

foundit Appraisal Trends Report (2025)



About the foundit Appraisal Trend Report



The foundit Appraisal Trend Report draws insights from a comprehensive nationwide survey conducted by foundit.in, capturing responses from 5,108 employees across diverse industries, functions, and experience levels. This representative dataset forms the basis for analyzing appraisal patterns during 2024–25.

The report offers a detailed view of salary hikes segmented by sector, role, and experience. It also delves into key aspects such as performance evaluations, promotions, job satisfaction, and fairness in the review process.

Additionally, it highlights employee perceptions around whether their expectations were met, how effective the appraisal process was, and what improvements are desired. Backed by robust data, the report presents a holistic, ground-level understanding of appraisal trends across India.



foundit has taken due care in compiling and processing the data, but does not guarantee the accuracy, adequacy, or completeness of any information and is not responsible for any errors or omissions or action/decision taken or for the result obtained from the use of such information.

74%

Respondents who got an appraisal in FY24-25, according to the foundit Survey

The annual appraisal cycle for the financial year 2024- 2025 is concluded and as expected, this year's evaluation process has elicited a variety of responses with the parameters alongside.

Promotion & Job Change



Function



Industry



Work Experience



Highlights

- **Survey revealed, 7 out of 10 employees did receive appraisal**

As the curtains draw on the annual appraisal cycle for the financial year 2024-2025, now is the time to evaluate the same. Although the job market remained cautious about hiring, 7 out of 10 employees did receive their appraisal. 11% of those who did not receive any appraisals this year were offered promotions. Also, 4% of promoted employees received hikes of more than 20%. The 5–10% hike most common across experience levels, Industries and Functions.

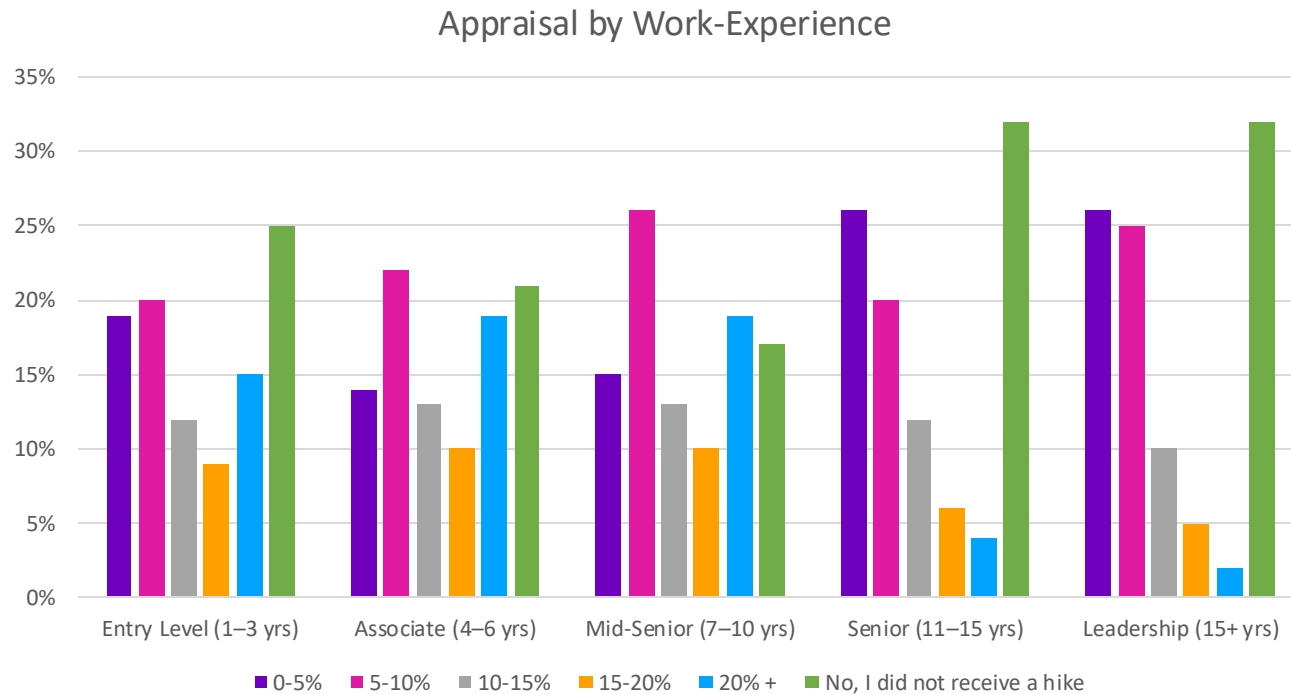
- **Retail and Energy lead with higher hikes, driven by performance in customer-facing roles.**

