



Appraisal Trends Report 2025 | Singapore



About the foundit Appraisal Trends Report

The foundit Appraisal Trend Report draws insights from a comprehensive nationwide survey conducted by foundit, capturing responses from 647 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 and role. 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.

Key Highlights

Modest hikes dominate appraisal cycle

The **5–10% hike** range emerged as the most common across industries, functions, and experience levels, reinforcing the cautious approach many companies adopted this cycle. While 53% of employees received appraisals, only 20% felt their hike was higher than expected, and 41% said it was below expectations.

The trends highlight a growing disconnect between employee performance and perceived reward, with many calling for a better link between contributions and compensation. Despite 69% rating the appraisal process as “fair,” the sentiment suggests companies met the baseline but not the ambition.

IT employees most disappointed, while engineering professionals lead in satisfaction

Appraisal satisfaction varied widely by industry. **IT professionals were the most dissatisfied**, with the highest proportion receiving **no hike (42%)** and the largest share saying hikes fell short of expectations. In contrast, employees in Engineering, Construction, and Real Estate reported higher alignment between performance and reward, with more mid- to high-level hikes and lower dissatisfaction. Finance & Accounts also saw a well-balanced distribution of hikes, suggesting some industries are doing better at retaining talent through effective rewards.

Retention at risk: 89% of employees considering a job switch

An overwhelming 89% of employees said they’re considering leaving their current jobs, driven largely by underwhelming appraisals and limited career progression. With only **42% receiving promotions**, many felt that their growth was stagnant. When asked what keeps them from leaving, 60% cited flexibility and 60% mentioned work-life balance, far above traditional factors like salary (50%) and career growth opportunities (20%). This shift signals a clear need for employers to rethink their retention strategies—from rewards to work culture.

