

Salary.

The 2026 State of Pay & Compensation Practices

Based on survey data collected
from late 2025 through early 2026

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Introduction

The State of Pay and Compensation Practices is Salary.com's annual report on how organizations manage, structure, and communicate compensation. It is written for human resources (HR) and compensation professionals who want an honest, data-driven picture of where the field stands and how their own organization stacks up.

The report uses findings from Salary.com's annual Pay Practices and Compensation Strategy Survey. The survey aims to decipher the state of pay practices, reveal what organizations are doing, where they fall short, and what evidence suggests for next steps.

The 2025–26 survey drew responses from 525 participants in 23 industries. Respondents worked in organizations of various sizes, most in HR or compensation roles, making them closely involved in pay practices.

525

organizations surveyed

23

industries represented

81%

HR or comp professionals

Unlike other vendor-led research, Salary.com conducts a rigorous data validation process. Data analysts ensure that only complete survey responses are counted in the total participant number, that survey participant roles are confirmed, and that duplicates are removed. In short, insight surveys are run as rigorously as compensation surveys.

For this year's Pay Practices and Compensation Strategy Survey, it is important to note that the survey reflects only HR professionals' perspectives. Their responses reveal HR's views on pay practices, employee perceptions, and fairness. If HR professionals doubt that employees feel they are paid fairly, it indicates where compensation management may need improvement.



Executive summary

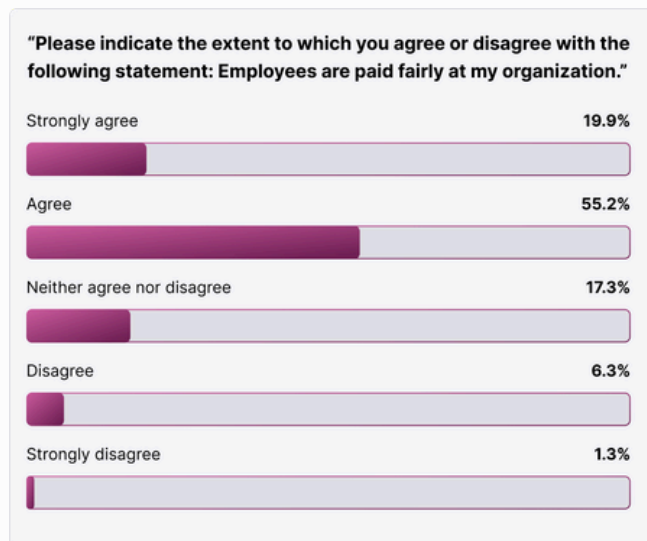
HR professionals report strong compensation management practices, with robust analytical infrastructure in place: market data, pay equity analyses, documented philosophies, and performance frameworks.

Yet, when asked about employee perceptions of pay fairness, HR responses show less confidence.



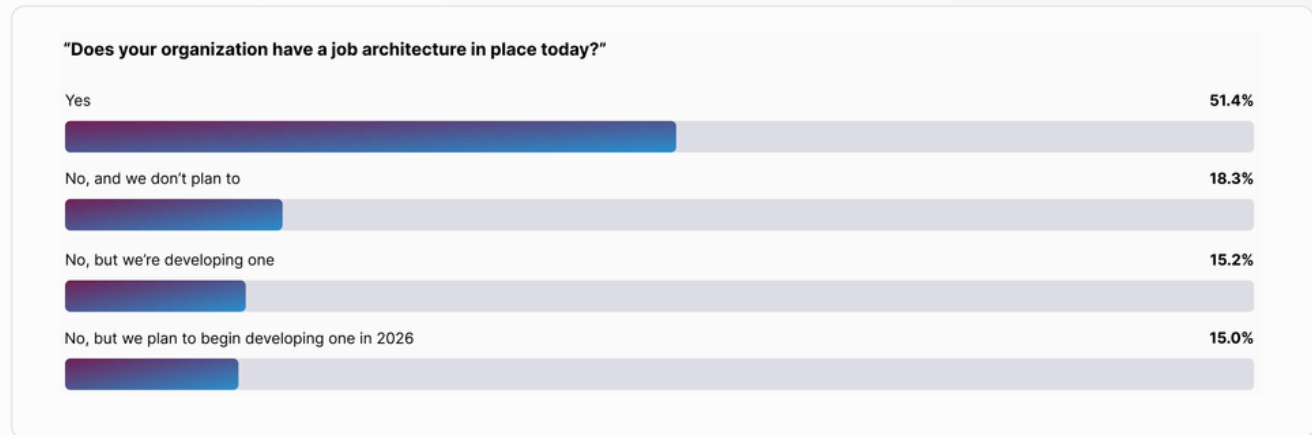
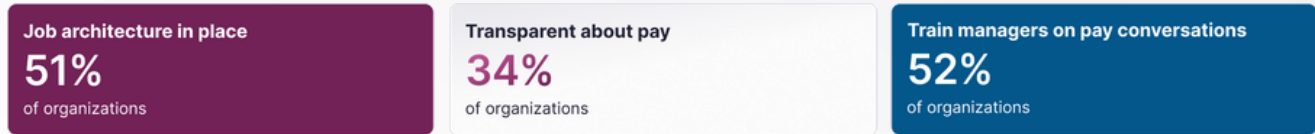
Nearly **75%** of HR say employees are paid fairly, **but only 44%** believe employees share that view. Over half are unsure or think employees disagree.

This **31-point gap** highlights a key challenge and may point to issues deeper than communication.



Over **55%** of HR are unsure or believe employees think rewards are not fairly determined — despite **75%** saying pay is fair themselves.

While most organizations have a strong grasp of market pricing, half are missing a critical strategic layer: only **51%** have formal job architecture. Just **34.3%** are transparent about how pay is determined. **Half** train managers on pay discussions, even though they expect managers to explain and defend their decisions.



