



2024 Salary Budget Planning Report

Sample Report

Table of content

About the report

03

Sample output

05

About WTW

11

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 a biannual report (July and December of current year) that looks at salary movements around the world, supporting compensation planning for companies across countries in Asia Pacific, Europe, Middle East and Africa (EMEA), Latin America and North America.

There are two editions to the report, July and December, and they collect the following information:

- July edition: this survey will collect the current year's actual/budgeted and succeeding year's forecasted salary increases
- December edition: this survey will collect the current year's actual and succeeding year's forecasted salary increases

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).



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 **35,000 responses** covering over 100 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
- Asia Pacific
- Canada
- EMEA
- Global
- Latin America
- U.S.
- Artificial intelligence and compensation
- Hyperinflation countries data
- Remote/hybrid working
- Rewards actions: Responding to market conditions

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

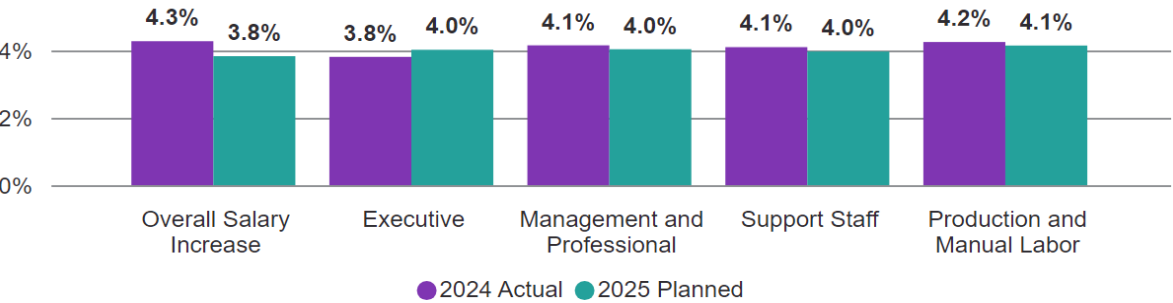
New, interactive charts provide an easy way to switch between global and country specific views. Excel output is also provided.



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

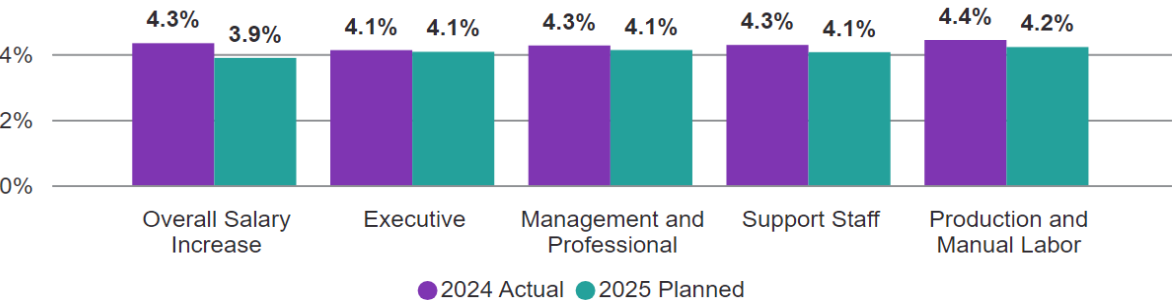
2024-2025 Salary Budget Increase Overall by Employee Group Including Salary Freezes (Average)

