

PageExecutive

Executive Compensation Insights 2025

GLOBAL EDITION

Your guide to global trends in compensation and
benefits for executives and senior leaders



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Introduction

It is with great excitement that we introduce our **Executive Compensation Insights 2025**—Page Executive’s most comprehensive and insightful compensation report to date.

With input from over **4,500 executives worldwide**, this study provides a deep dive into the latest trends shaping executive compensation. It goes beyond salaries to explore what truly drives executive satisfaction—whether it’s flexible work arrangements, meaningful career development, or performance-linked incentives.

This is a significant milestone for Page Executive. Never before have we conducted a study around compensation and benefits of this scale, bringing together global perspectives to deliver **data-driven insights** that help organisations make informed decisions. Whether you are looking to **benchmark competitive compensation packages, refine your reward structures, or understand what today’s executives value most**, this report is designed to equip you with the knowledge needed to attract and retain top leadership talent.

We hope you find these insights valuable and relevant to your organisation’s executive talent strategy.

A circular portrait of Anthony Thompson, a middle-aged man with short grey hair, wearing a dark blue blazer over a white shirt. The portrait is set against a light grey background and is framed by a thin gold border. A decorative gold wavy line extends from the bottom of the circle across the page.

ANTHONY THOMPSON

CEO, Page Executive

About Page Executive

Page Executive is a global leader in executive search & recruitment. With over **350 Principals and Partners across 37 markets**, we specialise in **permanent and interim placements, non-executive appointments, and executive talent advisory services**. We draw upon our vast networks, deep industry expertise, and powerful in-house research capabilities to deliver agile, time-sensitive and tailored talent solutions that meet the unique needs and challenges of organisations worldwide.

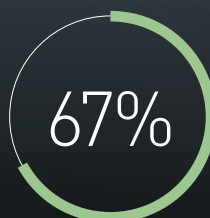
Why are Executives on the Move?

Almost half (**46%**) of all senior leaders plan to change companies in the next five years, with **job dissatisfaction** as the primary driver.



who are dissatisfied with their **current role** plan to change companies within the next five years

vs.



who are dissatisfied with their **compensation package** plan to change companies within the next five years

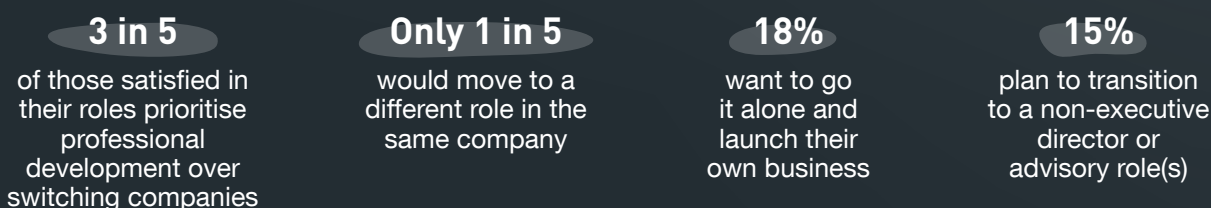
“Executives don’t leave on a whim—they move on when growth stalls, influence fades, or contributions go unrecognised. Competitive pay matters, but it’s not enough. Leaders who feel valued, challenged, and fairly rewarded prioritise development over job-hopping—an essential insight for organisations seeking to retain top talent. In Europe, we’ve noticed more executives are also leaving to gain international experience, recognising it as a key driver of adaptability and leadership success. Organisations that fail to offer the right balance of pay, progression, and meaningful engagement risk losing their best people. Retention isn’t just about pay—it’s about building a future leaders want to be part of.”