"You cannot communicate what you haven't built. And you cannot build trust in pay when the people closest to employees aren't equipped to have the conversation."

– Salary.com's 2026 Pay Practices and Compensation Strategy Survey

HR professionals recognize the gap but lack effective solutions. Organizations continue searching for remedies.

This report examines the talent gap, organizational strengths, disconnects, and offers data-driven recommendations to address voluntary turnover, engagement, and competitive challenges.

Organizations have invested heavily in the mechanics of fair pay. What many haven't built yet is the foundation that makes those mechanics reliable, scalable, and visible to the people they're meant to serve.

Participate in next year's survey.

Fielding for the 2027 Pay Practices and Compensation Strategy Survey begins in October 2026. As a thank-you for participating, you'll receive a full PDF export of the report data.

[Sign me up to participate](#)



The confidence gap: By the numbers

The survey asks respondents to assess their organizations across several dimensions of pay fairness and equity. The results reveal a layered story of confidence, uncertainty, and a notable gap between HR's self-assessment and their estimate of employee sentiment.

What HR believes about pay at their organization:

- 74.8% agree or strongly agree that employees at their organization are paid fairly
- 74% agree or strongly agree that employees are paid equitably
- 56% agree or strongly agree that current pay policies best position the organization to retain employees

What HR thinks employees actually believe:

- Only 44% believe employees themselves feel their rewards are determined fairly
- 55.6% say "no" or are simply "not sure" whether employees believe rewards are fair
- Only 34.3% say they are transparent with employees about how their pay is determined



HR rates itself highly on pay fairness and equity (**74-75%**), but belief that employees share that view drops sharply — with fewer than half saying employees see rewards as fairly determined, and only **35%** saying they're actually transparent about how pay works.

Let those last two numbers sit together. More than half of HR professionals can't confirm that their employees believe pay is fair, and fewer than one in three say their organizations are actually transparent about how pay is determined. That's not a gap between intention and execution. It's a gap between what organizations believe about themselves and what they've actually built.

KEY FINDING — SECTION 1

HR rates pay fairness 7.5 pts higher vs. how they think employees would

A modest but consistent skew. HR leans optimistic about their own work, even when they acknowledge the employee experience may be different.

What the data also reveals is that this isn't a case of HR being out of touch. Many HR professionals recognize the disconnect. They sense that employees don't feel the fairness that HR believes exists. What they often lack is a clear line of sight into why, and a practical path to close the distance.

The gap isn't born of bad faith. It's born of distance. HR professionals are doing the work: market analyses, equity audits, philosophy documents. But they're often doing it, removed from the employees themselves. And critically, in many cases, they're doing it without the underlying structural foundations that would make those conversations legible to anyone outside the compensation team.



What HR is getting right

The confidence gap doesn't mean organizations are failing at compensation. In many respects, the survey data reflects a profession that has matured considerably in its use of data, structure, and process.

“How do you ensure employees are compensated fairly?”

34.5%

of organizations say **“We are transparent with employees about how their pay is determined”**

OTHER PRACTICES SELECTED MORE OFTEN THAN TRANSPARENCY:

Use market/survey data **83.9%**

Follow compensation process **68.5%**

Use internal analytics **65.7%**

Evaluate market competitiveness **61.0%**

System for setting pay **55.2%**

Pay for performance **52.5%**



The analytical infrastructure of modern compensation management is largely in place. Most organizations have analytical and process-based pay practices in place. They're using market data, running equity analyses, and operating within documented processes and performance frameworks — the foundational work of a mature compensation function. Transparency with employees ranks last by a wide margin, suggesting a significant gap between internal rigor and external communication.

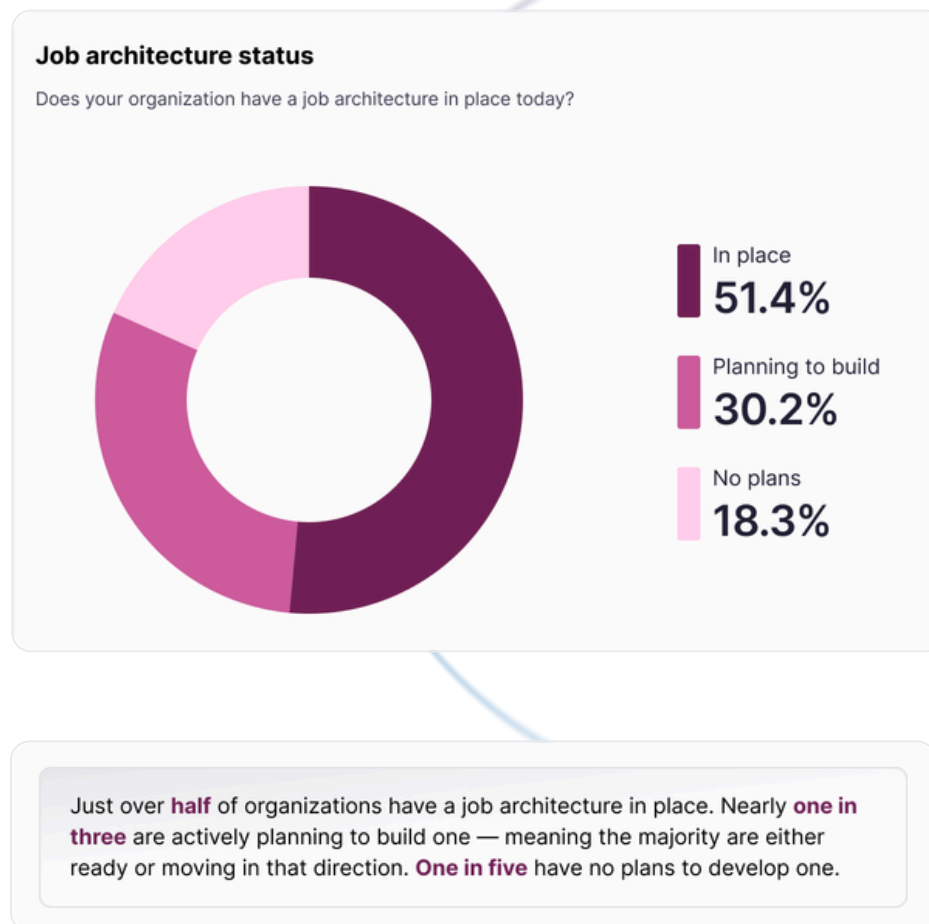
What the data reveals is not a profession that has neglected its technical responsibilities, but one that has invested heavily in the mechanics of pay while leaving the communication and structural layers significantly underdeveloped.