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



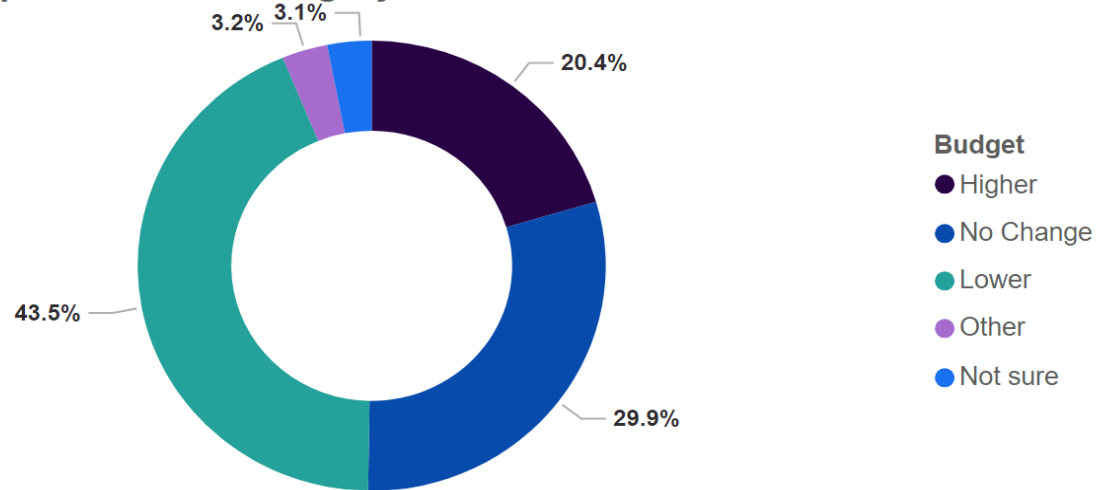
Employee Group (including Salary Freeze)	2024 Actual						2025 Planned					
	P25	P50	P75	Avg	# of Responses	% Entering Zero	P25	P50	P75	Avg	# of Responses	% Entering Zero
Overall Salary Increase	3.0%	4.0%	4.5%	4.3%	716	1.4%	3.0%	3.5%	4.0%	3.8%	275	1.5%
Executive	3.0%	3.8%	4.5%	3.8%	197	7.6%	3.0%	3.5%	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	

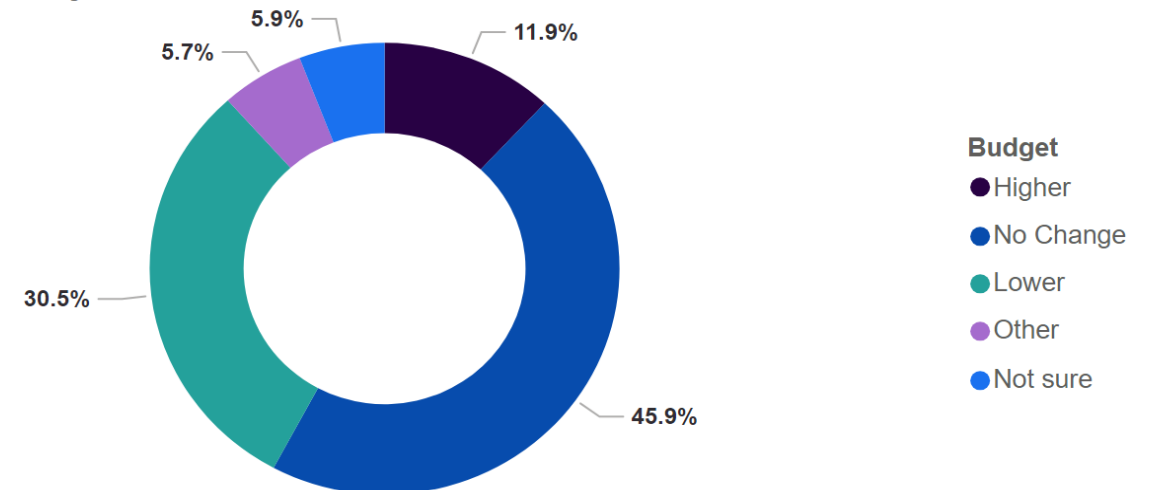


Note: Percentages may not add up to 100% due to rounding.

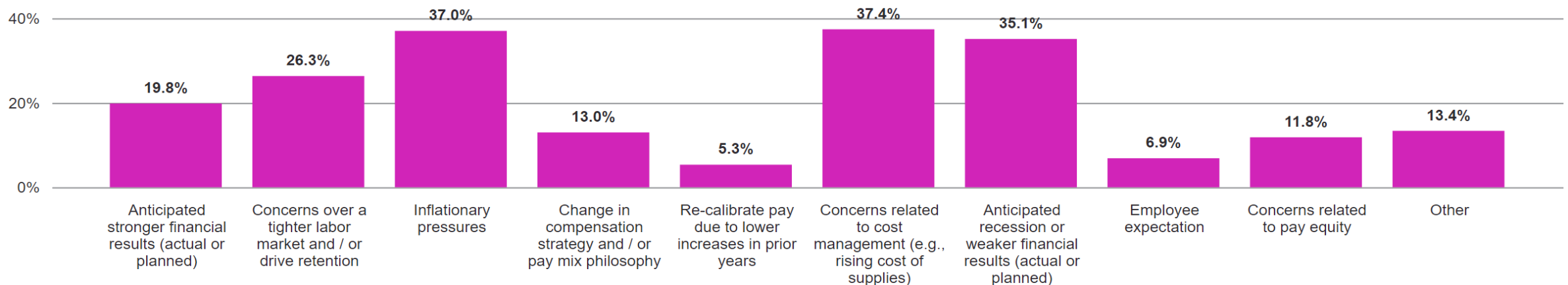
Budget for the Current Cycle Compared to the Most Recent Compensation Planning Cycle - 1,015 Responses