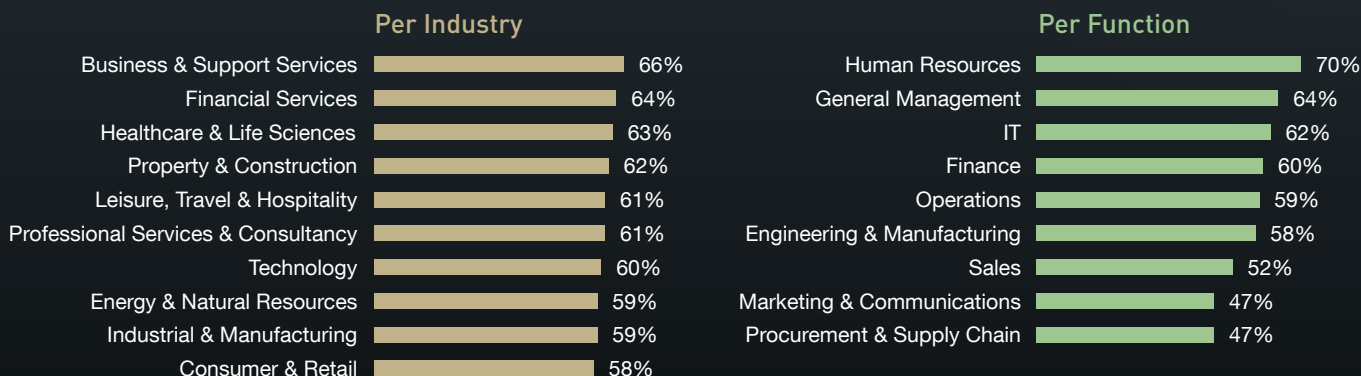
MARLENE RIBEIRO

Managing Partner France & Southern Europe

EXECUTIVE PRIORITIES OVER THE NEXT FIVE YEARS

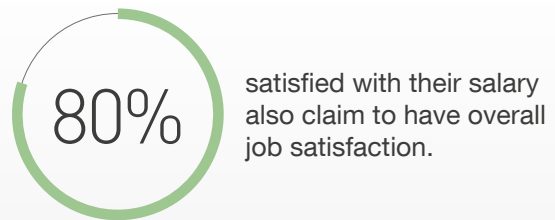
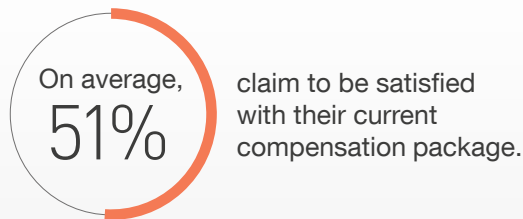


HOW MANY EXECUTIVES ARE SATISFIED IN THEIR ROLES?



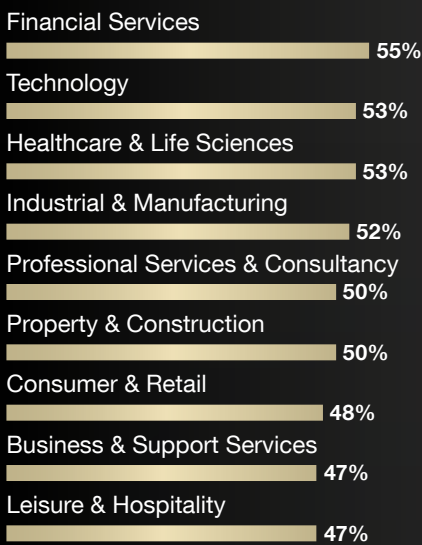
Is Salary Still King?

Today’s executives continue to seek the right balance of financial and non-financial incentives, with compensation playing a pivotal role in their overall job satisfaction.



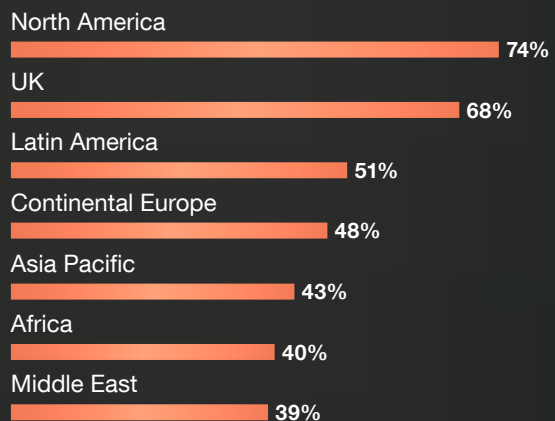
HOW MANY EXECUTIVES ARE SATISFIED WITH THEIR COMPENSATION?