The foundation problem: Getting by isn't getting it right

A compensation process can seem functional but still be fragile beneath the surface. Often, pay decisions are consistent simply because the same people have been making them for years. The system might not hold if they leave, the company grows, or they must explain choices to a skeptical employee.

This is the foundation problem. And it's more common than most organizations realize.

The survey data is striking.



Only 51.4% of organizations have a formal job architecture in place. Another 30% plan to build one or are developing it. This means many organizations make pay decisions without a consistent structure for how jobs relate to one another or to the market. Additionally, 22% do not use job leveling at all. This makes it nearly impossible to ensure pay is fair across similar roles or to explain why an employee's pay differs from peers.

"You can design fair pay without job architecture. But you can't scale it, defend it, or communicate it consistently. Many organizations do not have a compensation system that's truly working—just one that works for now. There is a real difference between the two."

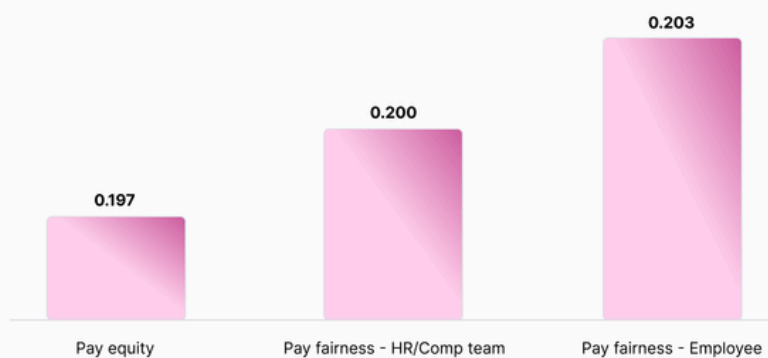
– Salary.com's 2026 Pay Practices and Compensation Strategy Survey

That difference is most evident in the transparency data. Only 34.3% of organizations are transparent with employees about how pay is determined. This isn't simply a communication gap — it reflects what organizations actually have to say. When the architecture is missing or inconsistent, there's no coherent explanation to offer. You can't explain what you haven't defined.

HR professionals often get stuck here. Sensing the confidence gap, their instinct is to use communication solutions: better messaging, more frequent conversations, clearer language about pay decisions. But if the framework is missing, better communication does not close the gap. It just makes the lack of structure more visible.

The organizations that have built this foundation show outcomes that are meaningfully better. Organizations with a formal job architecture show a consistent positive association with perceptions of pay fairness, pay equity, and reward fairness — suggesting that structure, even modestly, moves the needle on employee trust. The infrastructure isn't administrative overhead. It's the prerequisite for trust and for having a conversation with employees that holds up under scrutiny.

Job architecture is associated with higher perceptions of pay fairness and equity



The trust infrastructure: Where the breakdown happens

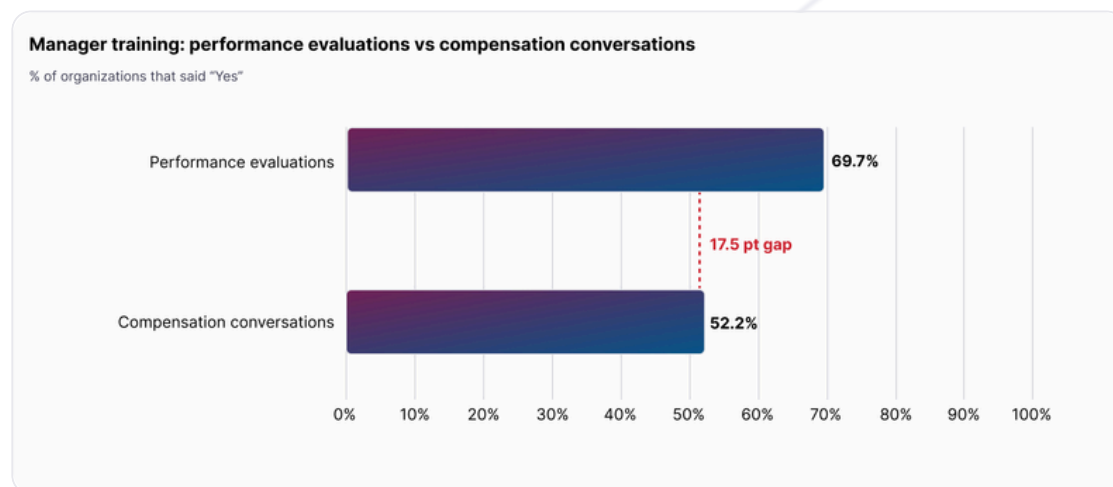
Good compensation decisions don't speak for themselves. They need to be communicated, contextualized, and connected to the employee experience. That's the work of the "trust infrastructure": the systems and practices that help employees understand, believe in, and feel seen by their organization's pay approach.

By that measure, the trust infrastructure is significantly underdeveloped compared to the analytical infrastructure.

Manager training

Manager training on compensation is a coin flip. Only 51.6% of organizations provide formal training to managers on how to talk with employees about compensation. In roughly half of all organizations, managers — the primary conduit between pay philosophy and employee experience — are navigating compensation conversations without any formal preparation.

