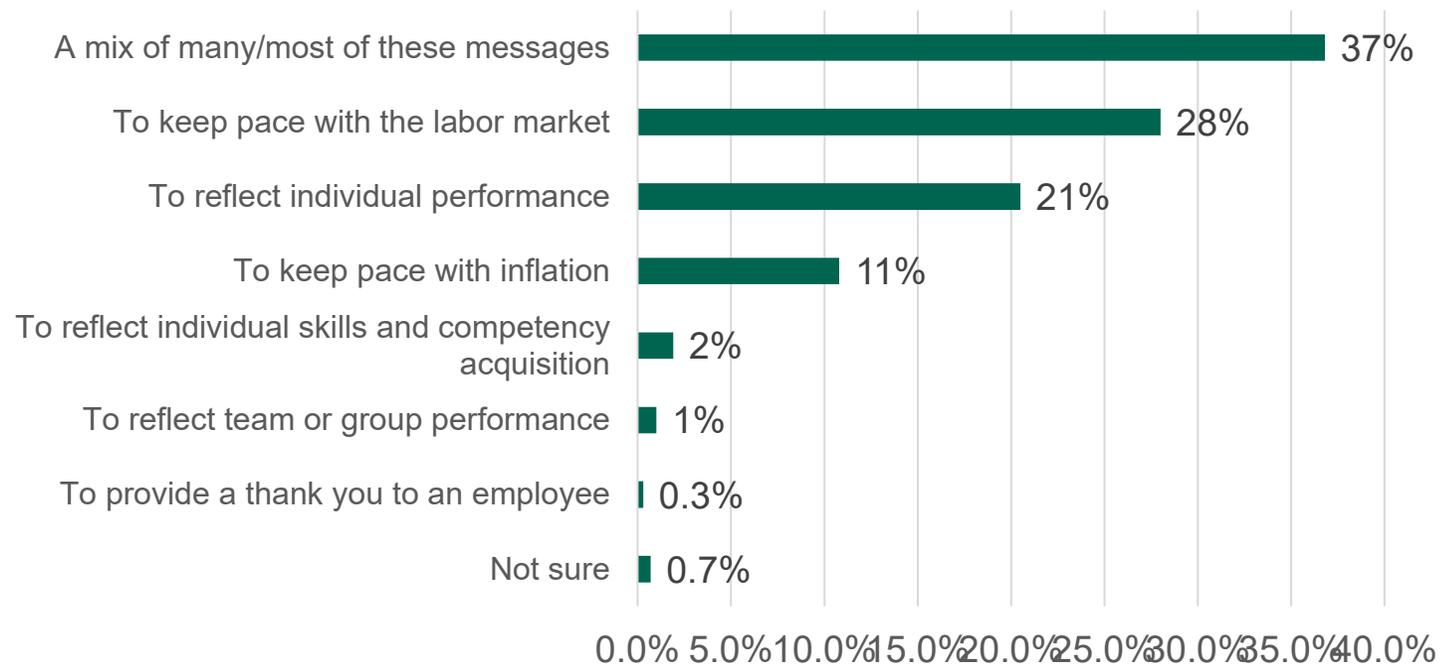
11% use different levels of market competitiveness to define Total Cash Compensation targets for certain functions/roles.



***BASE SALARY  
INCREASE  
MESSAGING***

# BASE SALARY INCREASE MESSAGING

## IN YOUR ORGANIZATION, WHAT IS THE PRIMARY MESSAGE AROUND THE SIZE OF THE BASE SALARY INCREASE TO ALL EMPLOYEES?



## FINDINGS

There is an opportunity for organizations to clarify their messaging around the purpose of base salary increases.

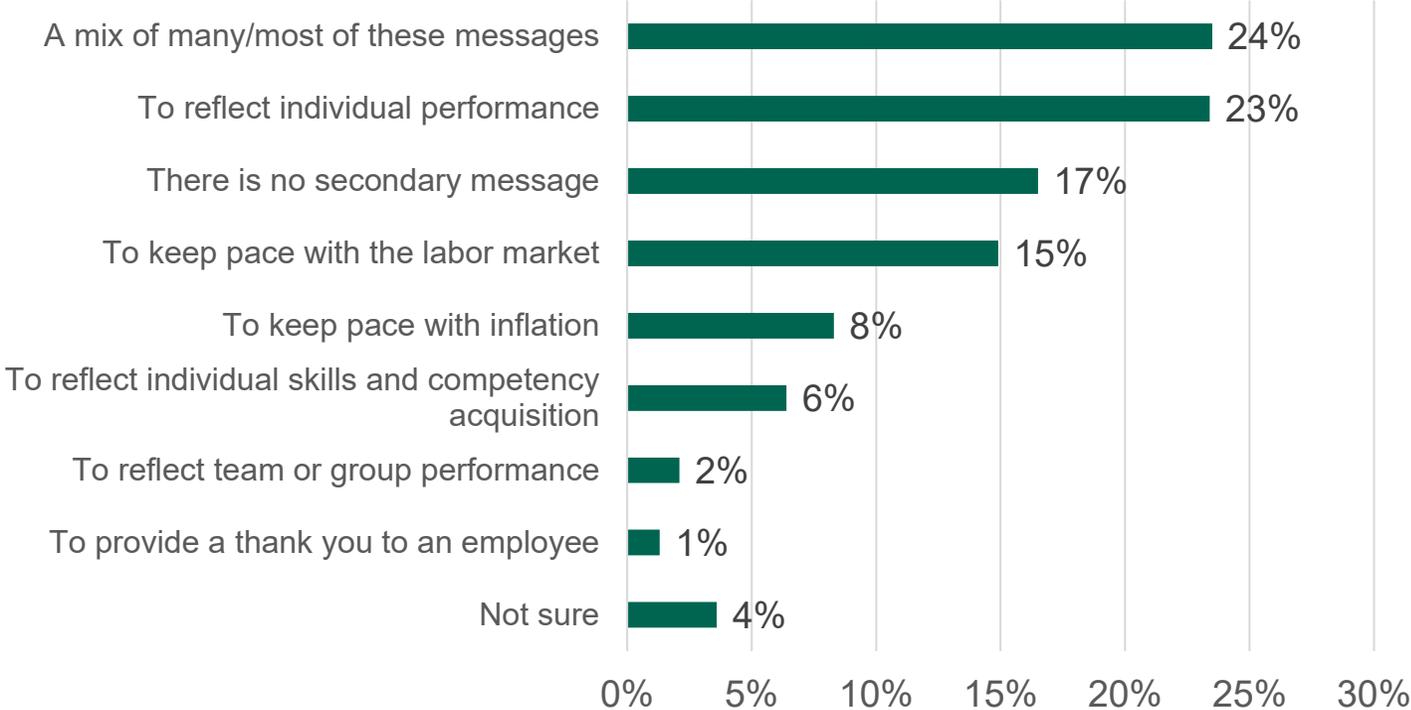
A majority of organizations (62%) have a primary message to their base pay increases.

This message, however, varies across organizations – split between individual performance and the external market.

There is a slight skew toward external market considerations as the primary message (i.e., market/inflation)

# BASE SALARY INCREASE MESSAGING

IN YOUR ORGANIZATION, WHAT IS THE SECONDARY MESSAGE AROUND THE BASE SALARY INCREASE TO ALL EMPLOYEES?

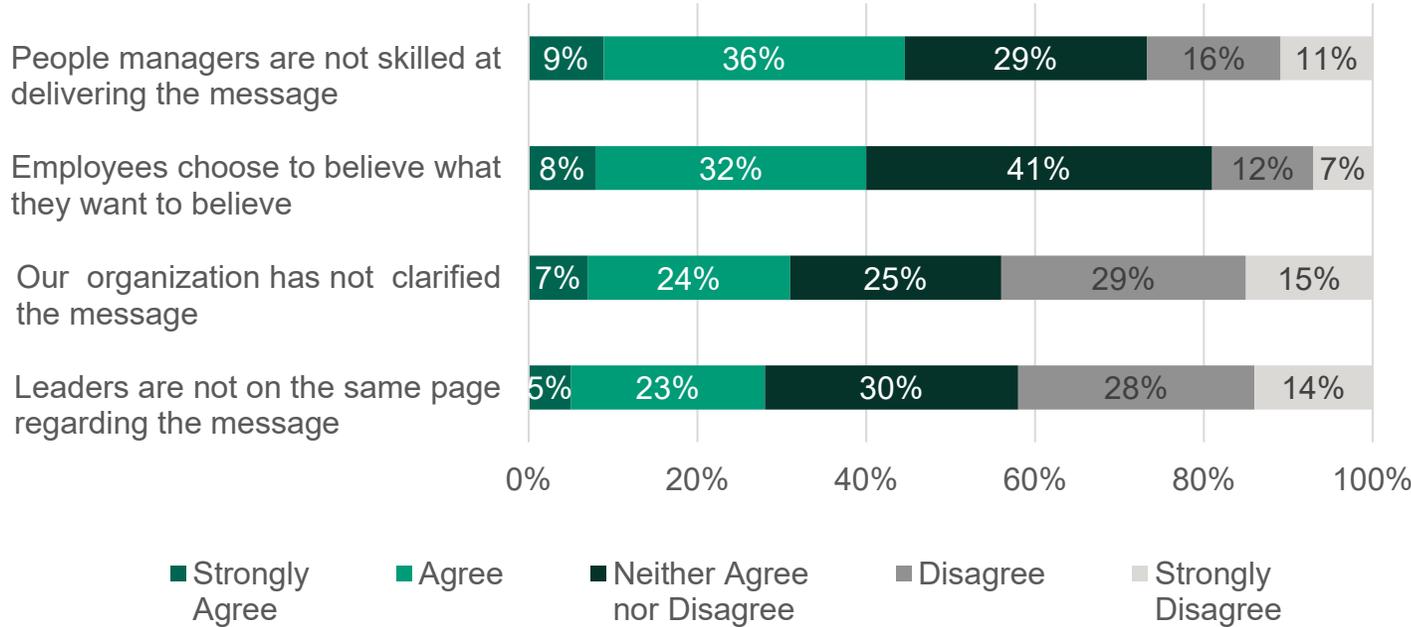


## FINDINGS

In most cases, the secondary message (when not a mix of messages) is that the base salary increase is focused on rewarding individual performance.