PER INDUSTRY

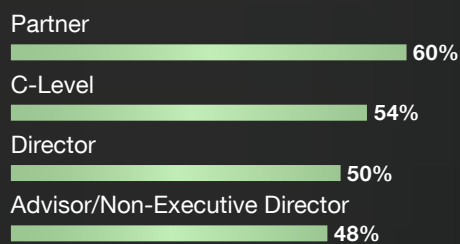


HR and IT professionals report higher salary satisfaction, at 59% and 60% respectively, compared to lower satisfaction levels in other fields: **Engineering & Manufacturing** (47%), **Sales** (43%), **Marketing & Communications** (47%), and **Procurement & Supply Chain** (45%).

PER REGION



PER JOB LEVEL



“Our data reveals that nearly half of senior leaders negotiated a salary increase last year, with a 67% success rate (up 17% vs. previous year)—reflecting a growing awareness of the competitive market and increased confidence in securing better remuneration. We’ve also seen a clear shift in how leaders prioritise purpose, flexibility, and tailored benefits. While salary isn’t the only factor, it remains a critical foundation. Companies must refine their compensation strategies or risk losing top talent to more innovative competitors.”



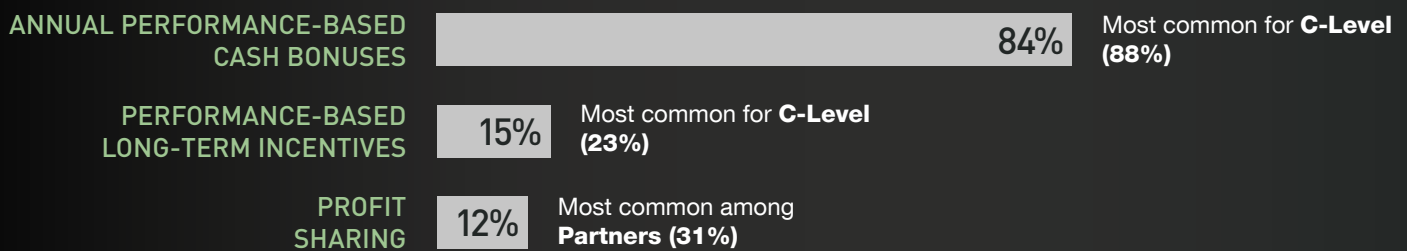
GIL VAN DELFT

Managing Partner Americas

Variable Compensation: Expectations vs. Reality

With 85% of executives claiming they receive performance-related pay, **variable remuneration remains a powerful attraction tool** - but are expectations shifting?

MOST COMMON FORMS OF EXECUTIVE VARIABLE PAY

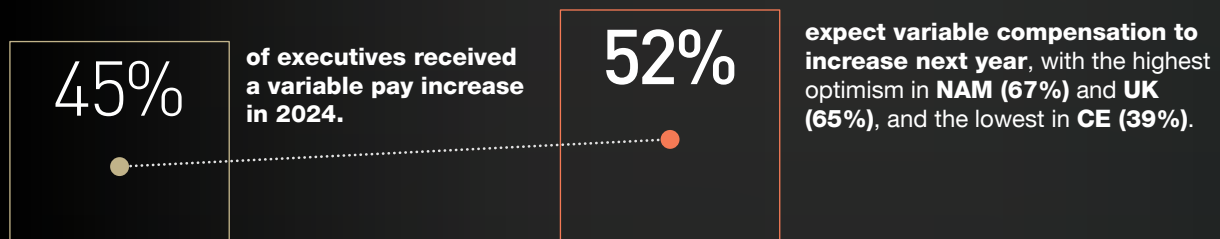


Other variables include: Retention bonuses in the form of stock or deferred cash (11%), restrictive stock units (10%) and discretionary bonuses (8%).

Variable pay is most common among executives in **Sales (92%)** and **Industrial & Manufacturing (90%)**, while it is less prevalent in **Professional Services & Consultancy (73%)** and **Leisure & Hospitality (76%)**.