53%

**Respondents 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.

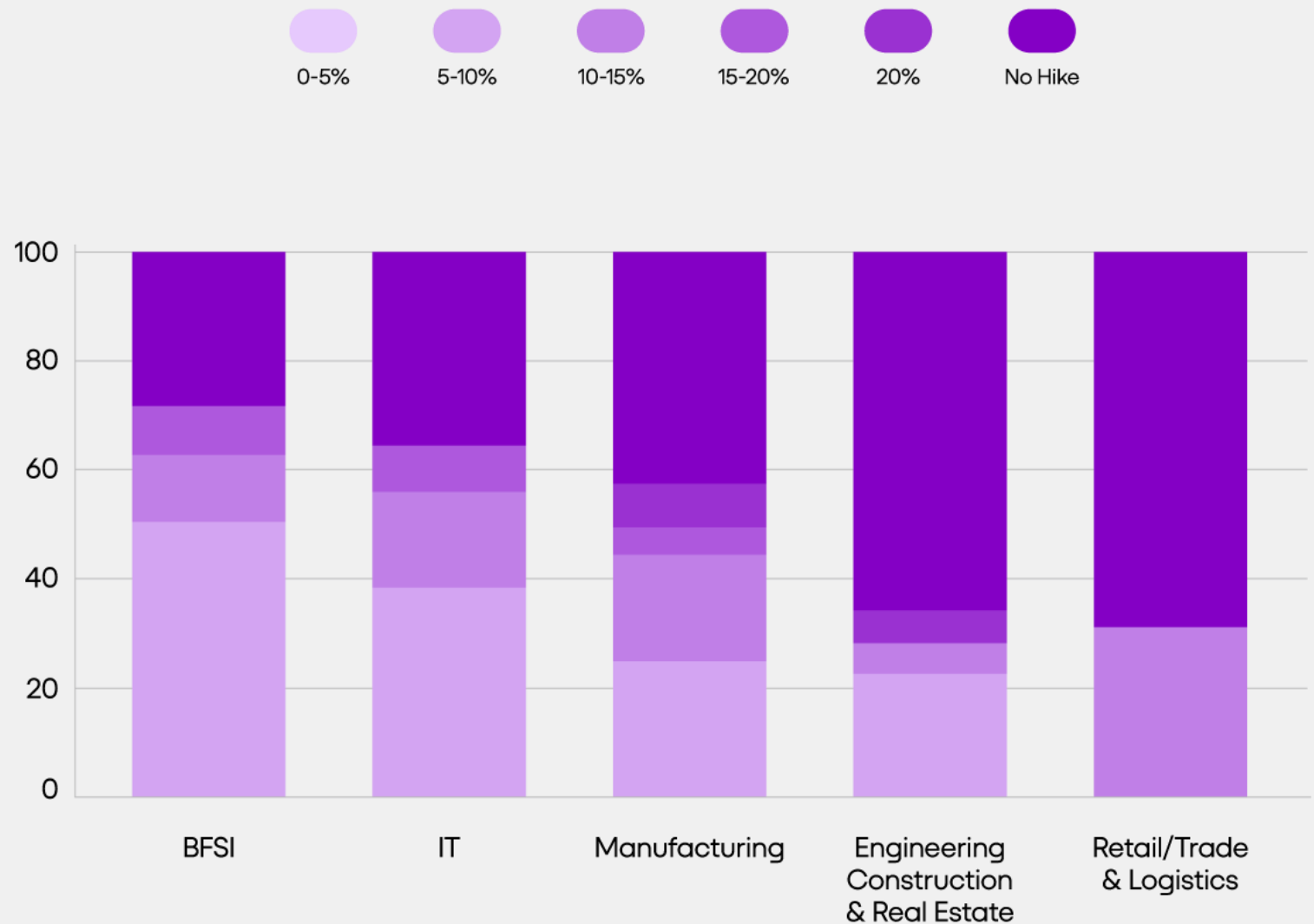
Industry

Function

Promotion

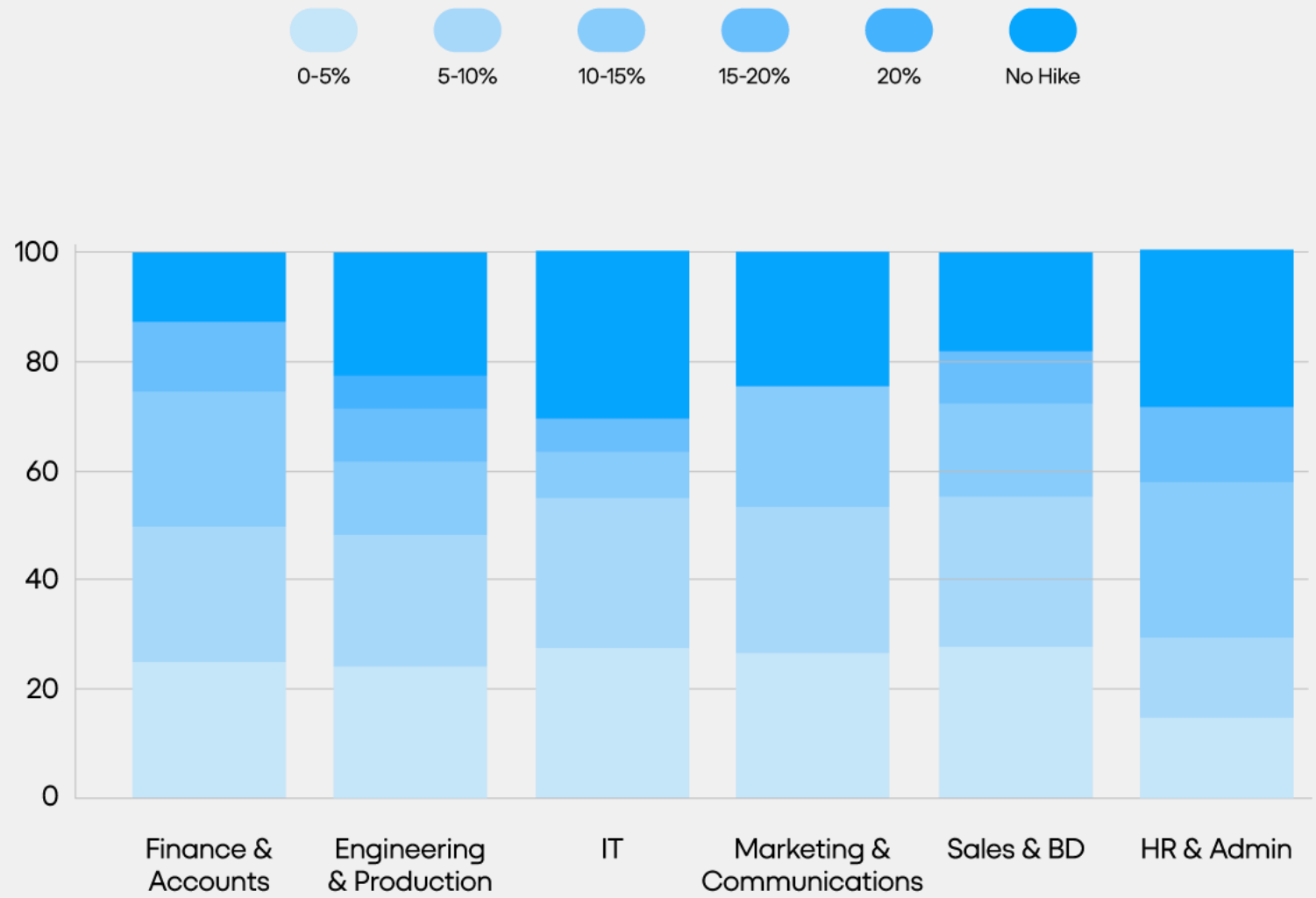
Appraisal by Industry

- BFSI and IT saw conservative hikes, with the majority receiving hikes under 10% and no representation in the more than 15% range.
- Manufacturing stood out among all sectors with a balanced and comparatively optimistic hike distribution.
- With 67% receiving no increment, Retail/Trade faced the sharpest impact among all sectors.
- Engineering and Manufacturing exhibited a mixed pattern where employees either got high hikes or no hike at all.

