



2025 Salary Budget Planning Report

Sample Report

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Participants of WTW's Salary Budget Planning Survey receive complimentary results.



About the report

Make informed salary budget and merit decisions around the world.

The **Salary Budget Planning Survey** is conducted biannually to capture trends and shifts related to salary budgets as they evolve throughout the year. With a diverse range of participants across the globe, both editions serve as a comprehensive tool in supporting compensation planning for organizations worldwide.

The **July edition**

The **December edition** offers perspective into how salary budgets plans are evolving year-over-year by collecting both actual budget for the current year as well as budget for the upcoming year. This provides a unique opportunity to compare your organization's plan to the market at a time when most organizations are actively engaged in fiscal planning.

The report also includes awarded or anticipated median salary increases and the percentage of base salary for each employee group, including merit, statutory and collective agreement increases, promotions and cost of living adjustments. Data also includes HR practices.

Each edition features special reporting on actions organizations are taking in response to current market conditions and other relevant topics (e.g., current or planned use of AI-driven technologies).





New features in the 2025 survey!

Promotional increases - Collecting and reporting on promotional increases independently from other increase types provides deeper insights into how businesses are thinking.

Salary increases type - Improved transparency into the distribution of various salary budget categories including cost-of-living, market, internal equity, merit, and others.

Remote and hybrid work - Gain a deeper understanding of the state of remote and hybrid work including information related to mandatory in-office time.

Actual annual payroll expense - With this expense type now being collected at the country-level, business leaders are enabled to more precisely analyze country, regional, and global payroll costs year-over-year.

Excel-based data visualizations - These supplementary visualizations were met with overwhelmingly positive feedback when first launched in our December 2024 Global report and will now accompany all regional reports.

About the report

This report will help you:

- Ensure your compensation plans are on target globally
- Be informed about salary movements and economic indicators around the world
- Design competitive pay programs with insights into overall salary and merit increases by employee group
- Improve attraction and retention by looking beyond salaries at other factors that influence your pay decisions
- Make informed and defensible decisions about salary and merit increases

Participation:

Participation is not required; however, participants enjoy complimentary results. [Sign up to participate for the next report.](#)

Database size:

We typically receive over **30,000 responses** covering over 150 markets worldwide.

Availability:

The reports are available for the following regions and markets: Asia Pacific, Europe, Middle East and Africa, Latin America, Africa, United States and Canada. Regional reports include additional reporting by industry. Market coverage in the final reports depends on data availability.

Report format:

Interactive charts and Excel

Reports available:

- Africa
- Central and Eastern Europe, Middle East, and Africa
- Western Europe
- Latin America
- Asia Pacific
- United States
- Canada
- Global

Coverage by country/market:

- Salary movement in comparison with key economic indicators
- Salary movement by employee group
- Spread of salary movement
- Merit increases
- Most prevalent salary review month + status
- Variable pay payout
- Salary budget allocation related to performance rating
- Staff turnover/attrition/recruitment information
- Industry-specific data



[Order your reports online](#)

[Sign up to participate for the next report.](#)

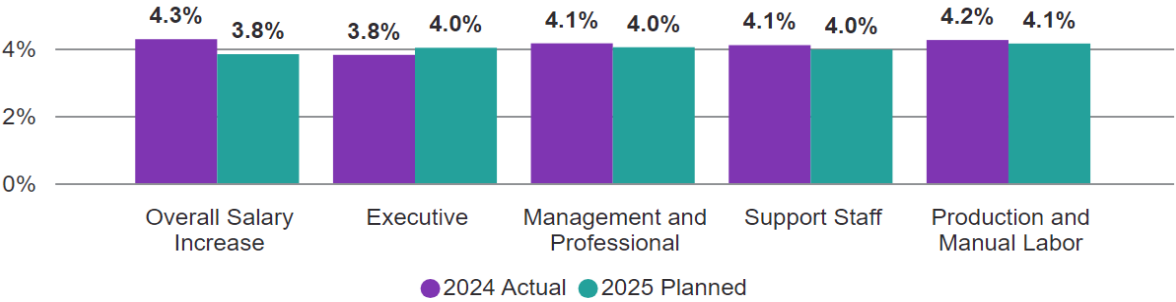
Sample output

New, interactive charts provide an easy way to switch between global and country specific views. Excel output is also provided.