This gap is especially notable alongside the performance evaluation data.



Performance evaluation

Performance evaluation training is better, but it is incomplete. 69.2% of organizations train managers to conduct performance evaluations. That's encouraging — but it creates a stark imbalance. Employees predictably treat performance reviews as the moment to raise compensation. When 70% of managers are trained to evaluate performance, but only 50% are trained to discuss pay, organizations are setting managers up to walk into one of the most charged conversations in the employee relationship without the tools to handle it. The two topics are inextricably linked, and the training gap between them is a structural failure, not an oversight.

It's also worth noting that the managers being sent into these conversations unprepared are not the source of the problem. They are the symptoms of it. When an organization hasn't built the job architecture, hasn't defined how pay is determined, and hasn't trained managers on what to say, it has effectively made a confident pay conversation impossible — and then asked managers to have one anyway.

Training correlation

Pay communication training and performance evaluation training are strongly correlated ($r = 0.625$). Employees reliably raise pay questions during performance reviews. Yet nearly half of organizations train managers to evaluate performance without training them to discuss compensation. This sets managers up for one of the most charged conversations in the employee relationship without the tools to handle it.

Organizations that train managers on performance evaluations almost always train them on compensation conversations too, and vice versa. This suggests these programs are genuinely complementary, and that organizations pursuing one should strongly consider pursuing both. It also means the roughly 48% of organizations that do neither are leaving a significant capability gap in place.

Total rewards communication

Total rewards communication is a missed opportunity. Only 46% of organizations provide total rewards statements to employees — documents that put the full value of compensation and benefits in context. More than half of employees in the average organization lack a comprehensive view of what their total compensation is actually worth.

These aren't minor gaps in an otherwise robust system. There are structural weaknesses in the very mechanisms that translate pay decisions into employee trust. When an employee doesn't understand why they received a certain merit increase, or doesn't know the market benchmarking that went into their salary, the quality of the underlying analysis becomes irrelevant to their experience.

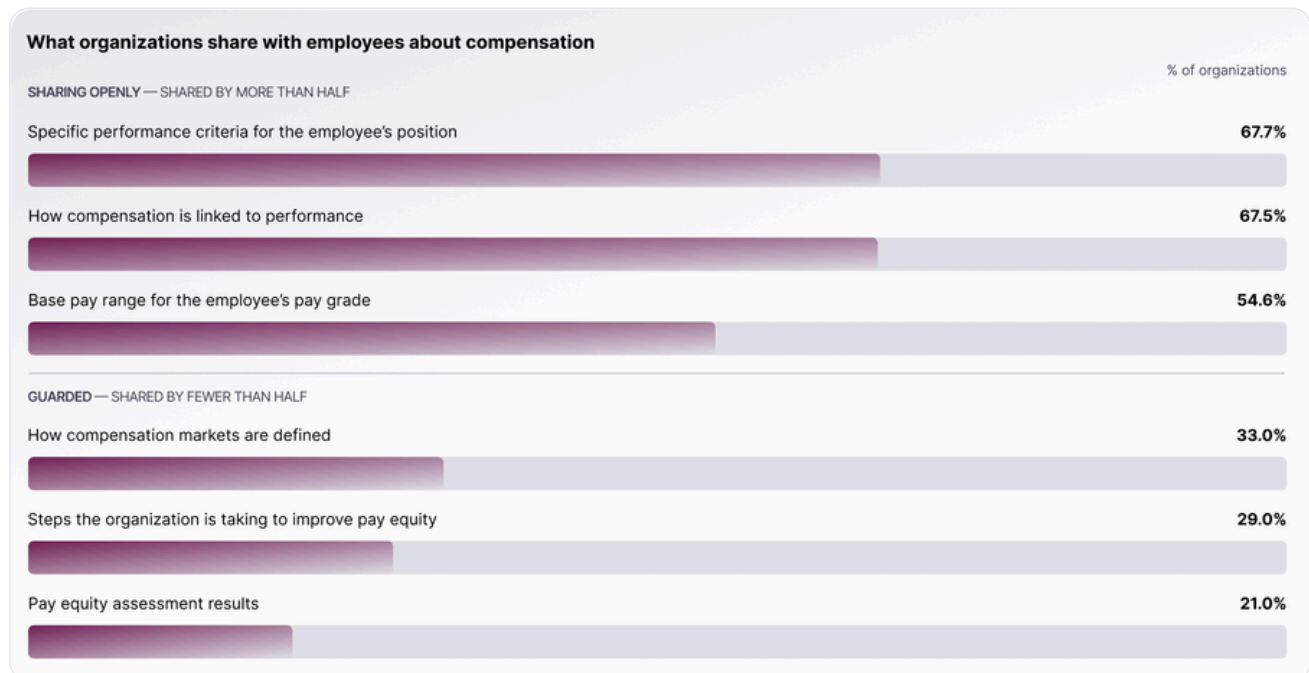
The data on manager discretion adds another wrinkle. While 54% of organizations use pre-determined formulas or systems for pay decisions, nearly 21% rely mostly or entirely on manager discretion. Correlation analysis shows that neither giving managers greater discretion over pay nor differentiating more between high and low performers is meaningfully associated with employee perceptions of fairness. Both correlations are near zero — challenging the common assumption that empowering managers to reward top performers will naturally improve fairness perceptions.

A counterintuitive finding

Organizations that provide formal manager training on performance evaluations also tend to report higher voluntary turnover, not lower ($r = 0.584$). This doesn't mean training causes turnover. More likely explanations: organizations with already-high turnover are more likely to implement formal training in response, or larger, more complex organizations are more likely to both train managers formally and experience higher turnover due to scale. The finding is a useful reminder that implementing a best practice isn't the same as solving the underlying problem that prompted it.