# BASE SALARY INCREASE MESSAGING

## IF EMPLOYEES DON'T UNDERSTAND THIS BASE SALARY INCREASE MESSAGING, THE PRIMARY REASON IS BECAUSE:



## FINDINGS

Most companies believe that when the intended message isn't received as expected, it's often because people managers don't deliver the message effectively.



***DIFFERENTIATING  
BASE  
SALARY INCREASES***

# DIFFERENTIATING BASE SALARY INCREASES

DOES YOUR ORGANIZATION DIFFERENTIATE PAY FOR PERFORMANCE VIA BASE SALARY INCREASES?



## FINDINGS

A majority of respondents (75%) report that their companies differentiate pay for performance via base salary increases.

# DIFFERENTIATING BASE SALARY INCREASES

**DO YOU EXPERIENCE CHALLENGES WITH THIS, AND IF SO WHAT STATEMENT BEST DESCRIBES THOSE CHALLENGES? NOTE: PERCENTAGES ARE THOSE WHO REPORT CHALLENGES.**



Half of organizations indicate that they don't face challenges in differentiating between salary increases and performance. Of those who do experience challenges, most report the employee's acceptance of differentiation in pay, and the manager's ability to differentiate pay.

# ***EXECUTIVE BASE SALARY INCREASES***



# EXECUTIVE BASE SALARY INCREASES

FOR EXECUTIVES, THE PRIMARY MESSAGING AROUND BASE SALARY INCREASES IS GENERALLY:

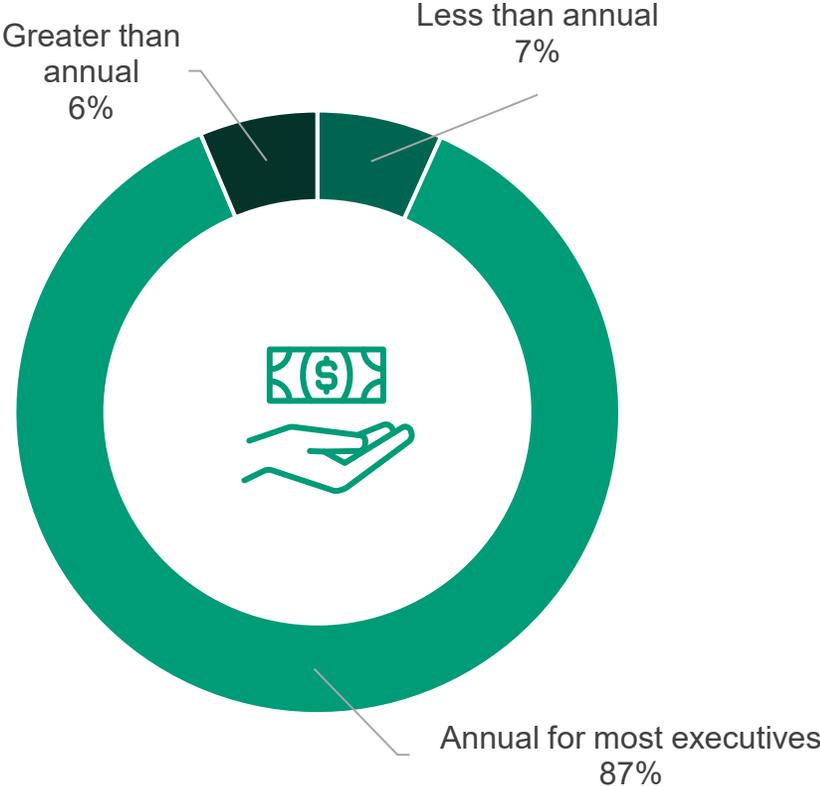


## FINDINGS

Similar to the findings for all employees, for executives, the main message behind base salary increases is to maintain competitiveness in the labor market, while also rewarding individual performance.

# EXECUTIVE BASE SALARY INCREASES

FREQUENCY OF BASE SALARY INCREASES FOR EXECUTIVES IS TYPICALLY:



## FINDINGS

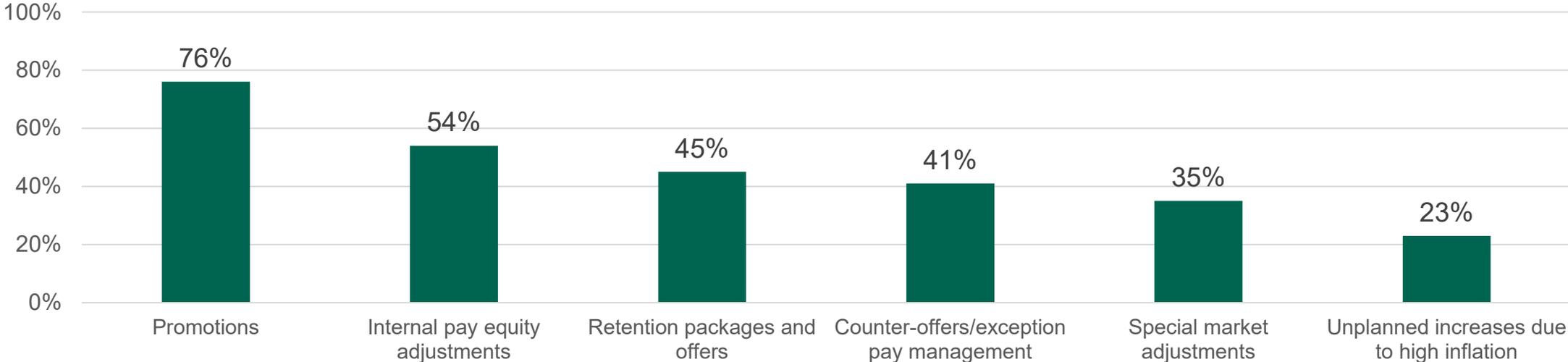
Most companies adjust the base salary of executives on an annual basis, with only a minority of cases adjusting more than once per year or at intervals longer than one year.

# OFF-CYCLE PAY INCREASES



# OFF-CYCLE PAY INCREASES

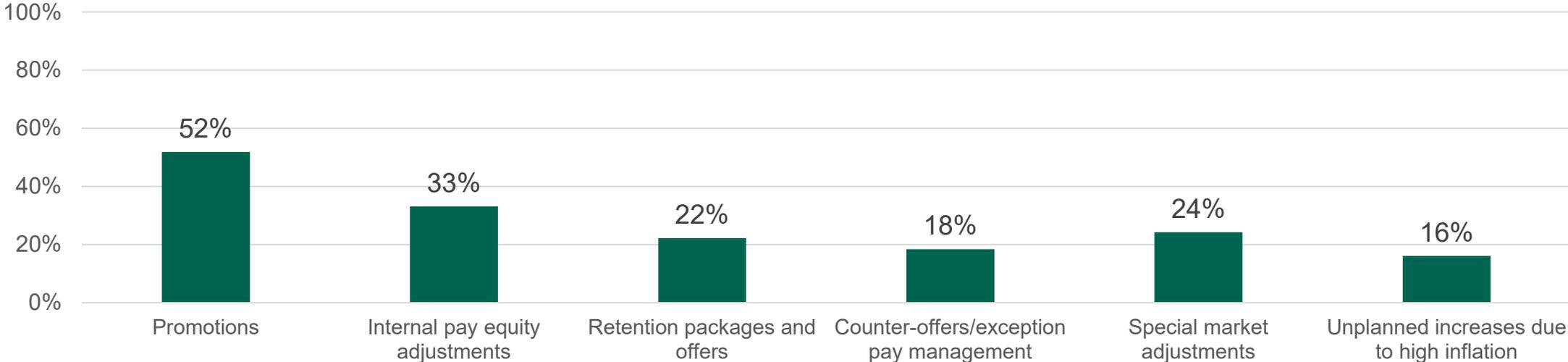
DO YOU HAVE FORMAL GUIDELINES AND FRAMEWORKS FOR THE FOLLOWING TYPES OF OFF-CYCLE PAY INCREASE:



Most companies have formal guidelines and frameworks for promotions and equity adjustments, but not for other types of off-cycle pay increases. When employees are considering leaving the organization, the most common approach is to handle these cases situationally. This likely results in inconsistent and costly implementation, and potential pay equity issues.

# OFF-CYCLE PAY INCREASES

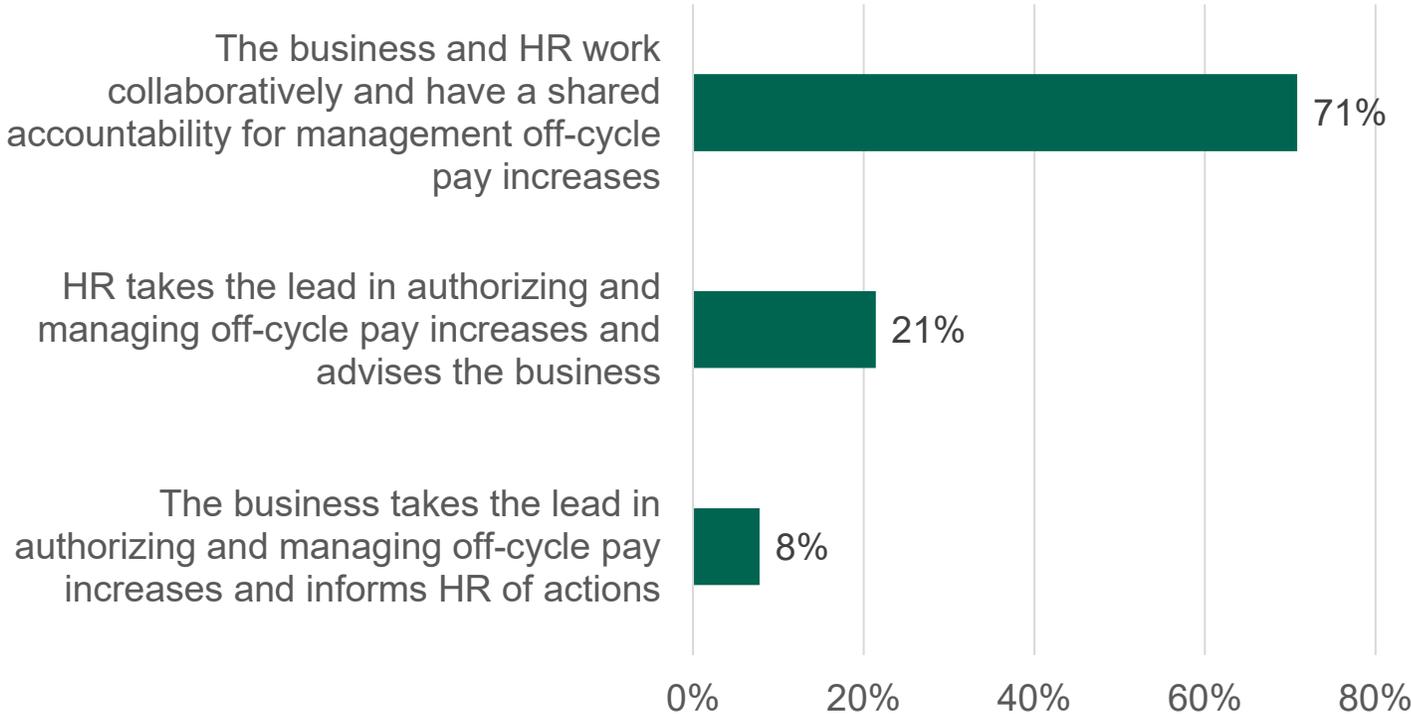
DO YOU FORMALLY BUDGET FOR THE FOLLOWING TYPES OF OFF-CYCLE PAY INCREASE:



The number of companies that budget for off-cycle base salary increases is lower than the number of companies that have formal guidelines and frameworks. Again, likely to result in inconsistencies, pay equity issues, and increased costs.

# OFF-CYCLE PAY INCREASES

## WHAT IS THE ROLE OF HR RELATIVE TO BUSINESS LEADERS IN AUTHORIZING AND MANAGING OFF-CYCLE PAY INCREASES?



## FINDINGS

Most respondents (71%) reported that, in their companies, decisions on off-cycle pay increases are shared between HR and the business.

In companies where one side usually takes the lead, it is most often HR.

This provides some protection to the organization where frameworks and budgets do not exist in this area.

# OFF-CYCLE PAY INCREASES

## WHAT PERCENTAGE OF EMPLOYEES TYPICALLY RECEIVE THE FOLLOWING INCREASES?

% of Employees	Promotions	Counter-offers/exception pay management	Internal pay equity adjustments	Retention packages and offers	Unplanned increases due to high inflation	Special market adjustments
0% of employees	9%	41%	35%	49%	77%	52%
1-2% of employees	22%	49%	35%	40%	8%	33%
3-5% of employees	31%	6%	18%	7%	4%	9%
6-10% of employees	22%	3%	6%	2%	3%	3%
11-15% of employees	8%	1%	3%	1%	1%	1%
16-25% of employees	4%	0%	1%	1%	0%	1%
More than 25% of employees	3%	0%	2%	1%	7%	1%

The table indicates that off-cycle promotions typically involve up to 10% of employees, whereas other forms of off-cycle pay generally impact less than 5% of the employee population. This may shed some light on why most companies have formal guidelines and budgets for off-cycle promotions, but not for other types of off-cycle salary increases.

# OFF-CYCLE PAY INCREASES

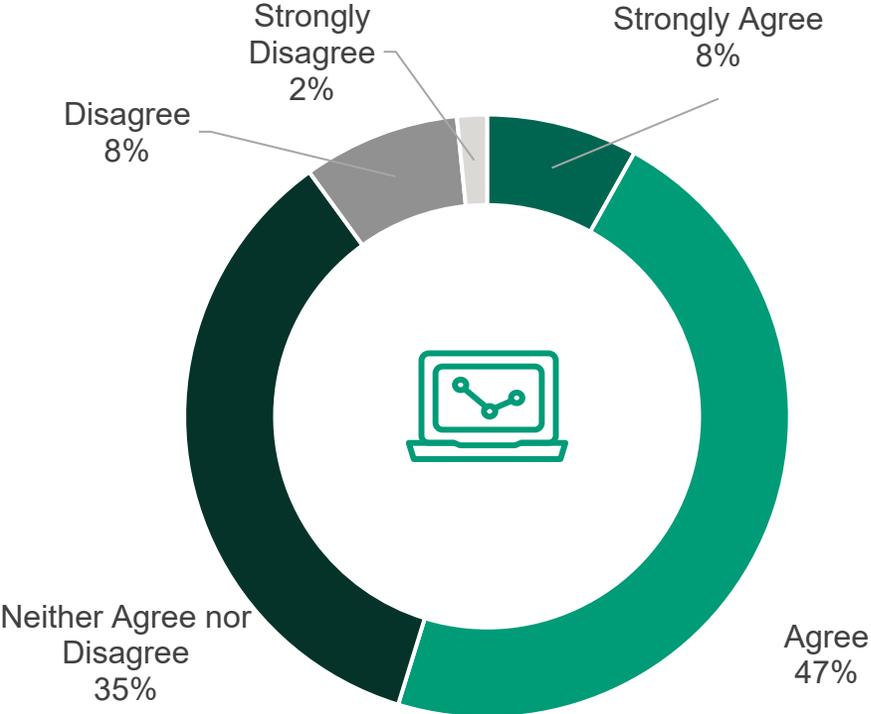
## WHAT % INCREASE TO BASE PAY IS TYPICALLY RECEIVED?

% of Salary Increase	Promotions	Counter-offers/exception pay management	Internal pay equity adjustments	Retention packages and offers	Unplanned increases due to high inflation	Special market adjustments
1-5%	11%	25%	43%	23%	55%	38%
6-10%	39%	36%	40%	38%	22%	35%
11-15%	30%	21%	11%	20%	8%	16%
16-20%	13%	12%	4%	12%	5%	8%
More than 20%	6%	6%	2%	8%	10%	4%

There are substantial increases to base pay associated with off-cycle increases for those receiving them (typically between 6-15% of base pay. With 2-5% of employees receiving these increases, this can result in a substantive impact to payroll – typically between 0.5% to 1.0% of payroll.

# OFF-CYCLE PAY INCREASES

## OUR OFF-CYCLE PAY MANAGEMENT PROCESS IS EFFECTIVE:



## FINDINGS

It appears that there is room for improvement in the off-cycle pay management process of most companies, given that only 55% of respondents believe their programs are effective, 10% consider them ineffective, and 35% are neutral about them.

# OFF-CYCLE PAY INCREASES

IS YOUR ORGANIZATION MONITORING OFF-CYCLE INCREASES MORE CLOSELY THAN IN THE PAST?



## FINDINGS

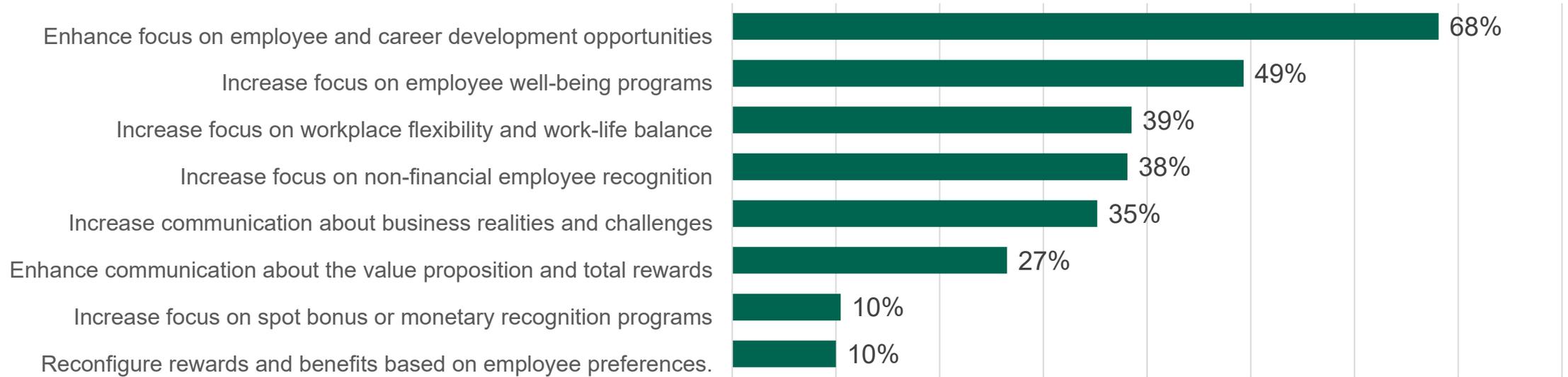
This is an increasing area of focus as 58% of companies have stated that they are monitoring off-cycle increases more closely this year compared to previous years, suggesting a trend towards tighter governance.

A person is seen from behind, opening light-colored curtains in a bright room. Sunlight streams through a large window, creating a warm, golden glow. A small potted plant sits on the windowsill. The overall mood is positive and hopeful.

# *EMPLOYEE ENGAGEMENT AND RETENTION*

# EMPLOYEE ENGAGEMENT AND RETENTION

## HOW DO YOU APPROACH EMPLOYEE ENGAGEMENT AND RETENTION DURING CHALLENGING ECONOMIC TIMES?



Focusing on career development emerges as the primary approach to employee engagement and retention in the market during challenging economic times, followed by other non-financial rewards such as well-being programs, workplace flexibility, non-financial recognition and increasing communications about the business and the employee value proposition. Financial compensation levers are not as prevalent.

# EMPLOYEE ENGAGEMENT AND RETENTION

## HOW DO YOU APPROACH ENGAGING AND RETAINING TOP PERFORMERS DURING CHALLENGING ECONOMIC TIMES?



A majority of organizations (84%) use targeted approaches for engaging top performers during challenging economic times that are not necessarily extended to other employees. The most common approaches include accelerated promotions and career development opportunities as well as off-cycle base salary increases and retention awards.