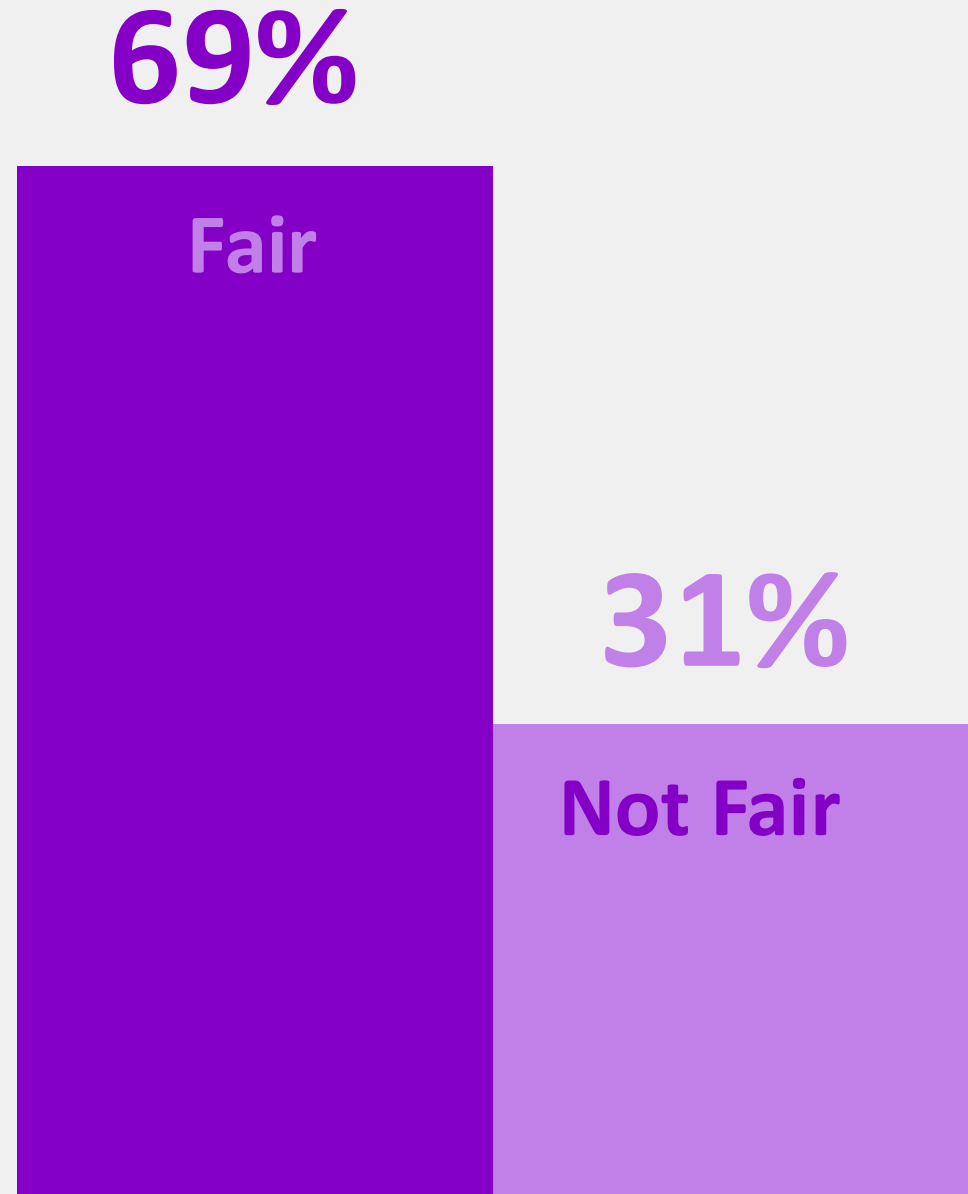


Appraisal by Function

- Engineering & Production led the way with hikes over 15%, suggesting a clear emphasis on retaining talent or driving functional growth.
- Finance & Accounts stood out for its stability, marked by strong hike distribution and minimal dissatisfaction, with only 17% not receiving a hike.
- With 42% missing out on increments, IT emerged as the most impacted function.
- Marketing, HR, and Sales reported subdued hikes, largely below 10%, and about 33% of employees did not receive any increment.

