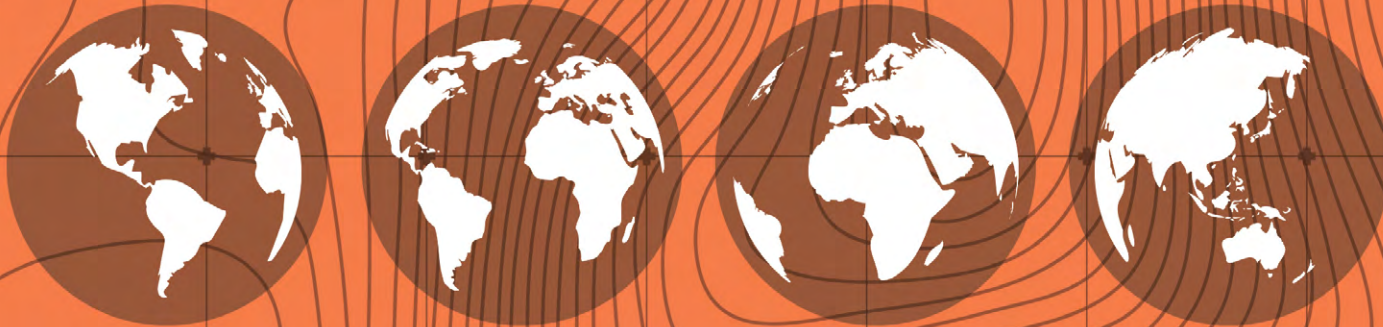


PEOPLE AT WORK

2025



8

PAY EQUITY



PEOPLE FEEL BETTER ABOUT THEIR PAY, BUT THEY'RE TROUBLED BY A SENSE OF UNFAIRNESS

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Fewer workers had gripes about their pay in 2024. But while the share of people who feel unfairly paid fell from a year earlier, sentiment gaps about fairness persisted, especially between men and women.

In 2024, 27 percent of workers felt that their pay wasn't fair, down from 31 percent in 2023. Despite this improvement, 28 percent of women felt their pay wasn't fair in 2024, compared to 23 percent of men.

Age, managerial level, industry, and type of work also figured into how workers feel about their pay.

The ADP Research Global Workforce Survey collected data from a stratified, random panel sample of nearly 38,000 working adults across 34 markets on six continents between July 23 and August 6, 2024.

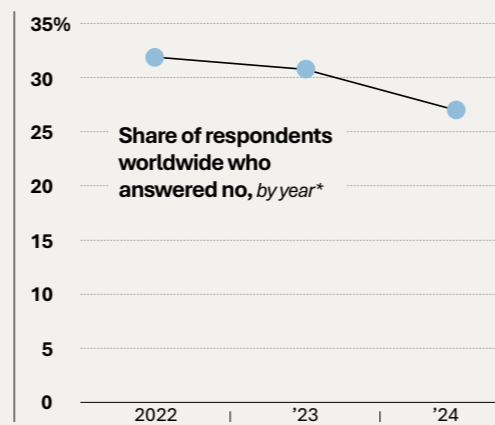
We asked people to answer yes or no to this question: My pay is fair for the work I do. In the 25 markets we've surveyed annually since 2022, the share of workers who feel fairly paid has risen for the past two years.

While this survey didn't capture respondents' actual pay—or how their employers feel about it—it did show that worker sentiment on pay fairness needs improvement. When people feel that they're paid fairly, their employers are more likely to have engaged and productive teams, and lower employee turnover.

MY PAY IS FAIR FOR THE WORK I DO

Since 2022, the share of workers who think they're unfairly paid has fallen.

*Includes only markets with annual data since 2022.
 Source: ADP Research Global Workforce Survey



GENDER

Gender is a key differentiator when it comes to how workers feel about their pay. Although the share of people who feel unfairly paid is trending downward, the gender gap persists.

Worldwide, 28 percent of women surveyed said they are paid unfairly, compared to 23 percent of men. In 15 of the 34 markets we surveyed, more than 30 percent of women said they are paid unfairly. Men reached the 30 percent threshold in only five markets.

This gender gap gets worse as people get older and farther along in their careers.