Among industries, the employees in the Energy sector received a higher range while BFSI saw a greater number of employees receiving appraisals. Despite moderate hike trends in most functions, nearly 1 in 4 employees in IT, HR, and Finance did not receive any increment — a reflection of cautious pay strategies.

- **85% of surveyed are looking out for a job change**

Even those who received 15 – 20% or more than 20% hikes, 86% are still looking for a switch. The number of employees expressing their desire to continue in their current roles following the appraisals have highlighted flexibility and work life balance, as the primary reason for their contentment.

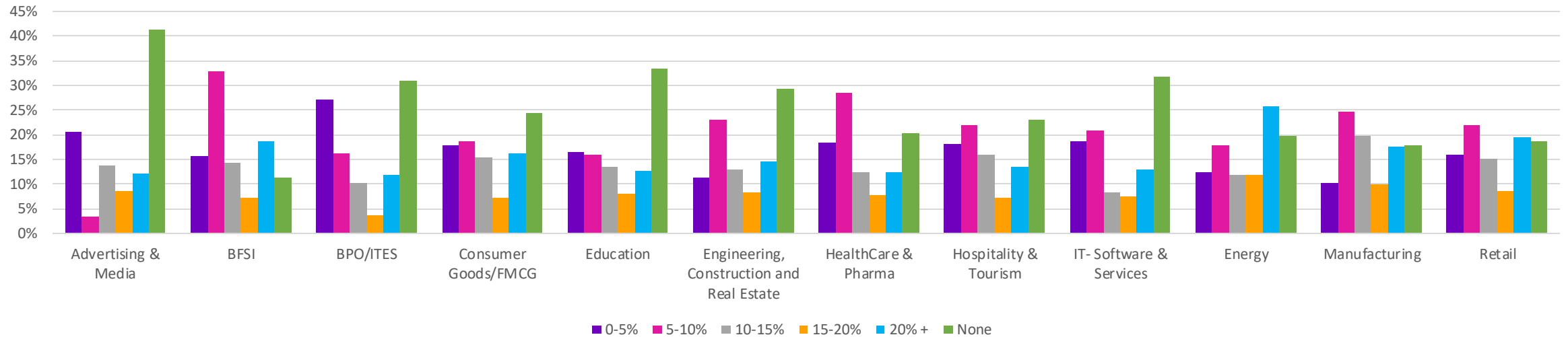
Appraisal by Work `Experience



- **Mid level Professionals (4-10 yrs)** received higher hikes and appear to be the **most valued**.
- The results show **Leadership (15+ yrs)** and **Senior (11-15 yrs)** professionals had the highest share of employees who **did not receive a hike — both at 32%**.
- The **5-10% hike most common** across experience levels. More than **20% of professionals** at all experience levels belong to the category.
- **Entry Level (1-3 yrs)** saw mixed outcomes.
 - **25% received no hike.**
 - **20% got 5-10%, and another 20% got 0-5%.**