Note: Percentages may not add up to 100% due to rounding.

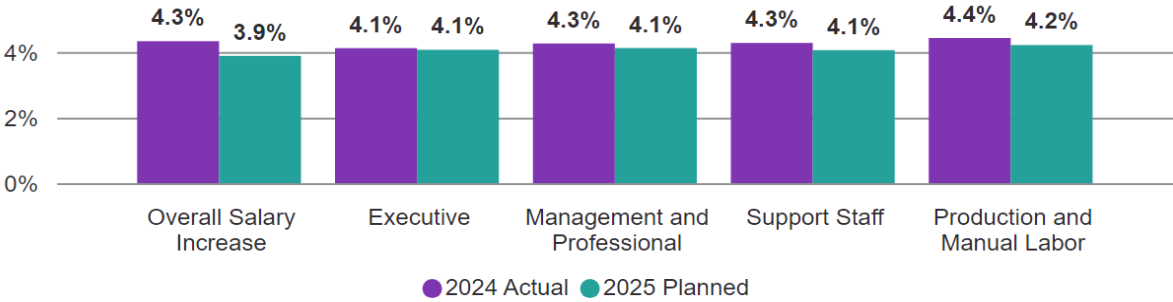
2024-2025 Salary Budget Increase Overall by Employee Group Including Salary Freezes (Average)

2024 Actual - 716 Responses
2025 Planned - 275 Responses



2024-2025 Salary Budget Increase Overall by Employee Group Excluding Salary Freezes (Average)

2024 Actual - 706 Responses
2025 Planned - 271 Responses

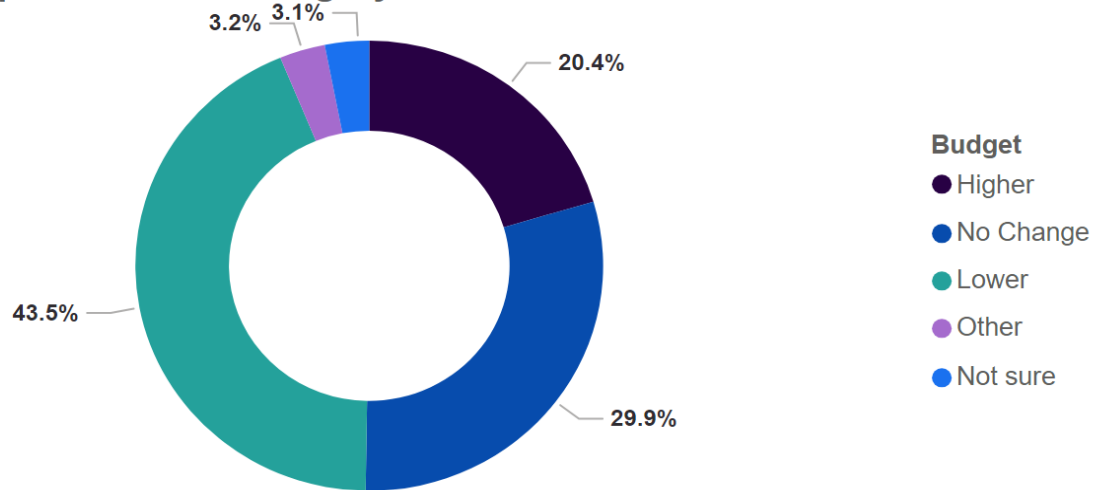


Employee Group (including Salary Freeze)	2024 Actual						2025 Planned					
	P25	P50	P75	Avg	# of Responses	% Entering Zero	P25	P50	P75	Avg	# of Responses	% Entering Zero
Overall Salary Increase	3.0%	4.0%	4.5%	4.3%	716	1.4%	3.0%	3.5%	4.0%	3.8%	275	1.5%
Executive	3.0%	3.8%	4.5%	3.8%	197	7.6%	3.0%	3.5%	4.2%	4.0%	78	1.3%
Management and Professional	3.0%	4.0%	4.5%	4.1%	263	2.7%	3.0%	3.5%	4.0%	4.0%	91	2.2%
Support Staff	3.0%	4.0%	4.5%	4.1%	233	4.3%	3.0%	3.6%	4.0%	4.0%	88	2.3%
Production and Manual Labor	3.1%	4.0%	4.5%	4.2%	146	4.1%	3.0%	3.8%	4.3%	4.1%	59	1.7%