Nearly half of all senior leaders report that up to 30% of their variable pay is tied to **personal performance** rather than company performance. However, for **Directors and C-Level executives**, this figure drops to **less than 10%**.

While nearly half of all executives report receiving an increase in variable compensation last year, optimism for future increases varies across regions:



“When considering variable compensation for executives, there’s an increasing need to offer flexibility alongside performance-based pay. We’ve seen that top talent desires more control over their financial future, and rigid incentive plans often miss the mark. Offering flexible cash incentives—tailored to personal goals rather than standardised, pre-determined investments—resonates with today’s executives.”



OLLY RICHES
Managing Partner APAC

The Flex-Factor

Senior leaders with greater autonomy and flexibility over their working arrangements and benefits report significantly higher job satisfaction rates.

FLEX ON LOCATION

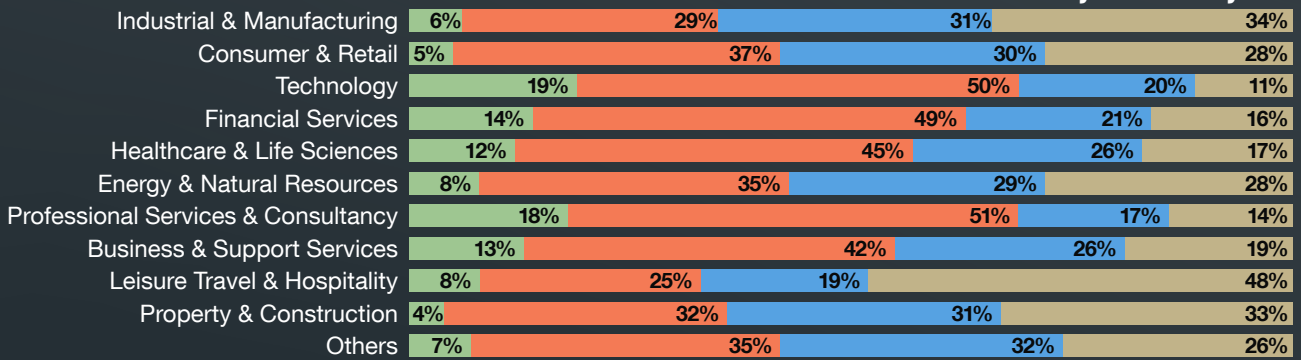
Executives with the option to work remotely at least two days a week are **15% more satisfied** in their roles than those with no hybrid working arrangements.



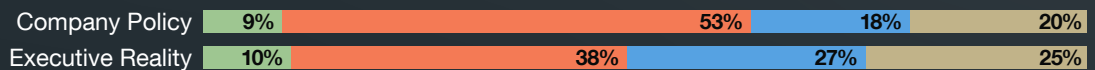
1 in 5 have no access to hybrid working options.

While hybrid work remains prevalent, many executives maintain an office presence to lead by example, foster collaboration, and reinforce company culture. However, others are embracing remote work, focusing on strategy while trusting their teams to operate independently. This shift reflects a balance between visibility and flexibility in modern leadership.

How Executives Balance Remote Work by Industry



Remote Work Policies Vs Executive Habits



■ Fully remote, 100% of the time
 ■ 2 or more days per week (hybrid)
 ■ 1 day or less per week
 ■ Never

“We’ve observed a growing trend of executives seeking flexibility to work remotely, balancing leadership with personal commitments. While some employers remain firm on no remote work, top leaders are increasingly unwilling to compromise. As executive search partners, we facilitate discussions to find a mutually beneficial solution. Organisations that fail to offer hybrid options often risk losing top talent to competitors that do. Flexibility is no longer just a perk—it’s an uncompromising pre-requisite for senior professionals.”



CHRISTOPHE ROSSET

Managing Partner Northern & Central Europe

FLEX ON NOTICE PERIODS

+60%
of executives say they are satisfied with the length of their current notice period.