Appraisal by Industry

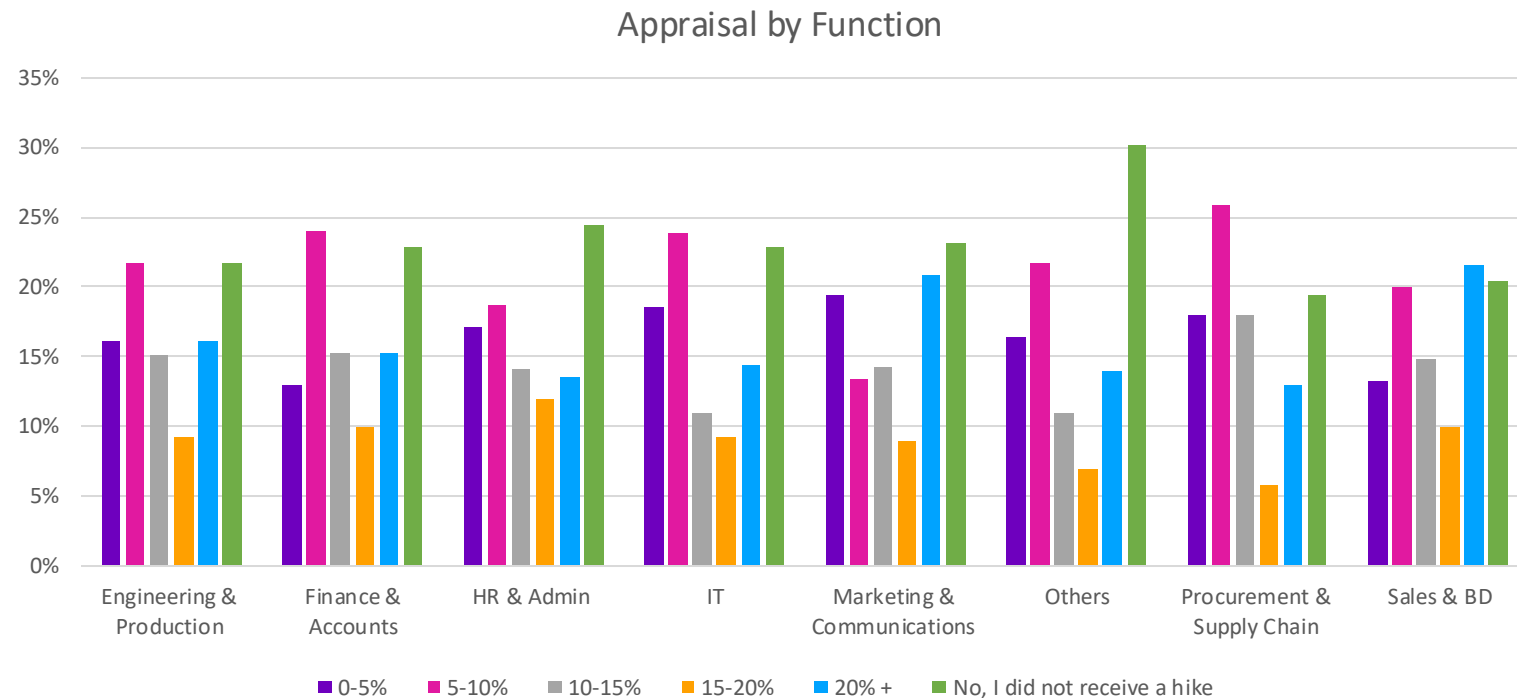
Appraisal by Industry



- When surveyed across industries, **Energy sector** emerged as the leader in high pay increments followed by **Retail & Manufacturing**.
- **Advertising & Media** tops the list with over 40% of professionals reporting **no hike**. Besides high no-hike rates, **Education** and **BPO/ITES** had the lowest overall increments.
- **5–10% hikes** reported as the **most common band** in most of the industries.
- **BFSI** and **Healthcare** sectors showed balanced appraisals. In contrast, the **IT sector** saw **39%** getting **0–10% hikes**, **16%** receiving **10–20%**, and **32%** with **no hike at all**.