# EMPLOYEE ENGAGEMENT AND RETENTION

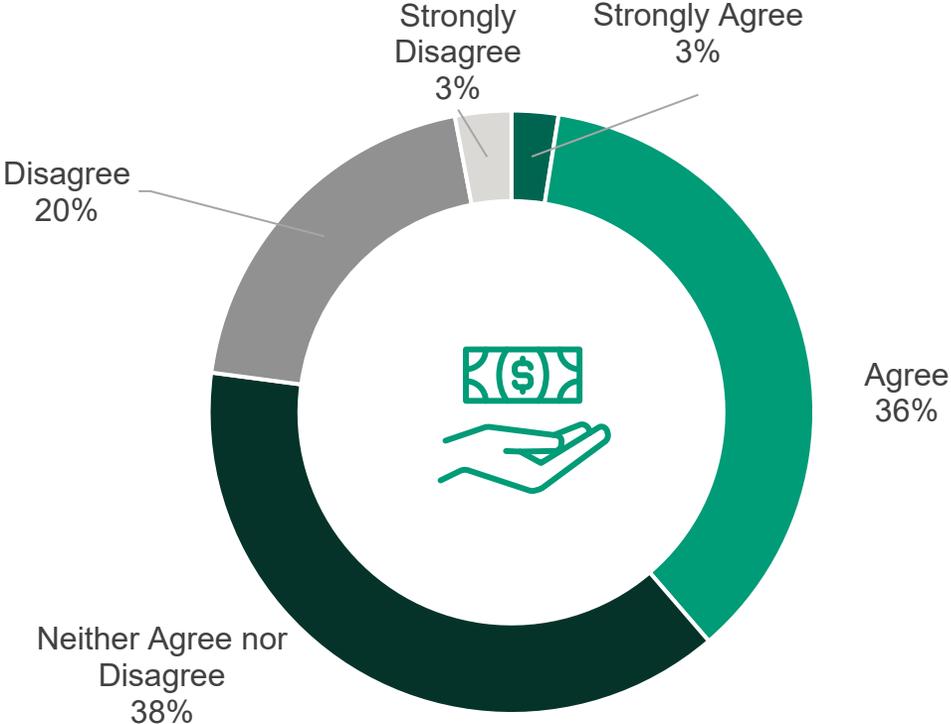
## HOW DOES YOUR ORGANIZATION TYPICALLY COMMUNICATE ABOUT CHANGES TO REWARD PROGRAMS IN CHALLENGING ECONOMIC TIMES?



Most companies use broad-based communications from senior leaders to communicate changes to reward programs during challenging economic times. This is consistent with previous findings where organizations indicated a preference for implementing changes that equally affect all employees during those times. Small team meetings led by managers is also a prevalent practice.

# EMPLOYEE ENGAGEMENT AND RETENTION

## DO YOU FEEL THAT MOST EMPLOYEES UNDERSTAND THE ORGANIZATION'S REWARD STRATEGY?



## FINDINGS

A majority of organizations (61%) believe that most employees do NOT understand the current reward strategy.

# *CURRENT AND PLANNED ANNUAL SALARY INCREASES*



# 2024 ACTUAL SALARY INCREASES

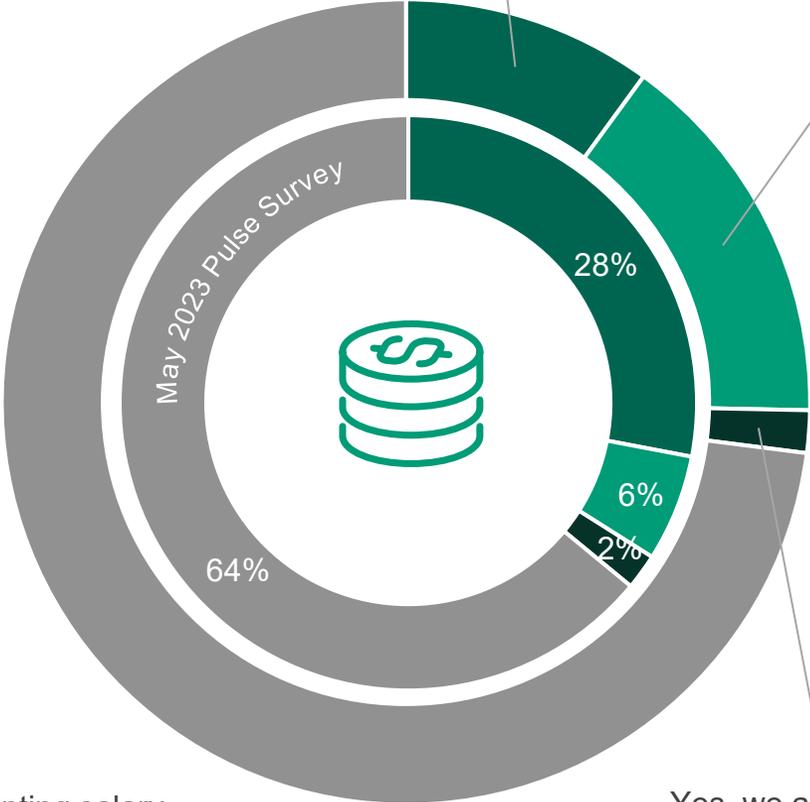
## CHANGES TO SALARY INCREASE BUDGET

Most organizations (73%) are granting increases as originally planned at the beginning of the year.

When analyzing the number of companies offering higher versus lower increases, an interesting trend emerges compared to the 2023 survey. Last year, more companies were providing higher increases than initially planned, whereas this year, more companies are providing lower increases than planned. This is likely due to easing inflation and more balance between labor supply and demand dynamics.

Yes, we have increased our budget and will grant higher increases than we were initially planning  
10%

Yes, we have reduced our budget and are granting lower increases than we were initially planning  
15%

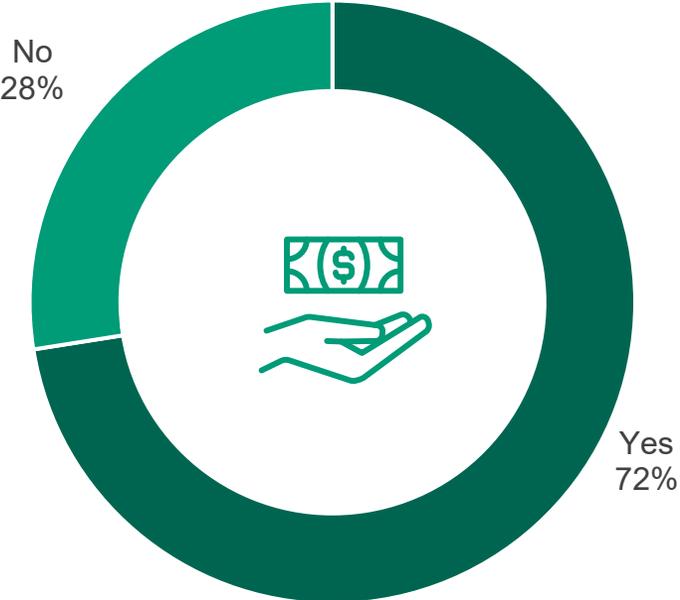


No, we are granting salary increases as we planned to at the start of the year  
73%

Yes, we are freezing salaries for 2024  
2%

# 2024 ACTUAL SALARY INCREASES PERCENTAGE OF ORGANIZATIONS

## SALARY INCREASES FOR 2024



## FINDINGS

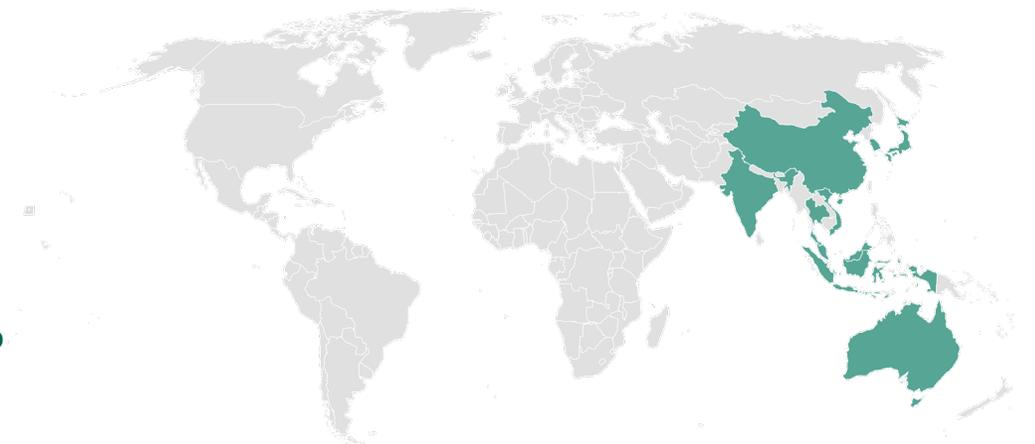
As expected, most companies have already implemented their salary increases, as typically occurs toward the beginning of the calendar year.

The following slides will present these increases, distinguishing between those already applied and those planned for the coming months.

# 2024 ACTUAL SALARY INCREASES



# 2024 ACTUAL SALARY INCREASES ASIA-PACIFIC



## ACTUAL SALARY INCREASES IN 2024 BY EMPLOYEE GROUP

Country	All Employees		Employee Group											
	Avg.	Med.	Executive/ Senior Management			Middle Management/ Seasoned Professional			Supervisory/ Junior Professional			Clerical/ Operations		
			P25	P50	P75	P25	P50	P75	P25	P50	P75	P25	P50	P75
Australia	3.9%	4.0%	3.4%	4.0%	4.4%	3.4%	3.9%	4.2%	3.5%	4.0%	4.2%	3.5%	4.0%	4.4%
China	4.8%	5.1%	3.8%	5.1%	5.8%	4.0%	5.1%	5.7%	4.0%	5.1%	5.7%	4.0%	5.3%	5.9%
Hong Kong, China	3.5%	3.8%	3.5%	4.0%	4.0%	3.0%	3.7%	4.0%	3.1%	3.6%	4.0%	3.0%	3.8%	4.0%
India	8.6%	9.7%	5.2%	9.0%	10.0%	7.1%	9.5%	10.0%	8.5%	9.8%	10.1%	8.0%	9.8%	10.5%
Indonesia	6.1%	6.5%	5.8%	6.5%	6.8%	6.0%	6.5%	6.8%	6.0%	6.5%	6.8%	5.6%	6.5%	6.8%
Japan	3.1%	3.0%	2.3%	3.0%	3.1%	2.6%	3.0%	3.4%	2.8%	3.0%	4.0%	2.7%	3.0%	3.4%
Malaysia	5.1%	5.0%	4.7%	5.0%	5.0%	4.9%	5.0%	5.0%	5.0%	5.0%	5.1%	4.7%	5.0%	5.0%
Singapore	4.3%	4.0%	3.7%	4.0%	4.2%	4.0%	4.0%	4.5%	4.0%	4.0%	4.6%	4.0%	4.0%	4.5%
South Korea	5.4%	4.8%	4.3%	4.5%	4.9%	4.3%	4.7%	4.9%	4.3%	4.8%	5.0%	4.4%	4.8%	6.0%
Thailand	4.8%	5.0%	3.9%	4.8%	5.0%	4.0%	5.0%	5.0%	4.2%	5.0%	5.0%	4.5%	5.0%	5.2%
Vietnam	6.7%	7.5%	4.3%	7.0%	8.0%	5.5%	7.2%	8.0%	5.8%	7.5%	8.0%	6.1%	7.7%	8.0%

\* Data reported for countries with a minimum of 12 participants.

