

Salary Budget Survey 2025-2026

TOP-LEVEL RESULTS

PUBLISHED JULY 15, 2025

Below is a high-level look at total salary increase budgets from the 2025-2026 survey, which closed in April 2025. Total increase budgets are the sum of merit, general/COLA and other increase budgets. This year, the “WorldatWork 2025-2026 Salary Budget Survey” included 1,773 organizations that provided data for at least one and as many as 22 countries, for a total of 4,250 submissions. The “Online Reporting Tool” allows users to customize reports for U.S. and Canada by organization size, revenue, industry and/or geography and will be available with the full survey results for purchase in late July. If you are a *current* WorldatWork member who participated in this survey, you will receive a complimentary subscription. Learn more at <https://worldatwork.org/research/salary-budget-survey>

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Total Salary Increase Budgets, by Employee Category

	Employee Category	Actual 2025		Projected 2026	
		Mean	Median	Mean	Median
United States	NHN	3.7%	3.5%	3.6%	3.5%
	NS	3.7%	3.5%	3.6%	3.5%
	ES	3.7%	3.5%	3.6%	3.5%
	OE	3.6%	3.5%	3.6%	3.5%
	All	3.7%	3.5%	3.6%	3.5%
Australia	NHN	3.5%	3.5%	3.6%	3.5%
	NS	3.5%	3.5%	3.5%	3.5%
	MS	3.5%	3.5%	3.4%	3.5%
	OE	3.3%*	3.5%*	3.3%*	3.5%*
	All	3.5%	3.5%	3.5%	3.5%
Belgium	NHN	3.4%*	3.5%*	3.5%*	3.2%*
	NS	3.3%	3.5%	3.2%	3.5%
	MS	3.5%	3.5%	3.2%	3.5%
	OE	3.9%*	4.0%*	---	---
	All	3.4%	3.5%	3.3%	3.5%
Brazil	NHN	4.5%	4.6%	4.4%*	4.5%*
	NS	4.7%	4.5%	4.5%	4.5%
	MS	4.7%	4.5%	4.5%	4.5%
	OE	5.2%*	6.2%*	4.8%*	6.0%*
	All	4.7%	4.5%	4.5%	4.5%
Canada	NHN	3.4%	3.5%	3.5%	3.5%
	NS	3.5%	3.5%	3.5%	3.5%
	MS	3.5%	3.5%	3.6%	3.5%
	OE	3.3%	3.5%	3.5%	3.5%
	All	3.4%	3.5%	3.5%	3.5%

U.S.	
NHN	Nonexempt Hourly Nonunion
NS	Nonexempt Salaried
ES	Exempt Salaried
OE	Officers/Executives

Non-U.S. Countries	
NHN	Nonmanagement Hourly Nonunion
NS	Nonmanagement Salaried
MS	Management Salaried
OE	Officers/Executives

*This data may represent a small sample size of less than 30 organizations.

All data includes 0% responses. Data not shown when less than five organizations provided data.

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Total Salary Increase Budgets, by Employee Category *(continued)*

		Actual 2025		Projected 2026	
Employee Category		Mean	Median	Mean	Median
China	NHN	4.8%	5.0%	4.9%	5.0%
	NS	4.8%	5.0%	4.9%	5.0%
	MS	4.7%	5.0%	4.9%	5.0%
	OE	3.2%*	3.0%*	3.2%*	3.2%*
	All	4.7%	5.0%	4.8%	5.0%
France	NHN	3.3%	3.5%	3.2%	3.5%
	NS	3.2%	3.5%	3.2%	3.5%
	MS	3.3%	3.5%	3.3%	3.5%
	OE	2.9%*	3.0%*	2.8%*	3.0%*
	All	3.2%	3.5%	3.2%	3.5%
GCC Countries (Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, and/or the United Arab Emirates)	NHN	4.3%*	4.0%*	4.1%*	4.0%*
	NS	4.1%	4.0%	3.9%	4.0%
	MS	4.6%	4.0%	4.4%	4.0%
	OE	5.6%*	3.9%*	5.0%*	4.0%*
	All	4.4%	4.0%	4.2%	4.0%
Germany	NHN	3.6%	3.6%	3.7%	3.8%
	NS	3.6%	3.5%	3.6%	3.5%
	MS	3.6%	3.6%	3.6%	3.6%
	OE	3.4%*	3.2%*	3.5%*	3.2%*
	All	3.6%	3.5%	3.6%	3.6%
India	TIC	9.1%	9.5%	8.8%	9.5%
	JM	8.9%	9.4%	8.7%	9.5%
	MM	9.0%	9.5%	8.9%	9.5%
	TSM	8.5%	9.0%	8.7%	9.2%
	All	9.0%	9.5%	8.8%	9.5%
Italy	NHN	3.2%	3.4%	3.2%*	3.3%*
	NS	3.1%	3.3%	3.1%	3.3%
	MS	3.1%	3.2%	3.1%	3.2%
	OE	3.3%*	3.2%*	3.3%*	3.0%*
	All	3.1%	3.3%	3.1%	3.2%
Japan	NHN	3.3%	3.2%	3.5%	3.5%
	NS	3.2%	3.0%	3.4%	3.0%
	MS	3.2%	3.0%	3.5%	3.2%
	OE	3.5%*	3.0%*	3.6%*	3.5%*
	All	3.2%	3.0%	3.4%	3.2%
Mexico	NHN	5.2%	5.0%	5.2%	5.0%
	NS	5.3%	5.2%	5.3%	5.3%
	MS	5.3%	5.2%	5.2%	5.1%
	OE	5.3%*	3.8%*	5.3%*	4.0%*
	All	5.2%	5.2%	5.3%	5.0%
Netherlands	NHN	3.7%	3.8%	3.8%	4.0%
	NS	3.8%	3.8%	3.9%	4.0%
	MS	3.7%	3.6%	3.7%	3.8%
	OE	3.4%*	3.0%*	3.3%*	3.2%*
	All	3.7%	3.7%	3.8%	3.9%