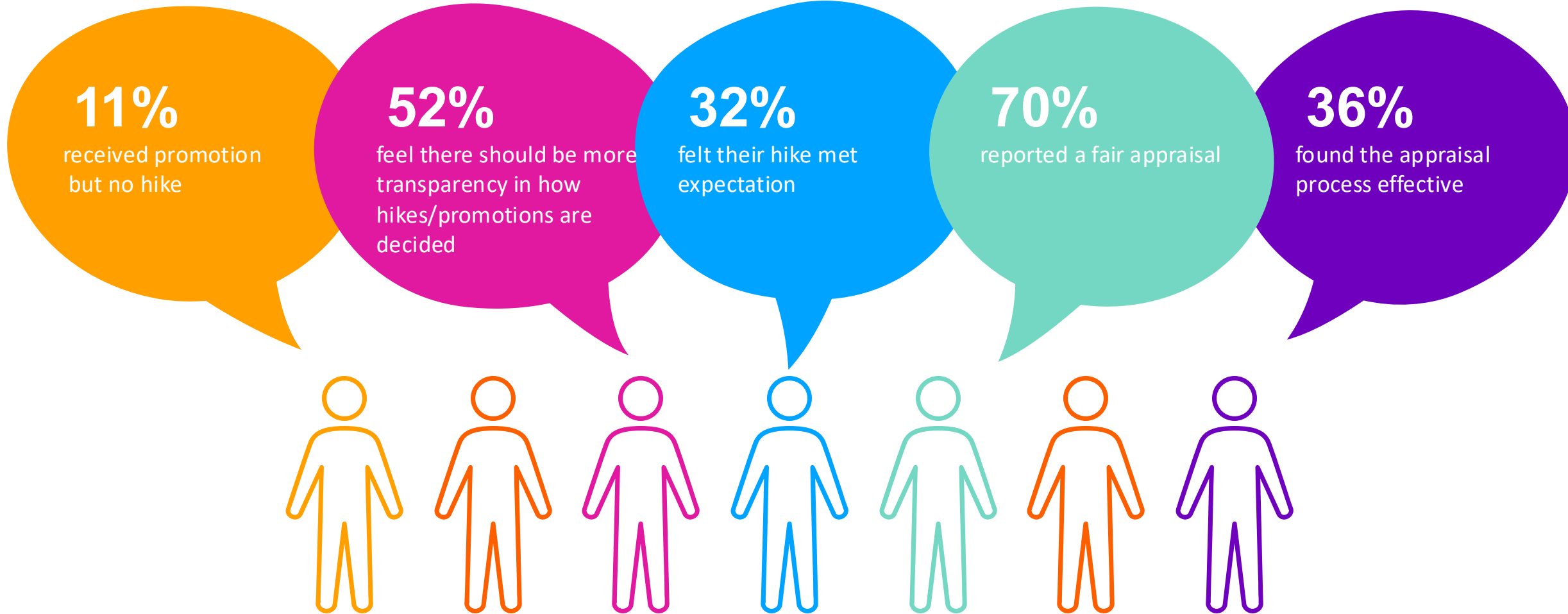
Appraisal by Function

- **42% of professionals in IT** received appraisals below 10% (18% in 0–5%, 24% in 5–10%)
- **Sales & Business Development** (22%) and **Marketing & Communications** (21%) saw the largest share of employees receiving **hikes over 20%**.
- **Procurement & Supply Chain** stands out with **18% in the 10–15% range**—the highest among all functions.
- **HR & Admin** (12%) had the **highest share in the 15–20%** bracket.
- **Engineering & Production** had a relatively balanced distribution, with notable shares across all bands
- **Others'** category leads with **30% employees receiving no hike**.