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



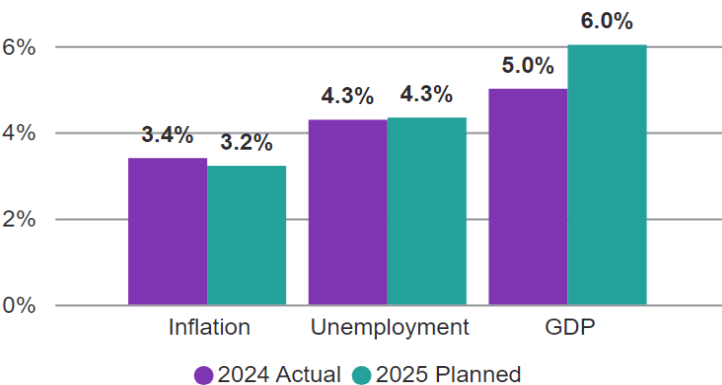
Factors Influencing the Change from the Salary Increase Budget Compared to the Prior Year - 262 Responses



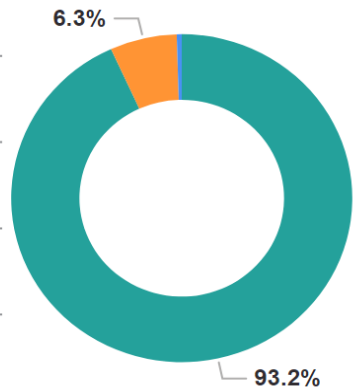


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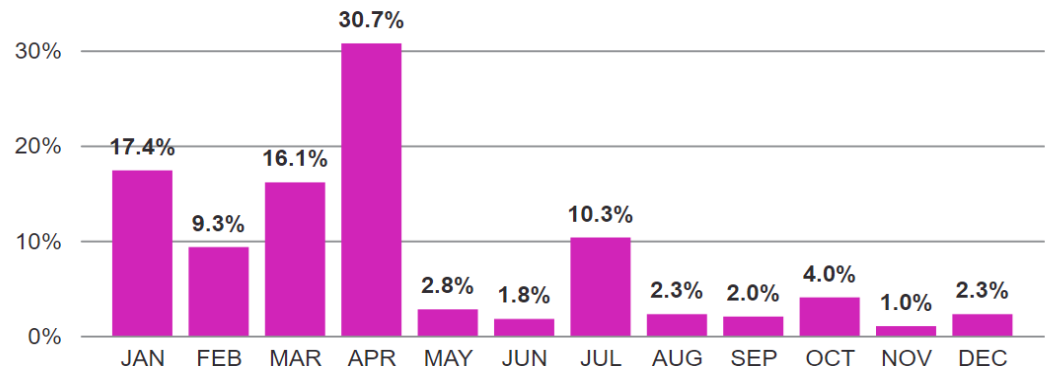
Key Economic Data