Pay transparency: The missing middle

Pay transparency has attracted enormous attention in recent years, driven in part by state and local pay-range disclosure laws. But the survey data reveals that transparency is highly uneven, and that organizations are making strategic choices — consciously or not — about what to share and with whom.



Organizations are comfortable sharing *how the game is scored* (performance criteria), but much more guarded about *how the prize is structured* (pay ranges, market definitions, equity data).

But they become significantly more guarded when it comes to the structural elements of pay: ranges, market definitions, and equity data. The further into the pay decision an employee tries to see, the less most organizations are willing to show. Fewer than one in four share pay equity assessment results, which is precisely the information most likely to build employee trust in fairness.

This creates a predictable dynamic. Employees may understand that their performance is being evaluated, but they have limited ability to assess whether the pay outcome is fair relative to the market, their peers, or the organization's stated values. Without that context, even accurate and equitable pay can feel opaque — and opacity breeds suspicion.

Applicants

Applicants are especially in the dark. Just 25% of organizations share their overall compensation strategy with job applicants, compared to 49% with current employees. Only 14% share base pay ranges for other grades or jobs with applicants. In a market where candidates increasingly expect pay-range transparency — and where several jurisdictions now legally require it — this gap is both a compliance risk and a talent-acquisition liability.

Transparency

The transparency-equity connection. Organizations that share more about pay equity assessments and improvement steps are a small minority. This matters because transparency about equity efforts is one of the most direct ways to signal that the organization takes fairness seriously and to build the kind of trust that closes the confidence gap.

But transparency alone is not enough. Sharing a pay range is a starting point, not an endpoint. Employees can see a number and still have no understanding of where they fall within it, why they fall there, or what it would take to move. Closing the confidence gap requires both the foundation (job architecture, leveling, defined market approach) and the communication (training, transparency, context) to make that foundation meaningful to the people it's supposed to serve.

What doesn't correlate

Market reference point — the pay percentile organizations target for most employees — shows virtually no correlation with manager training, compensation communication, or total rewards statements. Whether an organization pays at the 50th percentile or the 65th percentile has no meaningful relationship with whether it invests in communicating and managing pay effectively. Being a high-payer doesn't substitute for being a good communicator.

Turnover: What the data actually shows

Turnover remains a top-of-mind issue for HR professionals, and the 2025 data provides both good news and important nuance.

Overall turnover has declined. Average total turnover dropped from 20.5% in 2024 to 16.4% in 2025. Voluntary turnover fell from 12.9% to 10.6%. This reflects a normalizing labor market after several years of elevated churn driven by labor volatility in the post-pandemic era.

But the headline number obscures significant variation.

Industry variation is stark:

- Retail & Wholesale: 24.5%— highest of any tracked industry
- Manufacturing (Nondurable Goods): 19.7%
- Healthcare: 18.2%
- Software & Networking: 15.0%
- Insurance: 11.2%
- Energy & Utilities: 8.6%— lowest of any tracked industry

Regional variation

Regional variation is also notable. The Midwest leads all regions with an average total turnover of 18.6%. The Northeast has the lowest at 16.4%. At the sub-regional level, Central Plains organizations average 22.5% — nearly double the 11.4% average in the Mid-Atlantic. The Pacific Northwest and New York-New Jersey sub-regions show some of the lowest sub-regional turnover rates at 14.7% and 14.1%, respectively.

KEY FINDING — SECTION 6

7.4% vs. **16.4%**
remote turnover overall turnover

Remote employees leave at roughly half the rate of the overall workforce. For organizations where remote work is viable, this is one of the most underutilized levers for workforce stability.

Remote

Remote work has a striking effect on turnover. Organizations with remote employees report dramatically lower turnover for those workers: 7.4% average total turnover versus 16.4% for the overall workforce. For industries and organizations where remote work is viable, this finding carries significant strategic implications for workforce stability.

Timelines

Missed timelines are growing. Despite the overall decline in turnover, the percentage of organizations reporting that turnover is causing them to miss production and delivery timelines increased from 9.7% in 2024 to 12.0% in 2025. Even lower turnover can create operational strain when it's concentrated in critical roles or functions.

Perception

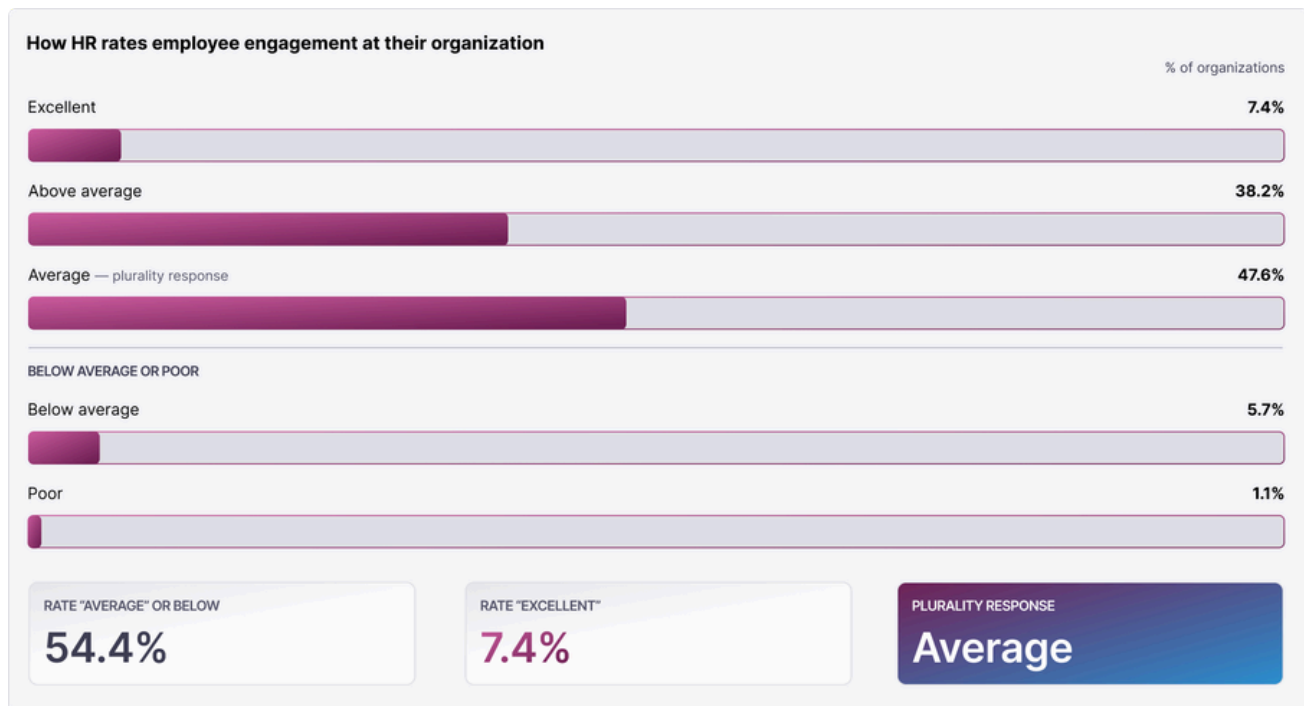
The perception connection. Voluntary turnover is moderately negatively correlated with "employees are paid equitably at my organization" ($r = -0.41$). Organizations where HR believes pay is equitable tend to report lower voluntary turnover. Pay equity isn't just an ethical obligation or a compliance requirement. It's a retention lever. The causality question is open — do fairer pay practices reduce turnover, or do lower-turnover organizations have more stable environments in which equitable pay is easier to achieve? Probably both.