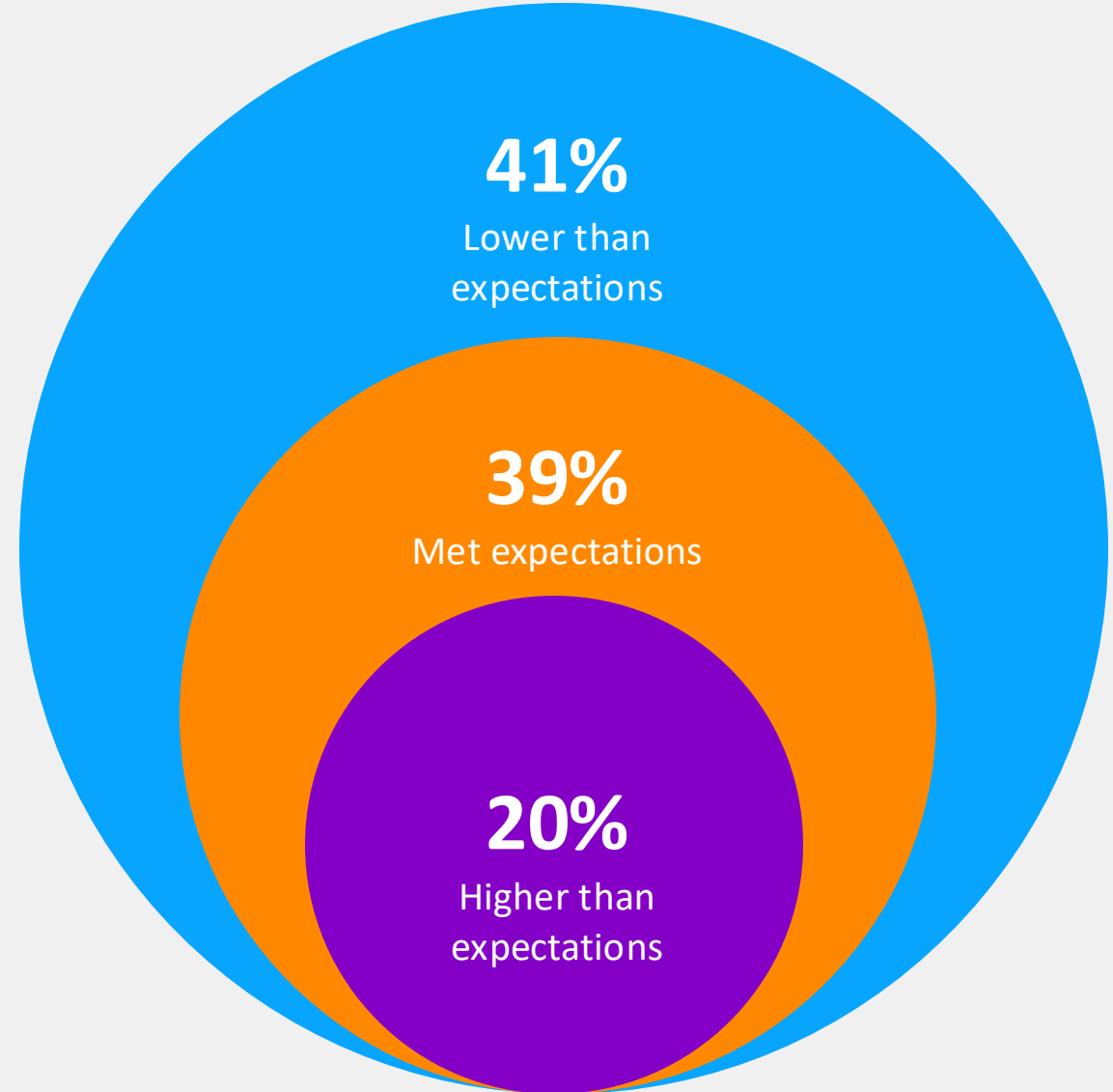


Fairness of Appraisal Based on Performance



Hike Expectations

- While nearly 60% of employees felt their hikes met or exceeded expectations, a significant 41% found them lower than expected pointing to a gap in reward perception.
- The majority of these lower expectations came from the IT industry, reflecting limited or no hikes in many cases.
- In contrast, Engineering, Construction, and Real Estate professionals were largely satisfied, with hikes aligning more closely to what they anticipated.

