

Table of contents

Editors' note	1	Specific salary data	69
Methodology	2	Salary by job family and region	70
Executive summary	13	Salary by job family and industry	71
Employment trends	15	HR context	74
Unemployment rates	18	Hot jobs	75
Employment by sector	20	Hiring intentions	77
Labour productivity	21	Voluntary turnover	78
Employment growth vs. productivity growth	22	Starting salaries	80
Country-specific information	23	Entry-level salaries by job position	80
Economic overview	28	Short-term incentives	115
Gross domestic product (GDP) and GDP growth	29	STI prevalence	116
Trade	31	Actual STI as a percentage of base salary	120
Competitiveness of economies	33	Target incentive as a percentage of base salary	123
Tax burden	34		
Summary salary data by employee category	36		
Base salary differentials	44		
Base salary differentials by region	45		
Base salary differentials by country	47		
Salary levels across benchmark positions	50		
Americas	51		
Asia Pacific	54		
Europe and Middle East	60		