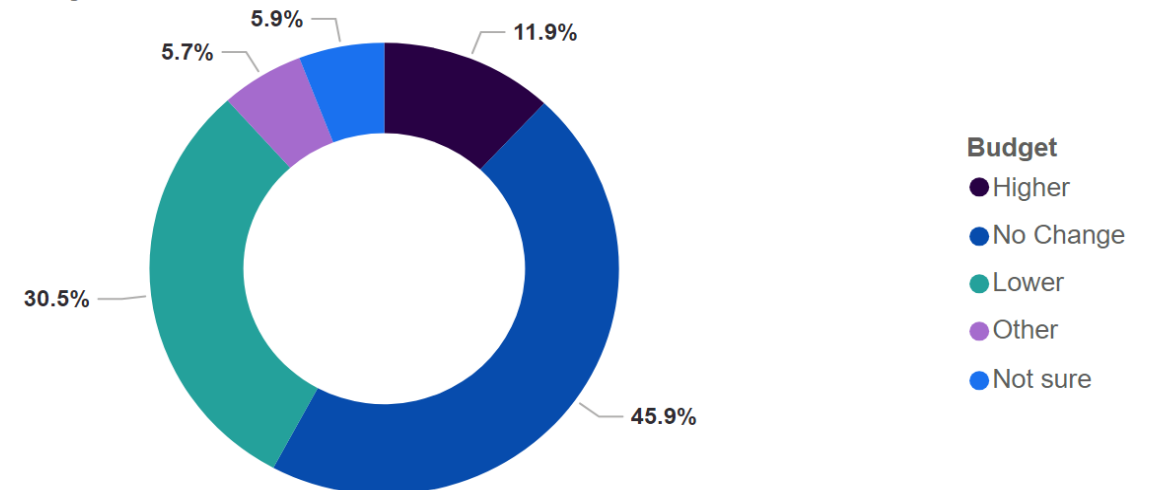
Employee Group (excluding Salary Freeze)	2024 Actual						2025 Planned					
	P25	P50	P75	Avg	# of Responses		P25	P50	P75	Avg	# of Responses	
Overall Salary Increase	3.0%	4.0%	4.5%	4.3%	706		3.0%	3.5%	4.0%	3.9%	271	
Executive	3.0%	4.0%	4.5%	4.1%	182		3.0%	3.5%	4.2%	4.1%	77	
Management and Professional	3.0%	4.0%	4.6%	4.3%	256		3.0%	3.5%	4.1%	4.1%	89	
Support Staff	3.0%	4.0%	4.5%	4.3%	223		3.0%	3.7%	4.0%	4.1%	86	
Production and Manual Labor	3.3%	4.0%	4.5%	4.4%	140		3.0%	3.9%	4.4%	4.2%	58	

Note: Percentages may not add up to 100% due to rounding.

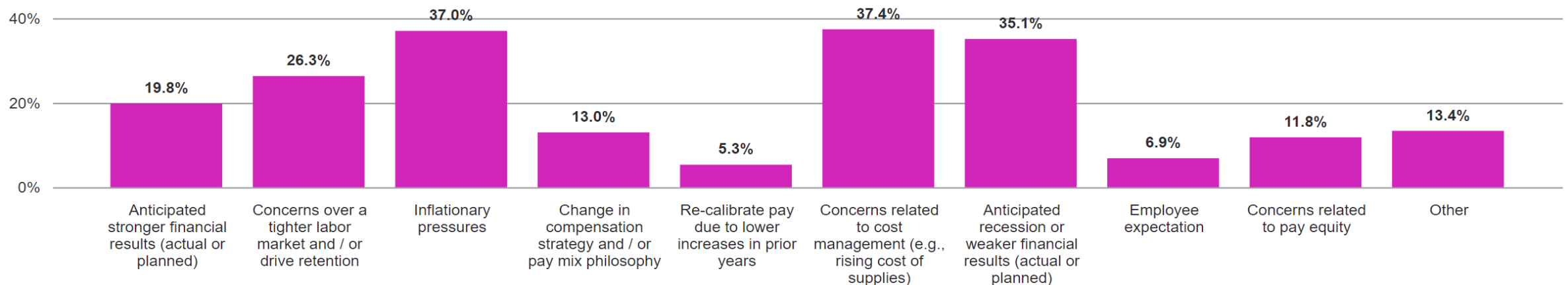
Budget for the Current Cycle Compared to the Most Recent Compensation Planning Cycle - 1,015 Responses