Four industries in particular stood out when it came to pay and gender: Mining, education, health care, and accommodation and food services.

Education and health care, two industries heavily populated by women, also had the largest share of women who felt unfairly paid. But many men in these industries said they felt unfairly paid, too.

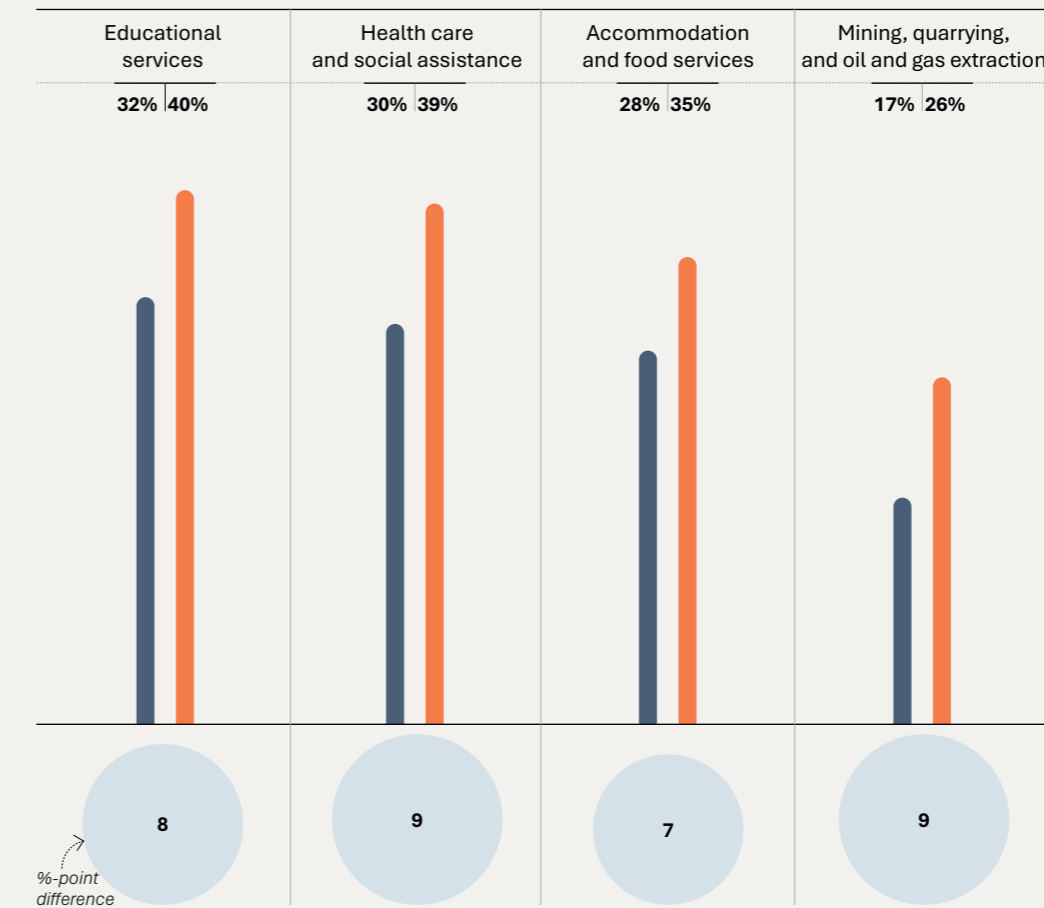
28%

The percentage of women surveyed worldwide who said they are paid unfairly.

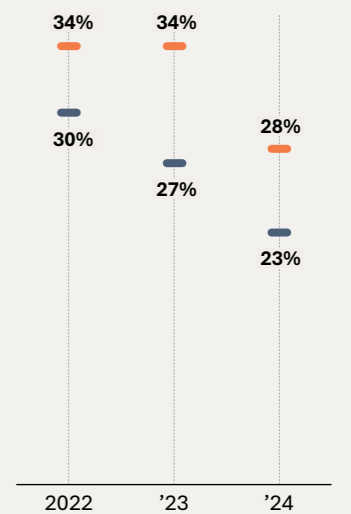
MY PAY IS FAIR FOR THE WORK I DO

● Men ● Women

Share of workers who answered no, by year, gender, age and industry



Share of workers who said no, by gender and year



Share of respondents worldwide who answered no, by gender and age

Age group	Men	Women
18 to 26	18%	23%
27 to 39	21%	26%
40 to 54	27%	33%
55 to 64	28%	34%



MANAGERIAL LEVEL

Pay tends to increase with added responsibility, and we found that more people at higher levels in the corporate hierarchy were satisfied with their pay.