Salary Review Type - 426 Responses

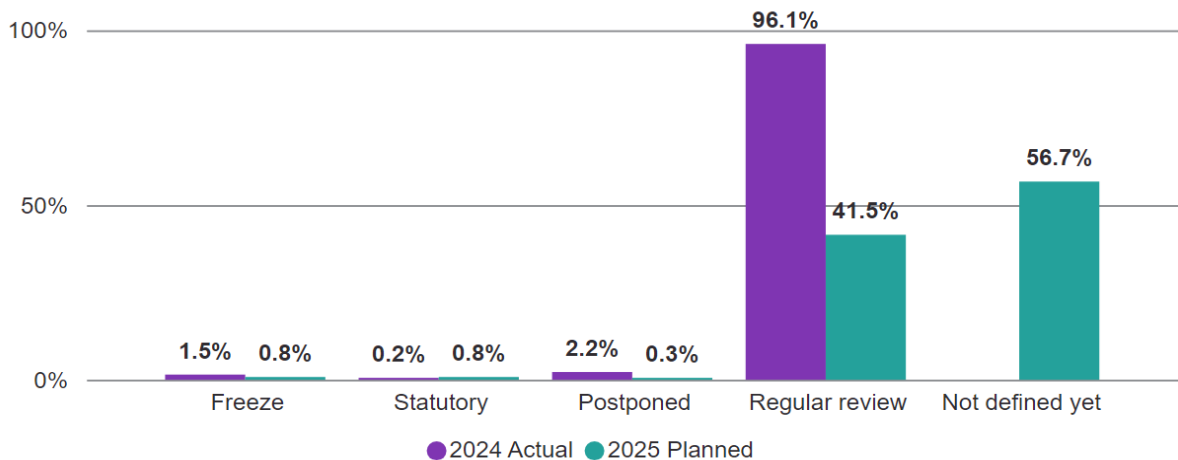


Most Prevalent Salary Review Month - 397 Responses



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



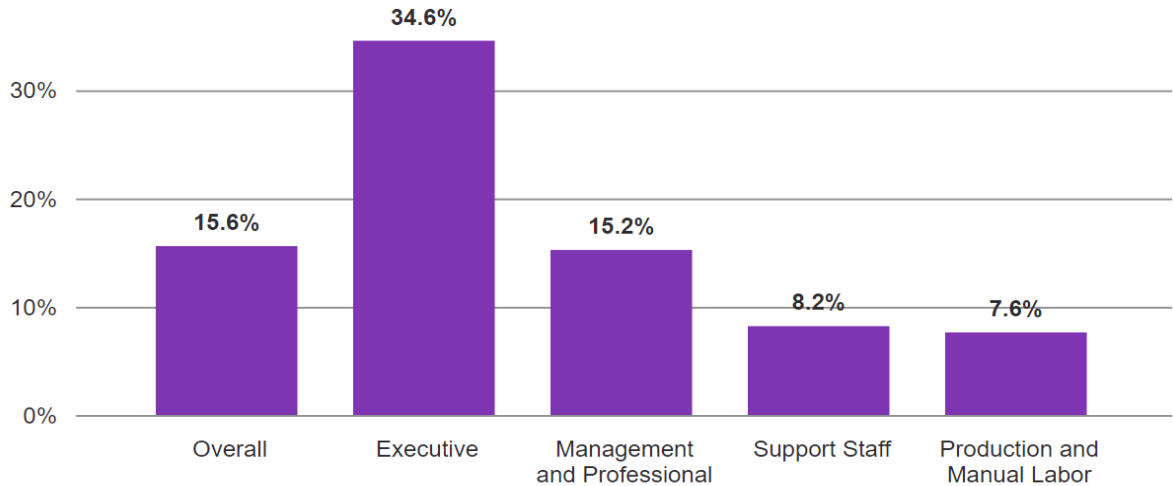


Note: Percentages may not add up to 100% due to rounding.