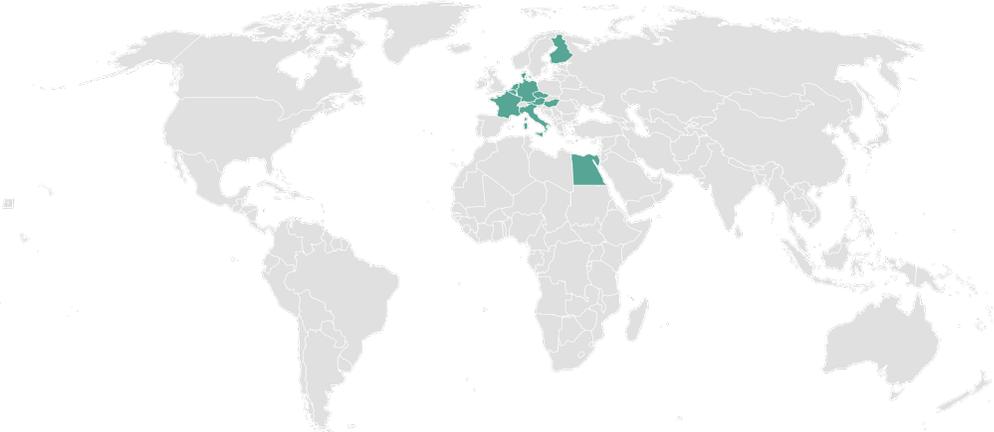
# 2024 ACTUAL SALARY INCREASES AMERICAS

## ACTUAL SALARY INCREASES IN 2024 BY EMPLOYEE GROUP

Country	All Employees		Employee Group											
	Avg.	Med.	Executive/ Senior Management			Middle Management/ Seasoned Professional			Supervisory/ Junior Professional			Clerical/ Operations		
			P25	P50	P75	P25	P50	P75	P25	P50	P75	P25	P50	P75
Argentina	88.7%	78.6%	65.1%	78.3%	96.9%	65.0%	78.8%	104.4%	65.0%	78.8%	102.4%	65.0%	78.6%	99.8%
Brazil	6.3%	5.9%	3.7%	5.3%	7.8%	3.6%	6.0%	9.3%	3.9%	6.0%	8.7%	3.9%	5.5%	7.5%
Canada	3.8%	3.7%	3.0%	3.5%	4.0%	3.2%	3.8%	4.0%	3.3%	3.8%	4.0%	3.0%	3.6%	4.0%
Chile	4.7%	3.9%	3.0%	4.3%	7.0%	2.9%	3.9%	5.8%	3.0%	4.5%	6.6%	2.0%	3.5%	5.6%
Colombia	9.1%	9.3%	8.0%	9.3%	10.0%	7.7%	9.3%	10.3%	8.7%	9.3%	10.3%	9.0%	10.0%	11.7%
Ecuador	3.1%	2.3%	2.1%	2.3%	3.0%	2.1%	3.0%	4.7%	2.1%	2.3%	4.5%	2.2%	2.3%	4.8%
Mexico	6.1%	6.0%	4.9%	6.0%	6.5%	4.9%	6.0%	7.0%	5.1%	6.0%	6.8%	5.5%	6.0%	7.0%
Peru	6.0%	5.2%	3.8%	5.5%	6.4%	4.4%	5.0%	6.8%	4.6%	5.0%	7.6%	5.0%	5.5%	8.2%
United States of America	3.7%	3.5%	3.0%	3.5%	4.0%	3.0%	3.5%	4.0%	3.0%	3.5%	4.0%	3.0%	3.5%	4.0%

\* Data reported for countries with a minimum of 12 participants.

# 2024 ACTUAL SALARY INCREASES EUROPE, MIDDLE EAST, & AFRICA

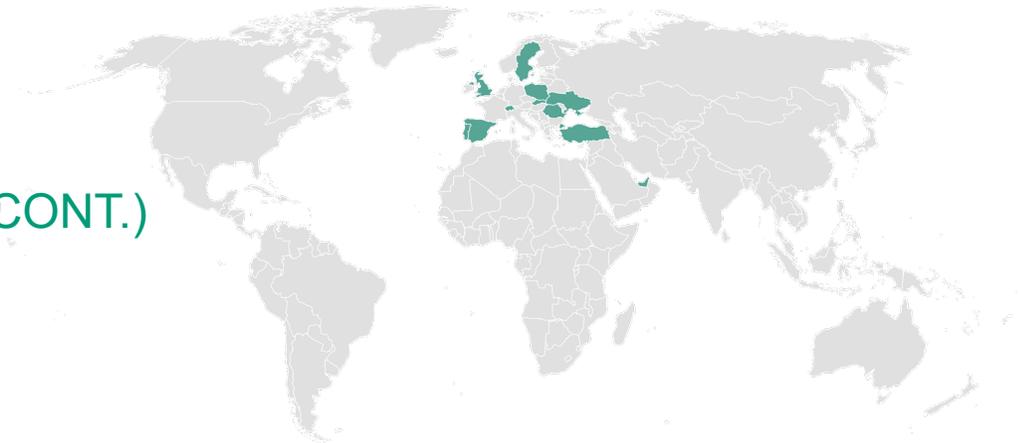


## ACTUAL SALARY INCREASES IN 2024 BY EMPLOYEE GROUP

Country	All Employees		Employee Group											
	Avg.	Med.	Executive/ Senior Management			Middle Management/ Seasoned Professional			Supervisory/ Junior Professional			Clerical/ Operations		
			P25	P50	P75	P25	P50	P75	P25	P50	P75	P25	P50	P75
Austria	5.3%	5.0%	4.0%	5.0%	7.0%	3.7%	5.0%	7.3%	3.9%	6.5%	7.9%	3.8%	5.0%	6.9%
Belgium	3.3%	3.1%	2.2%	3.4%	4.4%	2.9%	3.3%	4.1%	2.0%	3.0%	4.0%	2.0%	3.0%	4.0%
Czech Republic	5.4%	5.5%	2.5%	5.0%	6.6%	4.1%	5.3%	6.3%	5.0%	6.0%	6.9%	5.0%	5.6%	6.8%
Denmark	3.5%	3.5%	3.1%	3.5%	4.0%	3.2%	3.5%	4.0%	3.2%	3.5%	4.0%	3.3%	3.5%	3.9%
Egypt	23.5%	21.0%	16.8%	20.5%	24.5%	18.3%	20.5%	27.0%	18.7%	22.0%	28.8%	18.9%	22.0%	27.5%
Finland	2.8%	3.0%	2.0%	2.9%	3.5%	2.2%	3.0%	3.5%	2.0%	2.9%	3.5%	2.2%	2.9%	3.5%
France	3.6%	3.6%	3.0%	3.6%	4.0%	3.0%	3.5%	4.0%	3.0%	3.6%	4.0%	3.0%	3.5%	4.0%
Germany	4.0%	3.9%	3.0%	3.9%	4.7%	3.0%	3.8%	4.5%	3.2%	3.9%	4.9%	3.2%	3.9%	4.8%
Hungary	9.5%	10.0%	6.1%	9.0%	10.0%	7.0%	10.0%	11.0%	8.0%	10.0%	12.0%	8.6%	10.0%	12.0%
Italy	4.2%	3.9%	3.0%	3.5%	5.0%	3.3%	4.0%	4.6%	3.2%	3.8%	5.0%	3.0%	3.8%	5.0%
Netherlands	4.6%	4.5%	4.0%	4.4%	5.0%	3.9%	4.8%	5.4%	4.0%	4.5%	5.4%	4.0%	4.5%	5.1%

\* Data reported for countries with a minimum of 12 participants.