The engagement connection

Employee engagement sits at the heart of the confidence gap story. And the survey data, while limited to HR's self-report, is instructive.

The picture HR paints is one of middling engagement at best. Nearly half rate engagement as merely "average," and fewer than one in ten say it's excellent. "Average" is a hard place to retain and motivate talent.



Nearly **half** of HR professionals rate their organization's engagement as merely "average" — and **fewer than 1 in 10** say it's excellent. In a field where pay fairness and engagement are moderately correlated ($r = 0.42$), middling engagement is both a symptom and a signal.

Organizations where HR reports that employees are paid fairly also tend to report higher employee engagement. The consistency and strength of this relationship reinforce that pay fairness is not a soft or secondary concern. It's structurally connected to engagement outcomes.

For compensation professionals, this carries a practical message. Investment in pay fairness — whether through better processes, better communication, or better transparency — isn't just an HR function. It aligns with the organization's broader efforts to keep employees motivated and committed.

KEY FINDING

$r = 0.42$

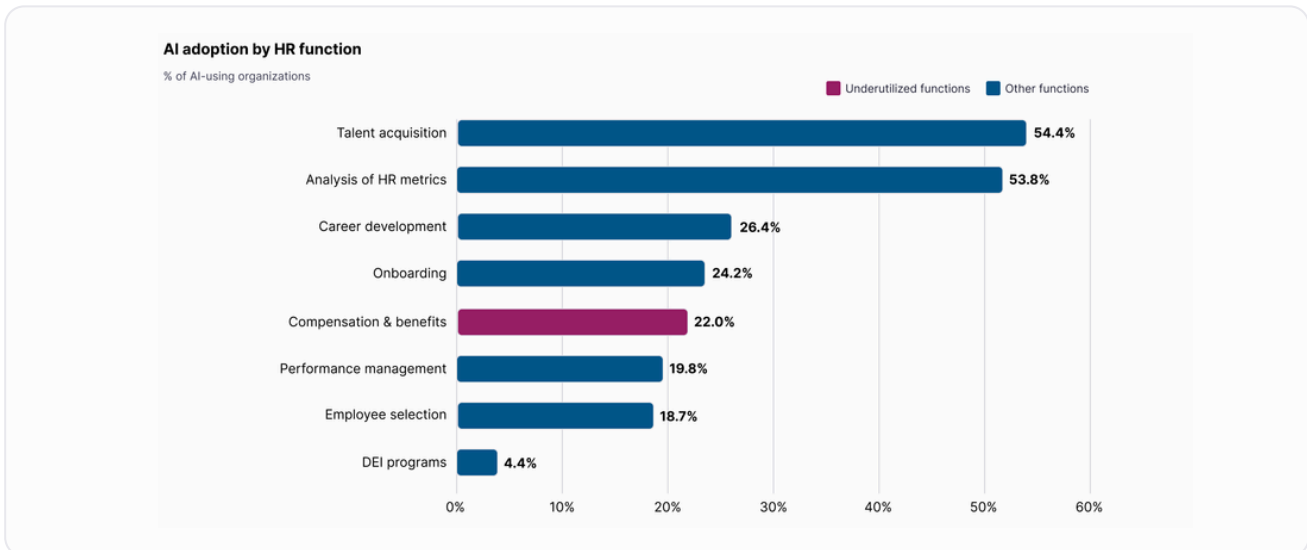
pay fairness perception correlated with engagement

Organizations where HR reports employees are paid fairly also tend to report higher engagement. Pay fairness is not a soft concern. It is structurally connected to the outcomes organizations most want to improve.

AI tools, and the future of compensation management

The results reveal an industry in transition: broadly aware of AI's potential, but still in the early stages of deployment.

AI adoption in HR is growing, but uneven. 64.5% of organizations are currently using or about to start using AI capabilities in HR. But the distribution of use cases tells a nuanced story.



AI is concentrated at the front door: talent acquisition (54.4%) and HR metrics analysis (53.8%) are by far the most common use cases. Compensation and benefits ranks near the bottom at 22%, and DEI programs at just 4.4%. The function that stands to gain the most from large-dataset pattern recognition is the one least likely to be using it.

