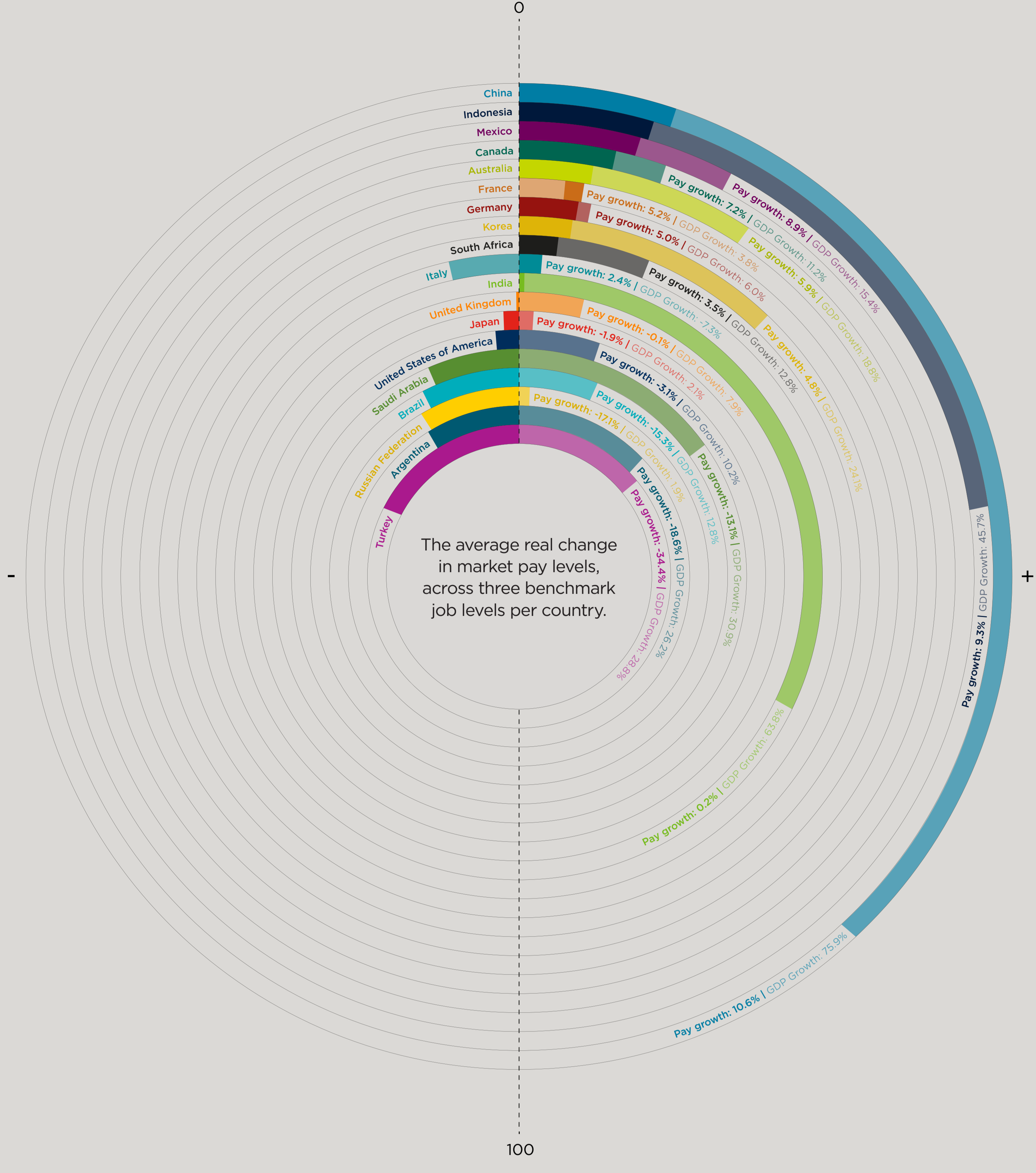
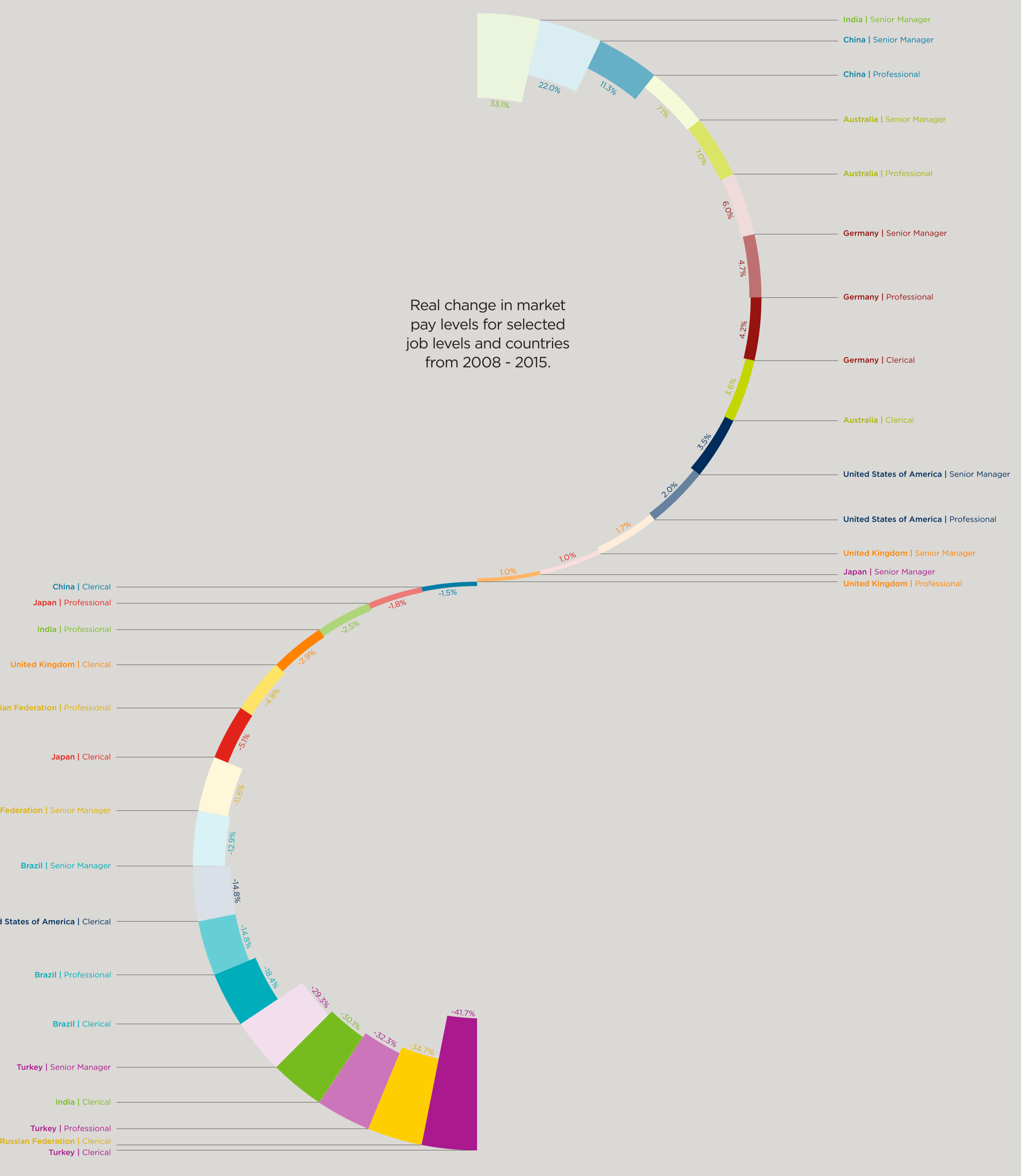


# Eight years after the start of the global recession, Korn Ferry Hay Group study shows mixed salary growth across the globe.



Real change in market pay levels for selected job levels and countries from 2008 - 2015.



To find out how Korn Ferry Hay Group can help you make better pay decisions, visit: [haygroup.com/en/our-services/pay/paynet/](http://haygroup.com/en/our-services/pay/paynet/)

**About the Study:** Pay data is drawn from Korn Ferry Hay Group's more than 25,000 organizations, which covers almost all major industries and job levels. Economic data (CPI and GDP) is from the Economist Intelligence Unit.

Data shows the 'real' change (i.e. absolute change minus CPI inflation) in base salary median pay levels, from 2008 to 2016, averaged across three benchmark job levels (clerical/entry level, professional, senior management) for each country. We also show the change in GDP over the same period.