Budget for the Current Cycle Changed from the Prior Budgeted Projections - 645 Responses



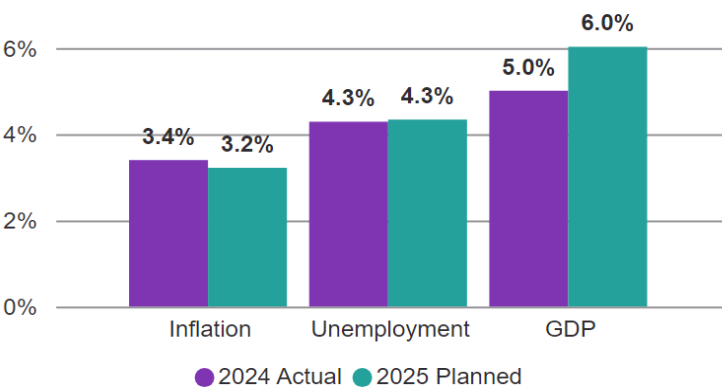
Factors Influencing the Change from the Salary Increase Budget Compared to the Prior Year - 262 Responses



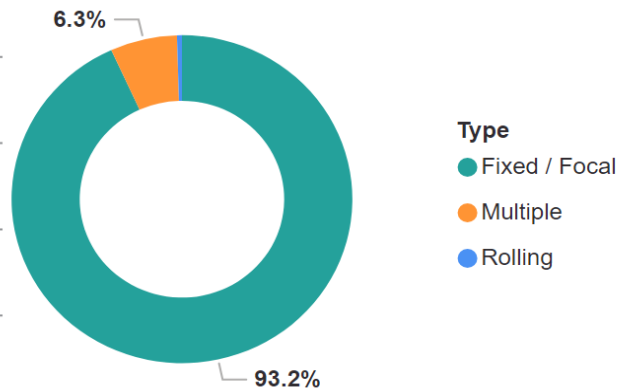


Note: Percentages may not add up to 100% due to rounding.