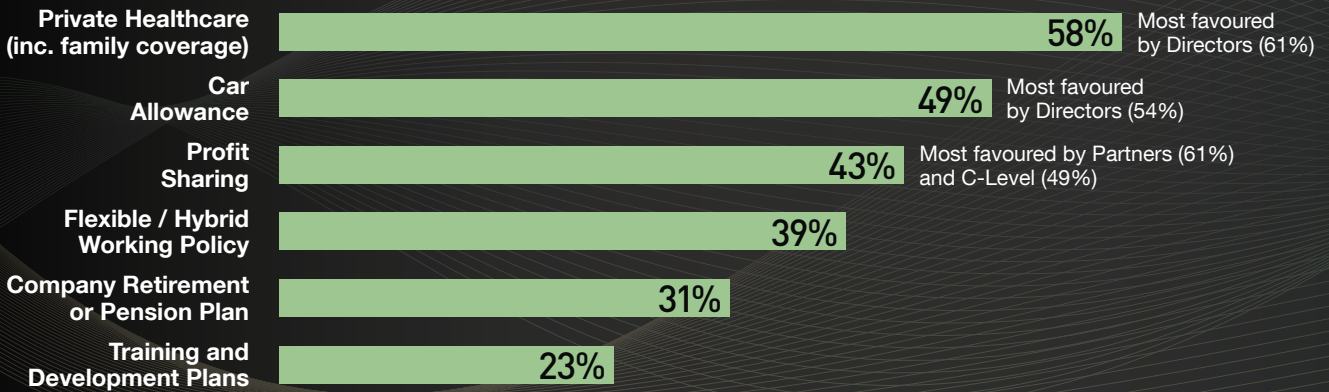
Over half of senior leaders have notice periods under three months, while Directors and C-level executives—especially in CE and the UK—typically have 3–6 months. Yet, high satisfaction suggests these timelines aren’t a drawback.

The Non-Negotiable Perks

Private medical insurance is the top priority, but a **comprehensive benefits package**—including retirement plans, bonuses, and flexible work options remains essential.

MOST IMPORTANT BENEFITS FOR EXECUTIVES

(Respondents could select up to three options)



REGIONAL PERSPECTIVES



Private Healthcare

is most valued in LATAM (80%) and UK (83%) and less in Africa (47%) and the Middle East (38%).



Retirement/Pension Plans

are highly valued in UK (60%), NAM (53%), and CE (37%), but less in LATAM (23%).



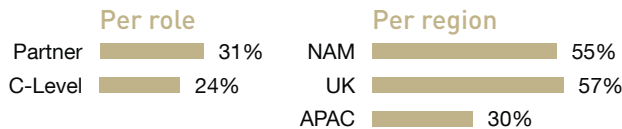
Car Allowance

is most popular in Continental Europe (67%), and less so in the UK (26%) and North America (20%).

MAKING PERKS WORK FOR EXECUTIVES



Just 1 in 5 has the flexibility to exchange and/or tailor their benefits package.



These executives also claim to be more satisfied in their current role.

“Benefits are no longer a one-size-fits-all offering. Executives expect flexibility—whether it’s the ability to tailor benefits or access performance-based rewards. Organisations that craft personalised, comprehensive compensation packages—incorporating health plans, retirement schemes, car allowances, and family benefits—are not only supporting the well-being of their leaders but also strengthening their position in the talent market. Staying ahead means staying relevant to what drives executive satisfaction and engagement.”



JONATHAN WILES

Managing Partner UK

Business Travel: An Executive Reality

Despite the rise of remote work and growing efforts to reduce carbon footprints, **over 90% of executives still travel for business**. This highlights the ongoing importance of face-to-face connections.