This gap isn't a reflection of compensation teams being behind or resistant to change. It's a practical constraint. Generic AI tools work reasonably well for functions like talent acquisition, where the inputs — job descriptions, candidate profiles, interview notes — are relatively transferable. Compensation is different. Pay data, salary structures, and equity analyses are sensitive, proprietary, and highly structured. Organizations aren't about to feed their compensation data into a general-purpose AI tool. Meaningful AI adoption in compensation requires purpose-built solutions from compensation and HR vendors — which means the function's progress is tied to how quickly the vendor ecosystem catches up.

Compensation and benefits — one of the most data-intensive functions in HR — ranks near the bottom of AI adoption. This is a striking underutilization given that compensation analysis involves exactly the kind of large-dataset pattern recognition where AI provides the most leverage.

The concentration of AI in talent acquisition also raises a strategic question: organizations are using AI to bring people in, but haven't applied the same sophistication to ensuring those people feel valued and compensated fairly once they arrive. Fixing the front door while leaving the back door open isn't a retention strategy.

Tool usage suggests that the Excel era isn't over for everyone. Organizations that rely heavily on spreadsheets— even for sophisticated work—face real risks to accuracy, consistency, and auditability, especially as compensation work becomes more complex.

The remote work wrinkle

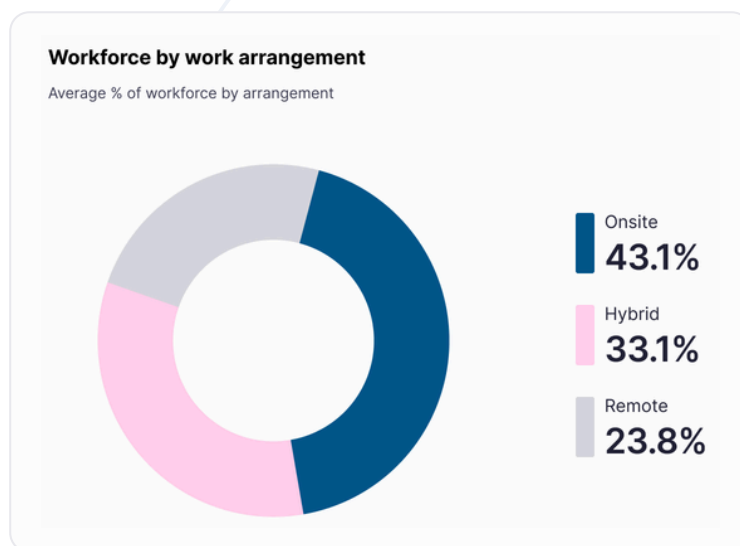
Remote work has moved from a pandemic response to a permanent fixture, and with it come a set of compensation management challenges that most organizations are still working through.

Remote work is now mainstream. 76% of organizations offer employees the option to work from home.

These averages mask dramatic industry variations. Construction organizations are 95% onsite. Software and networking organizations average just 9% onsite, with 57% fully remote. Healthcare organizations are 63% onsite, reflecting the industry's clinical reality. **Geographic pay market definitions are inconsistent.**

When it comes to how organizations define pay markets for remote employees:

- 22.6% define the pay market by the employee's primary residence
- 22.6% define it by the location of the nearest employer facility
- 16.9% use a national pay market for all employees
- 15.3% use regional pay markets
- 13.7% have no remote employees, and the question doesn't apply



This fragmentation reflects a field that hasn't yet converged on best practices. For employees — particularly those who have relocated since being hired — the inconsistency can feel arbitrary, or worse, unfair. And when the logic behind a pay decision is unclear or inconsistent, it feeds the confidence gap.

Remote employees get less. Only 20.4% of organizations provide allowances or stipends for remote employees' home office expenses. Among those that do, the average monthly stipend is \$97.80. Only 4.7% of organizations have a separate salary increase policy for fully remote employees, and 95.1% have none.

At face value, this might seem equitable. But it sidesteps the underlying question of how remote work affects pay market definitions, career progression opportunities, and visibility to decision-makers — all of which can shape pay outcomes even in the absence of a formal policy.

Industry and regional variation: Not all gaps are equal

The confidence gap isn't distributed evenly across industries and geographies. Understanding where organizations are most exposed — to turnover, to engagement risk, to pay perception problems — requires looking beneath the averages.

Industries with the most volatility:

Retail & Wholesale face the most acute challenge. With total turnover at 24.5% — nearly 8 points above the national average — and a workforce profile heavily weighted toward hourly and non-exempt employees, retention through pay equity is both more difficult and more consequential. These organizations also tend to have lower remote work flexibility, limiting their access to that lever for reducing turnover.

Healthcare combines high turnover (18.2%) with a workforce that skews heavily toward onsite (63%) and remote-resistant roles. Healthcare organizations have long operated under the assumption that mission and culture compensate for pay gaps. The data suggest that the assumption has limits.

Manufacturing (Nondurable Goods) at 19.7% turnover is likely feeling wage pressure at the lower end of the pay scale, with non-exempt employees particularly at risk.

Software & Networking, despite its high remote workforce percentage and more favorable total compensation norms, still shows 15% turnover — a reminder that high-paying industries aren't immune to engagement and retention challenges.

Organizations with the most structural alignment:

Energy & Utilities stands out with the lowest total turnover at 8.6%. This sector has historically invested heavily in structured compensation systems, defined career ladders, and benefits, and the data is consistent with that investment paying off.

Insurance at 11.2% total turnover also reflects a more stable, process-oriented approach to compensation management.

Regional nuance:

The Midwest leads in total turnover (18.6%), driven largely by Central Plains sub-region organizations (22.5%). The Northeast has the lowest regional turnover (16.4%), though this partly reflects the industries concentrated there. The Pacific Northwest and New York-New Jersey sub-regions have some of the lowest sub-regional turnover rates at 14.7% and 14.1%, respectively.