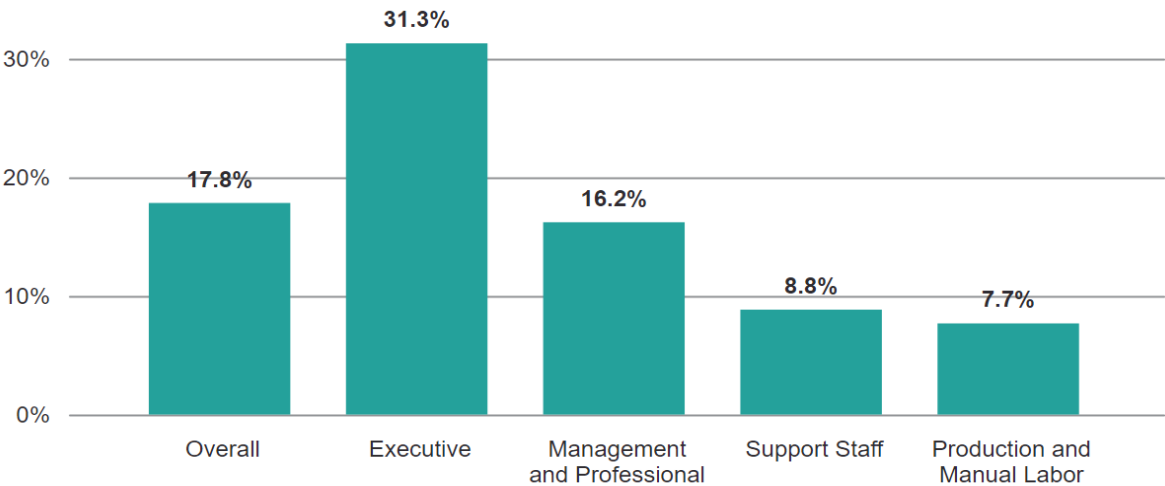
Merit Increases

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



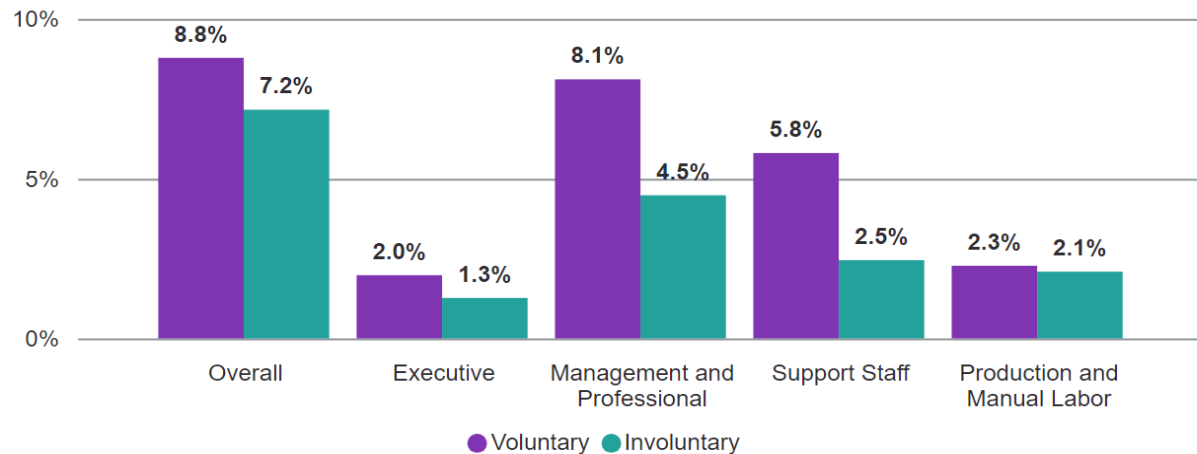
Average Variable Pay - Planned 2025 Payout for 2024 Performance Year - 141 Responses



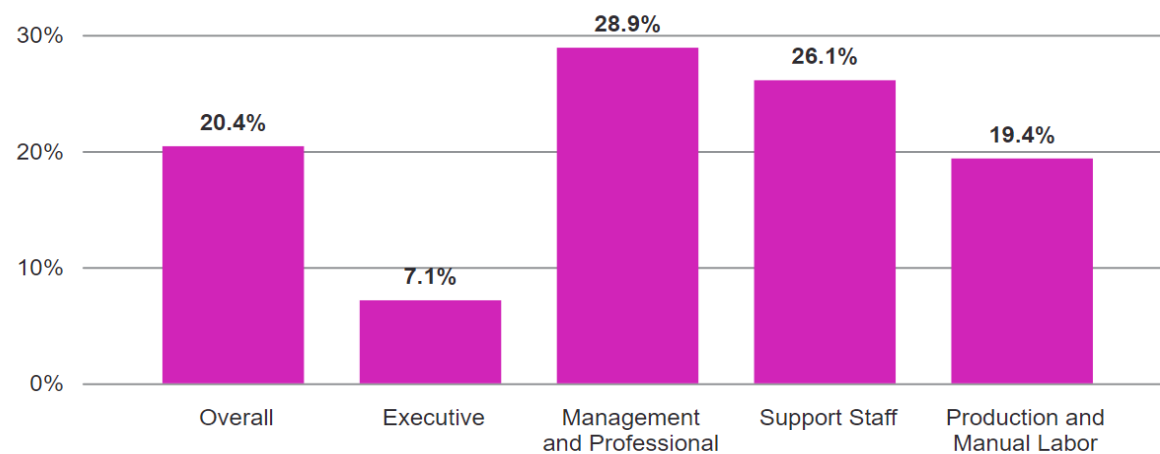


Note: Percentages may not add up to 100% due to rounding.