# 2024 ACTUAL SALARY INCREASES EUROPE, MIDDLE EAST, & AFRICA (CONT.)



## ACTUAL SALARY INCREASES IN 2024 BY EMPLOYEE GROUP

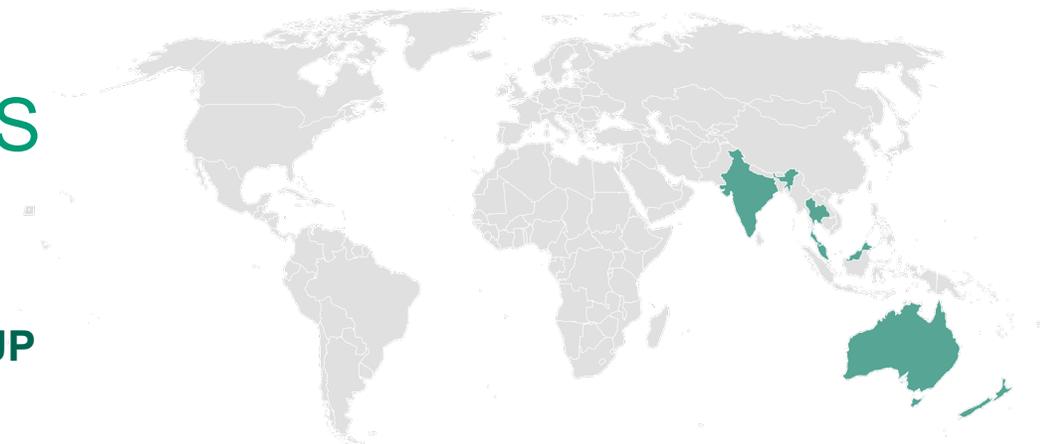
Country	All Employees		Employee Group											
	Avg.	Med.	Executive/ Senior Management			Middle Management/ Seasoned Professional			Supervisory/ Junior Professional			Clerical/ Operations		
			P25	P50	P75	P25	P50	P75	P25	P50	P75	P25	P50	P75
Poland	8.2%	7.0%	6.6%	7.0%	8.2%	6.7%	7.0%	8.4%	6.9%	7.0%	8.4%	7.0%	8.0%	10.4%
Portugal	5.2%	4.8%	4.1%	4.8%	5.3%	3.9%	4.8%	6.0%	4.0%	4.8%	6.0%	3.9%	4.8%	7.2%
Romania	8.5%	8.0%	6.6%	7.0%	8.9%	7.0%	8.0%	9.3%	7.0%	8.0%	10.1%	7.0%	8.0%	10.0%
Slovakia	5.7%	5.7%	4.3%	5.3%	6.6%	4.9%	5.7%	6.9%	5.2%	6.1%	7.0%	5.0%	5.8%	6.8%
Spain	4.1%	4.0%	3.4%	4.0%	4.3%	3.2%	4.0%	4.4%	3.5%	4.0%	4.5%	3.5%	4.0%	4.5%
Sweden	3.3%	3.4%	3.3%	3.7%	4.0%	3.1%	3.3%	3.5%	3.1%	3.3%	3.5%	3.1%	3.3%	3.5%
Switzerland	2.5%	2.5%	2.2%	2.5%	2.7%	2.2%	2.5%	2.8%	2.2%	2.5%	2.7%	2.1%	2.5%	2.7%
Turkey	48.5%	46.7%	37.8%	49.0%	52.8%	37.8%	46.7%	52.8%	39.6%	47.5%	54.8%	37.8%	45.0%	51.5%
Ukraine	13.2%	13.0%	10.0%	12.7%	14.8%	10.6%	13.0%	15.0%	10.5%	13.0%	15.0%	10.7%	13.2%	15.0%
United Arab Emirates	4.3%	4.0%	3.7%	4.0%	5.0%	3.6%	4.0%	5.0%	3.6%	4.0%	5.2%	3.4%	4.0%	4.6%
United Kingdom	4.4%	4.0%	3.5%	4.0%	5.0%	3.9%	4.0%	5.0%	4.0%	4.0%	5.0%	4.0%	4.3%	5.0%

\* Data reported for countries with a minimum of 12 participants.

# 2024 PLANNED SALARY INCREASES



# 2024 PLANNED SALARY INCREASES ASIA-PACIFIC



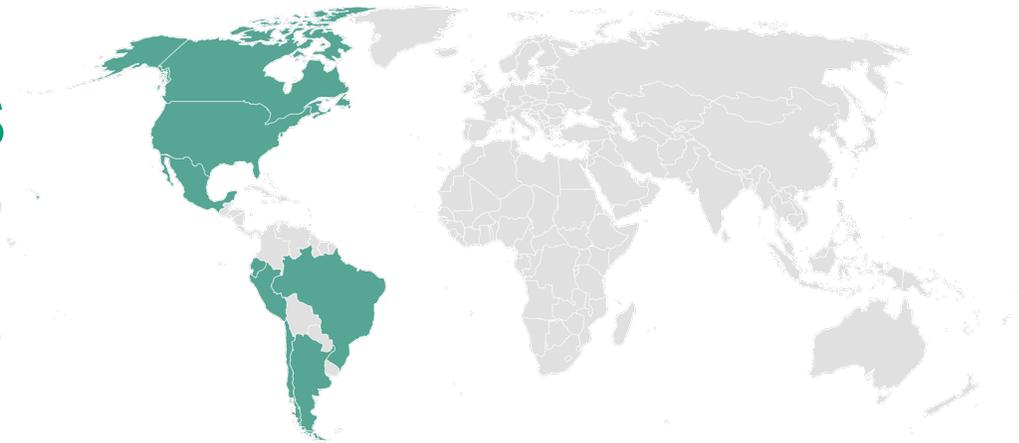
## PLANNED SALARY INCREASES IN 2024 BY EMPLOYEE GROUP

Salary increases planned for 2024 but not yet implemented

Country	All Employees		Employee Group											
	Avg.	Med.	Executive/ Senior Management			Middle Management/ Seasoned Professional			Supervisory/ Junior Professional			Clerical/ Operations		
			P25	P50	P75	P25	P50	P75	P25	P50	P75	P25	P50	P75
Australia	3.7%	3.5%	3.1%	3.5%	4.0%	3.0%	3.5%	4.0%	3.0%	3.5%	4.0%	3.1%	3.5%	4.0%
India	8.6%	8.5%	5.0%	7.5%	10.0%	8.0%	9.0%	10.0%	8.0%	9.5%	11.1%	5.5%	11.0%	12.0%
Malaysia	4.7%	5.0%	3.1%	5.0%	5.1%	4.4%	5.0%	5.0%	3.9%	5.0%	5.0%	4.1%	5.0%	5.0%
New Zealand	3.4%	3.4%	3.0%	3.0%	3.8%	3.0%	3.5%	4.0%	3.0%	3.5%	4.0%	3.0%	3.5%	4.0%
Singapore	3.9%	4.0%	3.0%	4.0%	4.4%	3.5%	4.0%	4.7%	3.5%	4.0%	4.5%	3.5%	4.0%	4.3%
Thailand	5.0%	4.5%	3.0%	4.5%	5.0%	4.1%	5.0%	5.0%	3.9%	4.8%	5.0%	3.5%	4.5%	5.0%

\* Data reported for countries with a minimum of 12 participants.

# 2024 PLANNED SALARY INCREASES AMERICAS



## PLANNED SALARY INCREASES IN 2024 BY EMPLOYEE GROUP

Salary increases planned for 2024 but not yet implemented

Country	All Employees		Employee Group											
	Avg.	Med.	Executive/ Senior Management			Middle Management/ Seasoned Professional			Supervisory/ Junior Professional			Clerical/ Operations		
			P25	P50	P75	P25	P50	P75	P25	P50	P75	P25	P50	P75
Argentina	168.9%	171.0%	151.0%	171.0%	194.1%	149.2%	170.5%	195.0%	149.6%	171.0%	196.3%	141.3%	168.0%	196.3%
Brazil	5.5%	5.0%	3.0%	5.0%	7.4%	3.2%	5.0%	6.3%	3.8%	5.0%	6.9%	3.3%	4.5%	7.0%
Canada	3.4%	3.0%	3.0%	3.0%	4.0%	3.0%	3.2%	3.9%	3.0%	3.0%	4.0%	3.0%	3.4%	4.0%
Chile	5.3%	5.0%	2.8%	4.0%	5.0%	3.0%	5.0%	7.0%	3.0%	5.0%	7.0%	1.0%	5.0%	5.3%
Ecuador	3.3%	3.0%	0.0%	2.5%	3.0%	0.0%	2.5%	3.0%	1.1%	3.0%	3.2%	2.1%	3.0%	4.7%
Mexico	4.9%	5.0%	4.0%	5.0%	5.9%	4.1%	5.0%	6.0%	4.3%	5.0%	6.0%	4.8%	6.0%	7.0%
Peru	3.9%	5.0%	0.0%	3.8%	7.0%	0.4%	5.0%	5.1%	0.0%	5.0%	5.0%	0.8%	5.0%	5.0%
United States of America	3.4%	3.5%	3.0%	3.5%	4.0%	3.0%	3.5%	4.0%	3.0%	3.5%	4.0%	3.0%	3.5%	4.0%

\* Data reported for countries with a minimum of 12 participants.

# 2024 PLANNED SALARY INCREASES EUROPE, MIDDLE EAST, & AFRICA



## PLANNED SALARY INCREASES IN 2024 BY EMPLOYEE GROUP

Salary increases planned for 2024 but not yet implemented

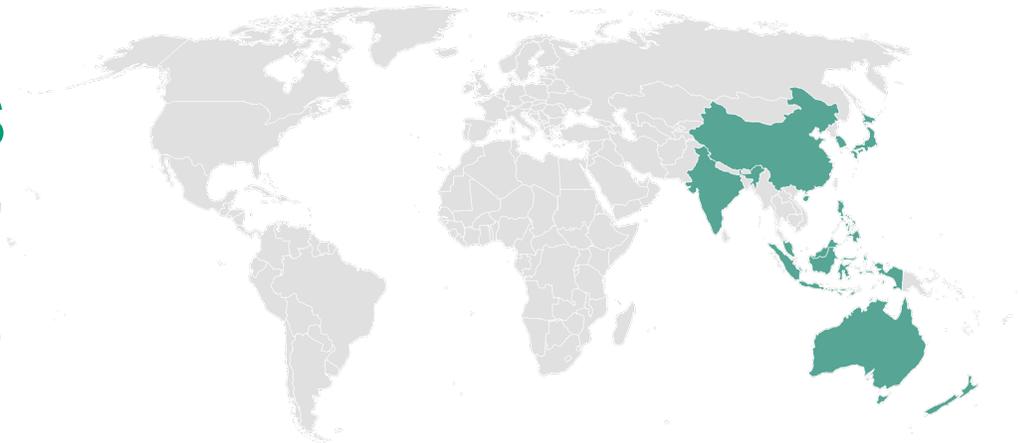
Country	All Employees		Employee Group											
	Avg.	Med.	Executive/ Senior Management			Middle Management/ Seasoned Professional			Supervisory/ Junior Professional			Clerical/ Operations		
			P25	P50	P75	P25	P50	P75	P25	P50	P75	P25	P50	P75
France	3.5%	3.5%	3.0%	3.7%	4.8%	2.9%	3.5%	3.8%	3.0%	3.5%	3.9%	3.0%	3.5%	3.9%
Germany	3.0%	3.2%	2.1%	3.3%	4.1%	2.1%	3.2%	4.3%	2.1%	3.0%	4.1%	2.2%	3.2%	4.1%
Hungary	7.9%	9.0%	5.0%	8.0%	10.0%	5.0%	9.0%	10.0%	7.3%	9.3%	10.0%	7.6%	10.0%	10.0%
Italy	3.4%	3.0%	2.0%	4.0%	4.7%	2.0%	3.0%	4.3%	1.9%	3.5%	4.3%	2.0%	3.0%	4.4%
Norway	5.0%	5.0%	5.0%	5.0%	5.2%	5.0%	5.0%	5.2%	4.5%	5.1%	5.3%	4.5%	5.1%	5.3%
Romania	7.3%	7.0%	6.9%	7.0%	8.0%	6.0%	7.0%	7.8%	6.0%	7.0%	8.0%	6.2%	8.0%	9.8%
Turkey	45.0%	50.0%	20.6%	45.0%	61.2%	23.8%	55.0%	59.5%	21.9%	54.0%	63.0%	22.5%	54.0%	63.0%
United Kingdom	4.0%	4.0%	3.2%	4.0%	5.0%	3.5%	4.0%	5.0%	3.1%	4.0%	5.0%	3.1%	4.0%	5.0%

\* Data reported for countries with a minimum of 12 participants.