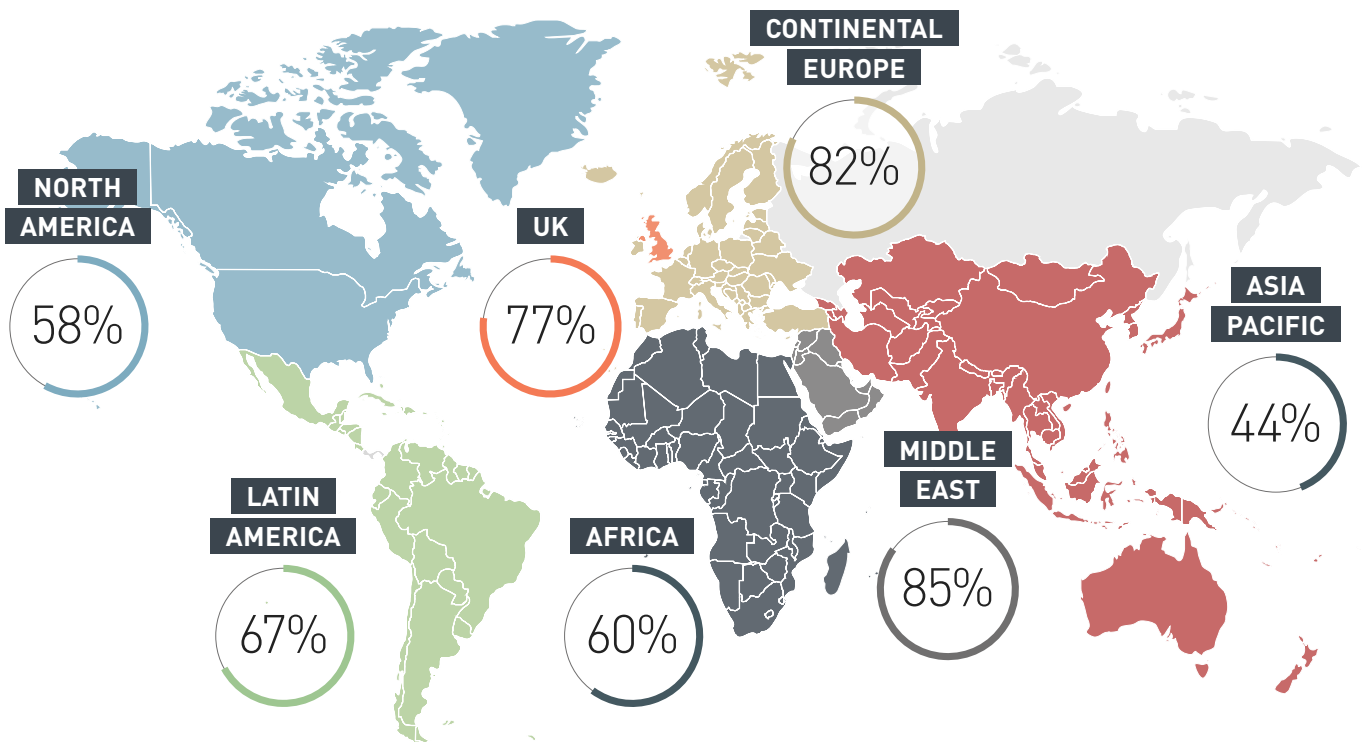


84%
travel
domestically



73%
travel
internationally

WHO'S TRAVELLING INTERNATIONALLY?



PETER KITCHIN

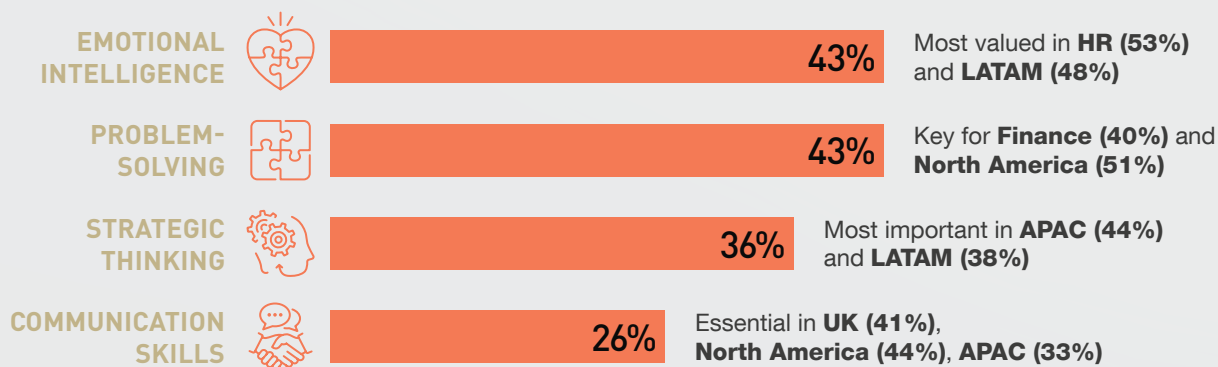
Managing Partner North America

“While virtual tools have transformed how executives work, in-person meetings remain indispensable for trust-building and high-level collaboration. However, as organisations face mounting pressure to reduce their environmental footprint, balancing travel with sustainability is becoming crucial. Executives who embrace this balance, blending face-to-face engagement with eco-conscious practices, will lead in the evolving business landscape.”