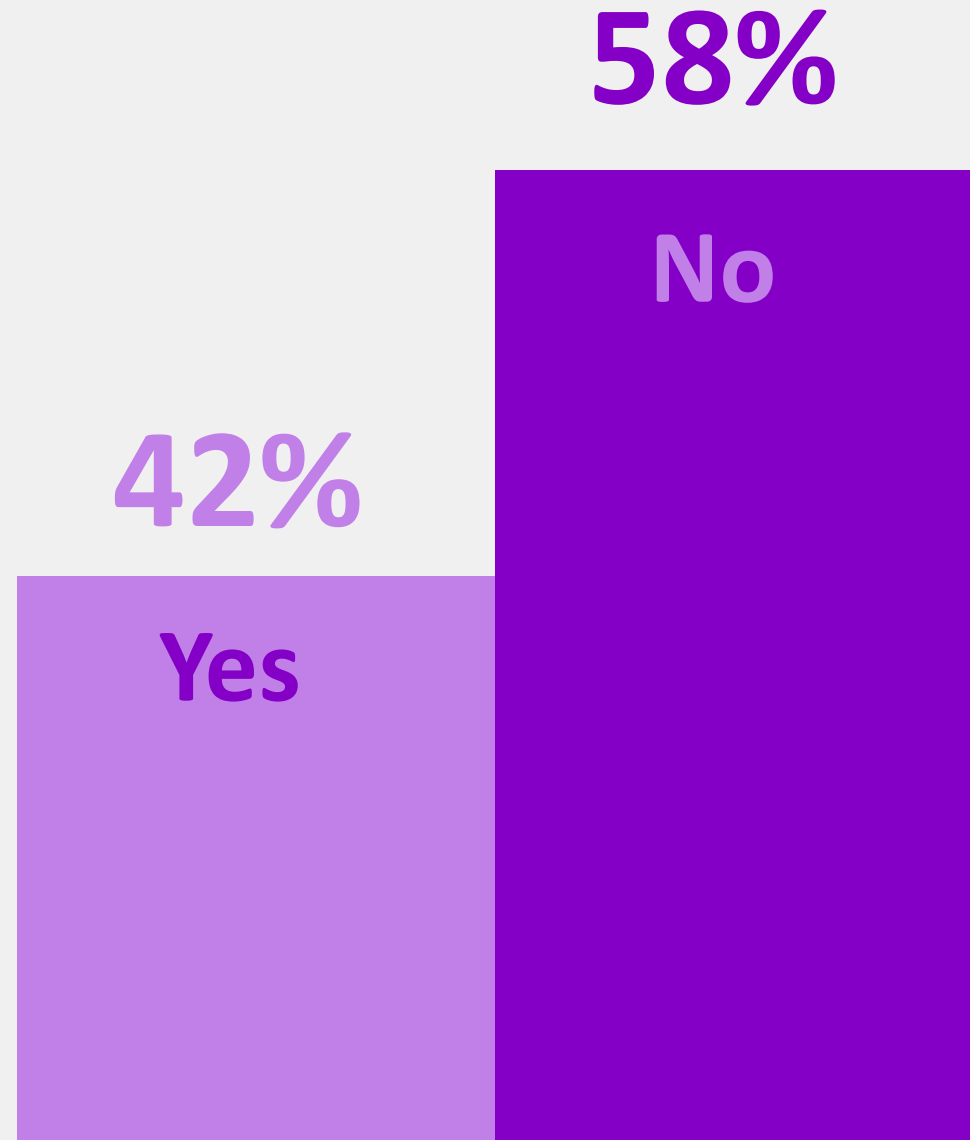


Annual Promotion

8%

Respondents got a promotion but no hike

While close to half of the workforce saw career progression, a significant 58% remained stagnant in their roles without any promotion. Notably, 8% were promoted without a corresponding salary hike, pointing to a growing trend where recognition doesn't always translate into monetary reward. Such patterns may impact employee motivation, particularly among mid-level professionals who value both advancement and equitable compensation.