# *2025 PLANNED SALARY INCREASES*



# 2025 PLANNED SALARY INCREASES ASIA-PACIFIC



## PLANNED SALARY INCREASES IN 2025 BY EMPLOYEE GROUP

Country	All Employees		Employee Group											
	Avg.	Med.	Executive/ Senior Management			Middle Management/ Seasoned Professional			Supervisory/ Junior Professional			Clerical/ Operations		
			P25	P50	P75	P25	P50	P75	P25	P50	P75	P25	P50	P75
Australia	3.6%	3.5%	3.0%	3.5%	4.0%	3.0%	3.5%	4.0%	3.3%	3.7%	4.0%	3.0%	3.7%	4.0%
China	5.0%	5.0%	4.4%	5.0%	6.0%	4.2%	5.0%	5.6%	4.5%	5.0%	5.6%	4.3%	5.0%	6.0%
Hong Kong, China	3.6%	4.0%	3.3%	4.0%	4.0%	3.4%	4.0%	4.0%	3.3%	4.0%	4.0%	3.0%	3.9%	4.0%
India	8.4%	9.5%	6.0%	8.0%	10.0%	7.9%	9.5%	10.0%	8.0%	9.8%	10.1%	6.0%	9.7%	11.0%
Indonesia	6.1%	6.5%	5.5%	6.3%	7.0%	5.9%	6.5%	7.0%	5.9%	6.7%	7.0%	5.0%	6.5%	7.0%
Japan	3.0%	3.0%	2.3%	3.0%	3.5%	2.8%	3.0%	3.4%	3.0%	3.0%	3.5%	2.8%	3.0%	3.5%
Malaysia	4.9%	5.0%	4.3%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	4.5%	5.0%	5.0%
New Zealand	2.9%	3.0%	2.4%	3.0%	3.5%	2.8%	3.0%	3.5%	2.9%	3.0%	3.5%	2.6%	3.0%	3.6%
Philippines	5.3%	5.5%	4.0%	5.5%	6.8%	4.1%	5.3%	6.9%	4.0%	5.5%	6.6%	4.0%	5.5%	6.3%
Singapore	4.0%	4.0%	3.4%	4.0%	4.5%	3.5%	4.0%	4.5%	3.5%	4.0%	4.5%	3.9%	4.0%	4.5%
South Korea	4.7%	4.5%	3.9%	4.5%	5.0%	4.0%	4.5%	5.0%	4.1%	4.5%	5.0%	4.1%	4.5%	5.0%

\* Data reported for countries with a minimum of 12 participants.

# 2025 PLANNED SALARY INCREASES ASIA-PACIFIC (CONT.)

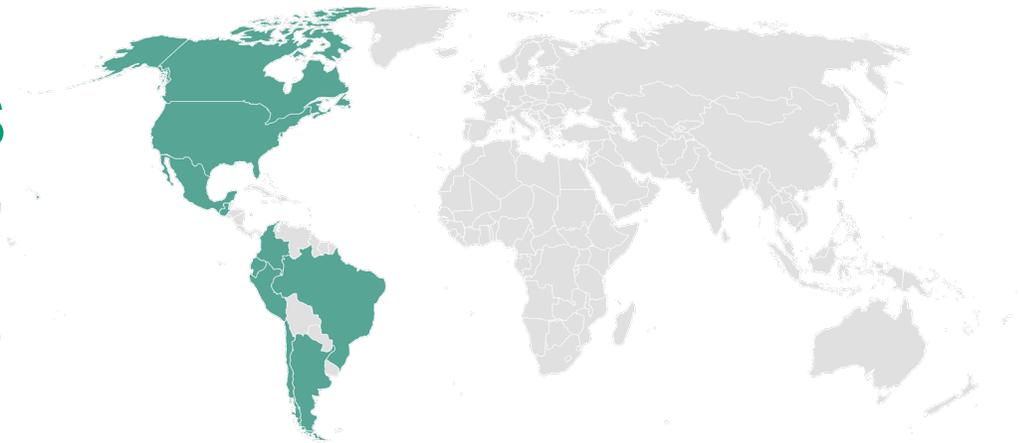


## PLANNED SALARY INCREASES IN 2025 BY EMPLOYEE GROUP

Country	All Employees		Employee Group											
	Avg.	Med.	Executive/ Senior Management			Middle Management/ Seasoned Professional			Supervisory/ Junior Professional			Clerical/ Operations		
			P25	P50	P75	P25	P50	P75	P25	P50	P75	P25	P50	P75
Thailand	4.8%	5.0%	3.5%	5.0%	5.0%	4.4%	5.0%	5.0%	4.4%	5.0%	5.0%	4.4%	5.0%	5.0%
Vietnam	6.2%	7.0%	3.3%	6.5%	7.0%	4.1%	7.0%	7.1%	5.5%	7.0%	8.0%	5.3%	7.0%	8.0%

\* Data reported for countries with a minimum of 12 participants.

# 2025 PLANNED SALARY INCREASES AMERICAS

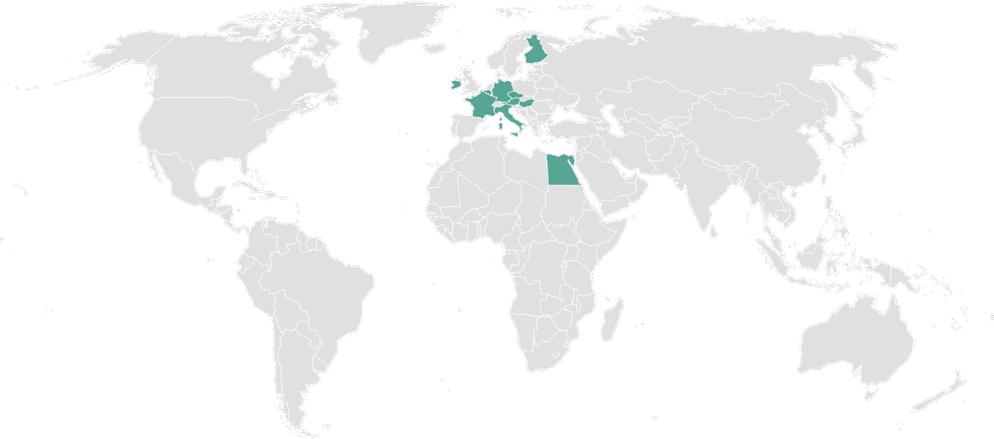


## PLANNED SALARY INCREASES IN 2025 BY EMPLOYEE GROUP

Country	All Employees		Employee Group											
	Avg.	Med.	Executive/ Senior Management			Middle Management/ Seasoned Professional			Supervisory/ Junior Professional			Clerical/ Operations		
			P25	P50	P75	P25	P50	P75	P25	P50	P75	P25	P50	P75
Argentina	112.9%	100.0%	80.0%	100.0%	127.5%	68.0%	100.0%	152.5%	80.0%	100.0%	152.5%	86.8%	105.0%	162.3%
Brazil	4.5%	4.2%	1.0%	4.0%	5.7%	1.0%	4.0%	6.4%	1.9%	5.0%	6.4%	0.8%	4.5%	6.5%
Canada	3.4%	3.5%	3.0%	3.0%	4.0%	3.0%	3.5%	4.0%	3.0%	3.5%	4.0%	3.0%	3.5%	4.0%
Chile	4.4%	3.7%	3.0%	4.0%	5.0%	3.0%	4.0%	5.3%	3.0%	4.0%	5.5%	2.0%	3.0%	5.0%
Colombia	7.1%	7.3%	5.1%	7.1%	9.9%	5.0%	7.0%	9.3%	5.1%	7.1%	9.0%	6.0%	8.0%	10.0%
Ecuador	2.8%	2.1%	0.0%	2.0%	3.0%	0.0%	2.0%	3.0%	0.9%	2.2%	3.0%	2.0%	2.8%	4.2%
Guatemala	4.6%	5.0%	3.5%	5.0%	5.0%	4.0%	5.0%	5.0%	4.0%	5.0%	5.0%	4.0%	5.0%	5.0%
Mexico	5.2%	5.0%	4.8%	5.0%	6.0%	4.9%	5.0%	6.0%	5.0%	5.0%	6.0%	5.0%	5.5%	6.0%
Peru	5.0%	5.0%	2.6%	5.0%	6.0%	3.9%	5.0%	6.0%	3.1%	5.0%	5.9%	3.5%	5.0%	6.0%
United States of America	3.5%	3.5%	3.0%	3.5%	4.0%	3.0%	3.5%	4.0%	3.0%	3.5%	4.0%	3.0%	3.5%	4.0%

\* Data reported for countries with a minimum of 12 participants.