C-suite (13%) and upper management (15%) employees were much less likely

than lower-level employees (34%) to feel their pay is unfair.

Even in these high-ranking jobs, women still were more likely than men to say their pay is unfair, but the gender gap did narrow for workers in management.

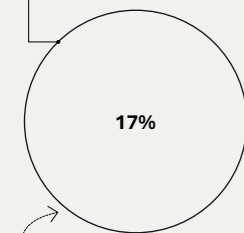
MY PAY IS FAIR FOR THE WORK I DO, by type of worker¹

The more complex the job, the smaller the share of workers who feel unfairly paid.

Share of workers who say no

Knowledge worker

I have a level of freedom to use my expertise to create something new.



Least likely to say their pay is unfair

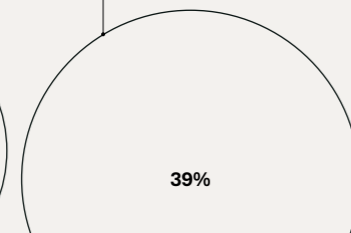
Skilled task worker

I use a level of expertise to solve similar problems each day.

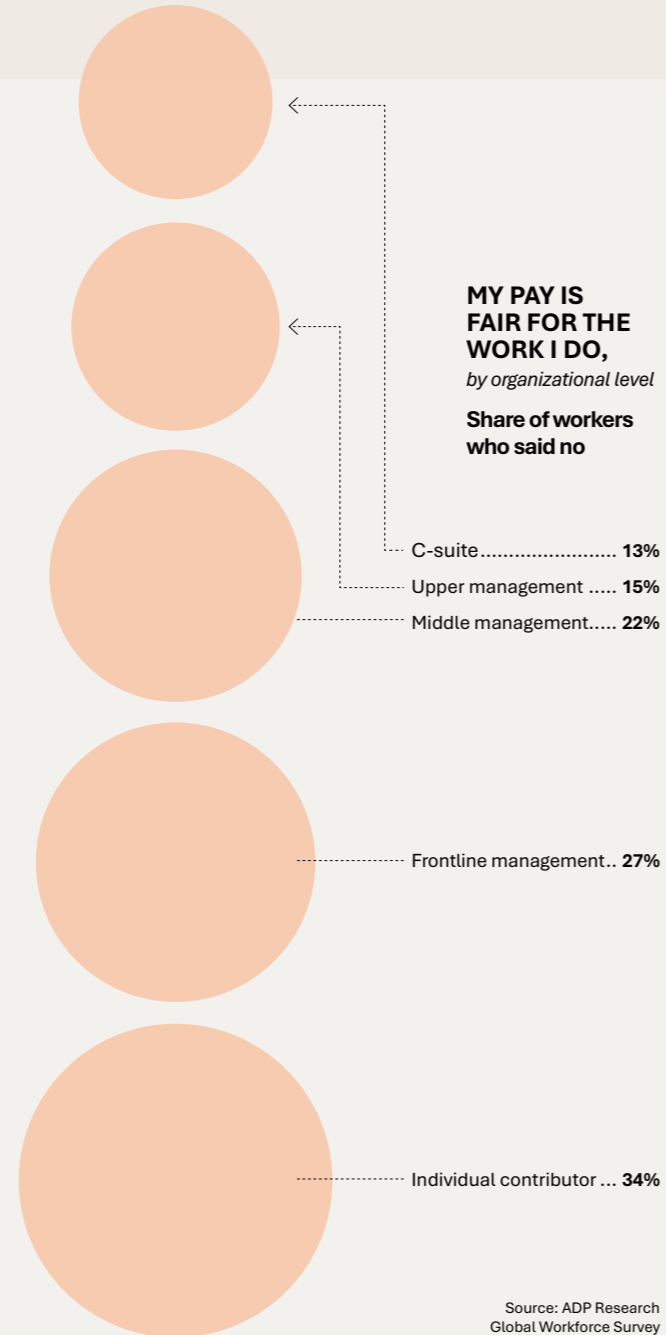


Cycle worker

I do similar repetitive tasks each day.