Practical recommendations: Closing the gap

The path forward has a sequence, and sequence matters. Organizations that lead with communication before building the structural foundation will find themselves explaining pay they don't yet have the architecture to defend. Prioritize the foundation first, then communication.

1. Build your foundation first

Define your jobs, create a job architecture, and level roles consistently across the organization. With roughly half of organizations lacking this foundation, it remains the most urgent prerequisite to get pay right. Without it, managers have no coherent explanation to give employees, and transparency efforts will ring hollow.

2. Invest in manager training

And treat compensation and performance as a package. Train managers on compensation conversations alongside performance evaluations, not as an optional add-on. The two topics are inextricably linked in the employee's mind, and the correlation data ($r = 0.625$) confirms that organizations that do one almost always do both.

3. Provide total rewards statements

Give employees a complete view of their compensation — base pay, benefits, retirement, and other elements — not just their paycheck. Only 46% of organizations do this today, despite it being one of the highest-value, lowest-cost interventions available.

4. Apply AI where it creates the most insight — compensation analysis

Organizations already using AI for talent acquisition should apply the same tools to compensation, where pattern recognition across large datasets can surface pay compression and equity gaps before they become retention problems. Only 22% are doing this today.

5. Take the remote work pay policy seriously

With remote employees showing roughly half the turnover of the overall workforce, remote work is one of the most powerful and underutilized tools for workforce stability — but its compensation implications need active management, including geographic pay definitions and clear career advancement pathways.

6. Use turnover data as a leading indicator, not a lagging one

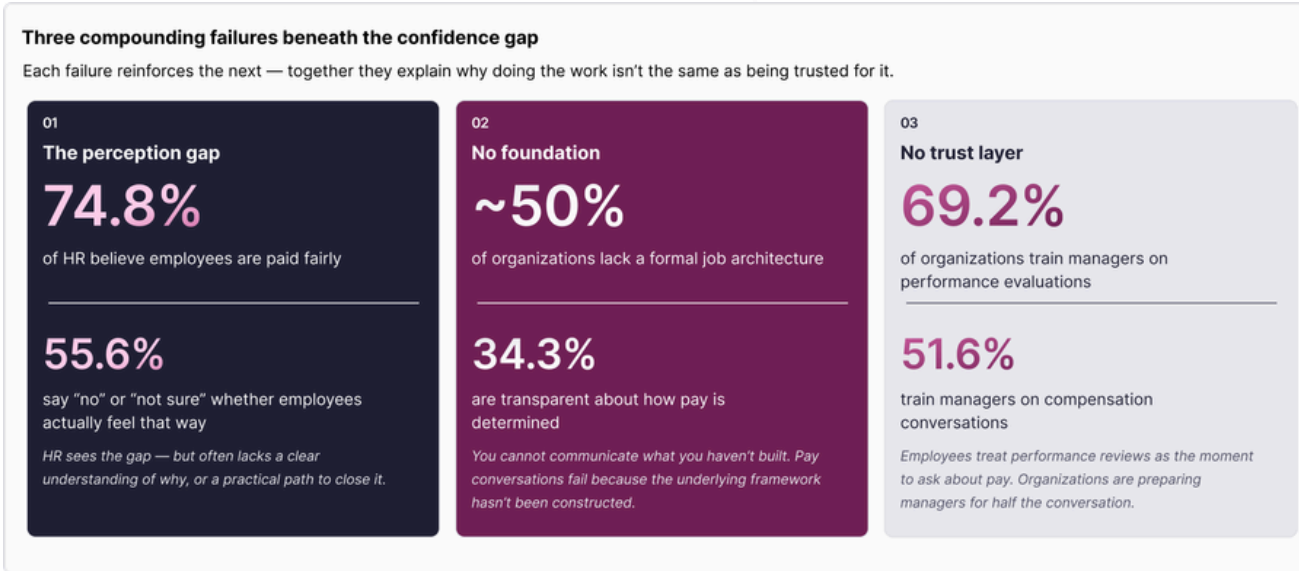
By the time turnover reflects a problem, the problem has already manifested — shift toward proactive measures like engagement data, pay equity analysis, and compensation benchmarking. Organizations that wait for exits to signal compensation failure will always be one step behind.

Conclusion: Confidence without foundation isn't enough

The story of the 2026 Pay Practices and Compensation Strategy Survey is not a story about organizations failing at compensation. By most measurable standards, organizations are doing more — and doing it better — than they were five years ago.

The story is more subtle and, in some ways, more challenging. The data reveals three compounding failures that sit beneath the headline confidence gap.

The data points to three compounding failures that together explain the confidence gap. See figure below.



Doing the right things is not the same as being trusted for doing the right things. And right now, most organizations are better at the former than the latter.

The good news is that the path forward is concrete. It runs through job architecture and leveling, through manager training that covers both performance and pay, and through transparency grounded in structure rather than offered in place of it. These are not abstract culture initiatives. They are buildable, measurable, and — when done well — the kind of work that makes pay conversations less fraught for everyone involved.

"CompXL saved our department hours of slicing and dicing spreadsheets, managing email approvals and workflow. I appreciate the total flexibility of the system allowing us to utilize it for many different and varied processes. The implementation was fast and easy and customer support was superior."

— Compensation, Benefits & HRIS Manager, Service Experts

**The gap is real. It's measurable.
And based on everything
this data shows, it's closeable.**

Methodology

This report is based on data from Salary.com's 2025–26 Pay Practices and Compensation Strategy Survey, which collected responses from 525 organizations across 23 industries and multiple ownership types between November and December 2025. A majority of respondents (81%) were HR Management or Compensation & Benefits professionals. The survey captures HR and compensation professionals' perspectives only — employee views were not directly solicited. All correlation data referenced in this report were derived from analysis of survey responses. Survey submissions were anonymized and aggregated in compliance with U.S. Department of Justice and Federal Trade Commission "safe harbor" guidelines.

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