# 2025 PLANNED SALARY INCREASES EUROPE, MIDDLE EAST, & AFRICA

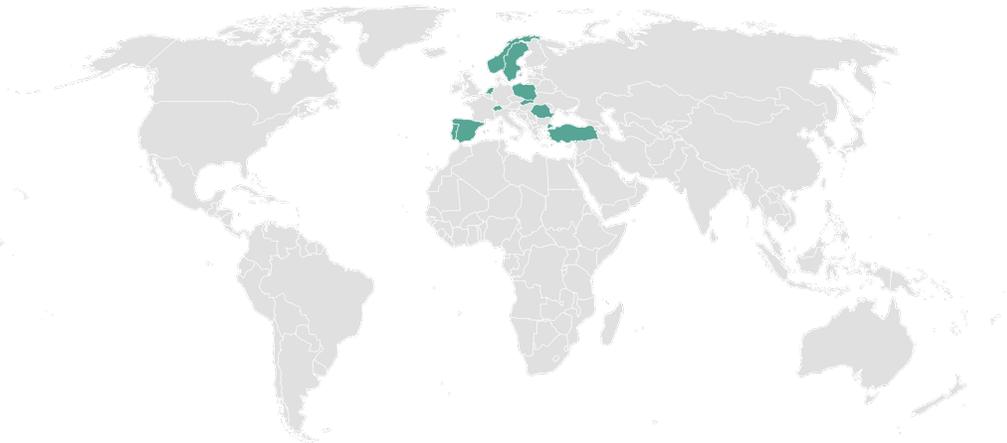


## PLANNED SALARY INCREASES IN 2025 BY EMPLOYEE GROUP

Country	All Employees		Employee Group											
	Avg.	Med.	Executive/ Senior Management			Middle Management/ Seasoned Professional			Supervisory/ Junior Professional			Clerical/ Operations		
			P25	P50	P75	P25	P50	P75	P25	P50	P75	P25	P50	P75
Austria	4.5%	4.0%	4.0%	4.0%	6.3%	3.5%	4.3%	5.6%	3.1%	4.3%	5.6%	3.0%	4.0%	6.0%
Belgium	3.0%	3.0%	2.0%	3.0%	4.0%	2.0%	3.0%	4.0%	2.0%	3.0%	4.0%	2.0%	3.0%	3.9%
Czech Republic	4.6%	5.0%	3.0%	4.0%	5.0%	3.4%	5.0%	5.0%	4.0%	5.0%	5.0%	3.5%	5.0%	5.0%
Egypt	18.4%	16.0%	10.4%	16.0%	20.0%	13.6%	16.0%	20.0%	13.6%	16.0%	20.0%	12.9%	16.0%	20.0%
Finland	2.6%	2.5%	2.0%	2.5%	3.0%	2.0%	3.0%	3.0%	2.0%	2.6%	3.0%	2.0%	2.5%	3.1%
France	3.0%	3.0%	2.7%	3.0%	4.0%	2.5%	3.0%	3.5%	2.5%	3.0%	3.7%	2.5%	3.0%	3.9%
Germany	3.9%	3.5%	3.0%	3.5%	4.2%	3.0%	3.5%	4.5%	3.0%	3.9%	4.8%	3.0%	3.8%	5.0%
Hungary	6.3%	6.0%	5.0%	6.0%	8.0%	5.0%	6.0%	8.0%	5.0%	6.0%	8.0%	5.0%	6.0%	8.0%
Ireland	3.6%	3.5%	3.0%	3.5%	4.0%	3.0%	3.8%	4.0%	3.0%	3.5%	4.0%	3.0%	3.5%	4.0%
Italy	3.6%	3.4%	3.0%	3.3%	4.8%	3.0%	3.6%	4.1%	3.0%	3.6%	4.0%	3.0%	3.0%	4.0%

\* Data reported for countries with a minimum of 12 participants.

# 2025 PLANNED SALARY INCREASES EUROPE, MIDDLE EAST, & AFRICA

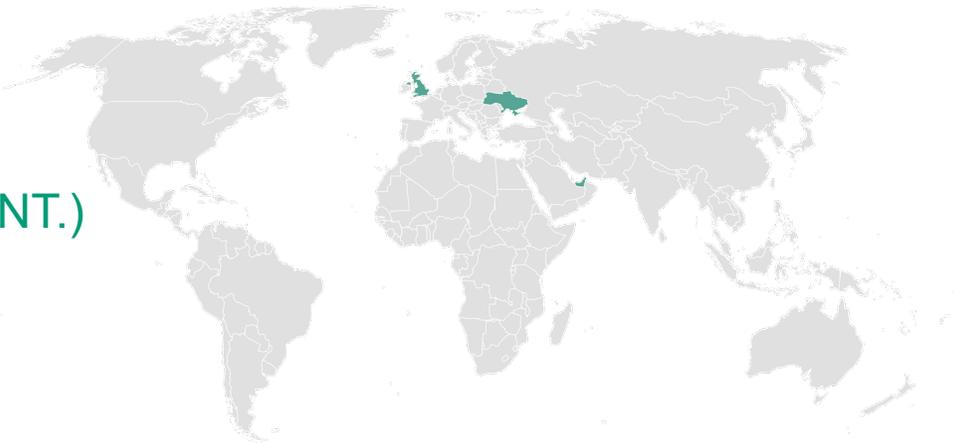


## PLANNED SALARY INCREASES IN 2025 BY EMPLOYEE GROUP

Country	All Employees		Employee Group											
	Avg.	Med.	Executive/ Senior Management			Middle Management/ Seasoned Professional			Supervisory/ Junior Professional			Clerical/ Operations		
			P25	P50	P75	P25	P50	P75	P25	P50	P75	P25	P50	P75
Netherlands	3.7%	4.0%	3.0%	4.0%	4.5%	3.0%	4.0%	4.5%	3.0%	4.0%	4.5%	3.0%	4.0%	4.9%
Norway	4.3%	4.1%	4.0%	4.5%	5.1%	3.9%	4.1%	5.0%	3.5%	4.0%	4.8%	3.6%	4.0%	4.9%
Poland	6.2%	6.0%	5.0%	5.0%	7.2%	5.0%	6.0%	7.8%	5.0%	7.0%	8.0%	5.0%	6.8%	8.0%
Portugal	4.2%	4.0%	3.0%	4.0%	5.0%	3.0%	4.0%	5.0%	3.0%	4.0%	5.0%	3.0%	4.0%	5.0%
Romania	7.9%	8.0%	5.3%	7.0%	9.0%	6.0%	8.0%	8.5%	6.0%	8.0%	9.0%	6.0%	8.0%	9.0%
Slovakia	5.9%	5.1%	3.5%	5.0%	6.0%	4.8%	5.1%	6.8%	4.8%	5.1%	6.8%	4.3%	5.3%	6.9%
Spain	3.4%	3.0%	3.0%	3.0%	4.0%	3.0%	3.0%	4.0%	3.0%	3.4%	4.0%	3.0%	3.4%	4.0%
Sweden	3.3%	3.0%	3.0%	3.5%	4.0%	3.0%	3.0%	3.6%	3.0%	3.0%	3.7%	3.0%	3.3%	4.0%
Switzerland	2.4%	2.5%	2.0%	2.5%	2.7%	2.0%	2.5%	2.7%	2.0%	2.5%	2.7%	1.9%	2.5%	2.8%
Turkey	38.8%	45.0%	24.4%	45.0%	50.6%	26.3%	45.0%	50.0%	25.0%	45.0%	50.0%	25.0%	45.0%	51.3%

\* Data reported for countries with a minimum of 12 participants.

# 2025 PLANNED SALARY INCREASES EUROPE, MIDDLE EAST, & AFRICA (CONT.)



## PLANNED SALARY INCREASES IN 2025 BY EMPLOYEE GROUP

Country	All Employees		Employee Group											
	Avg.	Med.	Executive/ Senior Management			Middle Management/ Seasoned Professional			Supervisory/ Junior Professional			Clerical/ Operations		
			P25	P50	P75	P25	P50	P75	P25	P50	P75	P25	P50	P75
Ukraine	10.5%	10.0%	8.3%	10.0%	13.1%	8.5%	10.0%	15.0%	9.5%	10.0%	15.0%	9.1%	11.0%	15.0%
United Arab Emirates	3.8%	4.0%	3.0%	4.0%	5.0%	3.1%	4.0%	5.0%	3.1%	4.0%	5.0%	3.0%	4.0%	4.4%
United Kingdom	4.0%	4.0%	3.0%	4.0%	4.5%	3.0%	4.0%	4.5%	3.0%	4.0%	4.5%	3.0%	4.0%	4.9%

\* Data reported for countries with a minimum of 12 participants.

# ***ADDITIONAL RESOURCES***



# ADDITIONAL RESOURCES FROM KORN FERRY



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  - Dealing with high inflation in a volative economy [LINK](#)

# CONTACT US

Global	Todd McGovern	<a href="mailto:Todd.McGovern@kornferry.com">Todd.McGovern@kornferry.com</a>
	Tom McMullen	<a href="mailto:Tom.McMullen@kornferry.com">Tom.McMullen@kornferry.com</a>
North America	Ronald Seifert	<a href="mailto:Ron.Seifert@kornferry.com">Ron.Seifert@kornferry.com</a>
	Alex Mao	<a href="mailto:Alex.Mao@KornFerry.com">Alex.Mao@KornFerry.com</a>
	Jan Pabbruwe	<a href="mailto:Jan.Pabbruwe@KornFerry.com">Jan.Pabbruwe@KornFerry.com</a>
Europe, Middle East, & Africa	Serkan Sener	<a href="mailto:Serken.Sener@kornferry.com">Serken.Sener@kornferry.com</a>
	Vijay Gandhi	<a href="mailto:Vijay.Gandhi@kornferry.com">Vijay.Gandhi@kornferry.com</a>
Asia & Pacific	Kartikey Singh	<a href="mailto:Kartikey.Singh@kornferry.com">Kartikey.Singh@kornferry.com</a>
	Farhan Mahmoud	<a href="mailto:Farhan.Mahmoud@kornferry.com">Farhan.Mahmoud@kornferry.com</a>
South America	Vinicius Luca	<a href="mailto:Vinicius.Luca@Kornferry.com">Vinicius.Luca@Kornferry.com</a>
	Carlos Siqueira	<a href="mailto:Carlos.Siqueira@kornferry.com">Carlos.Siqueira@kornferry.com</a>
Mexico & Central America	Jorge Ibarra	<a href="mailto:Jorge.Ibarra@KornFerry.com">Jorge.Ibarra@KornFerry.com</a>
Other Queries	<a href="mailto:KornFerryPayServices@kornferry.com">KornFerryPayServices@kornferry.com</a>	



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