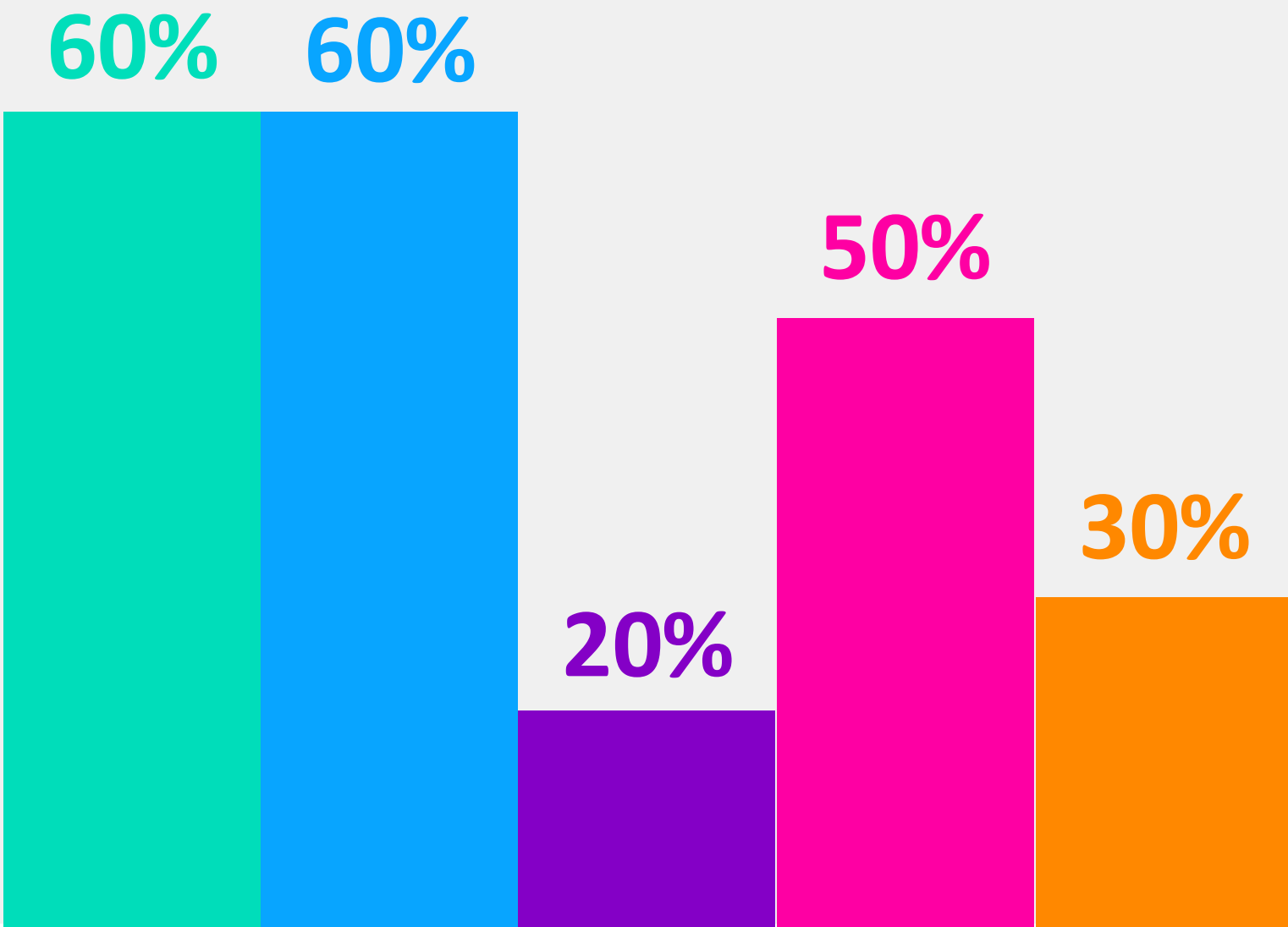
89% Employees Considering a Job Switch



- Among professionals contemplating a job switch, the majority (25%) received only a modest hike of 5–10%, indicating limited satisfaction with their current compensation.
- Interestingly, 18% of potential job seekers received substantial hikes exceeding 20%, suggesting that even significant increments are not always enough to ensure retention—highlighting the growing importance of factors beyond pay, such as career growth, flexibility, and work culture.

Factors to Continue in Current Job

- Flexibility
- Work Life Balance
- Career Growth Opportunities
- Salary Benefits
- Team Leadership





For additional information or custom
insights, please write to ***pr@foundit.ai***

Annexure:

Industry	0-5%	5-10%	10-15%	15-20%	20% +	No hike
BFSI	53%	13%	10%	0%	0%	25%
IT	41%	18%	9%	0%	0%	32%
Manufacturing	26%	21%	5%	11%	11%	26%
Engineering, Construction and Real Estate	24%	6%	0%	6%	24%	41%
Retail/Trade and Logistics	0%	33%	0%	0%	0%	67%

Roles	0-5%	5-10%	10-15%	15-20%	20% +	No hike
Finance & Accounts	33%	33%	17%	0%	0%	17%
Engineering & Production	32%	18%	13%	8%	0%	30%
IT	38%	12%	8%	0%	0%	42%
Marketing & Communications	36%	30%	0%	0%	0%	33%
Sales & BD	38%	24%	13%	0%	0%	25%
HR & Admin	17%	33%	16%	0%	0%	33%