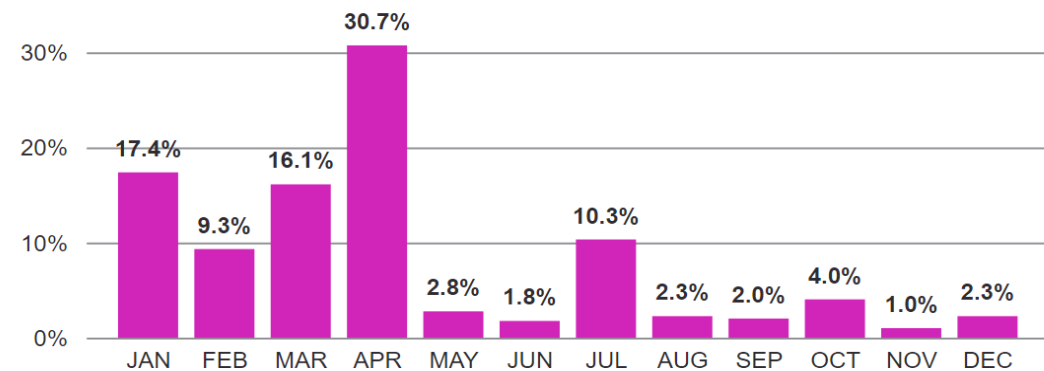
Key Economic Data



Salary Review Type - 426 Responses

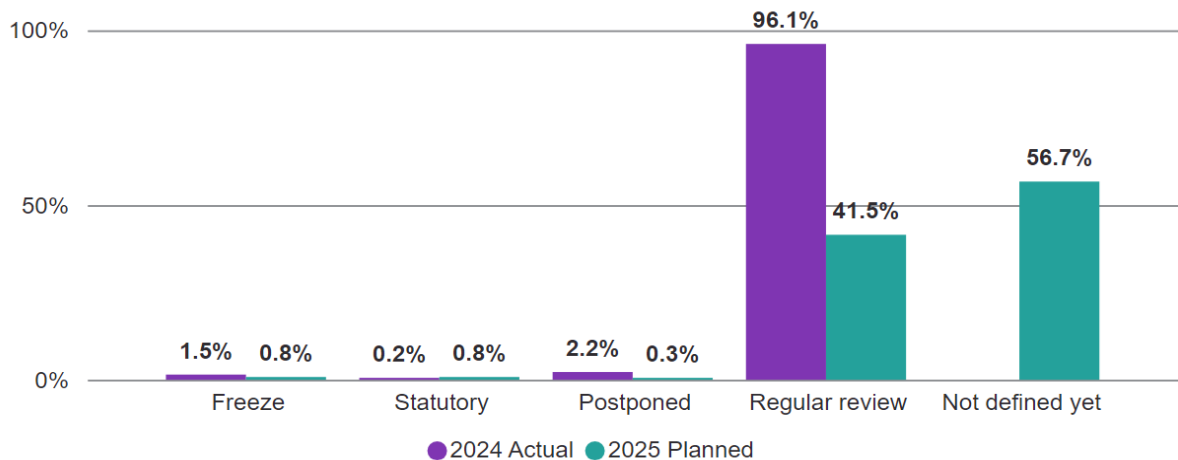


Most Prevalent Salary Review Month - 397 Responses



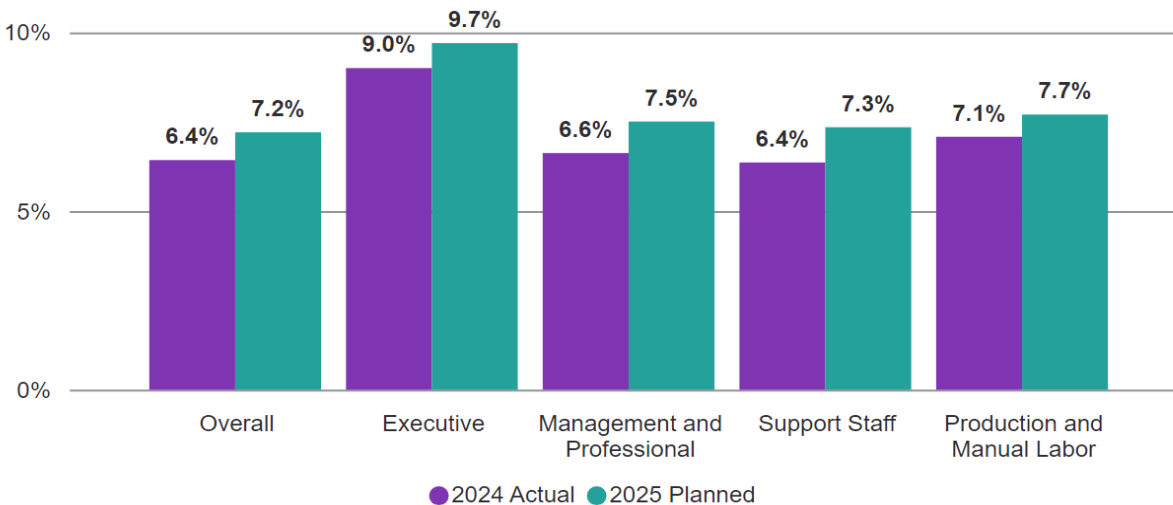
Salary Review Status

2024 Actual - 407 Responses
2025 Planned - 381 Responses



Average Salary Range Midpoint Increases (Excluding 0%)