The Skills Shaping Leadership

Emotional intelligence, problem-solving, and strategic thinking are critical for executives navigating uncertainty. These skills are not only essential for professional development but also for building and managing high-performing teams.

TOP 4 IDENTIFIED LEADERSHIP SKILLS



“Organisations must align with evolving leadership traits and regional priorities to meet today’s challenges. These results provide an authentic perspective, rooted in the experiences of those in the trenches. Recognising these traits ensures leadership development and talent strategies are aligned with what’s truly effective, not outdated or generalised expectations.”



LORENA GUTIERREZ

Senior Partner & Global Head of HR practice

EXECUTIVE WELL-BEING

A driver of satisfaction and performance

Executives who are satisfied with their roles tend to take more actions to protect their well-being than those who are dissatisfied.



77% of general management and **76% of finance executives prioritise exercise**, while **HR, sales, and marketing** leaders focus on **disconnecting** outside of work.



Satisfied employees tend to prioritise personal activities and protect themselves by eating healthily, doing exercise or putting time aside for family.



Key Takeaway: Well-being drives satisfaction, performance, and retention—when structuring your compensation and benefits strategies, don’t dismiss its impact; treat it as a priority.

How to structure a winning Executive Compensation Strategy for 2025

#1

MORE THAN MONEY: PRIORITISE ROLE SATISFACTION

Competitive pay matters, but our research suggests that executives value job satisfaction even more. Offer meaningful roles, career development, and autonomy to boost retention.

#2

RETENTION STARTS WITH ENGAGEMENT

Nearly half of executives plan to move within five years, with dissatisfaction driving turnover. Focus on career development, mentorship, and recognition to keep key leaders.

#3

FLEXIBILITY IS THE NEW CURRENCY

Executives with customisable benefits and remote work options report higher satisfaction. Provide choice in work arrangements and perks to stay competitive.

#4

HEALTHCARE & SECURITY: THE MUST-HAVE BENEFITS

Private health insurance and retirement plans rank as the most valued benefits worldwide. Strengthen these offerings to attract and keep top talent.

#5

EXECUTIVE TRAVEL STILL MATTERS

Despite remote work, business travel remains essential. Balance in-person connections with sustainability goals to align with ESG commitments.

#6

FUTURE LEADERS NEED SOFT SKILLS

Emotional intelligence, strategic thinking, and problem-solving top the list of critical leadership skills. Additionally, prioritise mental health support by integrating wellness initiatives into training programs, ensuring well-rounded and resilient executives.

KEY ACTIONS

The future of executive compensation is holistic—balance financial rewards with work-life flexibility and career growth.



Benchmark your **compensation strategy** accordingly.



Offer **flexible benefits** to enhance retention.



Invest in **leadership development programs**.

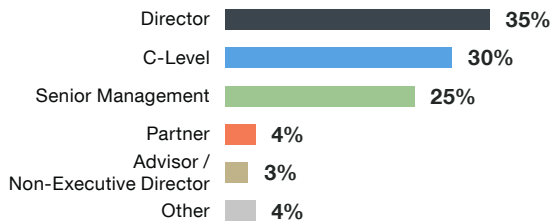
If you need support with defining your executive compensation structure, please request a meeting with one of our global Principals and Partners.