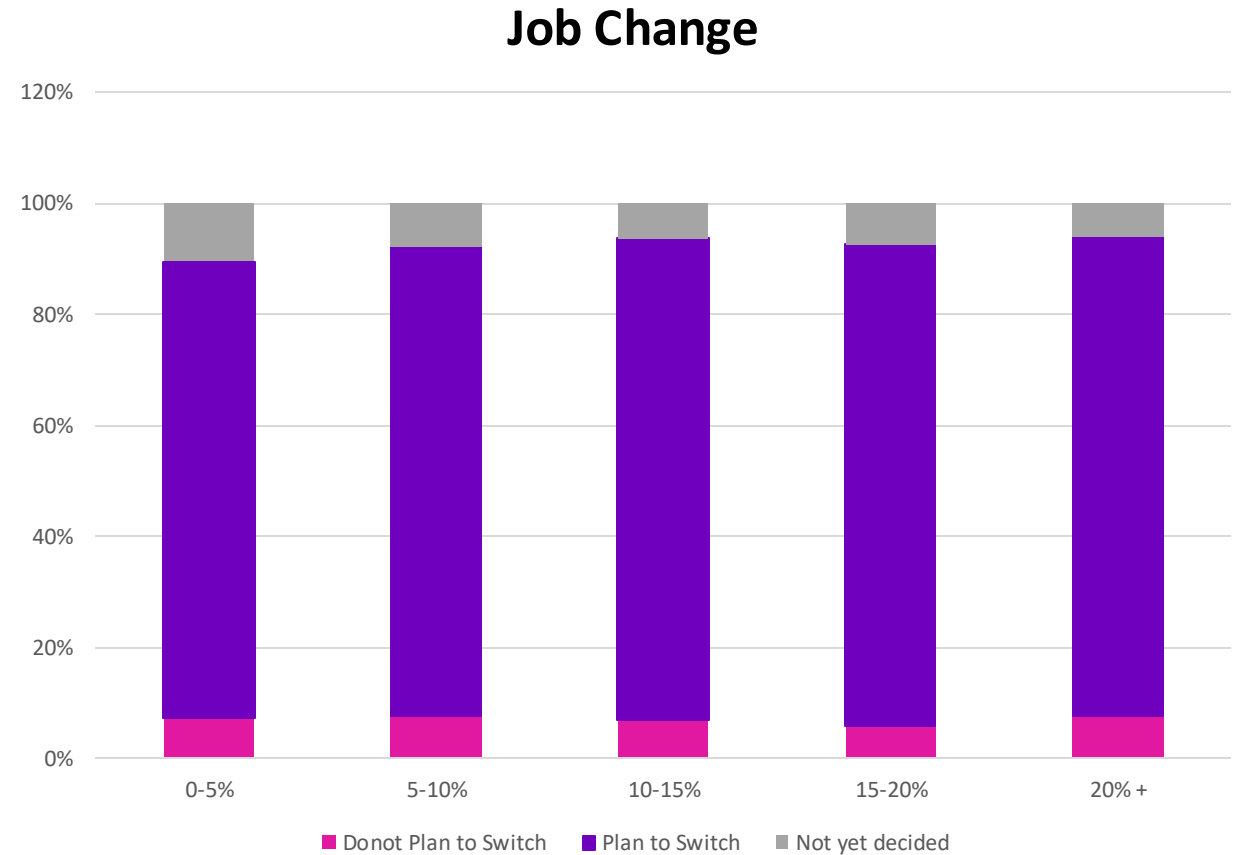
Other Survey trends

The survey results revealed



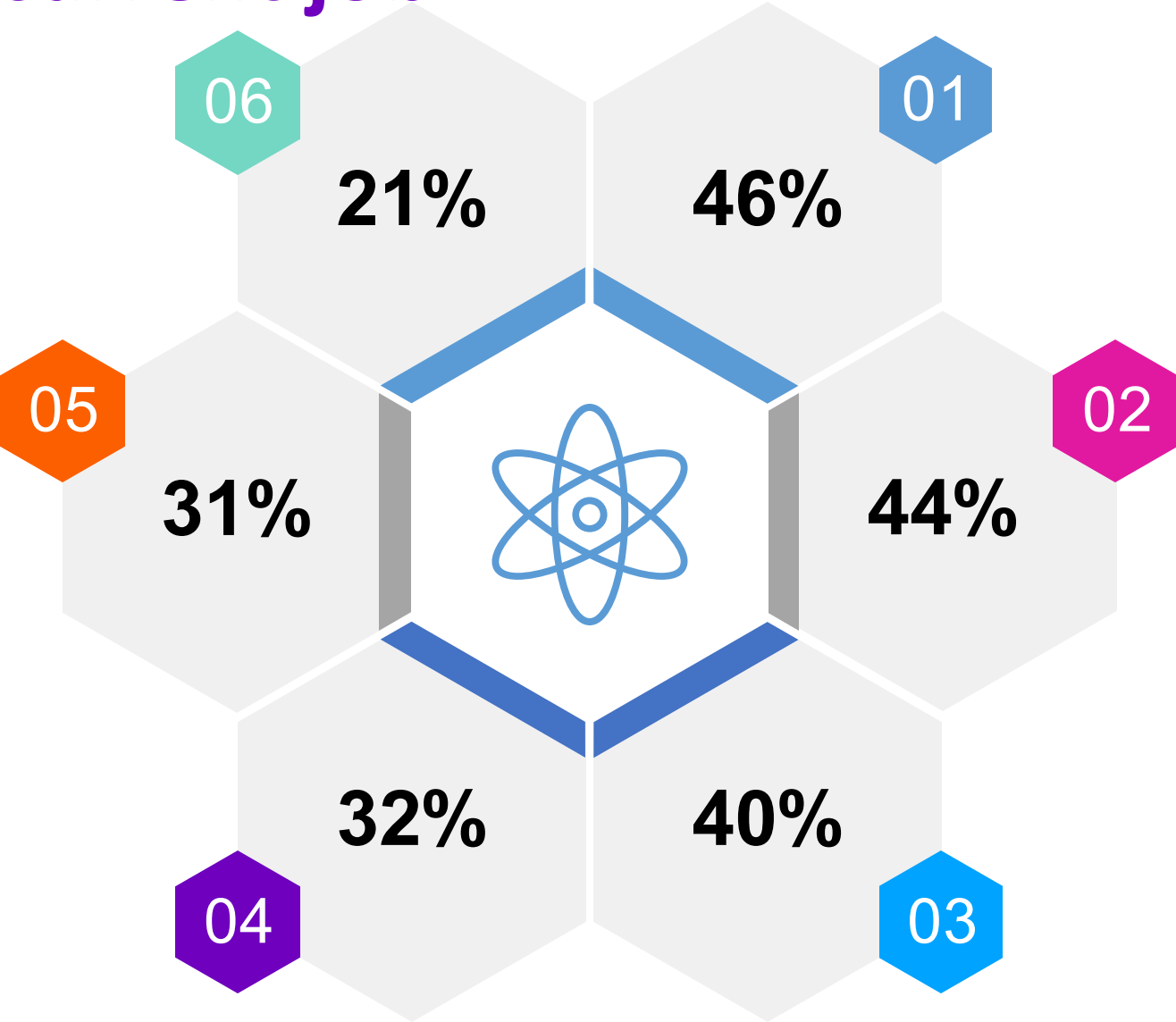
Considering Job change

- A significant **85% of employees** indicated that they are considering a job change based on their recent appraisal outcomes.
- Among those considering a job switch, the **largest segment (25%) received a 5–10% increment**, followed by **18% who received a hike of over 20%.**



Factors to continue in current job

- 01 Flexibility / Work-life Balance
- 02 Salary / Benefits
- 03 Career growth opportunities
- 04 Work culture
- 05 Team / Leadership
- 06 Learning Opportunities



Annexure



Annexure: Work-experience

Increment Range	Entry-level (0-3)	Associate(4-6)	Mid-Senior Level (7-10)	Senior (11-15)	Leadership (15+)
0-5%	19%	14%	15%	26%	26%
5-10%	20%	22%	26%	20%	25%
10-15%	12%	13%	13%	12%	10%
15-20%	9%	10%	10%	6%	5%
20%+	15%	19%	19%	4%	2%
None	25%	21%	17%	32%	32%

Annexure: Industry