2024 Actual - 69 Responses
2025 Planned - 31 Responses



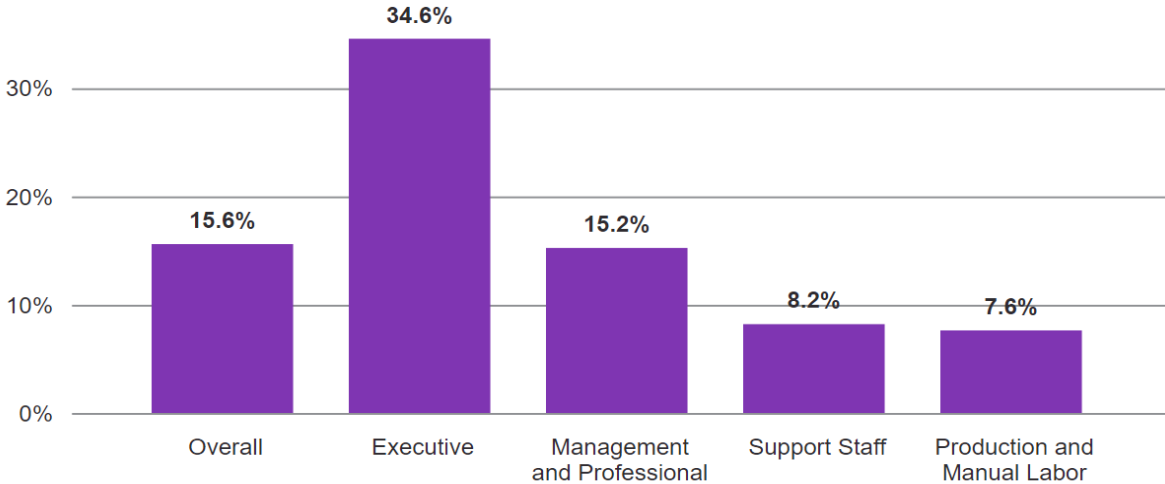


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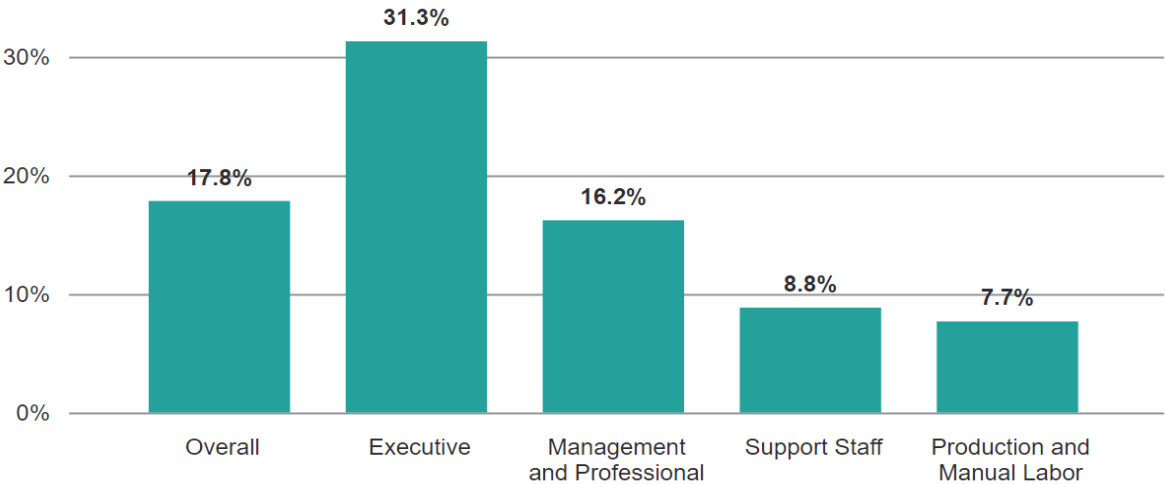
Merit Increases

Employee Group	2024 Actual					2025 Planned				
	P25	P50	P75	Avg	# of Resp	P25	P50	P75	Avg	# of Resp
Overall Merit Increase	4.5%	5.5%	6.0%	5.4%	393	4.5%	5.3%	6.0%	5.3%	226
Executive	4.5%	5.5%	6.0%	5.4%	392	4.5%	5.3%	6.0%	5.3%	225
Management and Professional	4.6%	5.5%	6.0%	5.4%	393	4.6%	5.3%	6.0%	5.3%	226
Support Staff	4.5%	5.5%	6.0%	5.4%	392	4.8%	5.3%	6.0%	5.4%	226
Production and Manual Labor	5.0%	5.9%	7.0%	6.5%	114	5.0%	5.5%	7.0%	6.1%	75