¹ Respondents were asked to choose the work type that best fit their role



MY PAY IS FAIR FOR THE WORK I DO, by organizational level

Share of workers who said no

THE TAKEAWAY

Workers who feel unfairly paid are less likely to be engaged on the job, are less likely to be resilient, are less likely to trust employer leadership, and are more likely to quit.²

In fact, people who received an increase in pay in the last 12 months were more than 2.3 times more likely to say their pay was fair than those who didn't.

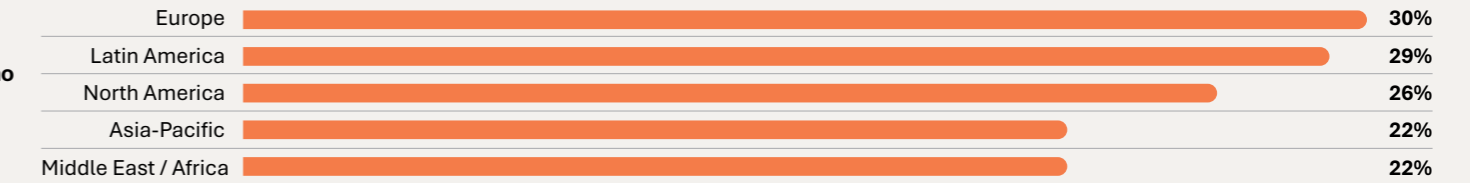
² We define engagement as the emotional state of mind that causes people to do their best work, sustainably. More information on how we measure engagement can be found in our [Definitive Series: Employee Engagement](#) report. We define resilience as the capacity of an individual to withstand, bounce back from, and work through challenging circumstances or events at work. More information on how we measure resilience can be found in our [Workplace Resilience Study](#).

Source: ADP Research Global Workforce Survey

MY PAY IS FAIR FOR THE WORK I DO, by region

The share of workers dissatisfied with their pay is lowest in India, at 11 percent, and highest in South Korea, at 45 percent.

Share of workers who say no



SHARE OF WORKERS WHO SAY THEIR PAY IS NOT FAIR FOR THE WORK THEY DO

By market

South Korea	45%	Nigeria	25%
Sweden	39	Peru	25
Japan	37	Australia	25
France	37	Mexico	24
Argentina	36	Germany	24
Italy	36	South Africa	23
Chile	32	Netherlands	22
Czech Republic	32	Switzerland	21
Poland	31	Philippines	20
Taiwan	31	Egypt	18
Spain	30	Saudi Arabia	18
Brazil	29	Singapore	17
New Zealand	28	China	17
United States	26	Indonesia	13
United Kingdom	26	Vietnam	13
Canada	26	Thailand	12
United Arab Emirates	26	India	11

By gender

	Men	Women		Men	Women
Argentina	32%	42%	Nigeria	27%	24%
Australia	20	29	Peru	25	25
Brazil	27	32	Philippines	18	23
Canada	20	31	Poland	25	40
Chile	29	36	Saudi Arabia	20	14
China	16	17	Singapore	12	18
Czech Republic	27	37	South Africa	24	21
Egypt	22	10	South Korea	45	44
France	32	39	Spain	27	33
Germany	23	26	Sweden	30	45
India	12	9	Switzerland	20	23
Indonesia	13	13	Taiwan	28	35
Italy	31	40	Thailand	9	16
Japan	36	38	United Arab Emirates	24	27
Mexico	25	24	United Kingdom	20	31
Netherlands	17	26	United States	21	30
New Zealand	23	31	Vietnam	14	11



OUR MISSION

The ADP Research mission is to make the future of work more productive through data-driven discovery.

Companies, workers, and policymakers rely on our finely-tuned data and unique perspective to make informed decisions that impact workplaces around the world.