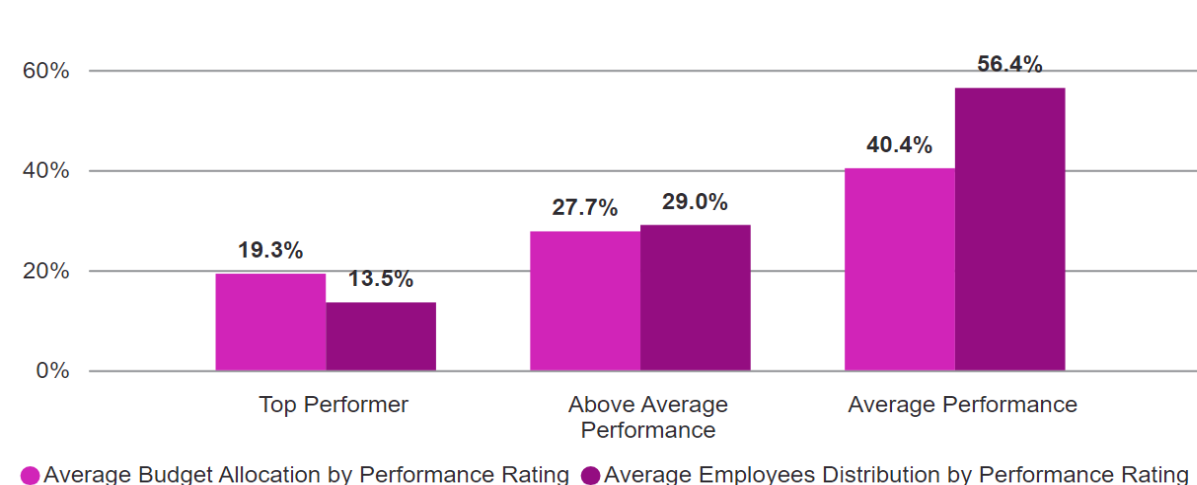
Staff Turnover/Attrition in the Last 12 months - 115 Responses



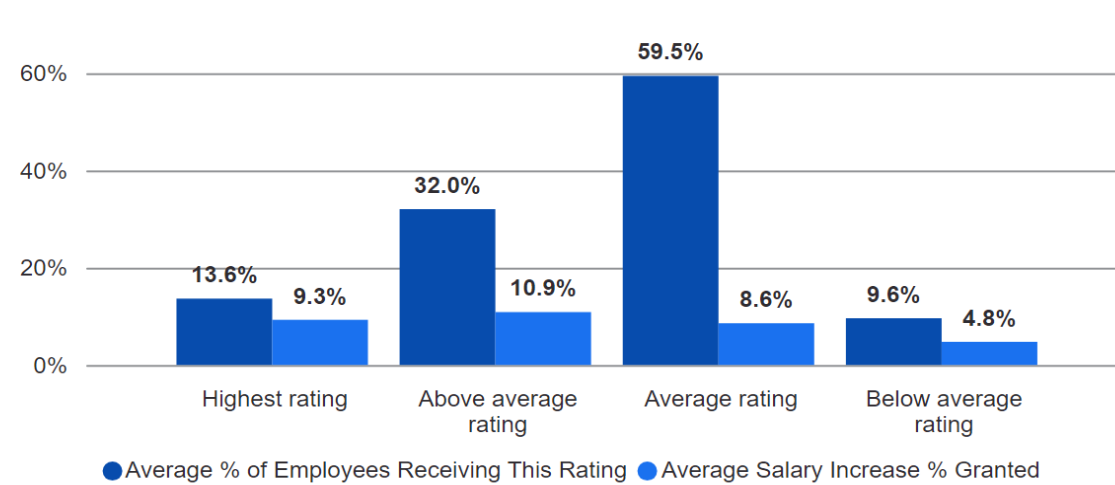
Recruitment Planned in the Next 12 Months - 99 Responses



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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