Average Variable Pay - Actual 2024 Payout for 2023 Performance Year - 132 Responses



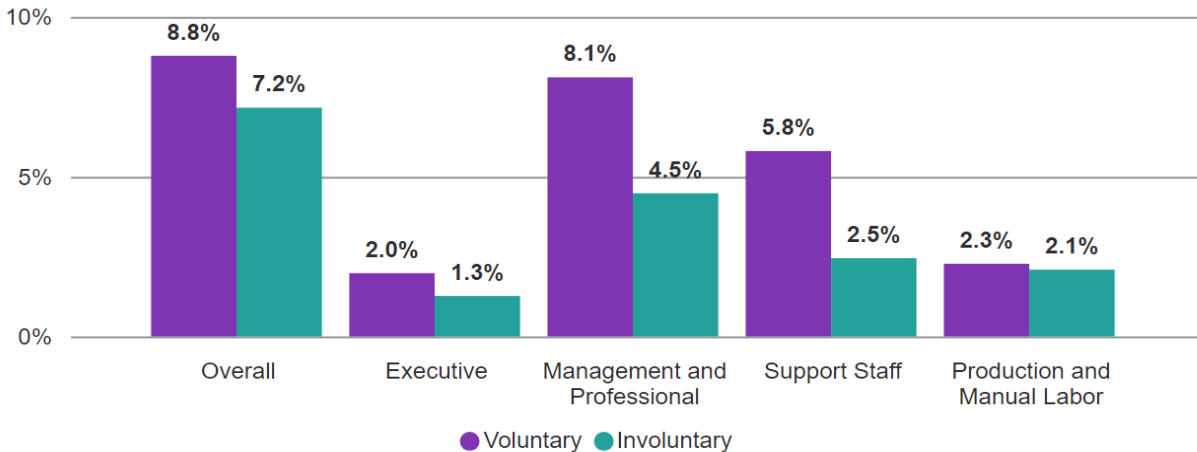
Average Variable Pay - Planned 2025 Payout for 2024 Performance Year - 141 Responses



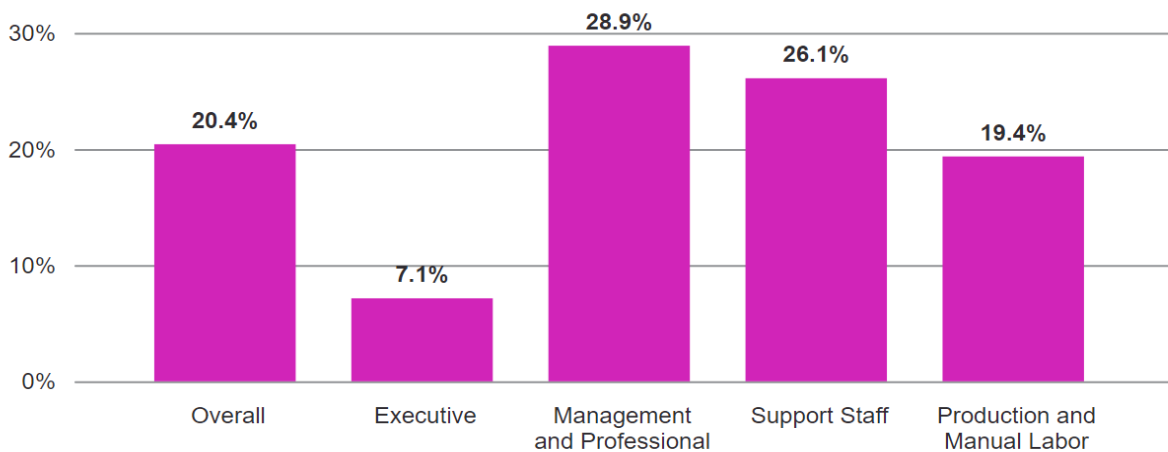


Note: Percentages may not add up to 100% due to rounding.