Increment hike	Advertising & Media	BFSI	BPO/ITES	Consumer Goods/ FMCG	Education	Engineering , Construction & Real Estate	HealthCare & Pharma	Hospitality & Tourism	IT- Software & Services	Energy	Manufacturing	Retail
0-5%	21%	16%	27%	18%	16%	11%	19%	18%	19%	12%	10%	16%
5-10%	3%	33%	16%	19%	16%	23%	29%	22%	21%	18%	25%	22%
10-15%	14%	14%	10%	15%	14%	13%	12%	16%	8%	12%	20%	15%
15-20%	9%	7%	4%	7%	8%	8%	8%	7%	7%	12%	10%	8%
20%+	12%	19%	12%	16%	13%	15%	12%	13%	13%	26%	18%	19%
None	41%	11%	31%	24%	33%	29%	20%	23%	32%	20%	18%	19%

Annexure: Function

Increment hike	Engineering & Production	Finance & Accounts	HR & Admin	IT	Marketing & Communications	Others	Procurement & Supply Chain	Sales & BD
0-5%	16%	13%	17%	18%	19%	16%	18%	13%
5-10%	22%	24%	19%	24%	13%	22%	26%	20%
10-15%	15%	15%	14%	11%	14%	11%	18%	15%
15-20%	9%	10%	12%	9%	9%	7%	6%	10%
20%+	16%	15%	14%	14%	21%	14%	13%	22%
None	22%	23%	24%	23%	23%	30%	19%	20%

Annexure: Job change

Increment hike	Do not plan to leave	Planning to leave	Not yet decided
0-5%	7%	82%	10%
5-10%	8%	85%	8%
10-15%	7%	87%	6%
15-20%	6%	87%	7%
20%+	8%	86%	6%