Non-U.S. Countries	
NHN	Nonmanagement Hourly Nonunion
NS	Nonmanagement Salaried
MS	Management Salaried
OE	Officers/Executives
India	
TIC	Technical/Individual Contributors/ Support Roles
JM	Junior Management
MM	Middle Management
TSM	Top and Senior Management

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Total Salary Increase Budgets, by Employee Category *(continued)*

	Employee Category	Actual 2025		Projected 2026	
		Mean	Median	Mean	Median
Singapore	NHN	4.3%*	4.0%*	3.9%*	4.0%*
	NS	4.1%	4.0%	4.0%	4.0%
	MS	4.1%	4.0%	4.2%	4.0%
	OE	4.0%*	4.0%*	4.1%*	4.0%*
	All	4.1%	4.0%	4.1%	4.0%
South Africa	NHN	5.4%*	5.5%*	4.8%*	5.0%*
	NS	5.9%	6.0%	5.3%*	6.0%*
	MS	4.9%	5.4%	5.3%*	5.8%*
	OE	5.1%*	5.5%*	5.2%*	6.0%*
	All	5.4%	6.0%	5.2%	5.5%
South Korea	NHN	4.4%*	4.4%*	4.1%*	4.0%*
	NS	4.3%	4.3%	4.3%	4.0%
	MS	4.2%	4.3%	4.3%	4.2%
	OE	---	---	---	---
	All	4.3%	4.3%	4.3%	4.0%
Spain	NHN	3.1%*	3.4%*	3.0%*	3.2%*
	NS	3.4%	3.4%	3.3%	3.5%
	MS	3.1%	3.4%	3.2%	3.5%
	OE	3.2%*	3.0%*	3.2%*	3.0%*
	All	3.3%	3.4%	3.2%	3.4%
Sweden	NHN	3.0%*	3.2%*	3.0%*	3.2%*
	NS	3.4%	3.4%	3.1%*	3.4%*
	MS	3.4%	3.3%	3.3%*	3.3%*
	OE	4.0%*	3.8%*	3.8%*	3.2%*
	All	3.4%	3.3%	3.2%	3.3%
Switzerland	NHN	3.0%*	2.8%*	3.0%*	2.8%*
	NS	2.7%	2.6%	2.7%	2.7%
	MS	2.6%	2.5%	2.6%	2.5%
	OE	2.7%*	2.5%*	3.0%*	2.8%*
	All	2.7%	2.6%	2.7%	2.6%
United Kingdom	NHN	4.0%	4.0%	3.8%	3.8%
	NS	3.9%	4.0%	3.8%	3.9%
	MS	3.8%	4.0%	3.8%	3.9%
	OE	3.7%	3.7%	3.7%	3.5%
	All	3.8%	3.9%	3.8%	3.9%
Vietnam	NHN	6.2%*	7.5%*	7.1%*	7.5%*
	NS	6.3%	7.0%	6.2%*	7.0%*
	MS	6.8%*	7.0%*	6.9%*	7.0%*
	OE	---	---	---	---
	All	6.5%	7.0%	6.6%	7.0%

Non-U.S. Countries	
NHN	Nonmanagement Hourly Nonunion
NS	Nonmanagement Salaried
MS	Management Salaried
OE	Officers/Executives

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Please direct any questions or comments to surveypanel@worldatwork.org.

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