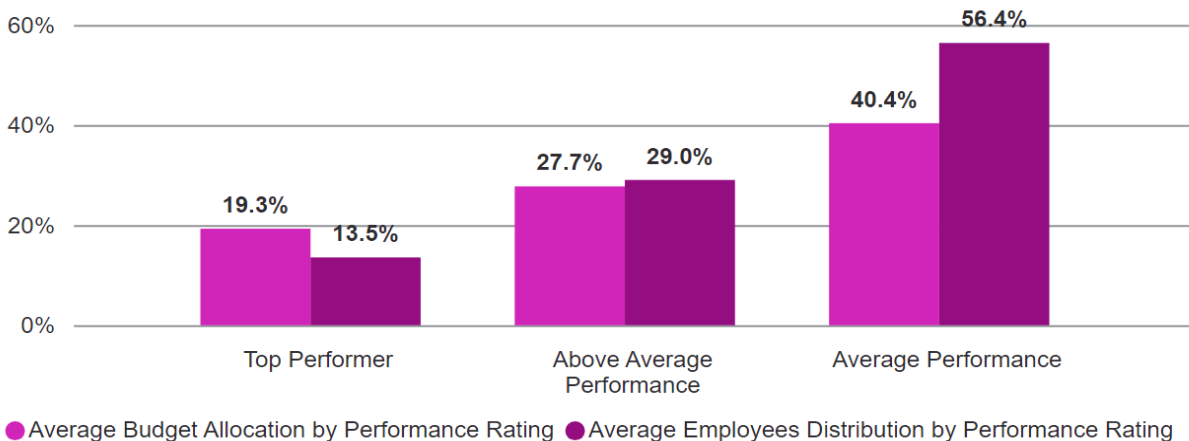
Staff Turnover/Attrition in the Last 12 months - 115 Responses



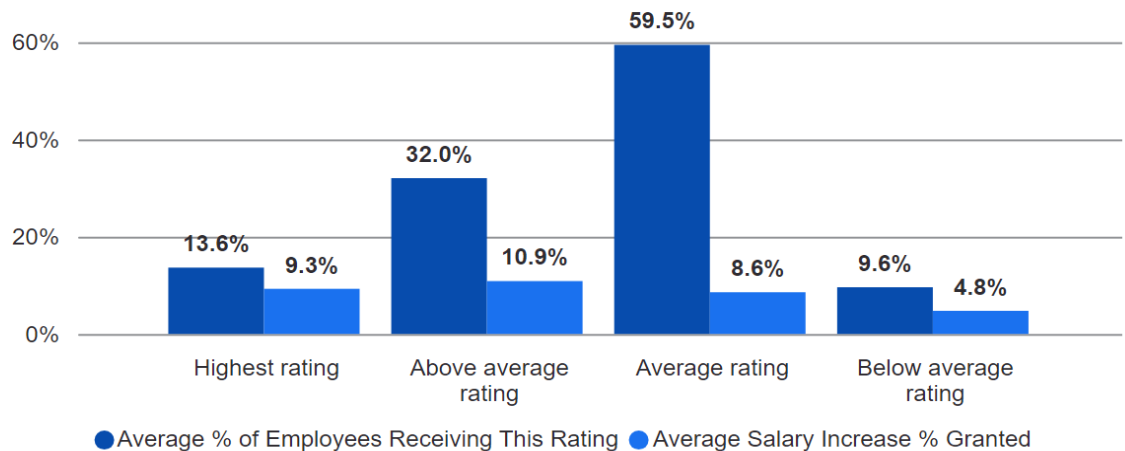
Recruitment Planned in the Next 12 Months - 99 Responses



Salary Increase Budget Allocation by Performance Rating - 35 Responses



Average Salary Increases by Performance Rating - 30 Responses





About WTW

At WTW (NASDAQ: WTW), we provide data-driven, insight-led solutions in the areas of people, risk and capital. Leveraging the global view and local expertise of our colleagues serving 140 countries and markets, we help you sharpen your strategy, enhance organizational resilience, motivate your workforce and maximise performance. Working shoulder to shoulder with you, we uncover opportunities for sustainable success — and provide perspective that moves you. Learn more at [wtwco.com](https://www.wtwco.com).



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The WTW logo consists of the lowercase letters 'wtw' in a bold, purple, sans-serif font.