[REQUEST A MEETING](#)

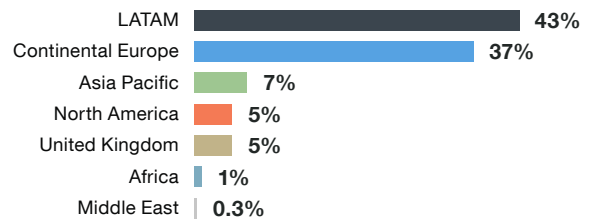
Methodology & Sample

We conducted a survey of our extensive professional database, **collecting 4,668 responses across diverse demographics in Q1 2025**. Data was gathered across multiple countries and languages, with key markets including France, Italy, Spain, Germany, Brazil, Mexico, Colombia, the UK, and the USA.

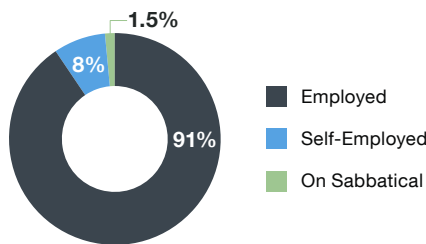
Job Level



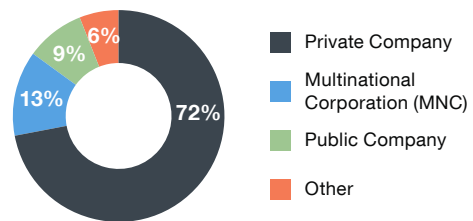
Region Breakdown



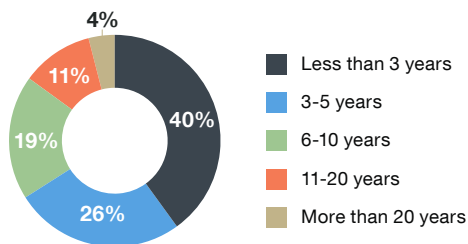
Current Employment Status



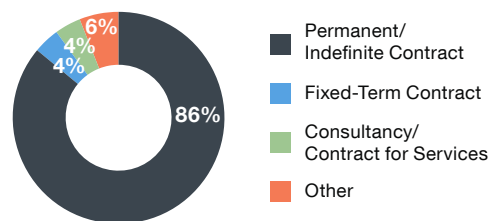
Organisation Type



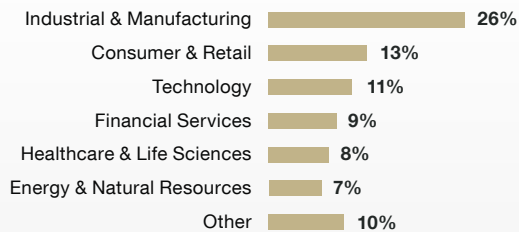
Current Role Tenure



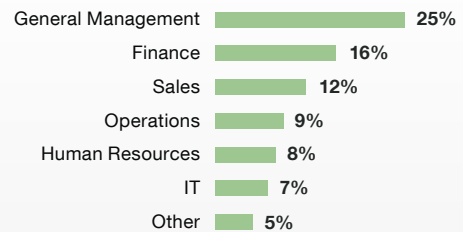
Employment Contract Type



Per Industry / Sector



Per Functional Area



About Page Executive

350+

PARTNERS, PRINCIPALS
& RESEARCH ASSOCIATES
WORLDWIDE

14 YEARS'

AVERAGE CONSULTANT
EXPERIENCE

2,000+

EXECUTIVE LIVES
CHANGED IN 2024

139

GLOBAL OFFICES



North America

Canada
United States

Latin America

Argentina
Brazil
Chile
Colombia
Costa Rica
Mexico
Panama
Peru

**Middle East
& Africa**

Mauritius
Morocco
South Africa
UAE
Rest of Africa

Europe

Austria
Belgium
Central Europe
(Czech Republic,
Romania,
Slovakia)
France
Germany
Italy
Netherlands
Poland
Portugal
Spain
Switzerland
Turkey
United Kingdom

Asia Pacific

Australia
Hong Kong
India
Indonesia
Japan
Mainland China
Malaysia
Philippines
Singapore
Taiwan
Thailand
Vietnam

GLOBAL PRACTICES



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CFO



Consumer & Retail



Financial Services



Healthcare & Life Sciences



Human Resources



Industrial & Manufacturing



Legal



Private Equity



Technology

REQUEST A MEETING



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